



CMFO program part of TML Annual Conference offerings

Several of the workshop sessions at the TML Annual Conference in Chattanooga are also eligible for CPE credits for Certified Municipal Finance Officers.

On Saturday, June 21, Kay Stegall, MTAS finance consultant, and Dr. P.J. Snodgrass, MTAS training specialist, will present two 2-hour sessions on the ins and outs of the CMFO program and CPE requirements that are eligible for CPEs. Stegall and Snodgrass will answer questions about how to get started in the CMFO program, what the state Comptroller's office requires when you begin the program and how to report CPE credits.

MTAS consultants will also be presenting four sessions during the conference that are eligible for CPEs.

Al Major will present a session on the Water Quality Reporting – AWWA Format. This information-packed session will include a demonstration of how to use the spreadsheet required for reporting published by the AWWA. More importantly, attendees will learn what possible financial impacts could be seen by trying to gain that extra point in a validity rating.

Stegall conducts a session on ethics for CMFOs, talking about ethical standards which are an excellent framework for CMFOs to adopt in their every day job duties.

Brad Harris will present two

sessions: "How to Communicate Financial Information to Elected Officials" and "Internal Controls for Cash." The first session will provide tips for communicating financial results to boards, councils, committees and other non-financial stakeholders, and will provide examples of communicating complex information in an easy-to-understand way. The second session will focus on basic cash controls that must be in place to protect public dollars.

Several other sessions offered throughout the conference are also eligible for CPEs: John Robert Smith's keynote speech on The Fiscal Benefits of Smarter Planning and Development; Workers Comp 101; Secrets of the Site Selectors; Risk Leadership; Mixed Drink Tax have all been approved to receive CPE credits.

All CMFO workshops are open to all conference attendees.

As in the past, MTAS will also offer the Elected Officials Academy Level II program on Friday and Saturday, June 20 – 21, as a pre-conference event.

To register for the EOA or the Saturday CMFO session, please visit the MTAS Solution Point training registration system or call Doug Brown at 865.974.9140.

To register for the TML conference, go to www.TML1.org.

See Page 8 for a complete conference line-up.

Jackson police officers learn investigative techniques for prosecuting animal cruelty

Animal fighting cases often linked to other crimes

BY VICTORIA SOUTH

TML Communications Coordinator

In the world of animal abuse, pain has its own language; a dialect of cruelty within a web of crime. Jackson police officers recently learned more about investigating animal crimes, and gathering stronger evidence against abusers in a workshop hosted by Leighann Lassiter, state director for the Humane Society of the United States (HSUS). The course, taught by a former FBI agent who's worked specifically with animal crimes, Lassiter stressed that animal fighting is usually always linked to other serious crimes, such as drug dealing, illegal weapons, and prostitution rings.

"Officers don't run across this kind of thing on a daily basis," she said. "They know what to look for when it's a robbery or a murder or an assault. They know how to investigate those crimes. But there's so many things with dog fighting, it's a major underground network and they have their own code, their own way of writing messages to each other."



The Humane Society of the United States Animal Fighting Investigations Unit helped Alabama law enforcement agencies in a suspected cockfighting investigation in Covington County, Ala., resulting in arrests of suspected cockfighters and the confiscation of birds. Some of the birds were dead or dying, and all had injuries consistent with cockfighting.

The training is designed to help officers identify the signs of animal fighting and paraphernalia used for pit bull conditioning, such as spring poles.

The HSUS recently assisted the

Supreme Court upholds Christian prayers at city council meetings

BY JOSH JONES
MTAS Legal Consultant

Like many Tennessee municipalities, the town of Greece, N.Y., had the practice of opening its council meetings with prayer, delivered by local clergy. Primarily Christian, these local religious leaders were invited by town staff to deliver a prayer. No official policy was adopted by the town; however, a general practice of selecting clergy from a local directory of churches did develop. After some time a number of town residents complained of the lack of ecclesiastical diversity.

The town attempted to address the concerns by inviting a Wiccan priest, a Jewish layman, and the chairman of the local Baha'i temple to, on separate occasions, deliver the invocation. Regardless, the aggrieved residents filed suit in federal district court alleging that the town's practice constituted a violation of the Establishment Clause by favoring Christianity over other faiths. The district court determined that the uniformity of message reflected the religious makeup of the community and that there was no policy or practice of discrimination and thus found no violation. On appeal, the Second Circuit Court of Appeals reversed holding that to a reasonable observer the town conveyed the message of endorsing Christianity.

On May 5, the Supreme Court, in a five-four split, overruled the Second Circuit by holding that prayer or invocation opening a meeting of the town governing body did not have to be nonsectarian to comply with the Establishment Clause. *Greece v. Galloway*. WL 1757828 (2014). In



The Supreme Court, in a five-four split, overruled the Second Circuit by holding that prayer or invocation opening a city council meeting did not have to be nonsectarian.

reaching this conclusion, the court looks to the long history of legislative prayer in the United States at the federal, state and local levels, much of which has been decidedly sectarian. The court further noted that

requiring nonsectarian prayer would place courts and legislative bodies in the role of censors, further entangling government in religious speech.

This opinion makes clear that a See **PRAYER** on Page 6

Grocery coalition to lead effort with local wine referendums

Tennessee is one step closer to allowing grocery stores to sell wine. The Tennessee Legislature approved legislation that grants authority to cities and counties that have package stores or liquor-by-the-drink sales, or both, to approve wine in grocery stores in local referendums.

To get the wine referendum on the ballot, eligible communities must submit petitions to the local election commission with at least as many signatures equal to 10 percent of their residents who voted in the last gubernatorial election.

The petitions must be completed and verified by the local election commissions by Aug. 21.

Red White and Food – a coalition launched by the Tennessee Grocers & Convenience Store Association in support of wine sales in retail food stores – has announced plans for leading the statewide wine referendum campaign.

Red White and Food has filed the proper paper work to become an independent nonprofit organization. By becoming a 501(c)(6) organization, Red White and Food will be able to support eligible communities in local petition drives to get the referendum for the legal sale of wine in retail food stores on the November ballot. In the communities where the referendum passes, retailers can begin selling wine as early as July 2016.

"We're excited to enter the

TML/TMAA Conference workshop to provide more information on the local referendum process.

Monday, June 23

3:30 - 4:30 pm

Wine in Grocery Stores

Speaker: Keith Bell

TN ABC

next phase of the wine in retail foods stores campaign and to begin the process of collecting signatures of registered voters," said Melissa Eads, marketing manager for the Nashville division of Kroger, and a Red White and Food committee member. "This effort has always been about our customers, and we look forward to the day when they will be able to purchase wine with the rest of their groceries."

"Retail food stores across the state are eager to help eligible communities put the wine referendum on the November ballot," said Steve Smith, who is president and CEO of K-VA-T Food Stores, which owns Food City grocery stores in East Tennessee, and a Red White and Food executive committee member. "Making Red White and Food a nonprofit organization is the first step in producing successful petition drives, and ultimately passing the wine referendum on Nov. 4."

U.S. House appropriations committee support local officials on CDBG funding

BY MICHAEL WALLACE
and LESLIE WOLLACK
National League of Cities

Earlier this month the House Appropriations Committee gave initial approval to the \$52 billion FY 2015 spending bill for the Departments of Transportation and Housing and Urban Development (THUD). In sharp contrast to last year's appropriations process, this year's bill calls for essentially level funding for the Community Development Block Grant Program (CDBG) at \$3 billion. Last year, the House considered a bill that would have cut funding for CDBG in half, to \$1.6 billion but eventually caved

to CDBG advocates in Congress and local officials. Among other local priorities, funding for homeless assistance would be maintained at \$2.1 billion and include 10,000 new vouchers for supportive housing for homeless veterans. Funding for Housing Choice Vouchers would be increased slightly to renew existing housing vouchers but not enough to restore any of the 40,000 vouchers cut as a result of sequestration. The HOME program would not fare as well, with a proposed cut of \$300 million from last year's level of \$1 billion.

On the transportation side, the bill provides nearly \$40.25 billion from the Highway Trust Fund to be spent on the federal highway

program, which is equal to this year's level. However, the funding is contingent on the enactment of a new transportation program since the current expires on September 30. Compared to this year's levels, among other cuts, the bill cuts \$200 million for Amtrak capital grants, \$500 million from the TIGER grant program, and \$252 million from transit capital grants. Also, projects eligible for the TIGER program would be restricted to roads, bridges, ports and freight rail.

The House bill is effectively the opening bid in negotiations over funding for housing and transportation programs in FY 2015. The Senate is expected to release its own proposal in the coming weeks.



To get the wine referendum on the ballot, eligible communities must submit petitions to the local election commission by Aug. 21 with at least as many signatures equal to 10 percent of their residents who voted in the last gubernatorial election.

NEWS ACROSS TENNESSEE



BRENTWOOD

Brentwood is known for the wealth of its residents. And now, real estate research site *Movoto* has named the Williamson County municipality as the seventh-richest small city in America. *Movoto* considered 950 places with populations between 30,000 and 80,000 people, according to the 2010 U.S. census. Brentwood has a population of 37,060. Then, the cities were ranked based on median household income and median home value. In the census, those numbers were \$133,304 and \$489,700, respectively, for Brentwood. In addition, further data were gathered from the 25 richest places to narrow down the list with nine categories that are identified with affluence — fine dining, expensive clothing, jewelry, luxury vehicles, country clubs, cosmetic surgeons and distances to the nearest polo field, yacht club and private airport. Brentwood placed high on the list because of the number of luxury car dealerships in the area, which includes Mini, Porsche and Audi. The city had more of these types of vehicle dealerships than anywhere else — one for every 6,176 people.

BRISTOL

The city is working to complete a comprehensive master Parks and Recreation and Open Space Plan, to provide background information in developing a long-term recreation and park land needs list for the city. The study also will document the existing park system, and review population trends and growth. A survey, just completed with more than 700 persons participating, revealed tremendous interest from both the student and adult respondents in preservation of rivers, ponds, creeks and scenic views. Staff found that the most frequently participated activity for the entire community was walking, followed by boating and picnicking. The survey may be viewed in its entirety at www.bristoltn.org.

CHATTANOOGA

City leaders are exploring an ambitious plan to provide a \$35 million light rail public transportation system. The city council has asked the U.S. Transportation Department for a \$400,000 grant to study the idea. If approved, the city would have to chip in another \$300,000. Although many details still have to be worked out, the plan calls for leaning heavily on existing tracks to which the city can acquire the rights. If the project goes through and is successful, advocates say it could redefine the way people move about the city, breathe new life into depressed parts of town and help Chattanooga's business core.

CLARKSVILLE

It was a record setting year for Rivers & Spires, as the streets of historic downtown saw more than 41,000 festival attendees over the April 24-26 weekend. Festival organizers say that this year's event was the second largest Rivers & Spires to date, falling right behind the 2010 festival. Attendance numbers are calculated through ticket sales, as well as the weight of garbage and recycling collected over the three days. This year, the festival collected more than two tons of recyclable plastic and aluminum, helping to support the community's green initiatives.

CLEVELAND

The Cleveland City School Board approved a motion to apply for the U.S. Department of Agriculture's Community Eligibility Provision. The CEP allows school systems that have more than 40 percent of its students participating in the free and reduced lunch program to offer free school meals to all of its students. Supervisor of School Nutrition Susan Mobley told the board that the school system would be reimbursed according to the number of students who qualify for free and reduced lunch, with that number being multiplied by 1.6 percent. The rest of the cost of the free meals will use non-federal revenue streams.

HENDERSONVILLE

Merrol Hyde Magnet School is one of the nation's top 100 high schools, according to the most recent ranking released by *U.S. News and World Report*. The school achieved an overall ranking of 92 in the magazine's annual list of the best high schools in the country. This year's ranking of 92nd in the nation marks

the first time the school has been among the top 100. MHMS ranked 109th in 2013 and 127th in 2012. The rankings are based on measures of English and algebra proficiency, as well as college readiness, as measured by advanced placement exams.

JONESBOUROUGH

The city was named "Community of the Year" by the Tennessee Valley Authority at the federal agency's Third Annual Green Power Switch Leadership Awards. TVA said the town was the award recipient because of its dedication to renewable power generation and its existing recycling programs. Since 2002, Jonesborough has purchased green power blocks, 150-kilowatt hours of packaged electricity, the cost of which goes toward the development of renewable energy systems and programs. The TVA has offered the blocks for sale at \$4 per block since 2000, when the Green Power Switch Program was initiated to spur investment in sun, wind and biomass energy research and production. Through the program, the blocks purchased by the city have helped to generate nearly 1.8 million kilowatt hours of green energy.

KINGSPORT

Heritage Glass officials announced the company will invest \$15.8 million to begin new glass manufacturing at AGC's old Blue Ridge facility off Lincoln Street. The facility will employ 120 people short term and up to 300 long term. The Board of Mayor and Aldermen approved a \$2.6 million contribution agreement to allow the Kingsport Economic Development Board to acquire the site, excluding the corporate headquarters facility, and lease it back to the Heritage ownership group. Heritage Glass plans to service, repair and modify existing equipment at the facility to manufacture patterned glass to be shipped worldwide. Patterned glass is used for shower doors, solar panels, dividers and privacy applications such as bathrooms, doors, sidelights, conference rooms and churches. The company anticipates production will begin in early July 2014.

LA VERGNE

The city will once again provide a patriotic welcome to "Carry the Load," as they pass through the city between 4 pm and 6 pm May 16. Carry the Load was founded by former Navy Seals on a mission to bring back the true meaning of Memorial Day. To honor the men and women who gave their lives in service to the nation, the group is walking 1,700 miles from West Point, New York to Dallas. City officials, firefighters, and police will join the walkers as they pass through the city. In addition, local veterans, surviving families, and other residents are invited to participate. "You may opt to walk with the team from the La Vergne-Smyrna city limit on Murfreesboro Road or from Lillian Buchanan Drive next to the U.S. Post Office, ending at City Hall," spokeswoman Kathy Tyson explained. Citizens not walking are encouraged to wear patriotic colors and carry U.S. flags to welcome the walkers along Murfreesboro Road.

MEMPHIS

One of the biggest hotels in Memphis could soon rise next to Graceland. Elvis Presley Enterprises Inc. is considering plans for a 450-room hotel alongside Graceland, the late music star's mansion on Elvis Presley Boulevard. Presley Enterprises, which owns the brand for one of the most recognized American icons in the world, confirmed the proposal was presented to the city. Full plans call for an upscale restaurant, sports bar and nearby movie theater, bringing the projected construction price, including the hotel, to about \$70 million, according to city officials. Plans for the construction site were filed with city of Memphis land-use officials. Hnedak Bobo Group, a Memphis architectural firm, has been hired to design the new hotel, tentatively scheduled to open in 2015 under the name The Guesthouse at Graceland, Presley Enterprises said.

MORRISTOWN

The work toward a new manufacturing plant in Hamblen County took a big step forward as Colgate-Palmolive broke ground on its \$25 million expansion. The stand-alone facility will bring in about 75 new jobs and is being built near the

Officials from 10 Tennessee municipalities attend MTAS Elected Officials Academy



Twenty-two municipal officials, representing 10 Tennessee cities, attended the Municipal Technical Advisory Service Elected Officials Academy (EOA) in January at Monteagle City Hall. Municipalities represented at the academy include Cowan, Jasper, Monteagle, Red Bank, South Pittsburg, Tracy City, Tullahoma, White House, Whitwell, and Winchester. The EOA program, designed specifically for the elected official, was developed to give municipal officials an overview of the varied aspects of their role as a municipal leader. Topics covered in Level I of the academy include: foundations and structures of municipal government; an overview of charters, codes and open records; municipal finance; ethics and open meetings; and how to be an effective council member. Participants complete 10 hours of training over two days. EOA Level II training sessions deal with such topics as economic development, fire department operations, police department operations, human resources, public works, risk management, and water/wastewater operations. Pictured left to right are: Front Row: Sammy Burrows, Harry Parmley, Renee Keene, Joyce Brown, Kerry Harville, Micah Atterton, Cindy Easterly and Ben Merrill. Back Row: Russell Leonard, Eddie Pierce, Alexander Orr, IV, Jane Dawkins, Larry Phipps, Wayne Hart, Price Tucker, Linda Hooper, Adam Nelson, Steve Clark, Steve Atterton, Paul Evans, Rick Causer Not pictured: Alvin Powell and Ransom Green.

company's current Colgate Total toothpaste plant. Officials say the new Morristown plant should be open sometime next year.

MT JULIET

The city will open a new police station adjacent to Charlie Daniels Park, after it renovates a former church building purchased by the city. The station should be operational by the end of June. Currently, the city's police station shares the city hall building with other offices. "We're going from about 5,000 useful square feet to 14,000 square feet that will be more functional with plenty of room for growth," said Sgt. Tyler Chandler. The city paid \$1.5 million for the 5-acre property used by Joy Church since 2003, after the church moved to a new campus. The renovated building will add or increase armory, evidence, training and interview room space and will give department vehicles a secure parking area. The new facility will also have a courtroom that will be available for certain public meeting requests.

PORTLAND

Public officials used golden shovels to turn the soil in front of Portland Municipal Airport to kickoff the construction of a new 4200 square foot, \$1.2 million terminal building. A private grassy strip off Jackson Road called Griffith Field is where the terminal building was built in 1972 and became a gathering place for pilots and/or passengers to rest or hold meetings. "Space has always been a problem," said Portland Mayor Ken Wilber. "There have been many ongoing issues at the building due to its age." With the improvements, Wilber said there will be space for the pilots to stay while waiting for passengers, meeting rooms, and more space for those who use the airport. The communications system will be improved as well.

PIGEON FORGE

The city will host a four-day salute to Vietnam War veterans from Aug. 21 through the 24, including a full-fledged "Welcome Home" parade on Aug. 23. Last year, more than 500 veterans took part in the inaugural Welcome Home event. Pigeon Forge leaders are planning several events to pay tribute to veterans, and area businesses and entertainment venues are getting on board. The idea behind the events is to give Vietnam veterans the welcome home and recognition they never received. Singer Louise Mandrell will serve as the grand marshal of the parade, which will honor all veterans. For more information, visit <http://bit.ly/1uan0LK>.

TULLAHOMA

A police memorial will be unveiled May 15 on the South Jackson Civic Center. The department has lost five officers in the line of duty. The ceremony will recognize the officers and unveil the monument recognizing their sacrifice along with all officers on the job everyday. The monument was made possible due to donations from citizens, businesses, and faith based organizations.

Knoxville's 311 Call Center receives Award of Excellence



The city of Knoxville's 311 Call Center received the 2014 CS Week 311 Synergy Group award of excellence at the 311 Synergy conference in San Antonio, TX. Pictured left to right: Justin Bradley, Knoxville 311 customer service representative, Janice Quintana, conference chair and 311 director for Charlotte-Mecklenburg, N.C., and Russ Jensen, Knoxville 311 director.

The city of Knoxville 311 Call Center has been recognized with this year's CS Week 311 Synergy Group award of excellence at the annual conference in San Antonio, Texas. The award recognizes one centralized government customer service center that has consistently demonstrated a customer-focused approach to improving local government service.

CS Week is the premier utility customer service conference for managers and executives at investor owned utilities, cooperatives, municipalities and government entities.

Esther Tenenbaum, 311 Synergy Group Conference chair, presented the award to Russ Jensen, Knoxville's 311 director.

"We are a reflection of our leadership," said Jensen. "Mayor Rogero is very service-driven and reminds us regularly that we are fortunate enough to serve the people of our community," said Jensen. "All of us at 311 take seriously that we are Knoxville's phone number and the voice of city government."

Opened in May 2005 and celebrating its 10th year, 311 Call Center is an easy to use, direct line to the government. It is also designed to help the city's administration ensure that city services are being delivered efficiently.

Knoxville's 311 receives approximately 200,000 calls per year and is one of the most cost efficient centers in the country.

Franklin salutes every day heroes May 12-16 with free family events



All ages will enjoy exploring fire trucks, tractors, machines and police cars at Franklin's annual Touch-A-Truck event at Pinkerton Park, part of the city's celebration of National Public Works Week May 12-16.

Franklin is celebrating every-day heroes May 12-16 during the National Public Works Week. The week will end with the annual Touch-a-Truck event at Pinkerton Park May 16 from 4:30-7:00 pm. The event is free to the public.

All ages will enjoy exploring fire trucks, tractors, machines, police cars and more. There will also be musical entertainment and a bounce house for the kids. Food and drinks will be available for a fee.

The rain date, if necessary, will be June 6.

"This is a great opportunity for kids and parents to meet our public workers and get an up close look at the equipment they operate," said City Administrator Eric Stuckey. "These are the employees who keep our parks safe and clean; our streets and street lights in good condition; they make sure the water we drink is pure; and our trash is collected on time. Citizens should thank these workers for their dedication and services they provide our city."

For more information, call 615-550-6947.



PEOPLE

Commissioner **Will Reid**, P.E., has been named as the Tennessee Department of Transportation's Construction Division director. In his new



Reid

post, Reid will oversee the division which is responsible for preparing proposals and letting to contract all TDOT transportation highway and bridge projects. Reid has nearly 15 years of experience in engineering, specializing in project management and is a registered professional engineer in Tennessee, Mississippi, Kentucky, Alabama, and Ohio. He most recently served as Transportation Group Manager and Firm-wide Transportation Discipline Lead for the engineering firm Barge, Waggoner, Sumner, and Cannon.

Nashville has renamed the downtown Shelby Avenue pedestrian bridge that spans the Cumberland River for **John Seigenthaler**, chair-



Seigenthaler

meritus of *The Tennessean*. Seigenthaler prevented a suicidal man from jumping off the bridge 60 years ago, when he was a reporter at the newspaper. Victims' rights group "You Have the Power" honored Seigenthaler, 86, with its 2014 Powerhouse Award to reflect his "humanitarian efforts to address inequalities and unite people and communities." Seigenthaler is also founder of the John Seigenthaler First Amendment Center at Vanderbilt University.

Jeff Branham will manage Knoxville's Traffic Engineering Division. The division's responsibilities include operation and maintenance of traffic signals and parking meter systems, producing traffic studies, reviewing proposed traffic planning documents, and maintaining street signage and markings. Branham is a licensed professional engineer and has served on several professional and civic organizations, including the Board of the Tennessee Society of Professional Engineers.

TNECD names new Main Street Program Director

The Tennessee Department of Economic and Community Development announced that Nancy Williams has been named Tennessee Main Street Program director. Williams replaces Todd Morgan, who is leaving state government to become director of preservation field services for Knox Heritage and the East Tennessee Preservation Alliance.

Williams brings to TNECD's Rural Development team more than 30 years of experience in communication, community development, historic preservation and association management.

Most recently, she was Main Street Program director at the Heritage Foundation of Franklin and Williamson County, which included serving as director of the Downtown Franklin Association.

A graduate of Middle Tennessee

Honor student selected as Goodlettsville "Top Teen"

The city of Goodlettsville has selected Aaron Douglas as its 2014 Mayor's Top Teen. Aaron is a junior at Davidson Academy and is on track to graduate with honors. He has won many academic awards, was selected and attended the Tennessee Governor's School for Science and Engineering, and has served as class president and vice president. He has also played in the marching and praise bands, ran cross country, and is on the Varsity Soccer Team.

The Mayor's Top Teen program is hosted through the city's Parks and Recreation Department, and is the highest honor that the city awards to teens in the community. It recognizes and celebrates deserving teenagers with the mission to create a community that values teens and promotes a positive image of teenagers. The program's goals are to achieve prominent exposure for promising teens, sending a strong message to teens that they are important to the community, collaborate with youth service organizations and businesses that are advocates for youth, and recognize deserving teens that have shown leadership and love for their community.

Shane McFarland was recently sworn in as the Mayor of Murfreesboro. He is the first new mayor to lead the city in 12 years. McFarland replaces Tommy Bragg, who decided not to run for another term. Councilman **Doug Young** was unanimously appointed as the vice mayor. Young replaces fellow Councilman Ron Washington. As vice mayor, Young will fill in when McFarland is unable to attend meetings or other events.



McFarland



Young

Heather Jensen has been appointed as the community relations officer for the Tennessee Department of Transportation Region Three area, based in Nashville. Jensen takes over the position previously held by Deanna Lambert, who is heading up a new video production unit in TDOT's Community Relations Office. Jensen has more than 10 years' experience in television news reporting, anchoring, editing and producing in major markets, most recently working as a reporter/anchor for WRKN News 2.



Jensen

David Rudd, provost of the University of Memphis, was approved by the Tennessee Board of Regents as the next president of the city's largest higher education institution. Rudd assumes his duties May 16, succeeding Brad Martin, who has been interim president since Shirley Raines retired in July.



Rudd

Kingsport's John Campbell to retire after 33 years in government service

VICTORIA SOUTH
TML Communications Coordinator

It's a tale of two cities and a heart for community service that's brought success to John Campbell and the communities he's served—24 years in Johnson City, and seven years presently in Kingsport. As he prepares for his upcoming retirement in July, Campbell, like most great city managers, is one step ahead, tying up loose ends, assisting his incoming replacement, Jeff Fleming—but he will never truly be out of the game.

If it hadn't been for his season tickets at UT Knoxville's Neyland Stadium, Kentucky might have reaped the benefits of John Campbell's knowledge and analytical expertise. But in 1976, Campbell, fresh out of Grad school at UT, and wife Gail, a career librarian, decided to stay closer to their hometown of Kingsport. Nixing a job offer in the "Big Blue" state, Campbell took a Community Development Director position in Johnson City, where his new boss, Jeff Browning, the city's planning director, agreed to "try him out for awhile."

Campbell considered Browning to be an exceptional transportation planner, and because Campbell had completed a transportation option with his Civil Engineering undergrad degree, he too, worked on some of the city's traffic engineering projects in the fairly new Community Development program, backed by big federal money.

"There's very few managers like that," Campbell reflects about his transportation experience. "The original profession was mostly city engineers who converted over to city management. When you go back to the 20s, 30s, and 40s, the early city managers were engineers by trade."

"A while" turned into two and a half years, but as in most success stories, a mentor appears. It was 1979, and Campbell discovered that person in Charlie Tyson, the new city manager, who promoted him to assistant city manager.

"I was very fortunate to have a great mentor in Charlie," Campbell said. "He put me over the budget, which was probably the most helpful thing, being over a budget for the whole city at an early time in my career; to see all the departments, what they needed and how they operated, and how the numbers came together."

Tyson became vice president at the International City/County Management Association (ICMA) and saw that Campbell was placed on several committees as well, where he could network and learn more about the profession. So, it was with mixed feelings, five and half years later, in 1984, when Campbell took the reins from Tyson as city manager.

"I was awful young to be manager of Johnson City," he admits in retrospect. "Johnson City was more of a small business type town, with the university and veterans administration, and a lot of small businesses; one of the most industrialized towns in Tennessee. There were a number of major industries, a lot of engineers, scientists and chemists. At the time, it was the largest council/manager city in the state," Campbell recalls.

"Right out of the gate, there was a major situation with the city's wastewater plants," Campbell said. "There was actually a moratorium put on all the cities up here, except Johnson City, because of the way we handled the expansion of our wastewater plant," he notes. "We did something pretty different for the times," he continued. "We didn't wait for state funding, but went ahead and did some things on our own,

which required us to raise rates. We made a pledge that if we did this, we felt sure our rates would be less than everybody else's in the long run. Of course, it turned out to be that way. We went from potentially being an environmental concern to being an environmental leader before environmental became cool." The city also initiated one of the first curbside recycling operations in the state.

"We set a new standard where we sped up work on road projects by providing the engineering work for the state, even though it was a state route," Campbell continues. "Too often people wait for the state to do something about road needs, and the state is never going to have enough money to take care of all the needs. In one or two cases, we did the environmental work and actually bought the right-of-way just to speed up the process. We had a major bypass that became the major economic corridor for 20-30 years."

Asking Campbell whether the two tri-city communities he's managed throughout his career were similar, brings out his sense of humor.

"Kingsport and Johnson City have been highly competitive for many years," he chuckles. "There were tremendous rivalries. A lot of people like to say, they have a hard time getting over Friday night. Each of the tri-cities—whether its Bristol or Johnson City or Kingsport, or even Elizabethton, all had one high school. In all those cases, particularly Kingsport's Doby-Bennett High School, the rivalry goes all the way back to the 20s or even before."

Campbell, now 65, and a new grandpa, is proud that he had the opportunity to participate in the quality growth of communities.

His work was recognized and rewarded by his peers both in 1992 and 1999, when he received City Manager of the Year awards from the Tennessee City Management Association, of which he would eventually become president. Campbell also served on the Boards of TML and the Risk Management Pool. His knowledge of environmental concerns drew him onto TML's Environmental Committee.

"I really appreciate the time with TML," he said. "I've been around a lot of great TML people and I will miss those professional friendships. He served on the MTAS Advisory Board as well. And yet, there was still *something* he had to do and that *something* would be in Kingsport."

When he retired from Johnson City in 2001, Campbell thought his city manager days were over. He began consulting work for local governments and took the helm at NETWORKS-Sullivan partnership for a year. While assisting MTAS in finding a city manager for Kingsport, it suddenly became clear that *he* was the man for the job.

"It was the only place I would have decided to become city manager," Campbell said.

Always strong in education, Kingsport had been working to create a higher education center prompted by a large factory closure and young people leaving the city for better professional opportunities. The city initiated a free two years of community college for students completing high school in Kingsport and Sullivan County.

"This is the first community that initiated Educate and Grow, the forerunner of Gov. Haslam's Tennessee Promise," said Campbell. "What's now being done for the whole state, we were doing 12 years ago."

As the largest city in the state without a four-year college, Campbell and the city of Kingsport put



John Campbell

together the concept of the Higher Education Building, with multiple colleges run by the local community college.

"We had UT, King and Lincoln Memorial University on board, with offerings from any of these schools at the Center," Campbell said. "We built a building for the college, and then another, where the community college moved their health-related associate degrees from three different locations into downtown Kingsport. We turned what was to be one building into four buildings, called the Academic Village."

The \$25 million Academic Village began making headlines nationwide. The first two buildings alone garnered Kingsport the coveted Harvard Innovation Award.

"We have around 2,400 college students downtown now," Campbell said proudly.

Campbell's four pages of accomplishments between the two cities are extensive and can't be mentioned in just one article. From establishing a Utility District to the expansion of Kingsport's MeadowView Marriott Conference Center, where a new executive conference center wing was added to the tune of \$4.5 million, to the Kingsport Quebecor redevelopment project, where nearly one million square feet of book plant was converted into a downtown shopping center, and a historic building into a farmers market and community space.

"To work with a city manager of John Campbell's caliber is an honor few mayors will ever experience," said Kingsport Mayor Dennis Phillips. "His vision, knowledge, work ethics, financial expertise and ability are exceptional. During his tenure in Kingsport, we have been able to move the city forward in ways some would have thought were not possible. John has helped us gain national attention in higher education, innovation and leadership. His list of accomplishments will ensure Kingsport's success for years to come. We have built a solid foundation that will ensure John has a legacy long after his retirement. Our best wishes to him and Gail and may they have time and may God give them good health in order for them to enjoy themselves and their grandchild for many, many years."

"I get a lot of questions as to whether I will work as a consultant again one day, but my wife says to say 'No' to everything right now," Campbell laughs.

The "class of '67" pair, who married after just one date, plan to travel and spend time with their six-week old grandson. Campbell still follows high school and college sports religiously, and is even considering taking up the saxophone again from his high school band days to play in team spirit bands. He often reflects on the changes today in municipal government.

"At one time, people came to city government by chance, or it was their third choice," he said. "Today, the professionalism within the various municipal fields is big."

Former U.S. Senator Harlan Mathews dies at 87

Former U.S. senator and state treasurer Harlan Mathews, died May 9 at the age of 87. He was recently diagnosed with a brain tumor.

Born January 17, 1927, in Walker County, AL., Mathews' long career in public service included stints as finance commissioner under Gov. Frank Clement and deputy to the governor under Gov. Ned McWherter.

Mathews joined Tennessee government in 1950, as a member of the state budget staff and quickly became a top aide to Govs. Frank Clement and Buford Ellington.

In 1961 he was named to the Cabinet as Commissioner of Finance and Administration, a position he held until 1971. The Legislature then elected him as state treasurer in 1974, a position he held until he resigned to run Democrat

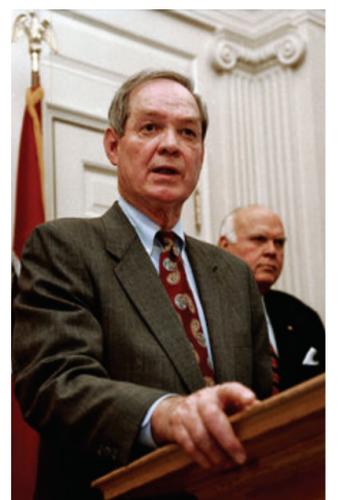
Ned McWherter's successful gubernatorial campaign in 1986.

Mathews served as deputy governor until January 1993, when he was appointed by McWherter to fill the remainder of Al Gore's Senate term when Gore was elected vice president.

Afterwards, Mathews returned to the private sector, serving as senior partner in the Nashville office of Farris, Mathews, Branam, Bobango & Hellen. He supervised the government relations team within the firm, and remained active at the local, state and federal government levels.

Mathews also worked with the TML staff in 2003 as TML's Urban Coordinator.

Mathews is survived by his wife, Pat and two sons. A third son, Richard Mathews, precedes him in death.



Harlan Mathews

STATE BRIEFS



WGU partners with Southwest Tennessee Community College

Western Governors University Tennessee and Southwest Tennessee Community College have finalized a partnership that will allow graduates of Southwest to receive waivers on application fees and discounted tuition to WGU. After launching in Tennessee in summer 2013, WGU Tennessee began developing partnerships with community colleges around the state. The agreement with Southwest has completed WGU's goal of finalizing partnerships with Tennessee's 13 community colleges.

TN earns A in charter school funding

Tennessee is the only state to earn an A in a study of school funding in 30 states with high concentrations of charter schools. The report by the University of Arkansas, shows a growing disparity in how charter schools are funded, affecting programs they can offer and how much the schools can pay their teachers. Since 2005, when the last study was done, the funding gap has increased by 54 percent, which means that public charters now receive an average of \$3,509 less per pupil than traditional schools. According to 2011 funding figures, the study found public charter schools received \$1,412 more per pupil than the average public school in Tennessee, largely because its charter operators are prodigious fundraisers. Statewide, traditional Tennessee public schools received an average of \$7,572 in state and local funds for every student enrolled. Charter schools received \$8,221. But the biggest difference is the amount of nontax money flowing to charters. On average, they received \$1,400 per child from other sources or 14.6 percent of their total revenue, compared with 3.3 percent for traditional public schools.

State lags nationally on high school math, reading

Students in Tennessee are graduating high school unable to demonstrate reading and math comprehension at the same levels as peers in other states, even as the nation as a whole, is showing stagnant growth. Those realities, reaffirming what state officials know is a tough climb to improve public high school education, are spelled out in results from the 2013 National Assessment of Educational Progress — known as the “nation's report card” — released for high school seniors. Only 17 percent of 12th-grade students in Tennessee reached the proficient level in math, while 31 percent did the same in reading. Among 13 states that volunteered to be “pilot states” for the 12th-grade NAEP exam, Tennessee finished above only West Virginia in both categories.

New program to help prisoners re-enter society

State prison officials are hoping that a new program that connects offenders with faith-based organizations and other nonprofits can help prisoners successfully re-enter society after they've served their time. The Tennessee Department of Correction kicked off its new Take One Program, a collaboration between the prison system and churches, faith-based organizations and other nonprofits to help offenders transition back into society. The program encourages each organization to mentor one offender for one year. The TDOC says that an estimated 90 percent of prisoners will eventually be released, and the new program will encourage offenders to lead productive, crime-free lives when they get out.

Some TN jails to allow E-cigarettes

Many inmates go to jail addicted to cigarettes. But with tobacco banned, some inmates can become anxious or testy because of nicotine withdrawal. Jails in Tennessee — including Sumner and Rutherford counties — are allowing inmates to smoke electronic cigarettes behind bars to help pacify what can be a rowdy population, but also as a revenue source. These disposable e-cigarettes, which usually cost the inmates between \$9 and \$15 each, contain no tobacco but instead use a low-voltage battery to deliver the key chemical in cigarettes, nicotine, while emitting only water vapor. The Tennessee Department of Correction does not allow e-cigarettes in prison. But e-cigarettes behind bars are growing increasingly common across the country, and at least five Tennessee counties have allowed them into their jails. E-cigarette companies have begun exhibiting at Tennessee Sheriff's Association conferences, promising a cash cow for jails. “Earn \$1000s for your jail,” read one sign at the group's summer 2013 conference.

TVA set for more solar power

U.S. energy provider Dominion said it added solar power developments in Tennessee that will bring its total solar power portfolio to 212 megawatts. Dominion said it acquired two solar energy projects in southwest Tennessee for an undisclosed sum. Power generated from both sites will be purchased by the Tennessee Valley Authority. Each of the projects, Mulberry Farm and Selmer Farm, will produce about 16 megawatts of power at peak capacity.

Dept. of Health reminds travelers to get measles vaccinations

In the wake of the first confirmed case of measles in Tennessee in three years, the Tennessee Department of Health is reminding those who travel abroad of the need for vaccination

against measles. Although measles was officially eradicated from the United States in 2000, it is still present in other regions of the world, including Western Europe, and cases continue to occur among Americans returning from foreign travel and among foreign visitors to the United States. Vaccination against measles is extremely effective.

TWRA has funding available for stream cleanup

The Tennessee Wildlife Resources Agency has grant money available to help cities, schools and nonprofits with stream cleanup and planting projects. Each of TWRA's four regional Aquatic Habitat Protection projects has \$5,000 available, to be distributed in grants of \$1,000 each. According to the agency, the grant money could be used to buy supplies like rakes, work gloves and garbage bags. It also could be used to pay waste disposal fees, advertise a project or provide support for volunteers, such as T-shirts and refreshments. The agency is accepting project proposals through June 15. More information is available at <http://www.tn.gov/twra>.

New TN fishing records confirmed

The Tennessee Wildlife Resources Agency has confirmed a pair of state fishing records, one for a recently-caught Alabama bass and another for a spotted bass caught three years ago. According to the agency, the State Record Fish Program previously considered the Alabama bass to be a subspecies of the spotted bass. But the Alabama bass recently was elevated to species status. The change means that an Alabama bass caught by Shane McKee, of Cleveland, on March 10, now becomes the first record Alabama bass. The bass weighed 6 pounds, 15.5 ounces and was 23 inches long.

Guidelines updated for service animals in national parks

The National Park Service plans to update its rules regarding service animals, starting with a more concise definition of what is, and what isn't, a legitimate service animal. In the past, visitors to the Great Smoky Mountains National Park have claimed everything from ferrets to monkeys as service animals. Under the American with Disabilities Act, a service animal must perform some function or task that the individual with a disability can't perform on their own. Although federal agencies are not governed by the Americans with Disability Act, the National Park Service wants to align its regulations with the federal law for the sake of clarity and consistency. The Americans with Disabilities Act was updated in 2011 to define a service animal as a dog that is individually trained to perform tasks directly related to the owner's disability.

Tennessee State Parks offer Rangers Camp

Tennessee State Parks' Junior Ranger Camps are once again gearing up for another summer of fun, adventure and educational opportunities for children ages 6 to 14. Parks across the state will begin hosting camps in June.

For a list of participating parks, along with scheduled camp dates, visit <http://tnstateparks.com/get-involved/jr-rangers>.

To sign up for a camp, contact the park office to receive an application.

There are two ways to become an official Tennessee State Parks' Junior Ranger. Interested kids ages 6-14 may attend a Junior Ranger Camp or complete a series of activities found in the Junior Ranger Adventure Guide, which is available at any state park.

There is a state park within an hour's drive of just about anywhere in the state, offering a variety of recreational, lodging and dining choices. Features range from pristine natural areas to 18-hole championship golf courses.

For more information about Tennessee State Parks, visit <http://tnstateparks.com/>

City of Savannah receives 'Rebuild Tennessee' award



The 2014 Rebuild Tennessee Award for the Southwest Region was presented to the city of Savannah by Bradley County Mayor Gary Davis, vice president Tennessee Development District Association (far left). Receiving the award are Savannah Mayor Bob Shutt and Savannah City Manager Garry Welch. Also pictured is Joe W. Barker, executive director South West Tennessee Development District (far right).

The city of Savannah recently received one of nine “2014 Rebuild Tennessee” awards at the Tennessee Development District Annual Conference and Awards Breakfast in Nashville. More than 300 people from across Tennessee attended the gathering.

The Rebuild Tennessee Awards recognize projects from across the state that enhance quality of life for citizens and create economic development opportunities through forward-thinking projects. This year's award for the Southwest Tennessee region was presented to Savannah in recognition of its new Tennessee Street Park.

The Tennessee Street Park is in the final stages of construction on the site of the former North Elementary School (1939-2010) and Savannah Institute (1800s-1939); it includes diverse recreational opportunities for all citizens in Hardin and surrounding counties.

“Savannah has worked hard to preserve the unique landscapes of the setting so that the park will be considered a landmark within the city for years to come,” says Joe W. Barker, SWTDD executive director. “The park has been under construction since 2012 and is scheduled for completion next month.”

Two state agencies partner to create training facility

Two Tennessee agencies are partnering to create the nation's first incident management training facility.

The Tennessee Department of Safety and Homeland Security and the Tennessee Department of Transportation broke ground for the new facility at the Tennessee Highway Patrol Training Center in Nashville. The facility will be

Savannah Mayor Bob Shutt and City Manager Garry Welch were present to accept the award. The city was nominated for the award by the Southwest Tennessee Development District.

The Tennessee Street Park has been under construction since 2012 and is being completed in Phases.

Phase One was completed in Jan. 2014; some of its features include two playgrounds, two splash pads, concession buildings, restrooms, pavilions, decorative lighting, historic school signs and an 18-foot water fountain.

Phase Two has a 1,120-foot walking trail, butterfly garden with crushed limestone walking path, solar lighting for the pavilions and the concessions building, solar trash receptacles, landscaping, and park benches.

Phase Three, scheduled for completion next month, will include a perimeter ornamental wrought iron fence with brick columns, parking, curbs and sidewalks, security camera system, and decorative lighting and poles for the walking trail.

The Southwest Tennessee Development District serves the counties of Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, Madison and McNairy.

Tennessee's unemployment rate drops to lowest level since 2008

Tennessee Labor & Workforce Development Commissioner Burns Phillips announced the Tennessee preliminary unemployment rate for March is 6.7 percent, which is two-tenths of one percentage point lower than the 6.9 percent of February's revised rate and equal to the national rate for March. The U.S. rate, at 6.7 percent, remains the same as it was in February.

Over the past year, Tennessee's unemployment rate decreased from 8.3 percent to 6.7 percent, while the national rate declined from 7.5 percent to 6.7 percent.

The number of unemployed persons (203,800) is the lowest since June 2008 and is 5,900 lower than last month.

Total nonfarm employment increased 4,200 jobs from February to March. The largest increases occurred in mining/logging/construction, leisure/hospitality and professional/business services.

Over the year, nonfarm employment increased 46,100 jobs.

The largest increases occurred in professional/business services, accommodation/food services and trade/transportation/utilities.

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NRM-9664M6 (11/13)

Nationwide
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Jackson police learn investigative techniques in animal cruelty

CRUELTY from Page 1
cocaine and heroin trafficking organization.

"They found a dogfighting ring and we were able to go in and help them identify all the training and conditioning equipment, help them read their logs and decipher handwritten notes that were left behind," said Lassiter.

The log entries and notes are typically written in code about everything from specific dog kennels to conditioning and training tactics to fight records. Police learn to take photos as well of animals on the property that have untreated wounds or older scars around their faces, chests and legs.

"This was a drug ring that was moving 60 pounds of cocaine and 20 pounds of heroin through Nashville

every month," Lassiter added. "They found \$240,000 buried in the backyard with the dogs."

The HSUS would like to see police departments across Tennessee develop a special classification for animal fighting, just like assault and burglary, rather than the current category of miscellaneous.

"Right now we have no way of tracking animal cruelty convictions," she said.

The agency, which runs on public donations primarily from animal advocates, would also like to see a victory in their seven-year push to increase the classification and penalties of animal fighting in Tennessee.

"Game cocks are the only species of animal held out of federal penalty laws for animal fighting," Lassiter said. "The bill we tried to

run this year increased penalties for spectators at animal fights to a Class A misdemeanor. Currently, it's \$50 to be a spectator at a cock fight and up to a \$500 fine for a Class B misdemeanor to be a spectator at a dog fight. We believe the spectators are the people who drive the fights. They pay the admission fees. They seek out and promote the event by word of mouth. They pay an admission fee—anywhere from \$20 to \$100. The spectators make it profitable for the event organizer. Thousands of dollars can change hands at every fight."

This was the first time in seven years that the proposed legislation took flight, sailing past committees in both chambers and making it to the floor, Lassiter said, only to be struck down again by the House Agriculture Committee, like times before. The bill's sponsor, Sen. Bill Ketron of Murfreesboro commented at the time that cockfighting attracts drugs and other types of crime. "Current penalties are meaningless," he said.

"We feel like this bill continuously gets assigned to the House Agriculture Committee and it doesn't belong there," Lassiter explained. "We are hoping that House leadership will recognize that this bill is not getting a fair hearing and being assigned to wrong committee. We are talking about a serious criminal offense, not animals being raised for food to feed Tennessee families."

"If we were to provide a list of successful legislative efforts against animal abuse in Tennessee, that list would be



The Tennessee Humane Society of the United States recently assisted the Metro-Nashville Police Department in the collection of evidence at a dog fighting operation in the community of Bordeaux, which originated as a DEA investigation into a major cocaine and heroin trafficking. Twenty-nine dogs were confiscated, some are still being evaluated for reconditioning and placement and are in the care of the Metro-Nashville Animal Care and Control.

very short," Lassiter added.

Surrounding states, Georgia, North Carolina, and Virginia all consider cockfighting a felony.

"A year ago, the agency worked with federal agents on a four-state raid that was initiated by a tip to a reward line. "A lot of these people ended up affiliated with narcotics operations," said Lassiter. "Through that investigation, we seized 367 dogs under the federal animal fighting law. Our hope is that now officers will know there are experts out there they can call, if they need assistance. Whether it's just over the phone or sending a team to help remove and adopt the animals."

Lassiter notes through publi-

cally funded organizations, such as Animal Farm Foundation out of New York, there has been some success in reconditioning dogs used for game fighting operations, but the process is painstakingly slow.

"The thing to remember about these dogs is they've lived their entire lives on logging chains," she said. "They only come off the chain to condition or fight. They have to learn how to be pets."

For more information about cock or dog fighting or to schedule a session on animal abuse investigation, contact the Tennessee Humane Society of the United States at <http://www.humanesociety.org/about/state/tennessee/>.

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Animal Legislation/Policy 2006 - 2012

The HSUS in Tennessee has been working alongside other state and national coalition partners on the following legislation:

- Bill requiring addition of bittering agent to all anti-freeze sold in Tenn. (passed)
- Bill requiring shelters to hold animals three business days (passed)

- Bill strengthening language for "intentional killing" of an animal (passed)
- Commercial Breeder Act to regulate puppy mills and created the Division of Animal Welfare (passed)
- Horse slaughter bill (killed)
- Tenn. Wildlife Resource Commission passed a rule change to stop issuing new permits for captive hunting operations.
- Bill creating Class A misdemeanor

- for convicted abusers who violate court orders not to possess animals (passed)
- Bill to prohibit felons from owning vicious dogs [ASPCA was lead organization] (passed)
- Deer farming bill (killed)
- "Ag Gag" bill (killed)
- White-tail deer farming bill (killed)
- Carriage horse ordinance in Franklin (killed)

The Tennessee Arts Commission is accepting applications for Arts Build Communities grants

The Tennessee Arts Commission is now accepting applications for Arts Build Communities grants. The grant program is designed to provide assistance for projects that increase access to the arts and achieve positive outcomes for the community at large. Anne B. Pope, executive director of the Tennessee Arts Commission, said these investments will help build sustainable communities through the arts.

The grants open the door for community development as well as opportunities for artists, arts organizations and nonprofits to form alliances and partnerships



in their communities, she said.

Ten designated agencies from across the state distribute the grants on behalf of the Tennessee Arts Commission, as well as bring value to the program through their local knowledge and regional perspectives, officials said.

Shannon Ford, director of Community Arts Development for the Tennessee Arts Commission, said

every application is reviewed by the agencies with integrity, fairness and impartiality and each designated agency has a strong interest in funding projects that will improve their communities.

With awards that range from \$500 to \$2,000, the funds can be used for any type of project that will involve communities under served by the arts, such as those limited by geography, ethnicity, economics or disability.

At the conclusion of the funded activities, each grant recipient provides specific information about the impact of their work, officials said.

The commission will compile, analyze and report the results of the program's effect on communities across the state.

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CITY MANAGER

EAGLEVILLE. (pop. 616). The city is seeking an accomplished municipal government professional on a full or part-time basis to be its next city manager. The city is located 45 miles south of downtown Nashville in Rutherford County. The manager is appointed by and reports to a city council comprised of a mayor and six councilmen elected at-large to staggered, four-year terms of office. The city has a \$2.6M budget with seven (7) full and part-time employees. Candidates are required to possess a bachelor's degree in public administration, business administration, or a field closely related to local government management; or a minimum of five (5) years of professional city management experience in a senior management position. This is a special opportunity for a municipal management professional to guide the future of a small, rural community in a dynamic region of the state. Accordingly, it requires a person with a sound working knowledge of city government, public policy development and execution, and basic municipal services. Salary: DOQ. Position profile is available at www.eaglevilletn.com. Send cover letter and resume by electronic mail to the University of Tennessee, Municipal Technical Advisory Service, attention Jeff Broughton, by May 23, 2014. Please indicate your interest as full time, part-time, or both. Questions should be directed to Jeff Broughton at jeff.broughton@tennessee.edu.

COLLECTIONS AND SPECIAL PROJECTS COORDINATOR

COLLIERVILLE. The city is seeking qualified applicants for the full time position of Collections and Special Projects coordinator. This is responsible, specialized administrative work managing services affiliated with the museum's operation. This position works under the direct supervision of the museum director. Qualifications include a bachelor's degree with major course work in Museum Studies, Art, Art History or a closely related field; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills and abilities for this job. Must be able to pass a work-related physical and drug test. May require attendance at business functions outside regular business hours. May require occasional lifting/moving of items between 20 -50 pounds. Salary is \$25,747.00 with excellent benefits package. Must possess and maintain a valid motor vehicle operator's license. First-aid and C.P.R. certification required within six months of employment. FLSA Status: Non-exempt. Normal scheduled hours are Tues.-Sat. from 8am-5 pm, but hours are flexible, depending on events scheduled each week. Selection process may include: examinations, interviews, assessment centers, practical skills, etc. Drug testing may be required. Job Number is: JN14-26AD. Job opened until filled. We regret we are unable to answer all inquiries. We will only notify candidates selected for testing or interviews. Apply at the Human Resources Office, 500 Poplar View Parkway, Collierville, TN. 38017. Applications are also available at Collierville.com. Please submit a new application each time you apply for a town job. Pursuant to Tennessee open records law, applications and resumes are subject to disclosure. The town of Collierville is EOE and does not discriminate in hiring. Minorities, women and those with disabilities are encouraged to apply. If you have a disability and require special accommodations during the selection process, please notify the Human Resources Office at 901-457-2290. The town of Collierville is a drug free workplace.

POLICE CHIEF

GREENBRIAR. The city is seeking an experienced law enforcement professional to serve as Chief of Police for the city's law enforcement department. The city is seeking a proven, dedicated, responsive and experienced individual for the position. The successful candidate should possess a bachelor's degree in criminal justice, or a closely related field; be a POST Certified Officer, or capable of being POST certified; and have a minimum of Seven (7) years of law enforcement experience, preferably in a command level position of sergeant or higher; or any combination of education, training and experience which provides the required knowledge, skills and abilities to perform the essential functions of the job. The position is an exempt, at-will employee working under the general direction of the mayor. The chief manages and directs the functions of the department in the protection of life and property in

the city. The chief advises the mayor of critical issues, decisions and actions and develops and oversees the department's budget and controls and monitors expenses. The city's Police Department has 14 full-time officers and one part-time officer. The starting salary will be a market competitive range of \$39,686 to \$58,894, depending on experience and qualifications; plus an above average comprehensive benefits package. The City of Greenbrier is EOE. Resumes will be accepted until 5 pm, May 23, 2014. All interested applicants should submit a resume and cover letter along with three personal and five professional references to: Municipal Technical Advisory Service, 226 Capitol Blvd, Suite 606, Nashville, TN 37219. Attn: Gary Jaeckel, Municipal Management consultant.

UTILITIES CLERK

PIPERTON. The city has an opening for a utilities clerk in its administrative office, with tasks to include reconciling utility customer lists and issuing periodic reports, resolving customer problems and explaining procedures regarding a variety of city functions, including water, sewer, garbage and other issues; must have ability to interact with a variety of city staff, members of boards and commissions, vendors and contractors and have extensive knowledge of Microsoft Office, especially Word and Excel, which is required. Experience with automated applications is desirable; High School diploma or G.E.D., plus a minimum of two years related experience is required, along with effective communication (oral and written) and interpersonal skills. Valid driver's license from state of residence and attention to detail are also required. Email resume to tparker@pipertontn.com. Pay is negotiable, depending on experience and training. Piperton is an EOE employer and does not discriminate on the basis of race, color, religion, age, sex, national origin, gender or disability.

Supreme Court upholds Christian prayers at city council meetings

PRAYER from Page 1

ministers are not required to temper the religiosity of their message in legislative chambers. The court goes so far as to say, "[o]nce it invites prayer into the public sphere, government must permit a prayer giver to address his or her own God or gods as conscience dictates, unfettered by what an administrator or judge considers to be nonsectarian." Id at 11.

This, of course does not mean there can be no constraints on prayer in public meetings. The court warns against allowing a pattern of prayers that "denigrate nonbelievers or religious minorities, threaten damnation or preach conversion...." Id at 11.

It should be noted that the court suggested that the prayers at a legislative session are for the benefit of the lawmakers, not the viewing public.

That being the case, one should be wary of applying its reasoning to public events such as public school graduations or football games.

Going forward, this case should provide some assurance to those cities that choose to begin their legislative sessions with prayer. Caution and restraint, however, should not be abandoned.

The court did not draw a bright-line rule as to allowable speech and the only way to completely remove liability remains to abandon the practice of beginning a meeting with prayer. A city that chooses to, however, would be wise to review its policy or practice to ensure that minority religions and nonbelievers have opportunity to deliver the invocation and are not intentionally discriminated against.



TENNESSEE FESTIVALS

May-Oct.: Gallatin

Third Thursday on Main Street
Summer concert and dining event every 3rd Thursday of the month through October. Showtimes start at 6:30 pm and run until 9 pm. Come out for some great food and entertainment and support your local downtown businesses. An exclusive presentation of Greater Gallatin, Inc., and sponsored by several local businesses, there is free parking available in the City Hall parking lot at 118 West Main Street and behind the Gallatin Public Library, located at 123 East Main Street. Bring your lawn chairs and the entire family.

May 16- 18: Maryville

The 33rd annual Smoky Mountain Scottish Festival and Games
Bring the family for a weekend of authentic Scottish Highland festivities in the Great Smoky Mountains. Held at historic Maryville College, 502 E. Lamar Alexander Pkwy. Celtic entertainment, clan tents for your genealogical curiosities, sheep dog demos, kid's activities, and Celtic food and merchandise vendors. Competitions for dancers and bagpipers, drummers, and full bands. Free parking. Golf cart shuttles provided for guests needing assistance. For more information, visit <http://www.smokymountaingames.org>.

May 17-18: Greeneville

20th Annual Iris Festival
Held Downtown. Juried arts/crafts festival with more than 160 crafters and merchants lining the streets and parking lots demonstrating arts like wheel-thrown pottery, crocheting and woodworking. Many crafters provide samples of homemade apple butter and jellies to guests during the event. The Annual Woodcarving Show will be held in conjunction with the festival, with noted woodcarvers from across the southeast. Two stages, cloggers, square dancers and culinary delights from China to Greece. For more information, visit <http://www.greenecountypartnership.com/events/iris-festival-1/>.

May 17: Granville

1st Annual Cordell Hull Big Bass & Crappie Classic
Reel in big bass and crappie at Cordell Hull Lake, with the big bass payout totaling \$2,000. Held from 8 am to 2 pm at Martin Creek. The entry fee for the tournament will be \$120 per boat, which include two men and one kid under 12, who fishes free. For more information, call Odell Braswell at 931-260-9666, or Billy Woodard at 615-735-2093 and Sam Petty at 931-268-0971 or visit <http://www.granvilletn.com/116>.

May 17: Townsend

"The Many Roads Home" Gala
Attend the annual benefit dinner, the social highlight of the spring season with food, music, and live and silent auctions held at 5:30 pm at the Great Smoky Mountains Heritage Center. Call Carol Short at 865-448-0044 for advance tickets. Reservations required.

May 17: Parker's Crossroads

Artillery Demonstrations
The 1st Tennessee Heavy Artillery will conduct demonstrations at 10 am at Parker's Crossroads Battlefield, located just off I-40 West and Tennessee Highway 22 at Exit 108.

May 18: Goodlettsville

Vintage Base Ball
See how America's favorite pastime was played in the 19th century, complete with original rules, equipment, uniforms and more. Held at 2:30 pm at Moss-Wright Park, 745 Caldwell Drive in Goodlettsville.



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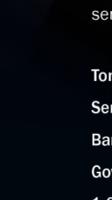
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Leadership and the tricky politics of public opinion

 BY OTIS WHITE
Governing Magazine

We usually think of politics in two ways: as the "big-P" politics of campaigns and referendums -- noisy, zero-sum contests that get lots of public attention -- and the "small-P" politics of gaining approval for policies and projects. These are the non-zero-sum contests of compromise and tradeoffs that revolve around regulatory approvals, planning board and city council votes, and the occasional state law.

But there's a third version, a kind of meta-politics that's critical to progress but rarely gets noticed. It's the politics of public opinion. How important is public opinion? Listen to Abraham Lincoln: "With public sentiment," Lincoln said, "nothing can fail; without it, nothing can succeed. Consequently he who molds public sentiment goes deeper than he who enacts statutes or pronounces decisions."

But how, exactly, do you mold public sentiment? And are most public officials good at it? The answer to the second question is no. The answer to the first can best be understood by turning to another president, Franklin D. Roosevelt, who, second only to Lincoln, was the greatest molder of public opinion ever to occupy the White House. Roosevelt's masterpiece was changing American attitudes about involvement in World War II. Yes,

Pearl Harbor was the defining moment, but by December 1941 public opinion had already changed greatly, as Lynne Olson tells us in her recent book, "Those Angry Days." And that was Roosevelt's work.

He could not have faced a more daunting task. There was a strict "neutrality act" passed in the mid-1930s that banned arms sales to any nation at war. America's own military was a shell. (Weapons were so scarce that only a third of U.S. soldiers and sailors had ever trained with them.) Congress was overwhelmingly opposed to intervention, and so were the American people.

So what did FDR do? He bided his time (to the despair of the increasingly desperate British) as he set in motion several forces that changed public opinion. The most important: He quietly encouraged nonpartisan citizens' groups to begin campaigning for American support for the Allies. Then Roosevelt (to all appearances) gradually acceded to their demands, first in asking for changes in the neutrality act, then in offering more generous aid to the British, then in lobbying for a buildup of the military, and finally in asking Congress for a peacetime draft. It was a step-by-step process that took two years' time, with Roosevelt never more than a half-step in front of the public.

Today we would call this "leading from behind": letting others be

the point people for change as you remain in the background. It requires a secure person to lead this way. Secure in two ways: First, emotionally secure enough to let others occupy the spotlight. Second, secure in the messiness but ultimate utility of public debate.

And this brings me to the single most serious mistake public officials make in trying to advance policies and change public opinion: They spring surprises. They announce sweeping policy proposals long before the public has accepted that there's even a problem. When they do it this way, they're often shocked by the backlash.

It is much better to do policy the FDR way: First, air the problem and its consequences. Then step aside and let others debate its seriousness and possible solutions. As the demand for action rises, step back into the discussion with a reasonable way forward. (And, yes, along the way you can do things to encourage the debate.)

Does this diminish your reputation by making you look indecisive? Well, Roosevelt was accused of that in 1940 and 1941. But reach in your pocket and pull out a dime. Which leader's face do you find on it? Roosevelt's, or one of his many critics'?

Editor's Note: Otis White is president of Civic Strategies Inc., an Atlanta-based firm that does collaborative and strategic planning for local governments and civic organizations.

NATIONAL BRIEFS

States and local governments stand to lose \$46.8 billion in federal funding for transportation and transit projects next year, if Congress doesn't put more money into the Highway Trust Fund and it slides into insolvency, according to a new report. The Transportation for America report concludes that unless Congress acts to add to the fund, there will be no federal money for new projects in fiscal year 2015. The fund, which has been used to pay for road construction and transit projects since 1956, is funded by the federal tax on gasoline and diesel fuel. The tax has not been raised since 1993, as construction costs have soared and Americans drive fewer miles in more fuel-efficient cars. Without congressional action, all the federal tax money coming in to the trust fund would be used to pay for existing projects, leaving no money for new state and local roads, bridges and transit, the group said. The report from Transportation for America, a Washington, D.C.-based coalition of businesses, unions and non-profit organizations working to improve transportation, comes one day after U.S. Transportation Secretary Anthony Foxx submitted a \$302 billion, four-year road transportation bill. The Transportation Department said its Grow America Act would: address the shortfall in the Highway Trust Fund and provide an additional \$87 billion to deal with the nation's backlog of structurally deficient bridges and aging transit systems; create millions of jobs, and provide a measure of transportation funding certainty to state and local

transportation planners. Congress approved a two-year bill in 2012; it expires on Sept. 30.

About four in 10 American cities are seeing a reduction in air pollution, according to an April report by the U.S. Conference of Mayors. The report shows how an environmental campaign launched almost a decade ago has taken root in cities across the country. Its findings suggest that local political leaders are taking steps to curb greenhouse gas emissions created by their own government operations and the community at large. The report also leaves room for future research on how cities track the emissions, how much the average city has cut emissions and which local practices have the largest impact. A majority of survey respondents said they had taken a public action — in the form of a mayoral pledge, a formal city council vote, or both — to reduce greenhouse gas emissions. In cities that made a public commitment, 71 percent said they had recorded a drop in emissions caused by city government operations, the community at large, or both. The results exclude cities that saw a reduction in emissions but did not take a public action, leading the report's authors to conclude that in all likelihood, more cities are cutting emissions than what the survey found. The report also highlights some strategies employed by mayors who are trying to reduce emissions listing promising technologies they've used, such as energy-efficient lights and solar electricity.

The U.S. economy slowed drastically in the first three months of the year as a harsh winter exacted a toll on business activity. The slowdown is likely to be temporary, as growth rebounds with warmer weather. Growth slowed to a barely discernible 0.1 percent annual rate in the January-March quarter. That was the weakest pace since the end of 2012 and was down from a 2.6 percent rate in the previous quarter. Many economists said the government's first estimate of growth in the first quarter was skewed by weak figures early in the quarter. They noted that several sectors — from retail sales to manufacturing output — rebounded in March. That strength should provide momentum for the rest of the year. Economists expect the government to report a solid 200,000-plus job gain for April. In its report, the government said consumer spending grew at a 3 percent annual rate last quarter. But that gain was dominated by a 4.4 percent rise in spending on services, reflecting higher utility bills. Spending on goods barely rose. Also dampening growth were a drop in business investment, a rise in the trade deficit and a fall in housing construction. The scant 0.1 percent growth rate in the gross domestic product, the country's total output of goods and services, was well below the 1.1 percent rise economists had predicted. Most expect a strong rebound in growth in the April-June quarter. Many analysts believe 2014 will bring recovery from the Great Recession and the growth needed to accelerate hiring, reducing high unemployment.

COMING UP

May 19-20: Grants Management Training in Nashville. Hosted by The Tennessee Department of Economic and Community Development, Research and Planning Division, William R. Snodgrass Tennessee Tower, 312 Rosa L. Parks Avenue, 3rd Floor, Media Room. TDEC and Grant Writing USA present a two-day workshop for grant recipient organizations across all disciplines. Held at 9 am - 4 pm both days with lunch on your own from noon to 1 pm. Learn how to administer government grants and stay in compliance with applicable rules and regulations. Beginning and experienced grant managers and administrators from city, county and state agencies are encouraged to attend. For more information, visit http://grantwritingusa.com/grants-training/grant-management-workshops/nashville-tennessee-may-2014.html?utm_source=janet&utm_medium=email&utm_content=tml&utm_campaign=nashville-tennessee-may-2014. Or contact Sally Haar, TNECD Research and Planning Division, at 615.253.3563, or e-mail sally.haar@tn.gov.

June 17-18: TDEC Parks and Recreation Citizens Board Training

Hosted by The Tennessee Department of Environment and Conservation's Recreation Educational Services Division at Montgomery Bell State Park, 1020 Jackson Hill Road in Burns. The training workshop will educate citizens and local governments on the importance of parks and recreation citizen advisory boards and how to create an effective and active board. This workshop also covers important contributions the boards provide in the delivery of quality parks and recreation programs and facilities. The registration fee for the workshop is \$40. Register by June 2 by calling 615-797-3101 or visiting <http://events.r20.constantcontact.com/register/event?llr=aqx85ieab&oeidk=a07e8yecy6216be008c>. For more information, visit <http://tn.gov/environment/recreation/>.

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



The city of Ripley closed a \$1 million loan for a new fire hall and equipment.

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75th Annual TML Conference, June 21 - 24

Chattanooga Convention Center

There are no challenges quite like those facing leaders in local government. The issues of limited funding, growing public demand, aging infrastructure, and competing interests require local governments to do more with less. Many of the conference workshops and speakers will include strategies for addressing the many issues facing cities in today's constrained fiscal environment.

SATURDAY, JUNE 21

9 am – 11 am

Navigating the CMFO program & CPE Requirements
Speakers: Kay Stegall, MTAS Finance Consultant, and Dr. P.J. Snodgrass, MTAS Training Consultant

1 pm – 3 pm

Navigating the CMFO program and CPE Requirements
(Repeated session)

3 pm -5pm

TML Board Meeting

6:30 – 8 pm

Welcome Reception: Meet and Greet

SUNDAY, JUNE 22

11 am – 5 pm

Registration

11 am – 5 pm

Exhibit Hall Open

11:30 am – 1:30 pm

Lunch in the Exhibit Hall

12 – 1:30 pm

Wauford Ice Cream

1:15 – 2:15 pm

Workshop 1

CMFO – Water Quality Reporting – AWWA Format
Speaker: Al Major, MTAS Finance Consultant

In June 2012, the Water and Wastewater Financing Board and the Utility Management Review Board adopted the American Water Works Association (AWWA) water loss methodology for inclusion in any audited financial statements received by the Comptroller of the Treasury on or after Jan. 1, 2013. This information-packed session will include a demonstration of how to use the AWWA spreadsheet required for reporting. Attendees will also learn what possible financial impacts could be realized by gaining that extra point in a validity rating.

1:30 – 2:15 pm

TML District Meetings

2:30 – 3:30 pm

Opening Session

The fiscal benefits of smarter planning and development
Speaker: John Robert Smith, Smart Growth America

Local governments across the country have compared development strategies to understand their impact on municipal finances. Many municipalities have found that a smart growth approach would improve their financial bottom line. Whether by saving money on upfront infrastructure; reducing the cost on ongoing services like fire, police and ambulance; or by generating greater tax revenues in years to come; community after community has found that smart growth development would benefit their overall fiscal health.



John Robert Smith

3:45 – 5:15 pm

Workshop 2

Annexation Update

Speaker: Chad Jenkins, TML Deputy Director

The Tennessee General Assembly passed a new requirement that municipal annexations are now subject to a referendum, effective May 2015. In the meantime, a moratorium on non-consensual annexations remains in effect while TACIR continues to study urban growth issues. This workshop will provide a detailed review of this new legislation, P.C. 707, and how it will impact municipalities.

Workshop 3

CMFO - Ethics

Speaker: Kay Stegall, MTAS Finance Consultant

This session will introduce attendees to ethical standards that apply to other government financial professionals. Those ethical standards are an excellent framework that CMFOs should adopt in their every day job duties.

6:30 – 8:30 pm

Host City Reception

MONDAY, JUNE 23

8 – 8:45 am

Breakfast

8 am – 4:30 pm

TN Municipal Attorneys Association

8:30 – 9:30 am

Workshop 4

Legislative Review

Speakers: Josh Jones, MTAS Legal Consultant, and Chad Jenkins, TML Deputy Director

The 108th General Assembly passed several laws that will affect municipalities. This workshop will include information about some of the most significant legislation that will be enacted.

**Part of TMAA agenda but open to all conference attendees*

9 – 10 am

Workshop 5

Workers Comp 101: The Reform Act and Best Practices
Speakers: Abbie Hudgens, Workers Comp Administrator, TN, Dept of Labor & Workforce Development; and Michael Fann, Director of Loss Control, TML Risk Management Pool

Workers Compensation coverage and premium provides a substantive line item on every municipality's annual budget. Further, the Tennessee General Assembly and Governor Haslam enacted significant reforms to the state's workers comp system that will go into effect on July 1, 2014. This session will outline a number of the significant reforms and further summarize "best practices" that



Abbie Hudgens

municipalities should be following to effectively and efficiently manage their workers comp risk exposures.

Workshop 6

Transportation Update

Speaker: John Robert Smith, Chair, Transportation for America

The nation's trust fund for transportation is teetering on the brink of insolvency, potentially bringing scores of projects planned for the next fiscal year to a grinding halt. Congress needs to pass a new federal transportation bill before it expires in September. Cities and towns across the country are also facing serious challenges. They know they must have top-notch transportation networks to attract talent, compete on a global scale, and preserve their quality of life. Transportation experts will provide an update on federal and state funding issues, as well as provide information on what local communities can do to receive more resources.

Workshop 7

Food-Truck Phenomenon: How to Build Better Food-Truck Laws in Your City

America is experiencing a food-truck craze. Not only are these mobile kitchens selling, creative, cutting-edge cuisines, but these new businesses offer consumers more dining options, create jobs, and improve the overall quality of life in their communities. But with the booming popularity of food trucks comes a myriad of issues that cities must address including health and safety issues, licensing and permitting, parking and hours of operation, and traffic concerns. Come hear from a panel of experts on how cities should address some major issues surrounding food trucks.

Workshop 8

CMFO: Communicating Financial Information to Elected Officials

Speaker: Brad Harris, MTAS Finance Consultant

This session will give financial officials tips for communicating financial results to board, councils, committees and other non-financial stakeholders. It will provide examples of communicating complex information in an easy-to-understand way.

10:15 – 11:30 am

Second General Session

Secrets of the Site Selectors: Are you Ready to Compete?

Panelists: Mike Mullis, president, J. M. Mullis, Inc, &

Mark Williams, president, Strategic Development Group

Moderated by: Kingsley Brock, Executive Director

Jackson Regional Partnership

Learn firsthand how the nation's leading site selectors evaluate potential locations and what it takes to land a project. Come with questions and get answers from the experts on how you can position your community for success. This session will help city leaders better understand the competitive environment for their sites and be able to identify targets for improvement.



Kingsley Brock



Mark Williams



Mike Mullis

11:30 am – 12:15 pm

Vendor Presentation

Exhibit Hall

When Disaster Strikes – Be Prepared Before and Recover After
A joint presentation by the American Red Cross and Servpro® Industries, Inc.

11:45 am – 12:30 pm

Business Meeting

12:30 – 2:00 pm

Lunch

Recognition of long-time vendors

2:15 – 3:15 p.m.

Workshop 9

Risk Leadership: Peeling Back the Layers

Speakers: Michael G. Fann, Director of Loss Control

George D. Dalton, Assistant Director of Loss Control

TML Risk Management Pool

Everyone agrees that solving critical risk exposure needs through vital programs, procedures and practices is much needed to have a professional municipal operation. After all, good risk management is simply good management. But before you can get your program right, you've got to get your thinking right as it relates to your mission. In other words, what am I trying to accomplish with my risk management efforts? A good leader will utilize his/



Michael Fann

her skills as a visionary, educator, innovator and motivator (among others) to lead the organization in "peeling back the layers" of loss causes and contributing factors to identify root causes of risk problems, claims and conflicts. Ultimately, the person responsible for risk management in an organization must

ask themselves: am I truly a risk manager, or am I simply an insurance purchaser or compliance officer.

Workshop 10

Navigating our Future:

Best Practices Case Studies by Tennessee Regions' Roundtable

Speakers:

Joe Barker, Executive Director,

Southwest Tennessee Development District

Beth Jones, Executive Director,

Southeast Tennessee Development District

Bridgett Jones, Executive Director,

Cumberland Region Tomorrow

Case studies highlighting innovative community and economic development projects will be presented by a panel of regional program managers from across the state. Featured projects will demonstrate collaborative leadership, strategic partnerships, and funding techniques that local government leaders can put to use in their own communities.

Workshop 11

A Communitywide Approach to Healthier Tennesseans

Presenters:

Russell Cliche, Governor's Foundation for Health and Wellness

Candi Rawlins, Executive Director, & Vinny Black, Project

Manager, TN Parks and Recreation Association

As local leaders in your community you can play a critical role in this fight against obesity by becoming actively involved in creating healthier communities. This workshop will focus on key initiatives that can be implemented in your community. Members from the Governor's Foundation for Health and Wellness will be on hand to provide community leaders with strategies and tools on how to encourage positive behavior changes in your community. The Tennessee Parks and Recreation Association will provide details on a recreational joint facility use agreement as a means for local governments and schools to share facilities such as playgrounds, gymnasiums, and athletic fields. With limited resources available, collaboration among agencies is of even greater importance. Come learn how together we can make this a healthier Tennessee.

Workshop 12

CMFO – Mixed Drink Tax

Speaker: Chad Jenkins, TML Deputy Director

Beginning July 1, 2014, revenues derived from a mixed drink tax will be distributed to city or county school systems under new statutory requirements passed by the 2014 General Assembly. This workshop will provide information on the new distribution formula, and new written notice and compliance requirements.

3:30 – 4:30 p.m.

Workshop 13

Creating a Successful Parking Program

Speaker: Brett Matthews, Director of Parking,

Chattanooga Area Regional Transportation Authority

From creating a paid parking system to managing space turnover, attendees will learn how to maximize revenue and encourage business development. This workshop will discuss how the city of Chattanooga moved from free to pay parking and how it effectively managed space turnover while increasing funds for the city.

Workshop 14

CMFO - Do you know where your cash is going?

Speaker: Brad Harris, MTAS Finance Consultant

Cash, it's one of the biggest risks a city has and is an all too familiar target for loss or theft. As a finance official you can make life easier by having appropriate controls in place. This session will focus on basic cash controls that must be in place to protect public dollars.

Workshop 15

Wine in Grocery Stores and Other Liquor Issues

Speaker: Keith Bell, Executive Director,

TN Alcohol Beverage Commission

The 108th passed several laws that will affect liquor and beer sales in your community. This session will outline a number of the significant changes including wine sales in grocery stores, high gravity beer, distilleries, and other liquor issues.

**Part of TMAA agenda but open to all conference attendees*

Workshop 16

Stimulating Energy Improvements in Hard-to-Reach Public Sectors: Small Towns and Public Housing Authorities

Speakers: Luke Gebhard, Senior Program Manager,

TDEC Office of Energy Programs.

Steve Morgan, President, Clean Energy Solutions, Inc.

Joyce Floyd, Strategic Planning & Special Projects Director,

Knoxville's Community Development Corporation

This workshop will introduce Tennessee Department of Environment and Conservation's Office of Energy Programs' competitive award from the U.S. Department of Energy to provide education, outreach, and technical assistance to support implementation of energy improvement investments in local jurisdictions and public housing authorities in Tennessee. The session is ideal for municipal officials who are interested in learning more about improving the facilities under their jurisdiction through innovative financing tools, programs, and resources.

6:30 – 11 p.m.

Pool Party

TUESDAY, JUNE 24

8 – 10 am

Awards Breakfast

For more information or to register for the conference go to www.TML1.org