

## Midstate law enforcement agencies band together to fight rise in violent juvenile crime

BY KATE COIL  
TML Communications Specialist

The murder of a musician in West Nashville, a Brentwood police officer hospitalized after being struck with a stolen vehicle, and the arrest of a 15-year-old for multiple carjackings: these are among the reasons law enforcement officials from across Middle Tennessee are coming together to target juvenile crime.

Police departments with the cities of Brentwood, Clarksville, Franklin, Hendersonville, La Vergne, Nolensville, Smyrna, and Metro Nashville have come together with sheriffs' offices and agencies like the Tennessee Highway Patrol and Tennessee Bureau of Investigation to figure out what can be done about the wave of violent crimes related to juveniles that have been hitting the area in the past few years.

Franklin Police Chief Deborah Faulkner said the most troubling aspect is not just the increase in crime but the increase in violence.

"Law enforcement agencies have absolutely seen an increase in juvenile crime, not just in the Franklin or Williamson County area but all in the Middle Tennessee and Greater Metropolitan Nashville area," Faulkner said. "There has especially been an increase in property crimes such as thefts from vehicles and of vehicles, not to mention carjackings and robberies."

Many of these crimes in the mid-state have two things in common: cars and guns. Unfortunately, Faulkner said many Middle Tennessee residents are unknowingly aiding offenders, making it easier for them to commit more and more violence.

"People are still leaving guns in their cars," Faulkner said. "Once these individuals have a stolen car,

they don't care what they do with it or what they do in it. They will then take these guns and use them in the commission of other crimes. We saw that in Nashville, and we have seen that in other places."

Across the state, officers and police chiefs are reporting the same thing: unlocked cars being stolen and guns being taken from them. TBI Director David Rausch said this access to vehicles and firearms means that juvenile policing is rapidly becoming even more of a regional issue.

"The big challenge is these young people aren't bound by the neighborhood anymore," Rausch said. "They can steal a car. That then expands the area they can wander to commit more criminal mischief."

The rise in crime prompted Metro Nashville to create a Juvenile Crime Task Force in February. See **CRIME** on Page 3

## City officials meet with state leaders at 2019 TML Legislative Conference

Gov. Bill Lee, Lt. Gov. Randy McNally, and House Speaker Glen Casada were part of the all-star lineup of state leaders city officials heard from and met with during the two-day Legislative Conference recently held in Nashville.

Also on the agenda were Senate Finance Chair Bo Watson, House Finance Chair Susan Lynn, State Senate and Local Chair Steve Dickerson, House Local Chair John Crawford, State Comptroller Justin Wilson, Economic and Community Development Commissioner Bob Rolfe, TBI Director David Rausch, and TDOT Commissioner Clay Bright.

See Pages 6 & 7 for more conference highlights.



Medina Mayor and TML Board Member Vance Coleman with Gov. Bill Lee



House Speaker Glen Casada with TML Executive Director Margaret Mahery and Shelbyville Mayor and TML President Wallace Cartwright



Rocky Top City Manager Michael Foster and Lt. Gov Randy McNally.

### Cities Under Attack

## How hackers breach municipal IT systems

BY SANDY REESER  
VC3 Chief Executive Officer

We've all heard about what happened midway through 2018 in Baltimore. They lost their municipal 311 telephone service for several hours, but worse, they lost their 911 service for 17 hours.

Can you imagine how the more than 600,000 citizens felt about not being able to call an ambulance, alert their fire department, or summon a police officer for more than half a day?

Yes, of course, there are other ways to complete those calls, but the whole concept of 911 has made people forget alternate methods. If calling 911 doesn't work, they're stumped.

And that's not the worst of it. Did you know that Atlanta, another city with almost half a million people, was without many city services for a week in 2018? Police were taking hand-written reports of crimes, the court system was clogged and backlogged, and people couldn't pay their municipal bills.

How could that happen to any major city in this day and age, let alone two of them? The truth is that nearly every single city is attacked, every single day, and many of them on an hourly basis [ICMA Cybersecurity Research Report 2016.]

### You Have Been Attacked

If you think your city is immune, you are wrong. Most hacking attempts go undetected unless the hacker deliberately sets out to make their feat obvious. Breaches sometimes aren't discovered for months.

These breaches fall into three broad categories:

1. Attacks, attempting to gain access to private areas;
2. Incidents, breaching confidentiality, altering records, or "taking



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the system down," and 3. Confirmed, successful attacks such as publishing social security numbers, or stealing personal data of citizens.

More than 400 U.S. municipalities and counties responded to the ICMA survey request, providing a clear picture of how municipalities are dealing with modern cybersecurity.

The report revealed that even the most aware cities — those that track these cyber-occurrences — 67.3 percent experience attacks, incidents, and/or complete breaches on an almost daily basis, and 36.8 percent experience attempted attacks on an hourly basis. See **CYBER** on Page 5

BY KATE COIL

For many, housing is seen as an issue for younger people, especially those with young families who are starting out in life, but with an estimated 98 million Americans aged 65 or older expected by the year 2060, providing affordable and accessible housing for senior citizens is quickly becoming one of the top housing issues faced in communities across Tennessee.

Homes may be one of the few assets many senior citizens have with about 78 percent of U.S. seniors owning a home free and clear. James Foulds, a retired urban planner who chairs AARP Tennessee Livability Council and sits on its executive board, said most of these seniors don't plan on going very far after they retire.

"AARP research has indicated that more than 90 percent of seniors want to stay in their own home," Foulds said. "A very high percentage want to stay in their own neighborhood. However, sometimes staying in your home is not possible because of physical limitations, economic limitations, or both."

Despite having higher rates of homeownership, homes owned by seniors are often older than those owned by younger residents. In 2015, the average home occupied by a senior resident in the U.S. was built in 1969. These older homes may often be in need of costly repairs seniors cannot afford to manage on their own.

Additionally, the older seniors are, the more likely they will need some sort of modifications to their home to keep living there. The Census Bureau has also found that with modern health care advancements, the average person will live an additional 19.4 years past the age

## Senior-specific solutions for affordable housing needed as Baby Boomers retire



Fixed-incomes and accessibility are among the two main challenges seniors face when it comes to housing. While older residents tend to have higher rates of homeownership, they may not always be able to stay in these homes because of maintenance requirements and accessibility issues as they age.

of 65, an average of 20.6 years for women and 18 years for men. A growing number of senior citizens will need housing solutions longer than ever before.

"A lot of livability is a function of income and geography," Foulds said. "I always put accessibility and affordability together. Accessibility is both the physical ability to get in and out of the structure itself and accessibility of the neighborhood to transportation systems, grocery stores, healthcare, entertainment and so forth. Affordability is not just being able to pay for the unit you want to live in; it's also being able to pay for the other support services you need like transportation, food, and utilities."

Transportation may also become an important facet of affordable housing for seniors, especially those who are no longer able to drive but want to remain in their current residence and stay active

in their communities.

"Not everybody has a car, and if you have to pay substantial to access a unit that is decent, safe, and sanitary through public transportation, shuttle systems, or your own private vehicles, it can be a challenge to afford a place to live," Foulds said. "Adding disability challenges becomes significantly burdensome on people."

Senior citizens often find themselves on fixed incomes, which can give them fewer housing options. Nancy Burnette, executive director of Maryville Housing Authority, said that many do not realize that seniors are making up a growing portion of Section 8 applicants and residents of public housing programs.

"When I meet with the public, their biggest conception about public housing is that everyone here is unemployed and should be See **HOUSING** on Page 3

NEWS  
ACROSS  
TENNESSEE



**CHATTANOOGA**  
Chattanooga’s Volkswagen plant will give a 50 cent per hour raise across the board starting in July. The company said the raise will take production line works from earning \$15.50 per hour to \$16 per hour as the company readies to begin building the new \$800 million electrical vehicle. The company announced it will add 1,000 employees to its workforce of 3,800 people to accommodate the new construction line. New hires will begin at \$16, and after six months of employment with Volkswagen, Chattanooga workers are eligible for \$17 per hour. After two years, they are eligible for \$19.70 an hour and salary tops out at \$23.50.

**CLARKSVILLE**  
The city of Clarksville has been listed as one of the top 10 cities for manufacturing in the country, according to a new study by Kempler Industries and Value Walk. Clarksville was ranked eighth out of the more than 200 cities survey and was the top city in Tennessee for manufacturing growth. Clarksville’s 10.7 percent growth in manufacturing in the past year, its median manufacturing industry income of \$43,745, and high ratio of industrial jobs to total jobs contributed to its high ranking on the list. The study examined 236 cities between 2017 and 2018, analyzing their manufacturing sector based on four key factors including: total manufacturing jobs, year-over-year industry growth, median salary, and median housing costs.

**CLEVELAND**  
The city of Cleveland approved more than \$10 million worth of building permits in February with \$6.3 million going toward residential permits and \$4 million toward commercial construction. The city issued 17 permits with nine going toward residential permits. The largest was the \$3.5 million permit to Construction Consultants for the building of a new major medical office complex near Interstate 75. The two other major commercial projects receiving permits were being built in the same area. Additionally, \$823,000 was approved for renovations to the Tennova Healthcare-Cleveland facility.

**COLUMBIA**  
The city of Columbia recently held its fifth annual Midstate Classic Tournament. More than 3,000 spectators came out to see the women’s collegiate softball doubleheader. The first game of the day featured Volunteer State as they took home the win against Columbia State, 4-2. The big game kicked off evening play with the University of Tennessee Lady Vols squaring off against Middle Tennessee Blue Raiders. The crowd was excited to see former Tennessee Vols Football Coach Phil Fulmer throwing out the first pitch. The Lady Vols defeated the Lady Blue Raiders 8-0 to take home the championship trophy.

**DAYTON**  
STULZ Air Technology Systems Inc. will establish manufacturing operations in Dayton, investing \$2 million and creating 250 jobs. The leading manufacturer of precision HVAC equipment and solutions will establish its operations in the former International Automotive Components building at 311 Greenway Blvd in Dayton. With its global headquarters in Hamburg, Germany, STULZ operates 10 other production facilities across the globe, employing more than 7,200 people. STULZ has more than 450 employees at its North American headquarters in Frederick, Md.

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**DUNLAP**  
Hubner Manufacturing Corporation will establish a new manufacturing facility in Dunlap, creating 66 jobs in the next five years. Hubner, a subsidiary of Germany-based Hubner Group, manufactures a wide range of products for the transportation and energy sectors. Hubner will build a 36,000-square-foot building on Tram Trail in the Dunlap Industrial Park. Construction of the new facility will begin in the second quarter of 2019. Hubner will produce extruded and molded rubber parts, gaskets, and seals for the transportation, oil and gas, and aerospace industries. Window systems, handicap lifts and ramps, and possibly gangways systems are under consideration for a later phase.

**JACKSON**  
Bobrick Washroom Equipment will invest \$6 million to expand its Jackson facility at the Jackson-Madison County Industrial Park by 40,000-square-feet and create 25 new jobs. The company manufactures stainless steel framed mirrors, paper towel and toilet tissue dispensers and bathroom partitions. Bobrick has operated its facility in Jackson for more than 29 years. Bobrick hired Jackson based firm H&M Construction Company to help with the expansion. Bobrick plans to have the expansion done by the end of the year.

**KINGSPORT**  
The city of Kingsport is planning a \$2 million expansion to its aquatic center, which will include an outdoor pool, outdoor pavilion, and an office suite. BurWil Construction Company of Bristol, Tenn., has been selected to build the addition to the Kingsport Aquatic Center. Construction is expected to begin in the spring and finish by the end of the year. An outdoor pool has been one of the most requested additions to the center by citizens. Plans call for the outdoor pool to have three swim lanes of 25 yards in length with a depth of four to five feet. The approximately 2,700-square-foot pool will be heated and have room for exercise classes, a basketball goal, a volleyball net and a circular social space with hydrotherapy jets. The new pavilion will be a 1,560-square-foot covered space with ceiling fans and room for 16 picnic tables. The facility will include a walk-in freezer and three family restrooms. The new office suite will extend the footprint of the building and will allow for two more employee offices and a workroom space.

**KNOXVILLE**  
The city of Knoxville has launched an electric scooter pilot program with the first of two companies selected through a competitive process. Zagster, which operates the local Pace bike-sharing program, put its Spin scooters on downtown streets while VeoRide will introduce its scooters in the coming weeks. Both companies are the first electric scooter-sharing companies to provide services following a moratorium that allowed city officials time to review best practices and provide some guidance for a program. Initially, the electric scooters will be staged across downtown and major residential and commercial corridors. Per the pilot program rules and city ordinances, electric scooters must be ridden in the streets and are not allowed on sidewalks or greenways. All details around the operations of the pilot program will be subject to change as the program evolves.

**NASHVILLE**  
SmileDirectClub will invest \$217 million to expand its headquarters and facilities in Middle Tennessee, creating 2,010 new jobs in the next five years. This is the company’s second expansion in two years. The market leader and pioneer of doctor-directed, remote invisible aligner therapy, the company announced a \$4.5 million expansion across two Davidson County locations, which supported the creation of nearly 450 new jobs. Currently, SmileDirectClub employs more than 1,600 people in the Nashville area. SmileDirectClub provides an affordable option to those searching for access to a straighter, more confident smile for much less than traditional treatment methods, and

# New rideshare app comes to Brentwood, Franklin, and Williamson County area

The cities of Franklin and Brentwood have joined the Nashville-based Hytch Rewards app to encourage ride shares and reducing traffic.

Hytch is a Nashville-based technology company focused on accelerating the use of shared mobility solutions in urban and surrounding areas like the 10 county Middle Tennessee region. Using the free Hytch Rewards app available for Android and iOS smartphones, Hytch uses gamification, interactive education and incentives to promote the social, economic, and environmental benefits of shared mobility.

Brentwood City Manager Kirk Bednar said the city is encouraging employees to use the system since the city joined it in 2018.

“Employees with the city of Brentwood are intrigued with the Hytch platform and usership is growing,” Bednar said. “In the first six months of our launch, we have already reached half our total goal. We feel proud that we are helping incentivize our employees to do their part to help ease traffic congestion in Middle Tennessee.”

By partnering with Hytch, fast growing cities like Brentwood and Franklin are able to take steps today to reduce congestion when mass transit options are a distant conversation. Participating cities can cut congestion and pollution without building additional transit or infrastructure.

In fact, building the equivalent infrastructure in one city would cost more than the Hytch solution in 30 cities. Hytch has



Nolensville Mayor Jimmy Alexander takes a Hytch test ride. The Nashville company expanded to Nolensville last year and is now piloting its rideshare rewards program in other communities.

partnered with other employers in the region including Goodwill Industries of Middle TN, Onin Staffing, Lipscomb University and HG Hill.

Franklin City Administrator Eric Stuckey said his city began piloting the program in early 2019.

“We are excited to launch this pilot program that provides an incentive for carpooling among our more than 750 team members,” he said. “This will help take cars off the road and reduce the competition for parking spaces. This program demonstrates our commitment to all employees, whether they live inside Franklin or drive from surrounding counties.”

Everyone in the city of Franklin is eligible to earn rewards by using the app. City of Franklin employees also have access to additional cash rewards through their employee reward program. Franklin employees can earn these rewards by sharing a ride to work,

ending their trip within the city limits and using their employee ID number as a promo code. All Hytch users can redeem their cash rewards from the app after they have accumulated \$10.

Hytch Co-founder and CEO Mark A. Cleveland said the goal is to encourage and incentivize citizens to implement traffic solutions like carpooling and rideshares.

“America is a car-centric culture,” he said. “Everyone can now feel the debilitating impacts of congestion. Leaders can see that people who share a ride are actually solving the problem, in real time, and these commuters deserve a reward. We should celebrate every time we see two or more people in a car. We look forward to working on this problem with every major city, every major employer and anyone looking for immediate, climate friendly solutions to traffic.”

without having to visit the orthodontist’s or dentist’s office.

**MEMPHIS**  
JNJ Express will invest \$83.6 million to expand its operations in Memphis, creating 610 new jobs over the next five years as it establishes a new corporate headquarters and operations campus in Southeast Memphis. JNJ will redevelop and occupy a former retail site at 5000 American Way. The company’s new campus will consolidate its headquarters and include human relations, accounting, information technology, marketing and other corporate functions. JNJ will also construct a second building for its operations division, which will include distribution, maintenance and transportation functions. JNJ currently has 290 employees in the Memphis area. The family-owned and operated company specializes in transportation and logistics services.

**OAK RIDGE**  
The Oak Ridge Heritage and Preservation Association (ORPHA) is celebrating the opening of a brand new museum dedicated to the city’s history on the 70th anniversary of the city gates first being opened. The Oak Ridge History Museum will preserve the history of the life and work of the people who made the Manhattan Project a success. The primary purpose of the museum is to focus on the “human side” of the Manhattan Project, telling the story of the history of Oak Ridge, and the people’s day-to-day lives during World War II and will feature a unique collection of authentic artifacts and displays. The opening of the museum will coincide with the 70th anniversary of the city being opened to the public after being kept secret for seven years while the Manhattan Project was in operation.

**SPRINGFIELD**  
The city of Springfield is kicking off celebrations for its bicentennial year with presentations on city history. Though the city wasn’t officially incorporated until 1819, it was established as the seat of Robertson County in 1796 and divided into town lots two years later. The first courthouse built in the city was made of hand-hewn logs and completed in 1799. The current incarnation of that courthouse still sits at the center of Springfield’s historic square and dates to 1879. Shirts celebrating the bicentennial were designed by a fifth-grader at a local school and the city recently unveiled a new city logo announcing the anniversary. Springfield will be holding events throughout the year to celebrate the milestone.

# Gallatin public murals illustrate city’s history



Local artist Bryan Deese paints the first of two new building murals planned to highlight community history in downtown Gallatin. Deese also served as the official mural artist of the Country Music Hall of Fame, and said the two murals will focus on the area’s transportation history. The mural he is painting focuses on the Nashville Light and Railway Company’s trolley system that operated into Gallatin via its Bluegrass Line from 1912 until 1932. This includes a portrait of conductor TJ Cato and his trolley. A second mural will feature the Louisville and Nashville Railroad that once had a stop at Depot Square, operating in the city beginning in 1858. That mural will include a picture of railroad president Milton Hannibal Smith, the depot and a steam engine. Plans are in place for a third mural dedicated to the 1970 championship basketball game between Union and Gallatin high schools and the players who helped unite the segregated city.

# Mt. Juliet officials break ground on greenway



Mt. Juliet city officials and local community members recently broke ground on the Town Center Trail Greenway at Eagle Park on West Division Street. The new greenway section will stretch nearly 1.7 miles when finished. The greenway project was started in 2012 and is expected to be complete by summer of 2020. The project will connect South Greenhill Road and Fourth Avenue, providing a safer route for pedestrians and providing better connectivity between subdivisions.

Midstate law enforcement agencies band together to fight rise in violent juvenile crime

**CRIME** *from Page 1*

2018 to deal with the increase in juveniles being arrested – and often rearrested. In the year since the task force was organized, a total of 222 minors were charged with 309 felonies and 430 misdemeanors.

Perhaps most alarming, the Metro Nashville Police Department Juvenile Crime Task Force recovered nearly 200 stolen vehicles and 224 guns in one year of operations alone.

Brentwood Police Chief Jeff Hughes said many of the offenders being arrested by Nashville’s task force are the same offenders showing up in cities throughout the region.

“They are going to the areas where they know they are going to have success in committing these acts,” Hughes said. “Sometimes in these outer lying communities, people are a little more lax when it comes to taking the precautions they need to.”

Many departments in the region have surveillance footage of juveniles walking down neighborhood streets, testing cars until they find one that is unlocked. If they can’t find any, they try the next street over.

Faulkner said many motorists don’t realize how easy and quickly someone can get into their vehicle, especially if they leave it running while they go into a store or their home.

Officials said they have also noticed the way these juvenile offenders respond to law enforcement and the criminal justice system is changing.

“These young people seem to lack fear,” Faulkner said. “They don’t seem to be concerned with the outcomes or consequences of their actions. For me, as a longtime

law enforcement official, that is extremely concerning. Some people think this is just a few young people doing things here and there so we shouldn’t be concerned about it. I can tell you, particularly after the homicide in Nashville, those of us who are in the business of crime prevention and apprehending criminals are extremely concerned about possible links to gangs and other very serious criminal activity.”

Officers across the midstate are reporting increases in the number of pursuits – both via vehicle and on foot – they have conducted. Hughes said officers now have to make tough calls when it comes to whether or not to pursue suspects, especially since they can get in legal trouble and face liability for damage done during pursuits.

“When we have restrictive pursuit policies – as we should, because we certainly don’t want a pursuit to injure an officer or bystander – normally what we end up doing is terminating those pursuits shortly after they have been initiated if the risk of the pursuit outweighs the cost of the apprehension,” Hughes said.

Recidivism is also increasing among juveniles. Of those 222 juveniles the Metro Police Department Juvenile Crime Task Force charged in the past year, 45 percent were arrested more than once with 10 arrested five or more times in the same year. Some of the offenders re-arrested were as young as 12.

Smyrna Police Chief Kevin Arnold said he has also dealt with repeat offenders in his own community.

“About two years ago, we had a gun store in town that was burglarized by juveniles using a stolen vehicle to ram into the front of the store,” he said. “They then went in

and stole a large amount of guns. Through the diligence of our detective division, we arrested everyone involved and recovered most of the guns. One of the kids was 15 years old and had already been arrested 31 times.”

As a result, Arnold and other law enforcement officials are wondering if the current system is really working.

“We have to ask at what point we say enough is enough,” Arnold said. “Obviously, if you have a juvenile who has been in the system more than 30 times, counseling and techniques of that nature aren’t working. We also have to make sure that the kids that can be reached are reached and are getting the proper help they need. There is a balancing act.”

Rausch said that others need to be held accountable for these actions as well.

“We want to hold not just these juveniles accountable but also their families. We need to push the message of responsibility,” he said. “We need to push that message to parents, especially.”

Rausch said he thinks some parents and guardians are afraid to seek the help of law enforcement or the court system, trying to protect their children in a way that does more harm in the long run.

“Parents also need to seek help from the courts and social services,” he said. “The right way to protect your kids is hold them accountable, not to cover up their activity. There are great resources through the juvenile system to help parents. The last thing we want to do is take a child away from the parent. We want to give you the resources to keep your family together.”

Bringing together police departments and law enforcement resources



Regional law enforcement officials said those leaving their vehicles unlocked may be inadvertently aiding to the increase in juvenile crime. Unattended or unlocked vehicles are providing young offenders with access to guns and the means to travel across the region.

es is just one way officials in Middle Tennessee are looking to combat the issue. Arnold said his department is already seeing the benefit of the regional task force.

“By us getting together, we are now getting all sorts of information coming in from every side,” he said. “One thing I think is great about the state of Tennessee is how law enforcement in this state works together. There are no territory disputes or dealing with egos. You can’t have effective law enforcement and not have law enforcement talking with one another.”

Rausch said he is glad to see regional departments working together. He said TBI is eager to continue to serve as an important resource to push out information, evaluate crime statistics, and analyze offenders and patterns for these departments.

“It’s critical that departments come together,” he said. “TBI was created as a resource to all the agencies in our state, primarily for small rural and city departments to be their resource. These departments coming together and looking at this as a regional challenge is exactly the right way to approach this. We understand that crime is different in different locations, but with everyone coming together and working together, it helps TBI.”

Overall, Hughes said it is going to take officials and citizens from all walks of life to effect change.

“You have to look at this from every angle,” he said. “This is a societal problem. It’s going to take law enforcement, legislators, teachers, and parents. It is going to take all of us to come together on this.”

Senior-specific solutions for affordable housing needed as Baby Boomers retire

**HOUSING** *from Page 1*

working,” Burnette said. “Our population specifically here in Maryville is 70 percent elderly, disabled, and/or handicapped. We are providing them with a good, safe place to live. This is usually the place they stay until they go into a nursing home or assisted living.”

Burnette said she is already seeing an increase in seniors in the program.

“We already have such a large population, and we are starting to see that influx of baby boomers,” she said. “It used to be our average population of elderly residents was about 60 percent, and now it’s about 73 percent. That population is definitely edging up, so I see that being an increasing problem.

One of the reasons the older population in public housing programs is growing is because a large portion of senior citizens rely on programs like Social Security and Medicaid to keep them afloat financially.

An estimated 84 percent of senior citizens receive Social Security, and more than a third of senior citizens reported that Social Security made up 90 percent of their income or more. Already, Tennessee has 8.9 percent of its elderly residents living below poverty level.

more likely to live in poverty. Senior women are also more likely to fall below the poverty line the older they live.

“When you retire, your income usually goes down rather than up,” Foulds said. “Everyone is on a budget whether they are working or not.”

Burnette said for residents in Maryville’s public housing programs the average gross income for elderly and disabled residents is \$13,664, less than the average yearly income of \$17,173 for those in the program who are actively employed.

“Rent pay in the program is 30 percent of adjusted monthly income including utilities,” she said. “People also need to be able to live beyond their rent. If it takes everything you have to put a roof over your head, you can’t buy quality food and you can’t pay for transportation needs.”

Foulds said seniors are not exempt from high rental prices that are starting to impact even rural communities across the country.

“There is often an issue between what the average market value is and what your income is,” he said. “If seniors are spending 50 percent on an average basis for housing, that tells you they are forgoing food, medicine, and transportation to simply have a place to live.”

Another need many see on the horizon is for homes that are built specifically to accommodate elderly and disabled residents. One of the upcoming trends in housing is universal design, which encourages homes to be designed or adapted where there is a bedroom and full-bath on the first floor and at least one zero-grade entrance, meaning there are no steps to the entrance

As more and more seniors enter government housing programs, Burnette said there will be more needs for living space that is suited to the needs of senior citizens in the public sector as well.

“We do reasonable accommodations frequently, such as ramps and

bedroom units equipped for wheelchairs,” she said. “Occasionally, they will also have a family member in a larger unit that is in a wheelchair we have to make accommodations for. Putting up grab bars in showers is another common request. For those who are hard of hearing, we have special smoke alarms that are flash lights instead of a sound.”

Burnette said that the increased number of elderly residents may also bump up waiting list time for others.

“It can be a while before people move into that nursing home,” she said. “We are driven by date and time of the application, so it’s important to start the process as soon as possible. We have a waiting list that is about two-to-three years long for public housing and a little longer than that for Section 8.”

To meet the needs of the state’s growing 65-plus population, AARP and other organizations are encouraging Tennessee communities to begin evaluating what their own needs are and how they can be met through public and private partnerships.

Foulds said AARP’s Tennessee chapter has already partnered with groups like the Tennessee Affordable Housing Coalition and Tennessee Housing Development Authority to look at senior issues.

“There isn’t a one-size fits all solution. We have to look across the board and begin to build local policies that meet needs,” he said. “AARP Tennessee is supporting initiatives for providing affordable homes and services to the 55 and 65-plus population. We supported in Nashville a non-profit entity called Urban Housing Solution’s application to the Tennessee Housing Authority for tax credits on a project on North Nashville that will provide housing for the older population.”

Likewise, Foulds said AARP has programs for communities to help assess their needs and develop action plans.

“The whole dynamic of the pop-

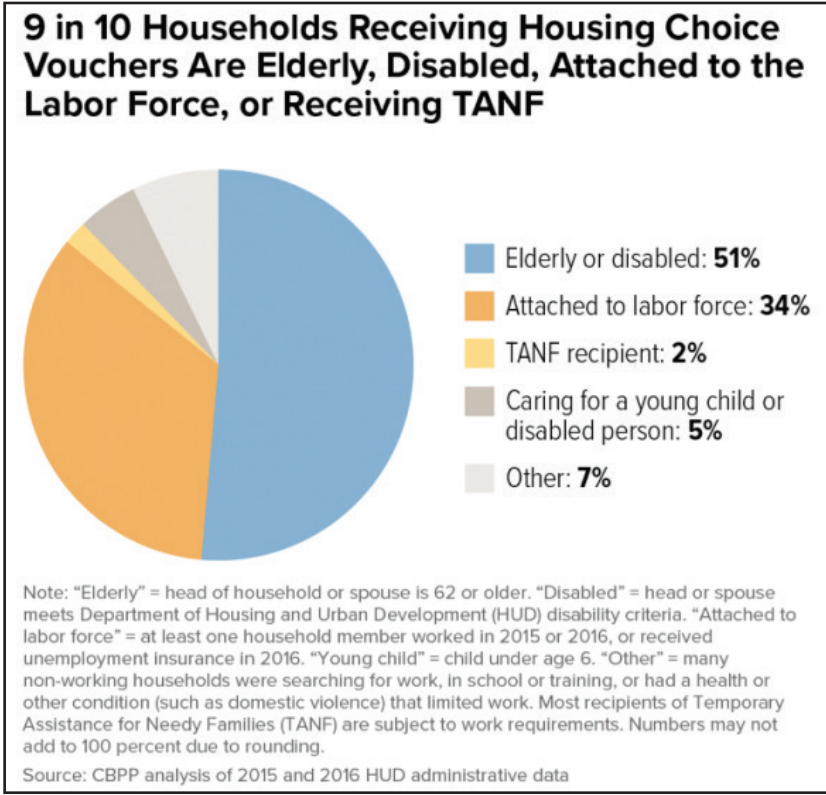
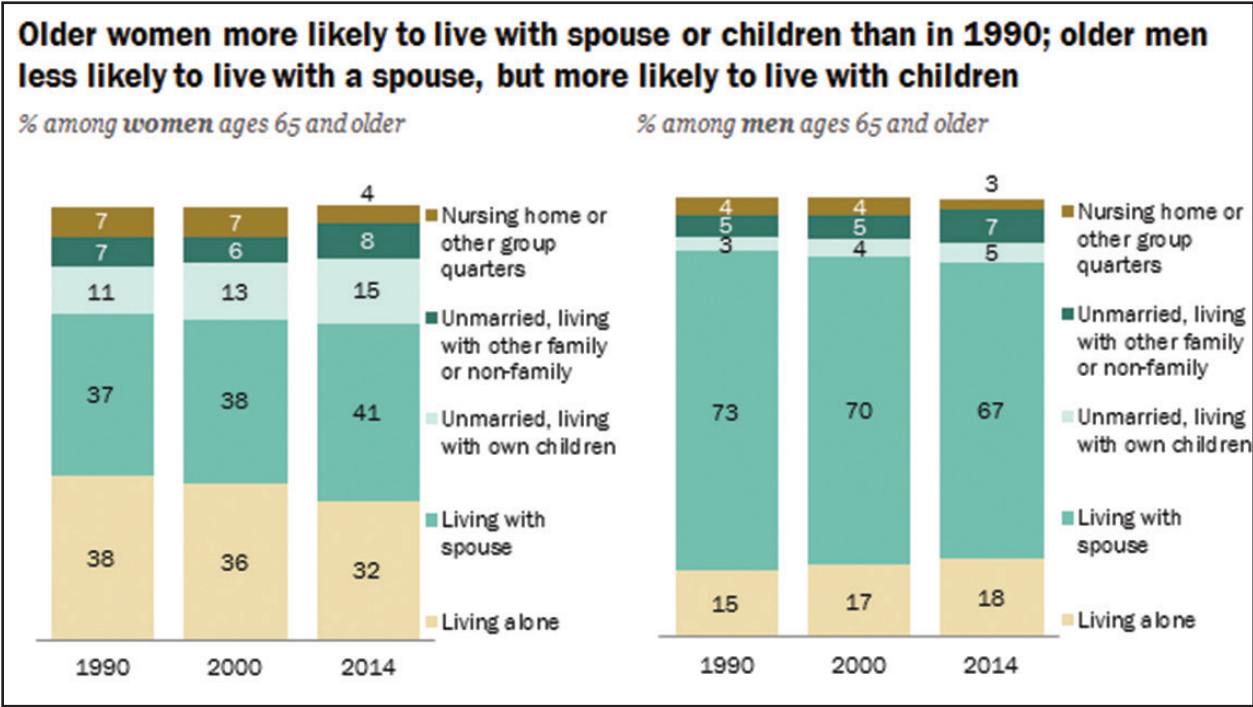


With more than a third of senior citizens saying that Social Security is their primary income source, the gap between housing costs and what seniors on fixed-incomes can afford makes housing affordability a growing issue. Maryville Housing Authority Executive Director Nancy Burnette said 70 percent of her program’s residents are elderly and disabled, a number that is on the increase.

ulation curve is changing and will be completely changed by 2035,” he said. “That will put an impact on everything, not only household financial budgets but community budgets. Communities may have to re-evaluate what services they can reasonably provide given their aging populations.”

When it comes to finding the best housing solutions, Foulds said local solutions are always the best.

“Understand the problem in your own community,” Foulds said. “Don’t depend on national or statewide statistics to define the problem for you. Do your own survey work.”



In 2016, more than half of public housing residents were seniors or disabled. Fixed incomes and longer lives may mean a growing number of seniors may have to use housing programs like Section 8.



PEOPLE IN THE NEWS

Elizabethton City Council member **Kim Birchfield** has been appointed to the Peace Officer Standards and Training (POST) Commission as a citizen member by Gov. Bill Lee. Birchfield served as a police officer for 33 years, serving 30 years in the state of Tennessee. Before being elected to the city council three years ago, he also served on the Elizabethton City School Board. The POST Commission is responsible for developing and enforcing standards and training for all local police officers. The commission has 18 members including law enforcement personnel, lawmakers, and citizens.



Kim Birchfield

**Mike Corricelli**, the chief of accounts for the state of Tennessee, has received the William R. Snodgrass Distinguished Leadership Award from the Association for Government Accountants (AGA). The award honors state government professionals who exemplify and promote excellence in government financial management and who demonstrate outstanding leadership and is named for a former Tennessee comptroller of the treasury. Corricelli has served as chief of accounts in the department of finance and administration since 2010, having served 15 years with the department beforehand. Coricelli held financial management positions with the Cumberland Museum in Nashville, the state of Indiana, and the Indiana State Fair Board, among others prior to that. He has a bachelor's degree in accounting from Ball State University.



Mike Corricelli

**Lorrie Goff** has been promoted to the rank of sergeant by Johnson City Police Chief Karl Tuner. A 29-year veteran of the force, Goff presently serves as a student resource officer and in her new role will oversee the



Lorrie Goff

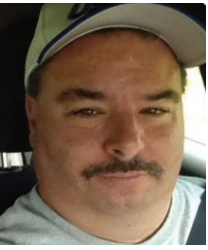
school resource officer unit for the Johnson City School System. Goff has served as an SRO since 1999 and was named the unit's officer-in-charge in 2008. Prior to that, she took on multiple roles with the Johnson City Police Department including as a field training officer, on the honor guard, and as part of the crisis response team. She has a master's degree in sociology from East Tennessee State University and is a graduate of the 2009 Municipal Management Academy.

**Durward Hall**, a former Metro Nashville council member, died on March 9 at the age of 79. Hall served on the city of Nashville's council from 1987 until 1995, representing the Hickory Hollow area, and was the father of current Davidson County Sheriff Daron Hall. Born in Tullahoma, he grew up in Nashville and graduated from Antioch High School. He served in the Tennessee Air National Guard for six years and worked for 24 years at the K.J. Quinn Chemical Company. In his spare time, he was a coach for local youth sports leagues. During his time on the city council, he chaired the public works committee and was instrumental in the creation of the Metro Police Department South Precinct in Antioch.



Durward Hall

**Brian A. Loso** has been selected to fill the alderman seat on the town of Normady's Board of Mayor and Alderman vacated by Charles Whitaker's recent election as mayor. Loso joins other new board members such as Jessica Wast and Phillip Prince who were elected in November. Loso previously served as the town recorder for the town of Normandy and also previously worked as a general manager for Titlemax.



Brian Loso

**Bobby Peacock** has retired after 26 years as a patrolman with the Shelbyville Police Department and a total of 32 years in law

enforcement. An area native, Peacock took a job at the Empire Pencil factory before deciding to go into law enforcement. He worked with the Bedford County Sheriff's Office from 1983 until 1988 and then joined the Shelbyville Police Department in 1992. Despite being offered higher ranks, Peacock chose to stay as a beat patrolman working the streets of Shelbyville.



Bobby Peacock

**Chuck Shoopman** retired from his post as the assistant vice president for the University of Tennessee's Institute for Public Service in February. In his retirement, Shoopman will remain active as a consultant, serving as the president of Cleveland-based Growth Innovations Group, LLC. Shoopman had been with the Institute for Public Service for more than 14 years. Prior to that, he worked as a general manager in economic development for the Tennessee Valley authority from 1993 until 2004. Shoopman holds a bachelor's degree in political science from Vanderbilt University and a master's in public administration from the University of Tennessee at Chattanooga.



Chuck Shoopman

**Lisa Winkle** has been selected as the city treasurer of the city of Kingsport, becoming the first woman to serve in the role in the city's history. Winkle presently serves as a CPA and comptroller for the city and will take over the role from Jim Demming, who is splitting time serving as the city's treasurer, recorder, and CFO. Winkle has been employed by the city of Kingsport since 2006, but worked with the city in other capacities beforehand. She graduated from East Tennessee State University with a degree in accounting in 1983 and started at a local CPA firm in 1984. She worked her way up to audit manager with the city of Kingsport serving as one of her major clients. She has helped work on every city CAFR in the past 18 years.



Lisa Winkle



Kingsport Fire Education Officer Barry Brickey teaches a local preschool class about fire safety at a Kingsport Fire Station.

# Kingsport's Brickey receives top NFPA fire education award

Kingsport Fire Department Public Education Officer Barry Brickey has been selected as the 2019 Fire and Life Safety Educator of the Year by the National Fire Protection Association (NFPA). Brickey will receive the honor at the NFPA Conference in San Antonio, Texas in June, and will receive both a \$1,000 honorarium and \$1,000 to be used toward public education activities with the Kingsport Fire Department.

Over the years, Brickey has made numerous contributions to fire education in Kingsport and the greater Northeastern Tennessee and Southwestern Virginia region. In 2006 he developed a billboard campaign themed with Fire Prevention Week slogans and home fire sprinkler messaging.

He was the recipient of the 2006 Tennessee State Fire Marshal's Office Fire Educator of the Year and the 2018 Tennessee Public Fire Educators Association Bruce Womack Fire Educator of the Year award.

While the majority of those he works with are children, Brickey said the department also offers programs for all age groups including fire and fall safety classes for senior citizens.

"Most of what people think they know about fire is what they see on television, but the reality is totally different," he said. "There is a lot more smoke and a whole lot of heat. The smoke from a fire can hurt you and can be just as hot as the fire."

The educational program consists of explaining how smoke alarms and detectors work, emphasizes the importance of escape plans, and then encourages kids to practice plans with their families.

"A lot of children may not know



Barry Brickey

what to do, and so if there is a fire they may run and hide," Brickey said. "We need them to know the best thing for them to do is get out."

Children are often great ambassadors of Brickey's fire safety message.

"I've been working with children for a very long time, and when I see kids who have been in my class, sometimes they'll run up to me and say 'hey, Fireman Barry,'" he said. "It's really about relating to them and making it fun, but not sugarcoating it. I make sure they know fire is dangerous. I have parents who will tell me they knew their child came to see me because their child came home and wanted to check the smoke detectors."

The most important part of Brickey's job, however, is working to prevent fire deaths in his community.

"It is a lot of fun and I do enjoy it, but there is a drive there to help save lives and families," he said. "Not long after I started 13 years ago there was a fire death, and I still remember it like it was yesterday. I remember seeing the family's reaction and how much it impacted them. I don't want to see that happen to another family."

# No loan is too large or too small



The city of Townsend recently closed a \$500,000 loan with the Tennessee Municipal Bond Fund to finance a new community center and town hall. Seated left to right: Mayor Ron Palewski and City Recorder Danny Williamson. Standing is Steve Queener, TMBF Marketing Representative.



McMinnville recently closed a \$10 million fixed-rate loan with the Tennessee Municipal Bond Fund to finance the renovations and additions to the city's civic center including ADA compliance issues. Standing left to right are: City Administrator Bill Brock, City Recorder Shirley Durham, and Director of Parks and Recreation Scott McCord. Seated is Mayor Ben Newman.



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# STATE BRIEFS

Tennesseans were defrauded of more than \$18 million in 2018, making the state the fifth in the nation for complaints about fraud and other scams. The U.S. Federal Trade Commission (FTC) reported that Tennessee’s total fraud losses were \$18.4 million with the median loss \$345 in 2018, up from the previous year. Tennessee had 53,014 complaints of fraud and other reports compared to 43,579 in 2017. The state’s top three fraud complaints are debt collection, imposter scams, and identity theft. Tennesseans are encouraged to check the status of a collection agency’s license, visit [verify.tn.gov](http://verify.tn.gov).

Tennessee’s January preliminary unemployment rate was 3.3 percent, the fourth month in a row the rate has stayed consistent. Total nonfarm employment in Tennessee increased by 8,300 jobs from December to January. The largest increases occurred in accommodations/food services, administrative/support/waste services, and arts/entertainment/recreation. In the last year, nonfarm employment across the state grew by 61,200 jobs. Nationally, January’s seasonally adjusted unemployment rate is 4 percent, up 0.1 of a percentage point from December.

A new look into the health and well-being of babies across the nation has given insights into early childhood experiences in Tennessee. Approximately 28 percent of infants in the state live in poverty, higher than the national rate of 23 percent. An estimated 23.2 percent of the state’s infants have low or very low food security and 4.7 percent of Tennessee

toddlers have no insurance. About 6.1 percent of infants received late or no prenatal care while 19.4 percent of Tennessee mothers report having less than optimal mental health surrounding the birth of their children. Only 26.2 percent of infants in the state receive developmental screening and only around 30.7 percent received dental care. Officials believe Tennessee could improve these statistics by expanding Medicaid, developing a state Medicaid policy for maternal depression screenings, encouraging more paid sick time for child care as well as paid family leave. For more information on how the state scored, visit <https://stateofbabies.org>.

The Tennessee Department of Environment and Conservation (TDEC) has acquired nearly 400 acres that will nearly double the size of the 440-acre Piney Falls State Natural Area near Spring City. The acquisition could add to further development of the trails already in place at Piney Falls. The acquisition transfers the land to the state from The Nature Conservancy in Tennessee (TNC). The Tucker Foundation assisted with the purchase through a grant to TNC, and the nonprofit Open Space Institute (OSI) provided funds toward the acquisition. Piney Falls is a pristine forest land featuring creeks, waterfalls and old growth forest. It is also recognized by the United States Department of Interior as a National Natural Landmark. Piney Falls consists of deep gorges carved from the Little Piney River and Soak Creek Designated State Scenic River. Designated in 1973, Piney Falls is one of Tennessee’s 85 State Natural Areas.

## February tax revenues exceed expectations

Tennessee Department of Finance and Administration Commissioner Stuart McWhorter announced that Tennessee tax revenues exceeded budgeted estimates in February.

Overall February revenues were \$953.8 million, which is \$68.9 million more than the state received in February 2018 and \$39.9 million more than the budgeted estimate. The growth rate for February was 7.79 percent.

“The state experienced sound growth in its two largest contributors to the state’s tax base, state sales and use tax revenues and franchise and excise tax revenues, compared to last February,” McWhorter said. “All other revenues combined also exceeded the state’s budgeted estimate. On a year-to-date basis, state revenue collections are well positioned to finish the fiscal year ahead of our budgeted estimates. Typically, more than one half of our corporate revenues for the year are accounted for in the months of April through June; however, due to the volatile nature of these taxes we will remain cautiously optimistic and continue

to manage conservatively.”

On an accrual basis, February is the seventh month in the 2018-2019 fiscal year.

General fund revenues exceeded the budgeted estimates in the amount of \$40.4 million while the four other funds that share in state tax revenues were \$500,000 less than the estimates.


Sales tax revenues were \$22.4 million more than the estimate for February and were 5.27 percent more than February 2018. For seven months, revenues are \$177.9 million higher than estimated. The year-to-date growth rate for seven months was 5.79 percent.

Franchise and excise tax revenues combined were \$7.9 million more than the budgeted estimate in February, and the growth rate compared to February 2018 was 51.34 percent. For seven months, revenues are \$5 million less than the estimate and the year-to-date growth rate is negative 1.33 percent.


More info is available at <https://www.tn.gov/content/tn/finance/fa/fa-budget-information/fa-budget-rev.html>.

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## Cities lauded for Healthier TN achievements

The Governor’s Foundation for Health and Wellness has designated 33 counties, cities, towns, neighborhoods, and college campuses as Healthier Tennessee Communities at the organization’s gala event in Franklin.

An additional 17 awards highlighting outstanding achievements by individuals and communities were presented at the event.

Richard Johnson, chief executive officer of the foundation, delivered remarks congratulating the designated communities while stressing the importance of sustained preventative health efforts in all 95 counties.

“These communities and volunteer leaders understand the importance of health and wellness and are working to make it an integral part of life in their counties, cities, towns, neighborhoods, and on college campuses,” Johnson said. “As we continue to do this, community by community, we will make this a healthier Tennessee.”

The city of **Kingsport** became the first city in Tennessee to meet the Healthier Tennessee Community gold award criteria after achieving the initial Healthier Tennessee Community designation in 2016 and achieving bronze status in 2018. Kingsport also received the Community of the Year Award and Top Small Starts Community Award.

**Germantown** was awarded silver status at the banquet, having launched its program in 2015.

Bronze status was also awarded to **Manchester, Spring Hill, and Crossville** in partnership with Cumberland County.

**Morristown** received the Community Partner of the Year

Greeneville received the 2019 Workplace Wellness Award at a gala event held Feb. 22 in Franklin. Pictured are from left: Mayor W.T. Daniels, Wellness Coordinator Tracy Green, and City Administrator Todd Smith.

Award while the town of **Greeneville** received the Workplace Wellness Award.

**Bartlett** was awarded for its outstanding social media program and earned the “Move More” Initiative of the Year Award for its Marathon in a Month program.

The Healthier Tennessee Communities initiative is a grassroots approach to improving Tennesseans’ health by engaging people at the grassroots level across the state. The Foundation launched the Healthier Tennessee Communities initiative in March 2015 with nine pilot communities. Today, nearly 100 counties, cities, towns, neighborhoods, and college campuses are engaged with the program, and 33 have received the designation.

To be designated, the com-

munities establish wellness committees and develop sustainable community-wide events and activities that support physical activity, healthy eating, and tobacco abstinence. They then track and measure accomplishments to meet the goals of the programs.

Communities achieve bronze, silver, and gold status by implementing wellness initiatives in places of work and worship, focusing on health in early childhood, building a robust volunteer coalition, and directly engaging the community in their efforts.

More information about the communities program, including a list of participating cities and counties and other Healthier Tennessee initiatives, like the Small Starts suite of interactive wellness tools, is available at [healthierTN.com](http://healthierTN.com).

## How hackers breach municipal IT systems

	Attacks	Incidents	Breaches
Hourly or more	27.7%	4.8%	4.3%
At least once a day	19.4%	7.7%	3.4%
Less than daily	23.8%	53.1%	29.9%
Don't know	29.1%	34.4%	62.4%

Attacks are attempts to gain unauthorized access to cause mischief or do harm. Incidents are events that compromise confidentiality, integrity or availability of a computer system. Breaches are incidents that result in confirmed disclosure of information to an unauthorized person.

CYBER, from Page 1

**How They “Get” Us**  
“This Day and Age” is precisely the problem. Cities are stuck with aging infrastructure, outdated software, almost non-existent security policies, and ancient technology. They are expected to fight a battle against hackers that are incredibly well-educated, possess the latest hardware and technology, and let’s be honest, determined to demonstrate their computer prowess in the most extravagant fashion possible. And who better to hit than an entire city?

Many more hackers are in it strictly for the money. A prime target for attack is your e-mail system.

**Email Phishing**  
Phishing is a word that describes sending random emails to people in hopes that they will perform a foolish action. When a high-level executive is targeted, it is called spear-phishing and involves having personal information about the target.

A spear-phishing attacker may steal an email account for the mayor and then tell the city CFO to issue checks to a target bank account. They then empty the account and vanish, leaving the CFO holding the bag, thinking the mayor authorized the transaction.

**Generic Phishing**  
With general email phishing, it only takes one employee opening a dubious attachment to infect an entire network. This is the primary path that criminals utilize to insert ransomware.

This type of attack encrypts essential files on the network so that they are inaccessible, and this is precisely what happened in Atlanta. Attackers then demand a fee in Bitcoin, or other untraceable cryptocurrency, offering to give you the code to unencrypt your files.

**Deception**  
Another attempt is the too-good-to-be-true offer. For example, a low-priced travel offer for a trip to the Bahamas. Alternatively, it can be a simple offer for harried workers like “10 quick tips to gain two extra hours per day.” When you click the malicious link, it takes you to a malware site that secretly

installs a virus program on your computer which can then compromise the whole city network in a matter of minutes.

Education of employees is essential; don’t open any attachment that isn’t from an expected source. Even if it is from a known source, if there is anything suspicious about it, call the sender and ask if they sent it to you.

**Other Attack Methods**  
A poorly executed online response form, provided by the municipality, might ask a citizen to fill in some fields such as name and address. If that form is unprotected, someone can enter a command-line symbol and instructions instead of a name, enabling them to access the city’s network. It’s just a wide-open doorway, inviting a criminal to bring your city to its knees.

**Preventative Measures**  
The WannaCrypt/WannaCry Malware attack of 2017 affected more than 100 million legacy Windows users, including entire municipal networks. The attack was so pervasive that Microsoft felt obliged to provide security update patches for systems that were long since removed from the support chain. The patches went back to Server 2003, Windows 8, and even Windows XP.

Cities are still using outdated versions of Windows that are no longer supported by Microsoft such as Windows 3.1 (first introduced in 1992), Windows 95, 98, 2000, XP, Vista, and more. Why? Some municipalities are stuck with old software that won’t run on a modern operating system. Replacing their sewage, transit, traffic control, water, and electrical grid management computer programs would be very costly for a city trying to decrease spending. Councils and administrators also argue that retraining users would be very expensive.

**It’s More Complex Than You Think**

Having up-to-date software is always the first and best solution. Even if you have the latest operating system, it is essential that you have regular updating and patch-

ing being performed. It needs to be done regularly to make sure your system stays secure or minimizes your exposure to hackers.

Your email system must incorporate anti-SPAM filtering to get rid of most of the threats. Remember that this is only to supplement the education of your workers; you must teach them not to assume everything in e-mail is safe.

And your security of your software and email are only part of the equation.

If workers use portable devices like laptops, tablets, or smartphones, those devices must incorporate remote system locks and remote system erasure to prevent data from falling into the wrong hands.

Equally important, they should include two-factor authentications (2FA), meaning that users must possess an object (such as the device) and some knowledge (which is known only to them) to access the contents. Like an ATM card, you need the card and the PIN to make it work. Either alone is useless.

Web filtering keeps employees from visiting unsafe sites, while malware filtering forbids known malware from running at all.

And this only scratches the surface.

**What Can I Do?**

You may expect that you can call upon your IT staff to manage all this, but they often lack the experience or time to implement the needed security protocols. Their strengths lie in keeping your system running and overcoming everyday problems, not fighting sophisticated hackers. Additionally, hiring a staff of cyber security professionals is not in the budget for most municipalities.

Partnering with VC3 to perform a Security Readiness Analysis will provide you with critical insight as to where your municipality stands on cyber security, detection and response. VC3 will review your current system and tools and provide you with an understanding of how likely you are to avoid a security incident, how readily you can recover from a security incident, and what steps you can take to strengthen your security profile.

# 2019 Tennessee Municipal League Legislative Conference



TDOT Commissioner Clay Bright, left, chats with Spring Hill City Administrator Victor Lay and Mayor Rick Graham.



Paris Mayor Carlton Gerrell and Gov. Bill Lee.



Oak Ridge City Councilmembers Ellen Smith, Derrick Hammond, and City Manager Mark Watson.



Rep. John Crawford with Roger Campbell, Maryville assistant city manager.



TML Board Member and Millington Mayor Terry Jones and Aldermen Bethany Huffman, Larry Dagen, and Thomas McGhee.



TML Past President and Morristown City Councilman Tommy Pedigo and TML Immediate Past President and Athens Councilman Bo Perkinson.



Soddy-Daisy Commissioner Max Lowe, Vice Mayor Robert Cothran, Commissioner Rick Nunley, and Communications Strategist Bridgett Raper .



Henderson City Recorder Jim Garland and Alderman Mark Barber.



Shelbyville Councilwoman Marilyn Ewing, Councilman Rick Overcast, Councilman Mark Clanton, and City Manager Shanna Boyette.



Bartlett Chief Administrative Officer Mark Brown and Collierville Town Administrator James Lewellen.

# 2019 Tennessee Municipal League Legislative Conference



TML 3rd Vice President and Franklin Mayor Ken Moore and Tennessee Speaker of the House Glen Casada.



White House City Recorder Amy Coles, Purchasing/Risk Management Specialist Derek Watson, and City Administrator Gerald Herman.



TML Past President and Livingston Mayor Curtis Hayes and Sparta Councilman Hoyt Jones.



Teresa King, TML Board Member and Henderson Mayor Bobby King, Alderwoman Donna R. Butler, and Lexington Mayor Jeffrey Griggs.



Elizabethton Councilmen Wes Frazier and Mike Simerly.



Columbia Assistant City Manager Thad Jablonski, Lawrenceburg Mayor Blake Lay, Columbia Councilman Steve Boshers, and Columbia City Manager Tony Massey.



East Ridge Councilwoman Andrea "Aundie" Witt, Collegedale Mayor Katie Lamb, and Donna Cagle from East Ridge.



Portland Mayor Mike Callis, Gallatin Mayor Paige Brown, and Portland Vice Mayor John Kerley.



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AIRPORT OPERATIONS COORDINATOR

SHELBYVILLE. The Shelbyville Municipal Airport is seeking applicants for the position of full-time operations coordinator. Minimal qualifications must include being 18 years of age or older with high school diploma or GED Equivalent. Possess and maintain a valid TN driver's license. Good communication skills, both verbal and written. Aviation interest or background preferred. Applications and a copy of the job description must be returned to City Hall Administration Office, 201 North Spring Street no later than 4:00 p.m. on April 1. EOE/ Drug Free Workplace. Successful applicants will be required to pass a background check, physical, and drug screen. Applications and job descriptions can be picked up at city hall or download from the city website: [www.shelbyvilletn.org](http://www.shelbyvilletn.org).

ASSISTANT FINANCE OFFICER OLIVER SPRINGS. The town of Oliver Springs is seeking applications and resumes for the position of assistant finance officer. This position works in a team environment providing a variety of administrative support services and is primarily responsible for the collection and recording of all payments made to the city for, property and business taxes, court fines and miscellaneous receipts. Schedule is generally 8 a.m. - 4:30 p.m., Monday - Friday and may involve overtime which could include evenings, weekends and holidays. An online application is available on the city website at <http://oliversprings-tn.gov/FormCenter/Employment-Applications-5/Street-Water-Sewer-Application-38>. If applying online, please email all supporting documentation to City Manager Thomas McCormick at [oscitymanager@comcast.net](mailto:oscitymanager@comcast.net). The town will continue receiving applications for this position until filled. Any questions about applying can be directed to City Manager Thomas McCormick at [oscitymanager@comcast.net](mailto:oscitymanager@comcast.net) or 865-435-7722.

BUDGET OFFICER COLLIERVILLE. The town of Collierville has an immediate opening for a budget officer. This position performs professional financial work in the development and ongoing administration of the town of Collierville's financial process and in the development and maintenance of town finances and supporting systems. Requires a bachelor's degree with major course work in finance, economics, accounting, public or business administration, or a closely related field; supplemented by three years of job related experience in local government budget development and analysis, at least one of which must have been in a supervisory capacity; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Must possess a valid driver's license. Must have advanced proficiency with Microsoft Excel as demonstrated through testing, including pivot tables and advanced formulas. Salary is \$54,541 - \$76,500 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.

DIVISION MANAGER / WATER TREATMENT BARTLETT. The city of Bartlett is seeking applications for the full time position of division manager of water treatment. This position involves treatment and production of potable water for the city of Bartlett. It requires the ability to perform routine tasks without supervision and the ability to work closely with the public. This position is responsible for the day to day operations of the water plants, tanks and wells and assures the operations of the water systems comply with local, state and federal occupational health and safety and water quality regulations. The division manager will work closely with the director and assistant director of engineering and utilities on capital improvement projects related to the water treatment division. Responsible for creating and maintaining a fiscally sound budget. Supervision and assignment of duties to subordinates including reviews and evaluations for performance. Will represent water treatment staff to outside groups as well as other city divisions. Will supervise, review and interpret plans, drawings and specifications on equipment and structures allowing for troubleshooting and resolving major operational problems in accordance with accepted industry practices and departmental policies. Occasionally respond to citizen/customer inquiries and complaints including providing

information, researching problems, initiating phone calls, etc. Will be responsible for overseeing purchases and upkeep of departmental vehicles and equipment to include maintaining and evaluating operational records. Plus other duties that may be assigned. Minimum requirements: ability to operate and troubleshoot plant equipment including computer controls, telemetry systems, microprocessors, alarm signals, flow control devices, pumps, valves and chemical feed equipment. Must have knowledge of chemical analysis and laboratory testing required for water treatment. Associates degree preferred or equivalent experience plus 5 years experience in the operation of a water treatment facility, with supervisory experience. Must have a Tennessee Grade II Plant Operator's license or obtain one within a two year period of employment date with the city of Bartlett. Requires a valid driver's license which is to remain valid as a condition of continued employment. Must pass a background check, psychological and medical exam, including a drug test. Bartlett resident preferred, but not required. Will work in a non-smoking work environment. SALARY \$63,016-\$70,462 annually based on qualifications and experience, with full benefits including retirement plan, social security, health and life insurance. Open until filled. Apply to: Personnel Department, Bartlett City Hall, 6400 Stage Road, 38134, or online at [www.cityofbartlett.org](http://www.cityofbartlett.org). EOE.

ENGINEERING SPECIALIST SPRINGFIELD. The city of Springfield is accepting applications for an Engineering Specialist with Springfield Water/WW Department from March 11-April 12, 2019. Essential responsibilities include professional work in the design and maintenance of water treatment and water distribution systems and wastewater collection and wastewater treatment systems. Graduation from a four-year college with a bachelor's degree in civil or environmental engineering or engineering technology (ABET); some practical experience in design and construction of public water and wastewater systems; or any equivalent combination of education, experience and training which provides the required knowledge, skills and abilities. EIT Certificate required. Professional engineering registration in the state of Tennessee preferred. Hiring range: \$62,504 - \$71,676/YR. Applications may be submitted on-line at the following website: [www.springfield-tn.org](http://www.springfield-tn.org). Applicants who applied within the last six months will be re-considered and need not re-apply. City of Springfield Personnel Department, 405 North Main Street, P.O. Box 788, Springfield, TN., 37172. EOE.

LIBRARY ASSISTANT COLLIERVILLE. The town of Collierville's Burch Library has an opening for a part-time library assistant. The purpose of this position is to provide a range of basic library customer support services related to the acquisition, cataloging, and maintaining of library materials. Requires a high school diploma or GED; supplemented by one year of previous experience and/or training in office management, office administration, customer service, record management and area of assignment; or any equivalent combination of education, training and experience which provides the requisite knowledge, skills and abilities for this job. Must have the flexibility to work evenings and weekends to meet required staffing levels of the library. Must obtain a valid driver's license within six months of hire date and maintain throughout employment. Salary is \$12/hour with limited 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.

MAINTENANCE WORKER COLLIERVILLE. The town of Collierville has an immediate opening for a maintenance worker. This is semi-skilled and unskilled manual work as part of a public works/utilities crew performing routine maintenance and construction tasks for various public works/utilities projects. Must possess high school diploma or GED; previous experience and/or training in maintenance and construction work in area of assignment is preferred; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Must possess a valid driver's license at the time of hire. Salary is \$24,960, 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 Pkwy, Collierville, TN, 38017, Monday – Friday, 8 a.m. - 5 p.m. EOE.

MAINTENANCE WORKER, SR WASTEWATER TREATMENT COLLIERVILLE. The town of Collierville has an immediate opening for a senior level maintenance worker at the town's wastewater treatment plant. The purpose of this classification is to perform semi-skilled to skilled work as part of a public works/utilities crew performing maintenance and construction tasks on public works/utilities projects. This position requires a high school diploma or GED; supplemented by 6 months previous experience and/or training involving construction or maintenance work in area of assignment; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Must possess and maintain a valid driver's license. Salary is \$24,960 – \$29,637, 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.

MECHANIC—GROUNDS & PARKS MAINTENANCE COLLIERVILLE. This position requires the performance of semi-skilled to skilled maintenance and repair work on a variety of grounds and parks equipment, including but not limited to, large and small mowers, small engine equipment, tractors, trailers, 2-cycle and diesel engine repair. Work also involves scheduling and performing preventative maintenance, parts inventory control, work order fulfillment and record keeping. High school diploma or GED; supplemented by four years previous experience and/or training in journey level automotive mechanic work and in a diversified automotive repair and/or maintenance shop; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Must possess and maintain a valid driver's license. Must be able to pass a work related drug test. The work is physically demanding, may require lifting heavy objects, and may require working in inclement weather. Salary is \$30,899 - \$52,969 (DOQ) with excellent benefits package. To apply for this position, 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. Position will remain open until filled. EOE

POLICE OFFICER. SHELBYVILLE. The Shelbyville Police Department will be accepting applications for police officer. Successful applicants will be required to pass a background check, physical, psychological, and drug/alcohol test prior to final consideration for the position. Applicants must be minimum age of 21 years old. Must have and maintain a valid TN driver's license with a good driving record. Must be a high school graduate or equivalent. Must be a citizen of the U.S. Must not have been convicted of a felony or a serious misdemeanor involving moral turpitude as the term is defined by law, and not to have been released or discharged under any other than honorable conditions from any of the armed forces of the U.S. Must be free of all apparent mental disorders as described in the Diagnosis and Statistical Manual of Mental Disorders Third Edition (DSM-11) of the American Psychiatric Association and must be certified as meeting the criteria by a qualified professional in psychiatric and psychological fields. Current Tennessee Post Certified Officer applicants desired, but all will be considered. Applications and a copy of the full job description will be accepted until position is filled and may be returned to City Hall Administration Office, 201 N. Spring Street Shelbyville, TN 37160. Applications and job descriptions can be picked up at city hall or download from the city website: [www.shelbyvilletn.org](http://www.shelbyvilletn.org) EOE.

PUBLIC WORKS DIRECTOR ERWIN. The town of Erwin is accepting resumes for the position of public works director. Seeking an organized and detail-oriented individual with the ability to plan, organize and direct the activities and operations of the public works department including: street and right-of-way maintenance, sanitation, recycle collection operations, storm water management and maintenance, and other related work as required. This individual will assist the city recorder with planning and coordinating of major capital projects. The public works director is responsible for implementation of the departmental budget, the direct and indirect supervision of assigned staff of the public works department, as well as parks and recreation. Exercising discretion and independent judgment with respect to assigned duties is required. Bachelor's degree from an accredited college or university (or equivalent) with

major course work in civil engineering, environmental studies, public administration or management is preferred. At least five years of increasingly responsible public works experience including supervisory or management responsibility in road construction or maintenance, refuse collection, or in other construction trades or any combination to provide a thorough knowledge of public works management is preferred. Salary is negotiable dependent on education and experience. Excellent benefits package. Must possess a valid Tennessee driver's license. Application is a public record. The position is open until filled. You may obtain an application by visiting Erwin Town Hall at 211 North Main Avenue, or by calling 423-743-6231 to receive by mail. Mail or submit completed application and resume to: Town of Erwin, City Records Office, Attn: Glenn Rosenoff, P.O. Box 59, Erwin, TN 37650. EOE.

PURCHASING AGENT SPRING HILL. The city of Spring Hill is seeking a qualified professional to serve as the city's very first purchasing agent. This is a skilled, full time exempt position under the general supervision of the finance director. This employee is responsible for the conduct of all phases of municipal purchasing, requests for bids and proposals, and financial administration of contracts and procurement regulations. This employee must exercise moderate independent judgment and initiative in planning and directing work. Work is performed in accordance with established municipal finance procedures, local ordinances and state and federal statutes governing the responsibilities of local government purchasing and accounting. Work is evaluated through conferences, reports, and by an independent audit of financial records. Qualifications include bachelor's degree from four-year college or university and two years experience; or 10 years related experience and/or training; or equivalent combination of education and experience. CMFO program and state-specific training in procurement may count towards education. Certified Purchasing Professional (CPP) or Certified Professional Public Buyer (CPPB) certification or ability to obtain certification within four years. EOE Applications/resumes submitted online at [www.springhilltn.org/Jobs.aspx](http://www.springhilltn.org/Jobs.aspx) Questions to [staylor@springhilltn.org](mailto:staylor@springhilltn.org).

STAFF ATTORNEY JOHNSON CITY. The city of Johnson City is accepting online applications for a staff attorney. The staff attorney advises and represents the city commission, city manager, and city departments in all settings where legal advice is required or requested. Will collaborate with outside counsel in various matters related to city goals and objectives. Must demonstrate an exemplary customer service approach to internal and external stakeholders and have a strong commitment to public service. Prepares and drafts ordinances, resolutions, administrative policies, contracts, and other legal documents and instruments; reviews such documents and offers opinions as to legal acceptability when presented to the city for consideration. Reviews and analyzes proposed contracts, insurance policies, and other legal documents affecting the city. Requirements include: juris doctor degree from a school of law accredited by the American Bar Association is required. Current licensure by the Tennessee State Bar and the ability to obtain admission to practice in the U.S. District Court for the Eastern District of Tennessee also required. At least three to five years of progressive experience practicing law; preferably municipal law. Experience in the areas of constitutional law, land use development, public finance, risk management, and public contract evaluation is preferred. Salary DOQ. To apply visit the city's website at [www.johnsoncitytn.org](http://www.johnsoncitytn.org).

STORMWATER COORDINATOR SPRINGFIELD. The city of Springfield is accepting applications for a stormwater coordinator in the Springfield Public Works Department. Essential responsibilities include providing leadership and technical guidance for implementation of the stormwater program to maintain compliance with the city of Springfield MS4 permit. Must perform difficult professional and technical duties in administration of the stormwater management program. Graduation from a standard high school with a minimum of two years of college level courses in engineering, environmental sciences or a related field; at least one year of increasingly responsible engineering or environmental sciences experience in stormwater management programs; experience developing and implementing watershed planning that includes floodplain management, stream valley protection and restoration, TMDL implementation, low impact development and use of non-structural best management practices and stormwater control measures. Must have a TDEC Level I & II certification or ability to obtain both within one year of employment. Applications can be submitted online at [www.springfield-tn.org](http://www.springfield-tn.org) or mailed to City of Springfield Personnel Department, 405 North Main Street, P.O. Box 788, Springfield, TN 37172. Deadline to apply is April 19. Hiring range is \$48,963 - \$56,139/YR. EOE.

TOWN ATTORNEY THOMPSON'S STATION. The town of Thompson's Station is accepting applications for the position of town attorney. Applicants should have experience in municipal law and have a license to practice law in the state of Tennessee. Applicants with experience working in Williamson and/or Davidson County preferred. This position is open until filled. Please send resumes to [jobs@thompsons-station.com](mailto:jobs@thompsons-station.com) or to Caryn Miller, assistant town administrator at [cmiller@thompsons-station.com](mailto:cmiller@thompsons-station.com). EOE.

TOWN CLERK THOMPSON'S STATION. The town of Thompson's Station is accepting applications for the position of town clerk. The town clerk provides a broad range of administrative support activities for the town. Applicants should have a High School Diploma or GED. Associates degree in business management, accounting or closely related field preferred. At least three years experience in clerical work, accounts receivable and administrative support functions. Must have ability to be bonded. Salary DOQ. This position is open until filled. Applications are available at [www.thompsons-station.com](http://www.thompsons-station.com). Please send resumes and town application to Caryn Miller, ssistant town administrator at [cmiller@thompsons-station.com](mailto:cmiller@thompsons-station.com). EOE.

UTILITY SERVICE WORKER GALLATIN. The city of Gallatin's Public Utilities Department is seeking qualified applicants for the position of utility service worker in the sewer division. The purpose of this position is to perform unskilled manual and semiskilled work assisting in the installation, construction, repair, maintenance, and care of utility lines and related structures. 40 hour per week, day-time position with some weekend work required. The starting rate is \$15.91 + excellent benefits. Duties include assisting in the flushing and maintenance of water distribution lines and appurtenances, maintenance and repair of water distribution and sanitary sewer lines and related infrastructure, making water and sewer taps, and repairing leaks. Applicants must have general knowledge of the tools, materials, and equipment used in general construction and maintenance work as well as the ability to understand and follow oral and written instruction. At minimum, applicants must have a high school diploma/ equivalent with six months of recent work experience in construction, equipment operation, or utilities experience; or an equivalent combination of education and experience. To apply, please visit our website at [www.gallatintn.gov](http://www.gallatintn.gov). Open until filled. EOE.

WASTEWATER TREATMENT PLANT MANAGER LEBANON. The city of Lebanon is currently seeking an experienced and qualified manager for our wastewater treatment plant, which oversees a staff of 15. This position will be responsible for complying with all state and federal requirements such as Tennessee Department of Environment and Conservation, EPA and OSHA regulations. Education/ training requirements: bachelor's degree from an accredited college or university with major coursework in biology, chemistry, engineering, or related field is required. Grade IV Wastewater Operator's Certification is required as well as a minimum of 5 years experience in a supervisory role within a similarly sized Wastewater Treatment Plant is required. Must have a valid Tennessee Driver's License and clear motor vehicle records (or ability to obtain a TN driver's license within 30 days of hire) Starting salary is DOE and ranges from \$71,300 to \$83,800 annualized. The city of Lebanon provides a very comprehensive benefits package that includes health, dental, vision, life, disability, PTO, 12 paid holidays and a generous retirement plan that includes both pension and 401k. Interested and qualified candidates may submit an application and upload their resume on the city's career portal at [www.lebanontn.org](http://www.lebanontn.org). EOE.

WATER DISTRIBUTION SUPERVISOR OLIVER SPRINGS. The town of Oliver Springs is seeking applications and resumes for the position of water distribution supervisor. This employee is responsible for supervising the entire fieldwork of the water distribution department and is supervised by the utilities director. The employee supervises and participates in the daily duties of the water distribution department. This position requires a Tennessee Grade II Distribution System Operator Certification. The water distribution supervisor's schedule is generally 8 a.m. - 4:30 p.m., Monday - Friday and may involve overtime which could include evenings, weekends, holidays and on-call. An online application is available on the city website at <http://oliversprings-tn.gov/FormCenter/Employment-Applications-5/Street-Water-Sewer-Application-38>. If applying online, please email all supporting documentation to City Manager Thomas McCormick at [oscitymanager@comcast.net](mailto:oscitymanager@comcast.net). The town will continue receiving applications for this position until filled. Any questions about applying can be directed to City Manager Thomas McCormick at [oscitymanager@comcast.net](mailto:oscitymanager@comcast.net) or 865-435-7722.

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# Want to attract talented workers? Find a better way to tell your city’s story

BY DUSTIN MCKISSEN  
Governing Magazine

Officials who work in local economic and workforce development will often say that they have two things that make their city a desirable place to live: a low cost of living and employers with good jobs that need to be filled.

But once those local officials share the good news, they ask the question many communities desperately need an answer to: Why do we still struggle to attract and retain the workforce talent we need?

Answering that question requires making a couple of major assumptions:

**Assumption 1:** The city actually has a low-cost-of-living — and it’s the good kind. Cities trying to use cost of living as a message to attract talent can put too much emphasis on “cost” and not enough emphasis on “living.”

Dilapidated apartments and abandoned homes do not constitute the kind of low cost of living that will attract workers looking for opportunities. Free or cheap access to museums, parks and other civic amenities does.

A low cost of living message that actually attracts people to a city is borne from strategic decisions to make the community an affordable and attractive place to live, not a lack of demand driven by decades of despair.

**Assumption 2:** The job openings that need to be filled pay a living wage. Unfortunately, many economic and workforce developers define a “good” job as an “available” job -- even

when the job pays poverty-level wages.

For the sake of this discussion, let’s assume your city does afford residents a high quality of life at a low cost along with living-wage jobs. If that’s the case, why isn’t your community attracting talented workers by the droves? Why is the workforce that grew up in your community leaving?

The answer can at least partially be attributed to a failure of marketing. In other words, how is your city reaching the workforce you want to attract and retain? How is your city telling its story?

If you’re like the vast majority of cities, your story is being told:

- In press releases buried on your website that rarely (if ever) get picked up by a dwindling traditional press that itself is often ignored by young people.
- On formalized, boring social media feeds.
- In the occasional paid advertorial spread in your local business journal.

Imagine that Nabisco realized not enough young people were purchasing Oreos. In response to this existential threat, Nabisco wrote a press release about how awesome Oreos are. Next, it paid the local business journal \$5,000 to run a splashy roundtable piece where Nabisco employees talk about how awesome Oreos are.

If that sounds ridiculous, it’s because it is ridiculous. No company would ever respond to a disappearing customer base by writing press releases and posting them to its own website. No company would ever try to reach a target market by advertising in a publication the target market doesn’t read.

Yet press releases and business journal articles often comprise a city’s entire approach to marketing. That isn’t a strategy. At best it’s a lack of imagination, and at worst it reinforces the negative stereotype that the public sector simply can’t grasp basic business concepts -- like marketing.

Some cities can rely on an existing brand. The same reason Apple does comparatively little marketing is the same reason Palo Alto doesn’t need to worry about retaining and attracting a talented workforce. However, most companies aren’t Apple, and most cities aren’t Palo Alto.

Your community needs to implement a marketing strategy focused on reaching your target audience on the platforms they use. Want to make a low-cost-of-living campaign? Step away from the press release about the recent Bureau of Labor Statistics Report.

Get creative. Here’s just one idea: Buy a GoPro camera, attach it to the intern in your communications department, and give the intern a \$100 bill. Have the intern record everything he or she can do in a day with \$100, then edit that down to a two-minute video.

Of course, a particular city’s failure to attract and retain talent may have nothing to do with marketing.

Too often, “low cost of living” is a sunny rebranding of abandonment and despair, and “good jobs” are really low-paid, low-skill opportunities that do not require an educated workforce. But if your city actually does have good jobs and the right kind of low cost of living, maybe the failure to attract and retain talent is a failure to tell your story in a modern, engaging way.



## TENNESSEE FESTIVALS

**March 29-30: Savannah**  
*TN River BBQ Battle & Music Fest*  
The Kansas City Barbeque Society sanctioned cook-off, formerly known as Blues Hog BBQ and Music Fest, is back on at Green Acres RV Park in Savannah. Professional cooking teams from across the country will be competing for cash prizes. Visit [www.tnriverbbqbattle.com](http://www.tnriverbbqbattle.com) for more info.

**April 1-7: Columbia**  
*Mule Day*  
Mule Day is an annual celebration of all things related to mules and is held in Columbia, Tennessee, the “Mule Capital” of the world. Begun in 1840 as “Breeder’s Day,” a meeting for mule breeders, it now attracts over 200,000 people and takes place over four days. In addition to mules, traditional Appalachian food, music, dancing, and crafts are featured. Visit [muleday.org](http://muleday.org) for full event schedule.

**April 5-6: Lawrenceburg**  
*TN Music n’ Food Fest.*  
Enjoy an afternoon of live music, food trucks, and carnival rides at Rotary Park in Lawrenceburg. Gates open at 2 p.m. Admission is \$5 per person for ages 6 and up (under age 6 is free). Parking is free. Bring ID and a lawn chair and come enjoy the fun. Sponsored by the Rotary Club of Lawrenceburg in conjunction with the Lawrenceburg Firefighters Association. For more information, visit [www.lawrenceburgtnrotary.org](http://www.lawrenceburgtnrotary.org).

**April 12-14: Townsend**  
*Tenth Annual Smoky Mountain Fiber Arts Festival*  
Come out for classes, family activities, demonstrations, marketplace vendors, and to learn how animals like llamas, Angora rabbits, sheep, and goats play a role in fiber production. Event goes from 9 a.m. to 5 p.m. Friday and Saturday and from 10 a.m. until 4 p.m. Sunday at the Great Smoky Mountains Heritage Center in Townsend. Visit [www.smokymountainfiberartsfestival.org](http://www.smokymountainfiberartsfestival.org) for more information.

**May 7: Greeneville**  
*30th Annual Taste of Greeneville*  
Local restaurants and others in the food industry will provide attendees with samples of food, drinks, or desserts. Some will offer coupons and specials that only those attending will receive. The event will begin at 6 p.m. at the General Morgan Inn Terrace at 111 North Main Street. Tickets are \$15 and go on sale March 14. For further information, contact the Main Street Greeneville office at 423-639-7102.



**April 3 - 5, 2019**  
*TCMA Spring Conference*  
Holiday Inn Worlds Fair Site, Knoxville

**June 22-25, 2019**  
*TML Annual Conference*  
Cook’s Convention Center, Memphis

## NATIONAL BRIEFS



**The U.S. economy added 20,000 jobs in February, far below the 180,000 jobs predicted by economic analysts.** The U.S. Department of Labor also reported that the unemployment rate dropped 0.2 percent to 3.8 percent while the labor force participation rate for February held steady at 63.2 percent. Hourly earnings also increased 3.4 percent over last year, beating expectations. The lack of gains in employment could be the result of the government shut down, shortfalls in seasonal hiring, a slowdown in sectors like hospitality and leisure, as well as be connected to economic slowdowns in the group of the

U.S. gross domestic product, retail sales, exports, home sales, and construction, which all experienced decreases in December.

**American whiskey exports are down for the second half of 2018 as a result of higher duties and tariffs on steel and aluminum.** The Distilled Spirits Council reported Canada, China, Mexico, and the European Union are now charging higher import duties ranging from 10 percent to 25 percent on U.S. whiskey and bourbon, resulting in a 11 percent drop in U.S. whiskey exports. Prior to these tariffs and duties, the whiskey export market had grown 28 percent since the same period in 2017, led by Jack Daniels

maker Brown-Forman Corp.

**An estimated 4 in 10 U.S. adults – roughly 100 million Americans – are planning on taking a family vacation in 2019,** according to the American Automobile Association (AAA). The number of Americans planning vacations this year is up from last year with road trips ranking among the top plans for travel with 53 percent of survey respondents planning one this year. Approximately 68 percent of families have a summer vacation planned while 45 percent have a spring trip planned. Travelers who live in the American South are more likely to be planning a trip than those in the Northeast.

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Are your employees engaged in their work? Getting employees engaged requires effort from both the organization and the employee. In this class you will gain a full understanding of employee engagement, the benefits of an engaged workforce and learn what your city, your department, and you need to do to get your employees engaged.

**Target Audience**  
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**April 10 Knoxville**  
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**April 11 Tullahoma**  
8:30 a.m. – 12:30 p.m. CDT  
**April 16 Memphis area**  
8:30 a.m. – 12:30 p.m. CDT  
**April 17 Jackson**  
8:30 a.m. – 12:30 p.m. CDT  
**April 18 Nashville**  
8:30 a.m. – 12:30 p.m. CDT

**Credits:** (4 CPE)



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## Water and Wastewater Systems

# Chairman John Crawford says local government experience gives him “leg up” on new leadership role

BY LINDA BRYANT

Rep. John Crawford learned his skills as a public servant when he was working as a county commissioner for East Tennessee’s Sullivan County, where people’s primary concerns often revolve around basic necessities such as having clean water, safe streets and good schools.

In a short time, Crawford, who was elected to represent District 1 in 2016, has established himself as a leader at the state level. But he hasn’t left the nuts and bolts issues of local government behind. In fact, Crawford has a reputation of parlaying his support—and deeper knowledge of local issues—into tangible results that help at both the local and state level.

Recognizing Crawford’s experience and reputation, Speaker of the House Glen Casada recently tapped him to be chairman of the powerful House Local Government Committee. The influential 16-person committee is responsible for legislation addressing all forms of local government; matters dealing with local government employees and expenditures; ordinance issues, boundary lines, veterans affairs, public lands, preservation of historical landmarks, and other unique issues specific to cities and towns across the state.

“Representative Crawford has done an incredible job building strong partnerships with our local leaders throughout Tennessee, which has played a critical role in helping our General Assembly identify and create innovative solutions to better address the unique needs of our citizens,” Speaker Casada said at the time of Crawford’s appointment in January. “I know he will be an effective leader of the House Local Government Committee, and I appreciate his dedication to our state and his service on this important committee.”

Crawford owns two businesses in Kingsport, a printing company and an engraving and trophy business. He has also been involved in volunteer law enforcement for more than 20 years, and certainly has his hands full these days. He says he’s able to rise to the occasion and meet new challenges because of the support of his family and employees.

“I’m very blessed and fortunate to have the employees that I have,” Crawford said. “They are making it easier for me to come and serve the people. I don’t think anybody has been with me at the company for less than 18 years. My wife LeeAnn is there at the printing company, and she pretty much runs that portion of the business. My mother and father started the printing business about 50 years ago, and they are now running my custom engraving plaque and trophy business.”

Crawford says he and his wife are experiencing empty nest syndrome. Their daughter Jessica is a sophomore at the University of Tennessee studying special education with a minor in American Sign Language.

“I’m pretty much gone Sundays through Thursdays,” Crawford said. “We all manage to do a lot of FaceTiming and phone calling. And I have to give a lot of credit to my wife. She is a really special lady to put up with all of this so that I can make a difference.”

**TT&C: Tell us about your background? Where did you grow up and go to school?**  
**JC:** I’m an East Tennessee boy, originally from Kingsport. I grew up in the mountains between Kingsport and Bristol in the Bloomingdale community. I’ve been there pretty much all of my life. I attended public school and then attended a private school, Kingsport Christian School. That’s where I graduated high school. From there I went to college at East Tennessee State University. I studied business and played football.

**TT&C: Before being elected to the House in 2016 you served as a Sullivan County Commissioner for many years. Why did you get involved at that level and what were you interested in doing?**  
**JC:** I actually served for 10 years. I would have served 12 years but I decided to run for the state seat instead. They honored me by allowing my dad to carry out the last year-and-a-half of my county commissioner position. That was in 2015-2016.

As an entrepreneur and a small business owner, I was really concerned that they were not enough protections out there for the small business owners. Growing up in Kingsport, I paid a lot of attention to what was going on in our community and how it affected our businesses. So, I felt like being commissioner was an opportunity to give back. I’ve always been that type of person, even in high school. I also felt like I could do a better job than some of the other people. I knew I would give 100 percent and would work hard at it.

**TT&C: Did you have certain issues in mind or how you wanted to make your mark in the community?**  
**JC:** I was interested in protection for small businesses and protection for my community—the Bloomingdale area. We were having infrastructure problems. Some people weren’t getting good, clean water. Our roads weren’t getting paved. When I was out talking to people, they didn’t feel like they were being served as they should be. I thought, “Who better than I to step up to the plate and try to make a difference?” I was really focused



Rep. John Crawford with his wife LeeAnn and daughter Jessica.

*“Anytime you can give the power back to people at the local level it’s better because you’re giving power to that community. They usually have a better grasp on how money needs to be spent to affect their community in a positive way.”*

- Rep. John Crawford



Lawmakers from the Tri-Cities area recently met with Gov. Bill Lee. From left to right, Deputy Comptroller Jason Mumpower, Rep. Timothy Hill, Rep. Crawford, Gov. Lee, Sen. Jon Lundberg, and Rep. Bud Hulsey.

on what I could do to make my community a better place and to keep it from crumbling.

**TT&C: How has that area changed over the past 15 years? Were you able to get some of those needs addressed?**  
**JC:** In the Bloomingdale area we finally got all the water lines put in, and people are receiving good, clean water. We did a lot of that with grants that we received through the state. When I was county commissioner, I put in the hard work for a million-dollar grant to get our roads worked on. That included guardrails and signage. We also got new school zones needed to keep our kids safer.

**TT&C: You have a lot of experience working on the local level dealing with those nuts and bolts issues. Now in the legislature you are working at a much different level. How do you view the interplay of local and state government? How do you plan to work as a bridge between the two?**  
**JC:** Each plays a different—but major—role in how things get done. At the local level you touch your community in a closer way than at the state level. Things that are passed at the county commission or at the municipal level affect people on a daily basis a lot more than what we do here at the state. Coming from that perspective—and understanding how things work on the local level—gave me an advantage when I was elected to state. That’s because I already knew a lot of the needs and where we were lacking. I knew the unfunded mandates that were being sent down to us and how it really affected our community, especially from the school system side of things.

We were working hard to move the school systems forward. But there were mandates that came down, and we just didn’t have the funding to do those particular things. It put a real burden on the county. I understand that side of things, and I think that’s why I have an advantage at the state level. I know how important it was to receive those state grants and to receive state funding. We were able to do so much with it. I also understood how unfunded mandates would negatively affect us. Anytime you can give the power back to people at the local level it’s better because you’re giving power to that community. They usually have a better grasp on how money needs to be spent to affect their community in a positive way.

**TT&C: House Speaker Glen Casada recently named you chairman of the House Local Government Committee, a powerful committee responsible for local issues specific to cities and counties across our state. How do you plan to approach your new role?**  
**JC:** I am honored that the Speaker would have that kind of confidence in me. I think he understands the importance of having someone there that has experience in local government. When you include the subcommittee chairmen, three out of four of us have served

on a county commission or city council. I think we can move forward in a way that is beneficial to local government. My approach is to present things fairly and really focus on what’s best for Tennessee and what’s best for our communities. If it’s bad, we’re not going to let it happen.

**TT&C: What does your new role entail?**  
**JC:** I have three subcommittees underneath me and each one of those subcommittees is chaired by another representative. So, my job is to not only to run the full committee and perform the job of a chairman, but to also ensure the chairmen of the local government subcommittees running their committees in a fair and proper manner. The manager role—making sure that things happen on time and that things are being done properly—is very important.

**TT&C: How will bills be assigned to the various subcommittees?**  
**JC:** The Speaker’s office will determine where the bills go with an emphasis on trying to avoid any double referrals. The vetting and the heavy lifting will be done in the subcommittees.

**TT&C: Are there specific pieces of legislation that you are the most proud of?**  
**JC:** I’ve sponsored several pieces of legislation but if I had to pick one it would be House Bill 2384 simply because of the work that was involved. It’s commonly known as the Event Tourism Act. [This legislation supports sporting venues across the state in their efforts to land events by reimbursing host counties, local municipalities and the event venue for certain qualified event-related expenses. The monies come from an event tourism fund, backed by a percentage of the sales tax revenues generated by certain services provided at the event.]

Back home, this bill helped Bristol Motor Speedway, but it also helps places like Nissan Stadium and Bridgestone Arena — places that affect the whole state. It helps investors bring bigger events back into our communities. This bill played a huge role in getting the NFL Draft to come here. [The 2019 NFL Draft will take place April 25-27 in Nashville’s downtown district.] Having money available to bring these big events into our communities not only helps the big communities, but the smaller communities as well. We wanted to go after events like a NASCAR, monster truck rallies or even the opportunity to go after a Super Bowl. It offsets the costs to bring in these major events, which in turn affect our restaurants, our hotels and our businesses in a positive way.

**TT&C: Can you preview things coming up during this legislative session? What do you see on the horizon?**  
**JC:** Yes, I have a sense of it. We can look at the legislation that’s been filed to get an idea of what’s coming. You never know if it’s going

to be move—or just sit there. Creating more jobs will be a big focus and improving the economy. We are looking at reforms for the criminal justice system including working with non-violent offenders. Gov. Lee has put a real emphasis on vocational training.

**TT&C: The Legislature seems to be more focused on addressing mental health issues than in the past. Can you comment on this?**  
**JC:** We haven’t really focused on mental health issues in the past 20 years. But I hope we can solve some of the mental health problems we are having. That includes not only mental health, but also drug addiction and addressing the opioid crisis. I think a lot of people fall into this addiction because they feel hopeless or have mental health issues. It’s a tough job, and mental health is a big issue. But we really have to address that and make things better for those that are sick or suffering.

**TT&C: Do you think there’s a way to address some of the state’s serious health-care challenges without spending a lot of money?**  
**JC:** Rep. Timothy Hill is carrying some of the legislation that would work on block grants, and I know that’s a big focus for Gov. Lee and Speaker Casada. We are all looking at ways to improve the health care system. We will know more once we have put the budget together.

**TT&C: You have quite a distinguished history in public safety and law enforcement, which includes serving as a reserve police officer for 18 years and being captain of the Kingsport Police Department reserve program. In 2018, Tennessee’s 31 attorney generals honored you with their Public Safety Advocate Award. Can you tell us a little more about his aspect of your life?**  
**JC:** Yes, I was a reserve officer. I started on that road back in 1998. I’ve always been a person who wants to give back. We had to go through the same rigorous training that a full-time officer does. I had the opportunity to do that throughout my county. I started as an officer and made it to captain over all of the reserves. I had to supervise those guys, make sure everything was recorded and done properly. I was on duty just like a regular officer. There were times when we were doing the exact same job as a full-time officer. Sometimes I wonder if that was the smartest thing to do, but I wanted to make a difference in my community. There were times where the full-time officers were so busy that they needed us to work in the jails or work football games or car accidents.

**TT&C: Can you think of an important lesson you learned from your public safety work?**  
**JC:** I think it does take a certain kind of person to do that job. You wake up and put on a bulletproof vest and strap on a gun. It just amazes me the quality of individuals we have doing that job, especially considering the amount of pay they get. They put their lives on the line every day. The individuals who do this type of job do it because they love the work. They don’t do it for the money; they do it because they have a calling to do it.

**TT&C: What are the biggest challenges local and state governments are facing?**  
**JC:** The biggest issue that local government is facing is funding. Most of their funding is based on what they get from the state or federal government and property taxes. We have to look at ways that we can bring in more funding through things like tourism and economic development and quit running the counties off the backs of the taxpayers. At the state level, I think we are in very good shape. It’s just important that we keep moving forward. We have so many positive things happening. We have our AAA Bond rating and a sound rainy-day fund. The big thing is for us to continue to be responsible as we have done over the last eight years.

**TT&C: Who has influenced you the most?**  
**JC:** When I get asked that question, I like to tell people a little story. I had a good friend, Daryl Rice, who was an older gentleman I met when I was in high school. He was a mentor of mine. He was very involved with the community at the city and county level. He gave me an opportunity while I was still in high school. We had an airshow at our local airport, and he gave me the responsibility of taking care of all the parking.

It was a huge thing for a 17-year-old. Daryl was retired at the time but he had a little business card that he passed out. The card had a turtle sitting on a fence post. He told me the story about how the turtle was on top of his world when he was sitting on that fence post but there was no way that he could climb that fence post alone. He had to have someone help him get to the top. I’ve always clung to that story and still try to use it in my own life. Daryl Rice was a great mentor and because of him I got involved in the community. He encouraged me to join a local Kiwanis Club. He was just a wonderful man, and I miss him.

My mom and dad, Larry and Jane Crawford, are big influences. They are good people. They raised me right. I am grateful that they are still in my life since a lot of people don’t have their parents around.