

Ransomware attacks are different from cyberattacks

BY JOE HOWLAND

VC3 Information Security Officer

What is a ransomware attack?

It's a specific type of cyberattack in which the attacker is actually not interested in capturing and stealing data to sell to others, but instead wants to cripple operations by encrypting the organization's data such that no one can access it. The attacker then demands payment, typically via bitcoin, in order to restore access to the data so the organization can return to operations.

Encrypting data may not sound so bad at first, but it can be a huge deal for local governments. If the attacker can target and encrypt the right portions of your technology environment, then they can halt your critical services. This can include any variety of activities like voicemail, email, and the ability to accept resident payments. Unfortunately, the recent attacks in Florida serve as prime examples.

Why are local governments such a big target?

A major reason is that the private sector has invested more in cybersecurity than the public sector. This makes the private sector better defended against attacks. Local government has the challenge of being a fixed-budget operation. As a result, we've seen municipalities trying to redirect dollars from IT to cybersecurity. However, cybersecurity needs strong IT and its own investment.

Additionally, local government has an information challenge. Because so much information is



publicly available, attackers can craft more convincing emails to persuade employees to mistakenly take action that can initiate a ransomware attack.

How should an organization respond if they are the victim of a ransomware attack?

In general, you have two options. Option one is to pay the ransom to retrieve the data. Option two is to attempt to restore systems without payment.

When looking at option one, cyber liability insurance is really helpful. Most carriers will cover your ransom payout. Some ransom payments are half a million dollars and up, but many are in the \$15,000 to \$25,000 range. So, See **RANSOMWARE** on Page 5

Landfill closure prompts look at future of municipal solid waste

The faces of solid waste disposal and the recycling industry are changing rapidly, meaning cities must find new ways to adapt for the future ahead

BY KATE COIL

TML Communications Specialist

Within the next decade, the largest landfill in the state of Tennessee will close and leave several municipalities with the same question: what to do with their solid waste.

The Middle Point Landfill in Rutherford County has been the main disposal site for Metro Nashville in addition to the governments of Rutherford County's four municipalities—Eagleville, La Vergne, Murfreesboro, and Smyrna. Contracts for the landfill extend for at least seven years, but the last day the landfill can take refuse might come sooner than that.

The nearby disposal site for construction and demolition debris recently filled ahead of schedule and now that debris is also being taken to Middle Point.

As a result, the landfill could close earlier than anticipated and leave the municipalities who use it without a site to dispose of their solid waste—leading them to turn to other landfills already in use by other cities and counties.

Rebecca Caldwell, a solid waste planning manager with the Greater Nashville Regional Council (GNRC), said this local issue is part of a larger conversation about solid waste and recycling taking place across Tennessee and the nation.

"I've been in this industry for 20 years and people are talking about solid waste more now than they probably have collectively in the past 20 years," she said. "At present, Middle Point has an intake of 4,000 tons of waste a day. The problem is when that gate closes, those 4,000 tons have to go somewhere. While a lot of people think this isn't a problem because their garbage doesn't go to that landfill, it does become their problem when that garbage needs somewhere to



The closure of the Middle Point Landfill means that 4,000 tons of daily waste will have to find a new home somewhere in Middle Tennessee, and the solution isn't as simple as building a new landfill for that waste to call home.

go and it has to go to the next closest landfill."

To see the current landscape of solid waste and what future impact it might have, GNRC partnered with several local governments to create a solid waste master plan that covers 21 counties in the Middle Tennessee region, one of the first solid waste master plans ever undertaken in the state.

"One of the things we learned from studying these 21 counties is that there are 2.4 million tons of residential waste generated in this region every year, roughly six pounds per person per day," Caldwell said. "That is a huge number, and for a long time, a lot of the larger companies could provide any waste services that were needed. However, the response to this number was 'nobody can handle that volume.' We have five landfills in this region, and when the largest one fills up, those other landfills are

going to fill up that much quicker." As waste piles up, the problem could impact many more communities than just those who use Middle Point.

"This is quickly becoming a regional problem. It won't be long before it becomes a statewide problem," she said. "The question isn't just if these landfills will be able to handle this volume today; it's if they will be able to handle it in the next five years, and the answer is probably not. We also continue to bring in so many people every day, which is great for the economy and the area, but we also need to think about the problems we are creating by bringing more people in. I'm not being positive or negative; it's just a fact."

And the solution isn't just as easy as building another landfill. Nashville recently contracted with the firm BDM Smith to do a zero-waste plan for the city to mitigate



Voters go to polls in 5 municipal elections

BY KATE COIL

Five cities held municipal elections at the end of August and through September, including general elections in three cities, a special run-off in one, and a primary election in another.

The municipalities of Arlington, Dickson, and Lexington held regular elections while Knoxville held its primary election that will narrow down the candidates for an upcoming November general election.

Nashville also held a run-off election after several positions from a previous general election in August remained open when no candidate garnered enough votes to be seated.

ARLINGTON

The town of Arlington held a municipal election on Sept. 19. Incumbent mayor Mike Wissman defeated challenger and alderwoman Cheryl Pardue to retain his seat.

Additionally, incumbent Larry M. Harmon Jr. defeated challenger Don Hinkle for the Alderman Position 1 seat.

Russell Wiseman, a former mayor of Arlington from 2003 to 2011, defeated fellow challenger Dwight Barker for the Alderman Position 2 seat, vacated by Cheryl Pardue when she sought to run for the mayoral seat.

Incumbent Jeff McKee also defeated challenger Josh Fox for the Alderman Position 3 seat.

DICKSON

Voters in Dickson went to the polls for a municipal election held on Sept. 26.

Incumbent Don L. Weiss Jr. retained his mayoral seat over challenger Justin Walton. It was the first time in 20 years Weiss has drawn a challenger for his

mayoral seat.

Weiss was first elected mayor in 1993 and is the longest-serving mayor in Dickson history. He was first elected to the Dickson City Council in 1987.

Incumbent Betty Lou Also-brooks also defeated challenger Larry Hillis for the Ward 1 Seat on the Dickson City Council. Also-brooks was first appointed to the council in 2010 and was initially elected to the seat in 2011.

Incumbent candidate Dwight E. Haynes was also re-elected to his fourth consecutive term representing Ward 4, defeating challenger Butch Bagsby.

Incumbent Ward 2 Councilman Robert N. Harman and incumbent Ward 3 Councilman Horace Perkins ran unopposed and were re-elected to their council seats.

KNOXVILLE

The city of Knoxville will have a new mayor later this year with conservative businessman Eddie Manis and former school board member Indya Kincannon facing off in a general election in November after winning the most votes in a primary election held on Aug. 27.

Mannis spent 34 years operating Prestige Cleaners and is also a member of the Knoxville Metropolitan Airport Authority. He served as a chief operating officer and deputy to Mayor Madeline Rogero.

Kincannon served on the Knox County School board from 2004 to 2014, spending three years as its chair. She also served as city director for Rogero.

Current Mayor Madeline Rogero is term-limited and therefore cannot run for re-election to the post.

See **VOTERS** on Page 3

EPA repeals 2015 Clean Water WOTUS rule

On Sept. 12, the U.S. Environmental Protection Agency (EPA) and Department of the Army announced that the agencies are repealing a 2015 rule that impermissibly expanded the definition of "waters of the United States" (WOTUS) under the Clean Water Act.

The agencies are also recodifying the longstanding and familiar regulatory text that existed prior to the 2015 Rule—ending a regulatory patchwork that required implementing two competing Clean Water Act regulations, which has created regulatory uncertainty across the United States.

"The EPA and the Department of the Army finalized a rule to repeal the previous administration's overreach in the federal regulation of U.S. waters and recodify the longstanding and familiar regulatory text that previously existed," said EPA Administrator Andrew Wheeler. "The Step 1 action fulfills a key promise of President Trump and sets the stage for Step 2—a new WOTUS definition that will provide greater regulatory certainty for farmers, landowners, home builders, and developers nationwide."

"Before this final rule, a patchwork of regulations existed across the country as a result of various judicial decisions enjoining the 2015 Rule," said R.D. James, assistant secretary of the Army for Civil Works. "This final rule re-establishes national consistency across the country by returning all jurisdictions to the longstanding regulatory framework that existed prior to the 2015 Rule, which is more familiar to the agencies, states, tribes, local governments, regulated entities, and the public while the agencies engage in a second rulemaking to revise the definition of 'waters of the United States.'"

Step 1—in a two-step rulemak-



ing process—defines the scope of "waters of the United States" that are regulated under the Clean Water Act. Step 1 provides regulatory certainty as to the definition of "waters of the United States" following years of litigation surrounding the 2015 Rule.

The two federal district courts that have reviewed the merits of the 2015 Rule found that the rule suffered from certain errors and issued orders remanding the 2015 Rule back to the agencies. Multiple other federal district courts have preliminarily enjoined the 2015 Rule pending a decision on the merits of the rule. In this action, EPA and the Army jointly conclude that multiple substantive and procedural errors warrant a repeal of the 2015 Rule. For example, the 2015 Rule:

- Did not implement the legal limits on the scope of the agencies' authority under the Clean Water Act as intended by Congress and reflected in Supreme Court cases.
- Failed to adequately recognize, preserve, and protect the primary responsibilities and rights of states to manage their own land and water resources.

- Approached the limits of the agencies' constitutional and statutory authority absent a clear statement from Congress.
- Suffered from certain procedural errors and a lack of adequate record support as it relates to the 2015 Rule's distance-based limitations.

With this final repeal, the agencies will implement the pre-2015 regulations, which are currently in place in more than half of the states, informed by applicable agency guidance documents and consistent with Supreme Court decisions and longstanding agency practice. The final rule takes effect 60 days after publication in the Federal Register.

In 2018, EPA and the Army proposed a new definition—Step 2—that would clearly define where federal jurisdiction begins and ends in accordance with the Clean Water Act and Supreme Court precedent. In the proposal, the agencies provide a clear definition of the difference between federally regulated waterways and those waters that rightfully remain solely under state authority.

Additional information is available at <http://www.epa.gov/wotus-rule>.

NEWS ACROSS TENNESSEE



BRENTWOOD

The city of Brentwood recently won two of the highest national honors awarded to local communities at the 31st annual City-County Communications & Marketing Association (3CMA) Conference held in Denver, Colo. The city won two 3CMA Savvy Awards, first place in the promotional video category and first place in the special events – one time event category. Both awards were presented for the video “Brentwood Celebrates 50 Years: Past, Present and the Future,” which was commissioned this past year in partnership with the Brentwood Historic Commission to celebrate the city’s 50th anniversary. Each year the number of entries in 3CMA’s Savvy Awards competition increases in quality, array and scope of programs submitted. “The program reflects the growing skills of communication and marketing professionals as more local governments and agencies embrace and employ the concepts of enhanced marketing and communication with residents,” Maureen Brown-Petracca with 3CMA said. This year, there were 16 contest categories with 38 sub-categories, for a total of 707 entries from cities and counties from the United States and Canada.

CLARKSVILLE

Clarksville has been ranked No. 1 on *Money* magazine’s annual “Best Places to Live” list. The city’s affordable prices for young homebuyers, growing economy, and predicted 10 percent job growth were among the reasons why the city was selected for the top spot. The magazine also stated Clarksville was selected because of its natural beauty, unique small businesses, thriving economy, and numerous ways for citizens to get involved with the community. The list takes into account each city’s economic health, cost of living, diversity, public education, income, crime, ease of living and amenities, among other data points.

CLARKSVILLE

The city of Clarksville has received a \$1.82 million federal grant for the construction of a pedestrian bridge that will complete a 10-mile hiking and biking trail along the city’s downtown riverfront. The bridge over the Red River is the final phase of the Red River Trail, which will connect downtown with Austin Peay State University. In addition to the federal grant money, the city will be putting \$675,000 toward the project. The bridge will be 290-feet long and 10-feet wide, crossing the river at the site of a former railroad bridge. The construction will also include building a 500-foot overhead boardwalk that will take walkers and bikers from the bridge surface to the north bank of the river in compliance with the Americans with Disabilities Act (ADA).

COVINGTON

A new 83-acre bike park will be coming to the city of Covington. A \$232,000 grant through the Tennessee Department of Health’s Project Diabetes Initiative will fund the park’s development at a property adjacent to the city’s Cobb-Parr Memorial Park. Known as the Newman Property, the area will be one of the largest bike parks in the state when completed. Covington Parks and Recreation Director Joe Mack said the concept came out of a National Parks and Recreation Association (NPRA) conference he attended. The park will have a natural look with dirt bicycle paths.

Sections of the park will include trails for various age groups with a section designed for small children that will include small ramps and culverts. A more elaborate obstacle course for more skilled bikers as well as a long-term plan to add a zip line to the tree canopy of the park are also in the works. The park will also offer bike and helmet rentals.

COVINGTON

VF Corporation will locate a new distribution facility to Covington, creating 66 new jobs as part of a total \$7.5 million investment that will create 220 jobs in two West Tennessee locations within the next three years. The new location will be located in an existing facility in Covington. Founded in 1899, VF Corporation is one of the world’s largest apparel, footwear and accessories companies connecting people to the lifestyles, activities and experiences they cherish most through a family of iconic outdoor, active and workwear brands. The company’s purpose is to power movements of sustainable and active lifestyles for the betterment of people and our planet. VF’s Workwear division has a major presence in Nashville and employs more than 6,600 people worldwide.

DYERSBURG

ERMCO, Inc. will expand its manufacturing operations in Dyersburg, investing approximately \$12 million and creating 150 new jobs. ERMCO is adding to current footprint by expanding its operations into a third building to keep up the company’s growing demand. The company will locate its facility in the previous Caterpillar building in Dyersburg and will add an additional 8,000 square feet to the facility. ERMCO is headquartered in Dyersburg and is a wholly owned subsidiary of Arkansas Electric Cooperatives, Inc. (AECI). With all of its products produced in the U.S., ERMCO is one of the largest producers of oil-filled distribution transformers and transformer components in the U.S. The company has been operational in Dyersburg since 1971.

ELIZABETHTON

The Elizabethton City Council has created a new board with the aim of bringing more whitewater rafting tourism to the community. The Surf Betsy Advisory Board was formed at the recommendation of the Parks and Recreation Board to help capitalize on the area’s opportunities for whitewater tourism. While some cities across the country are spending millions to create whitewater parks, Parks and Recreation Director Mike Mains said Elizabethton has two high-quality whitewater streams in its city limits: the Watauga River and Doe River.

GERMANTOWN

The city of Germantown will be featured on a PBS documentary program highlighting advances in education, medicine, technology, and other fields. The show, “Information Matrix,” is hosted by Emmy Award-winning and Academy Award-nominated actor Laurence Fishburne and features “communities on the rise” to “educate audiences on available opportunities” in cities and towns across the country that have seen growth. The 30-minute program has featured topics ranging from developments in reconstructive surgery to global peace initiatives and cloud technology. The program interviewed several Germantown officials include Mayor Mike Palazzolo and chamber of commerce President Janie Day. Interview questions focused on what creates an “ideal community” and how planning, school systems, and the business community combine to make a city a desirable place to live. The episode featuring Germantown is expected to air in late 2019 or early 2020.

HENNING

VF Corporation will expand its current workwear operations in Henning as part of a \$7.5 million investment that will create 220 jobs in two West Tennessee locations within the next three years. The Henning facility will see 162 of the 220 new jobs. Founded in 1899, VF Corporation is one of the world’s largest apparel, footwear and accessories companies connecting

people to the lifestyles, activities and experiences they cherish most through a family of iconic outdoor, active and workwear brands. The company’s purpose is to power movements of sustainable and active lifestyles for the betterment of people and our planet. VF’s Workwear division has a major presence in Nashville and employs more than 6,600 people worldwide.

HOHENWALD

HCTec will expand its operations in Hohenwald, investing more than \$500,000 and creating more than 100 jobs in the area. The healthcare IT workforce service provider is headquartered in Brentwood. With this expansion, HCTec will hire additional team members and complete physical plant improvements to its current facility in Hohenwald to keep pace with growing demand. As the company continues to grow, HCTec plans on providing more specialized technical support from the service center in Hohenwald. The company helps hospitals nationwide reduce operating costs, improve quality and optimize labor forces with highly specialized healthcare IT skills staffing, project-based consulting and application-managed services support. Opened in 2017, HCTec’s Hohenwald service center provides a 24/7 Service Desk offerings, including navigation, support and troubleshooting of electronic health record (EHR) applications such as Epic, Cerner, Meditech and Allscripts to hospital staff, patients, physicians and clinicians.

JOHNSON CITY

Johnson City earned first place honors at the City-County Communications & Marketing Association (3CMA), the nation’s premier network of local government communicators. During the 3CMA annual conference, Johnson City earned first place Savvy Award in the category of Marketing and Tools – Branding/New Logo for a population up to 90,000. Johnson City tapped North Star Destination Strategies, the nationwide leader in community branding, to help complete a branding initiative for Johnson City, culminating in the development of its new community-wide brand and tagline of “Go. All. Out.” The brand, unveiled in January, promotes the area as the outdoor, commercial, educational and cultural hub of Northeast Tennessee. Johnson City’s new identity incorporates the mountains in its logo, embracing and promoting itself as an outdoor destination that celebrates its authenticity, culture and self-sufficiency. The city is working to roll out new brand elements throughout the community and is using “Go. All. Out.” as a call to action to get outdoors, do your best and become involved.

MONTEREY

The town of Monterey has received a \$20,000 grant from the Tennessee Department of Health to construct a new splash pad water feature at the town’s Whittaker Park. The splash pad will feature 16 nozzles that can be set to shoot water at different heights. The town is also leaving room so that the splash pad can be expanded in the future as the town continues to develop the feature. Local crews will handle most of the installation while the concrete work will be contracted out. Water will be supplied by the town of Monterey after being filtered and recirculated through a pump system. Officials hope to have the construction completed in time for the splash pad to be officially opened in April of next year.

SPRINGFIELD

Airtech Advanced Materials Group will expand its operations in Springfield, investing \$13 million and creating 30 new jobs in the next five years. The vacuum bagging and composite tooling materials manufacturer plans on adding new equipment to its current facility in Springfield to keep up with the company’s continued growth. Airtech is the leading manufacturer of vacuum bagging and composite tooling materials. The company serves many sectors including aerospace, wind power, marine, automotive, racing, solar energy and general composites industries. Airtech is headquartered in Huntington Beach, Calif. and has facilities across the globe.

Brentwood breaks ground on new police headquarters



Officials with the city of Brentwood and the Brentwood Police Department recently broke ground on the city’s new police department headquarters at 910 Heritage Way. The facility will allow the Brentwood Police Department to exist in their own dedicated and secured facility as well as have a more central location to serve citizens. The building will accommodate the police department’s, training, investigative labs, operations, and the city’s dispatch center for fire and police. The police records division, a community room and municipal courtroom will be easily accessible from the public lobby facing Heritage Way. The property for the new headquarters has been owned by the city since the 1990s. The move will mark the first time the Brentwood Police Department has changed its headquarters since it moved to city hall in 1987.

Collierville cuts ribbon on fire station renovations



Officials have recently cut the ribbon on renovations to Collierville’s Firehouse No. 2. Originally opened in 1975, the renovations to the building began in December 2018 and includes the addition of 1,000 square feet, an update to the sleeping quarters, two new ADA compliant bathrooms, and a dedicated laundry area. The kitchen upgrade includes new appliances and countertops; the renovation project also includes a paved parking area.

Ashland City opens first frisbee golf course



Officials with Ashland City make the first toss at the city’s new disc golf course located at the John C. “Preacher” Poole walking track. The course is beginner-friendly and was designed by Kentucky-based Disc Golf Course Senior Designer H.B. Clark. Similar to traditional golf, players toss a disc into a basket rather than hitting a ball into a hole with a club. The Ashland City course offers 9-holes all at par 3, using trees and natural geography to create more of a challenge.

Oak Ridge partners with AmeriCorps for stormwater management project



AmeriCorps volunteers Kaitlyn Kelma and Tabitha Duggan will be working with the Oak Ridge Public Works Department and Stormwater Management Program on a year-long project that will include hosting water quality events and activities to improve the quality and knowledge of local waters. This is the fifth year the city of Oak Ridge has partnered with AmeriCorps.

TOWNSEND

Townsend was named one of the “25 Most Stunning Mountain Towns” in America by *Readers Digest*. Local spots like the Great Smoky Mountains National Park, Tuckaleeche Caverns, Cades Cove Cellars, and others were among the reasons why the magazine selected Townsend for its list. Known as “The Peaceful Side of

the Smokies,” Townsend is one of the three major gateways to the national park and draws millions of tourists annually to see the region. Townsend is also home to the Great Smoky Mountains Heritage Center, which preserves various aspects of the region’s history, and the Little River Railroad and Lumber Company Museum, which recounts the area’s logging history.

TENNESSEE TOWN & CITY
Tennessee Town & City (ISSN 00403415, USPS 539420) is published semi-monthly except in the months of June and December 19 times per year by Tennessee Municipal League, 226 Capitol Blvd, Suite 710, Nashville TN 37219-1894. Subscription rates: \$6 per year to members, \$15 to nonmembers, \$1 a copy. Periodicals Postage Paid at Nashville TN. POSTMASTER: Send address changes to Tennessee Town & City, 226 Capitol Blvd, Suite 710, Nashville TN 37219-1894.

Official publication of the Tennessee Municipal League. **Publisher:** Margaret Mahery (mmahery@TML1.org); **Editor:** Carole Graves (cgraves@TML1.org); **Phone:** 615-255-6416. **Advertising:** Publisher reserves the right to reject any advertising deemed unacceptable. Fax classified ads to 77&C: Attention Carole Graves at 615-255-4752, or e-mail cgraves@TML1.org. Fax advertising copy to 77&C: Attention Debbie Kluth at 615-255-4752, or e-mail to dkluth@TML1.org. Opinions expressed by non League officials or staff do not necessarily reflect policies of TML.

Bristol's Communiiversity gives citizens unique inside look into city operations

BY KATE COIL

This fall, a dozen citizens will get a behind-the-scenes look at how the city of Bristol operates through its Communiiversity, a municipal academy that has grown to encourage civic participant, particularly on local boards and commissions.

Bristol is one of several cities across the state of Tennessee that offers a municipal academy to educate local citizens on what really happens in city hall. Community Relations Director Terrie Talbert said the municipal academy has been held off and on for about eight years.

"We held it every year for about two or three years then let it rest for a couple of years," Talbert said. "When interest picked back up, we did it for another few years and then let it rest again. Now we are on a schedule where we are holding it every other year."

The participants in the program spend two hours a night over six nights learning about how different departments in the city function, including attending a dinner with members of the city's boards and commissions and attending a city council session.

The nightly presentations showcase the city mission and governance structure, finance, planning, codes, public works, police and fire departments, economic development, parks and recreation, and community relations.

"On the opening night, the city manager talks about the overall operations of the city. He and the finance director talk about the budget and how taxes come in and what they are spent on," she said. "Then we go out into each of the



departments where the department head and other managers explain what they do. Each night a different department showcases what they do, how they interact with each other, and how they interact with the community. We try to have interactive programs. When we go to the fire department, they can try on the equipment to see how heavy it is, explore the smoke trailer, and get in the ambulance. Our police department does an in depth piece on crime stats and their numerous programs."

The program is free and open to individuals 18 and older who live, work, or own property in the city of Bristol. A total of 12 participants are allowed in each program.

"We have people who participate for different reasons," Talbert said. "There are representatives from every demographic in our community. There are business people who deal with the city every day. There are developers, housewives, retirees, and young parents. It makes the meetings really interesting, and a lot of the questions come from totally different perspectives. We keep the environment very relaxed. There is nothing formal about it; we encourage everyone to dress informally. We also provide everyone dinner each night."

Communiiversity is often used by those interested in serving on the city's boards and commissions to develop a better understanding of

city government, but is a valuable experience for anyone interested in participating.

"At one point, four of the five members of our city council had all been through Communiiversity," Talbert said. "We have also found that Communiiversity is a fantastic feeder for our boards and commissions. We have approximately 25 boards and commissions that require 60 or more members. Of the last three groups who graduated from Communiiversity, almost everyone are now seated on a board or commission in the city. We also set it up to where at our graduation ceremony the graduates can talk to the people on our boards and commissions, to ask them questions and get a feel for what it is like to serve. It is a wonderful thing for us."

In addition, the program often renews a sense of civic pride in participants.

"It's a wonderful way to open the door, invite people in, and have them leave feeling good about their city," Talbert said. "On the last day we take them on a bus tour of the city. Time and time again, we hear people getting on and off the bus talking about how proud they are of the city. We have never gotten anything but positive feedback about the program. At the end of every session, we do an evaluation form and the department who gets the highest score gets a trophy."

Talbert said participants can also become community ambassa-



Bristol City Manager Bill Sorah, far left, gives a presentation during the first session of the city's Communiiversity. The municipal academy takes a select number of citizens behind the scenes of day-to-day city operations, including attending a regular city council session. Each department gives a presentation about their role in how the city functions. Since its inception, the program has become an important feeder for the city's numerous boards and commissions.

dors for the city, educating others on what goes on behind the scenes.

"When there is something controversial that may come up, a lot of those people who have been through Communiiversity are great defenders," she said. "They are the ones going out and speaking for us, telling people what the real story is. That creates a great support system for what we in the city do. These people know how the city works or how it has to work, following state and federal statutes and guidelines. It's very important that we as government encourage people to take part in government. This program is truly an opportunity to really pull back the curtain and see how all the pieces and parts work together"

Talbert said there are plenty of options for cities who want to

do their own municipal academy.

"Look around at other cities and see what they are doing," she said. "When we first started, that's what we did. We would be glad to help anyone who is interested in starting a similar program. We have a packet of material we send out to everyone who participates that we can share with other cities. Social media has also been great in generating interest in the program. A lot of cities conduct police academies or fire academies, and you can use the same structure for a municipal academy."

For more information on Bristol's Communiiversity, contact Bristol's Office of Community Relations at (423)-989-5500 or communityrelations@bristoltn.org. For more information, visit www.bristoltn.org.

Landfill closure prompts closure look at future of solid waste

WASTE from Page 1

gate some of the 4,000 tons of waste that will have to find a new home after the closure of Middle Point.

According to the study, around half of the waste disposed by Metro Nashville is made of organic materials and paper, which are not necessarily high enough quality for the recycling markets but can be used for composting if properly diverted.

"We have to find alternatives, but yes there will always have to be a landfill," Caldwell said. "In zero waste, zero is not zero. Metro Nashville's zero is 70 percent of their disposal diverted to other uses. We are going to have to find more regional approaches. Landfills are expensive. We may need several areas to come together and share facilities such as recycling facilities, compost sites strategically located, one landfill, and construction and demolition recycling. We are having a whole conversation about materials and recycling. We are trying to look at garbage as materials instead of just trash. We need to look at it as valuable materials that could be used, reused, or even not used in the first place."

A SHIFTING LANDSCAPE

Trash removal and recycling have long been one of the services enjoyed by municipal residents, services residents almost come to expect by virtue of living in the city limits. However, the face of waste disposal is changing.

One of the reasons for this is a new government policy enacted in China. Since the early 1980s, most of Europe and North America have inexpensively exported recyclables and waste to China for processing.

Faced with human health challenges and environmental issues, in 2018 the Chinese government enacted the Blue Sky policy – previously known as National Sword – banning the import of most waste to the country because of the public health issues created by their disposal of western plastics.

Other Southeast Asian countries that once imported waste and recyclables have also followed suit, including Vietnam and Thailand.

Additionally, countries like Malaysia, the Philippines, and Indonesia have returned recyclables and waste to their port of origin, particularly shipments of plastics which are a main point of contention. Many of these countries are under pressure from their own citizens who feel Southeast Asia has become a dumping ground for the West.

"Until this became a crisis, we didn't listen, didn't respond, or took it in stride and said it would solve itself," Caldwell said. "I would hate



Beyond Tennessee's borders, national and international policies are changing how solid waste is disposed of. Caldwell said this could be an opportunity for cities in the sanitation business to generate revenue – if they do so in a way that also promotes smart growth.

to think of the number of tons of recyclables that are now stockpiled around this country. Plastics burn hot and burn long until they are gone. We have cardboard, tires, and plastics across this country waiting for someone to buy it, for China to come back. But people don't realize China isn't coming back."

The U.S. produces 12 percent of the world's municipal solid waste – three times the global average – but only contains 4 percent of the world's population. This means that each U.S. resident generates an average of 234 pounds of waste a year.

Only 35 percent of this waste is recycled, contributing to the country's growing solid waste problem. As a result of these international issues, some communities across Tennessee have taken steps such as suspending the recycling of certain materials like glass or cutting back certain services.

Caldwell said few people realize how specific the recycling market has gotten in the past few years.

"We have done ourselves a great injustice in this industry saying that recycling is free or that it make us rich," she said. "That isn't true and has never been true. We used to get paid for it, but now we have to pay to get rid of it. Markets have gotten so specific about what they can and can't take, that if you try to recycle a peanut butter jar that isn't thoroughly cleaned, that jar gets to the top of a load, and that load happens to be among the ones that operates open for quality control they can reject that whole load because of one peanut butter jar. As a result, there has been a

split in the industry where people are either landfill folks or recycling folks. There is a balance there somewhere, but we are really at both extremes."

Caldwell said new approaches to recycling or returning to recycling roots may be the step needed to mitigate the problem.

"As the markets continue to fall, we may have to go back to the foundation of what built recycling which is cardboard, mixed paper, plastics 1 and 2, and metals, including aluminum," she said. "The biggest problem with our recyclables right now is that they are so dirty and contaminated they are of no value. If we can teach people proper disposal, we can get the quality back. Once we've got the quality back we can work on the quantity back."

A CHANGING NARRATIVE

One of the issues surrounding solid waste has always been that it isn't always the most pleasant of topics, despite its major impact as a health, public safety, transportation, and even economic concern.

"There is magic that happens at the curb," Caldwell said. "I put my container out and it's full; I come back home and it's empty. We need to get people away from that way of thinking in order to make bigger decisions that are going to impact the larger community. There is a solid waste hierarchy that is an upside down triangle. It begins with reusing or reducing what you use, recycling, then composting, then waste to energy, and then landfill at the bottom. The landfill is the least preferred, but it's the most used."

Talking trash also often comes with concerns about public health and safety.

"For years we had the NIM-BYs – the people who say 'not in my backyard' – and now we have NOTES – the people who say 'not over there either.' We joke about it, but solid waste can be as emotional a topic as public schools," Caldwell said. "Solid waste is a public health issue. A lot of people have pushed back on this because a lot of times people don't realize solid waste is a public health issue until that waste starts to pile up. We've seen this in cities like Los Angeles. It usually becomes the government's responsibility when someone has to clean up the mess."

Caldwell said one of the things people often don't see when it comes to solid waste is the industry's potential as an economic engine and job creator.

"We have some communities that do not recycle because of the market. We have some communities that don't want compost because it stinks," she said. "What people don't see is the economic and community development piece. Each material has to be collected, transported, disposed of or processed, and all of the sudden you need facilities, which will create local jobs instead of sending those jobs out with the waste."

Solid waste can also serve as an unlikely community ambassador.

"Technically, by law, waste disposal is a county function and cities have a right to say not my problem or my responsibility," Caldwell said. "When you do that, you have just eliminated those city employees who serve that function. Additionally, those workers who are contracted through a private service are not necessarily required to have the same background checks. Garbage collection is often expensive, but it is also the one place many people in your community get touched by someone who works with the city. You always hope that you don't need fire or police, but you hope the garbage man shows up every week."

Considering alternatives to the garbage truck may be another conversation cities need to have.

"Traffic is already at its peak and truck drivers are hard to come by because they would rather drive a truck for Amazon than haul trash," she said. "Transportation by truck is very common, but often leads to the areas near these facilities becoming very congested. We have talked about rail, which is a little more expensive, and barge for construction debris or recycling. If we could put this stuff in a railcar that could handle four to five tractor trailer loads in one car, we would

get a better turnaround."

MAKING A PLAN

The creation of GRNC's solid waste master plan has also shown the need for thinking ahead when it comes to where waste will go.

"What we've done can at least shine a light on the fact that everyone should have a plan," Caldwell said. "That plan begins with the contract. At some point in the past, a city went out to bid, wrote, and signed a contract for waste disposal that lasts for a certain amount of time. The first thing is knowing when that contract ends, because if your landfill fills up today and your contract has five years left on it, the problem is supposed to be the contractors to solve – but only for those remaining five years."

There are several issues communities need to look at before they begin making decisions about the future of solid waste.

"The first thing you need to look at is collection and how your city does it," Caldwell said. "Then you need to look at where that garbage goes and the disposal process. You then need to think about how many years is on your contract. That can either help you decide if you want to get out of the collection business, if you want to get into the collection business because your community is growing and expects this service, or if you want to contract it out and put in things to that contract like all workers have to be background-checked. When cities look at where they are today and where their project growth is within their city limits, they need to include solid waste as part of that smart growth."

Caldwell said officials can also look at solid waste as a revenue generator.

"Solid waste can become a revenue source," she said. "Private companies may pay to use municipal transfer stations for their garbage. Solid waste takes people and it takes resources. Even building the infrastructure and contracting with someone else to operate it can be a source of revenue. There is a lot of money in the garbage business because it's not optional. There is an opportunity to provide face-to-face, door-to-door service to your community. There is an opportunity to build jobs. One thing I would also encourage is the full-cost accounting system for their solid waste system where the system breaks even."

Caldwell said she and other development district officials are always ready to help cities figure out where their solid waste situation stands and where it needs to go. She can be reached at (615)-891-5867 or via email at rcaldwell@gnrc.org.



PEOPLE IN THE NEWS

Joe Cosentini will be leaving his position as a municipal management consultant with the University of Tennessee Municipal Technical Service (MTAS) to take a position as town manager of Sykesville, Md. He will begin his new position Oct. 1. Cosentini served as the town manager of Thompson's Station for four years before taking on his MTAS role in 2018. A West Virginia native, Cosentini worked in Charles Town, W.Va., for nine years as a city clerk, assistant city manager, city manager, utility board chairman, zoning administrator, and city representative. He holds a master's in public administration and a bachelor's in economics.



Joe Cosentini

Jessica Donihe, a dispatcher with the Bristol Police Department, has been recognized by the Tennessee Department of Safety and Homeland Security for saving the life of a caller. Donihe, who has been with the department for four years, was lauded at the state's annual First Responder Recognition Awards ceremony in Nashville. In March 2018, Donihe received a call but all of the questions she asked the caller were unanswered. She kept redialing the number until she could give a location for officers. Upon arrival, the officers found a woman who had attempted to hang herself. Donihe's quick thinking was a large part of why the woman's life was saved.



Jessica Donihe

Corinne Gould, assistant commissioner for public affairs for the Tennessee department of Agriculture, received the National Association of State Departments of Agriculture (NASDA) Communications Award, which recognizes an individual for outstanding work in media and public communications resulting in improved understanding of agriculture and agricultural programs. She was recognized at the NASDA annual meeting in



Corinne Gould

Albuquerque, N.M. A native of Spring City, Gould obtained her bachelor's degree in mass communication from Middle Tennessee State University. She is also a graduate of the Tennessee Government Executive Institute and Leadership Tennessee NEXT. She serves as vice president of the Communication Officers of State Departments of Agriculture organization and is on the board for Tennessee 4-H Alumni and Friends.

Lt. Wesley Green with the Collierville Police Department was named "Supervisor of the Year" by the Tennessee Emergency Numbers Association at their 2019 conference. Green has been with the Collierville Police Department for 22 years and has served as the communications unit lieutenant for the past three years, overseeing 16 dispatchers and overseeing all emergency and non-emergency calls in the town. During his career with CPD, Green has also served as a patrol officer, SWAT Team commander, and instructor.



Wesley Green

Jerry Kimble, a heavy equipment operator with Collierville Public Services, has been honored for his 30 years of service to the town. Kimble began his career as a maintenance worker and was promoted to heavy equipment operator three years after he began working with the town. Originally from Mississippi, Kimble has been involved in numerous municipal projects including the Town Square renovation in the 1990s and decorating the town for Christmas, including putting the star on the town's 30-foot Christmas tree. To honor Kimble for his dedication to the town, a specialized parking spot was granted to him with a plaque honoring his service.



Jerry Kimble

Eric Pierce will be leaving his position as Shelbyville Public Works director to take a position with the Tullahoma



Eric Pierce

Public Works Department. Pierce's last day with Shelbyville will be Oct. 3 and will begin his position with Tullahoma on Oct. 7. Pierce has served as Shelbyville's Public Works director since 2016 and previously served as a stormwater inspector and coordinator for the city for 10 years. He has also held positions as a project manager and superintendent with several construction companies in Shelbyville and in Bradford, Mass. He has numerous certifications through the state of Tennessee and the Occupational Safety and Health Administration (OSHA).

Jason Williams has been selected as the new chief of the Tullahoma Police Department. Williams previously served as the chief deputy of the Bedford County Sheriff's Office, a position he has held since 2014. Williams began his career with the Shelbyville Police Department as a patrolman in 1996. He worked his way up through the department, being promoted to detective in 1999, detective sergeant in 2002, and lieutenant with the patrol division in 2008. Williams holds a bachelor's degree in criminal justice and corrections and a master's of criminal justice and law enforcement administration from Bethel University. He is also a graduate of the TBI Leadership Academy, FBI National Academy, and Southeastern Command and Leadership Academy.



Jason Williams

Hood appointed to interim seat in TN State House

Casey Hood has been appointed by the Obion County Commission to serve as the interim state Representative for the Tennessee House's District 77.

Hood will fill the seat recently vacated by state Rep. Bill Sanderson, R-Kenton, who resigned from the seat earlier this year citing a family health crisis and wanting to focus on his business.

Hood will serve in an interim capacity until a special election to fill the District 77 seat can be called.

A native of Union City, Hood attended the University of Tennessee at Martin.

He became a managing partner and co-owner of his family's business, Hood Plumbing Company, and is also the sole proprietor of M.R. 2 Ducks Guide Service. Hood is presently a resident of the town of Obion.



Casey Hood

Alexander makes public service milestone

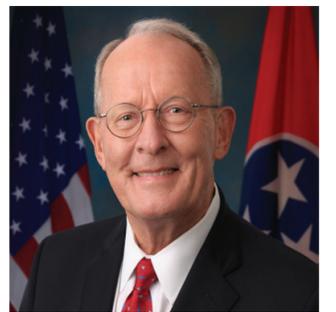
U.S. Sen. Lamar Alexander has become the longest-serving official to hold both the title of U.S. Senator and state governor for the state of Tennessee.

As of Sept. 19, Alexander has held a statewide office for 24 years, 8 months, and 15 days beginning with his two terms as Tennessee governor in the late 1970s and 1980s and including his three terms as a U.S. Senator representing the state of Tennessee. Alexander will retire from the position next year.

A native of Maryville, Alexander served as a legislative assistant for U.S. Sen. Howard Baker before returning to his home state of Tennessee to serve as the campaign manager for Gov. Winfield Dunn. Alexander himself would be elected and start his service as governor in 1979.

He then served as president of the University of Tennessee from 1988 to 1991 before being selected

to serve as U.S. Secretary of Education by then-President George H.W. Bush from 1991 to 1993.



U.S. Sen. Lamar Alexander

In 2002, he was elected to the senate seat opened by the retirement of late U.S. Sen. Fred Thompson. This also made him the only Tennessee governor ever popularly elected to the U.S. Senate.

Alexander's milestone was honored by his fellow lawmakers.

City officials selected for Leadership Tennessee

Four city officials are among the 46 leaders from across the state of Tennessee selected for Leadership Tennessee's Class VII.

Athens City Manager C. Seth Sumner, Columbia Mayor Chaz Molder, Knoxville Deputy to the Mayor and COO David Brace, and Knoxville Senior Director of Community Relations Avice Evans Reid are among those who were selected for this year's class.

The new class members represent each Grand Division, cities from Athens to Dyersburg to Memphis to Nashville.

"Each class comes together during the course of the year, having difficult conversations that challenge their points of view on issues in their communities, and we're looking forward to Class VII and developing our seventh cohort around their chosen focus areas," said Leadership Tennessee Executive Director Cathy Cate.



David Brace



Avice Evans Reid



Chaz Molder



C. Seth Sumner

Entering its seventh year, Leadership Tennessee, an initiative of the College of Leadership and Public Service at Lipscomb University, is

an organization committed to collaborative, non-partisan dialogue on issues of statewide importance by crossing geographic and professional boundaries and connecting a diverse network of problem solvers and engaged citizens.

A new class of leaders is selected annually to take part in a statewide study course while visiting different areas of Tennessee, learning best practices and analyzing important issues faced by Tennesseans. To date, Leadership Tennessee has built a network of 246 leaders across the state. In January, Leadership Tennessee announced the first class of Leadership Tennessee NEXT, for early-to-mid career professionals.

In April, Leadership Tennessee announced it would lead "Vote Tennessee," a statewide effort to increase voter registration. More information on Vote Tennessee can be found at votetennessee.org.

No loan is too large or too small



Martin recently closed a \$1,350,000 capital outlay note with the Tennessee Municipal Bond Fund (TMBF) issued to finance various public works projects. Martin has used TMBF's various loan programs 30 times since 1987 and has borrowed more than \$25 million during that time. Pictured are Kelly Wilson, city clerk; Mayor Randy Brundige; and Tommy Green, TMBF marketing representative.



McKenzie recently closed a \$2.7 million fixed-rate loan with the Tennessee Municipal Bond Fund (TMBF) to finance energy saving improvements throughout the city. McKenzie has used TMBF's various loan programs since 1987. Pictured are Jennifer Waldrup, city recorder; Mayor Jill Holland; and Tommy Green, TMBF marketing representative.

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



STATE BRIEFS

Drunk driving deaths increased in Tennessee by 11.5 percent between 2016 and 2017, according to a new survey about drunk driving nationwide. Delphi Behavioral Health's "The State of Drunk Drivers Across America" ranked the state 20 out of 50 in the number of drunk driving deaths nationwide with an average of 3.7 deaths per 100,000 residents, above the national average of 3.3. Drunk drivers in Tennessee were also drunker than the national average with 2.4 of the 3.7 out of 100,000 residents involved in deadly drunk driving crashes with a blood alcohol content (BAC) of 0.15 percent or higher. Driver's with a BAC of 0.08 percent or higher can be charged with a DUI in the state.

The U.S. Transportation Department will be giving more than \$100 million to help with highway repairs across the state of Tennessee. The state was one of 39 states sharing in \$871 million awarded by the federal government, mainly to rebuild damage caused by storms earlier this year. The bulk of the money—about \$108 million—will be going to flooding and landslide repair projects.

Tennessee saw the third-largest increase in uninsured residents in 2018, according to information released by the U.S. Census Bureau. The state has more than 675,000 uninsured residents, an increase of 46,000 from the previous year. This means about one in 10 Tennesseans has no insurance coverage. Uninsured rates rose across the country for the first time since the passage of the Affordable Care Act, which has been largely attributed to enrollment drops in state Medicaid programs, such as TennCare, impacting low-income families and children the most. State data shows that TennCare's

total enrollment shrunk by more than 120,000 people since January 2017. The enrollment drops in Medicaid programs have also been linked to the closure of rural hospitals statewide. Census data also showed that nationwide employer insurance was flat and Medicaid enrollment was down.

Tennessee has set a new high school graduation record with 89.7 percent of students graduating with their cohort in the 2018-19 school year. A total of 67 school districts saw improvements to their graduation rates over the previous year with four districts seeing their graduation rates improve by 5 percent or more. More than a third of Tennessee school districts reported a graduation rate of 95 percent or more, another increase from the previous year. The Huntingdon Special School District, South Carroll County Special School District, Bradford Special School District, and Oneida Special School District also reported graduation rates of 100 percent.

The state of Tennessee ranked fifth on a list of a states where women are most likely to be murdered by men. The Violence Policy Center's 22nd annual "When Men Murder Women" report utilizes FBI data to provide insight into violence against women, and found out 90 percent of women murdered in the state in 2017 were killed by a man they knew with 63 percent being in a relationship with the offender at the time. The average age of a female homicide victim in the state was 39 and 74 percent of homicide victims were killed with some sort of gun, handguns being the most common. Additionally, 89 percent of these homicides committed unrelated to any other felony crime. The report can be found at <http://vpc.org/studies/wmmw2019.pdf>

Second round of Volkswagen EMT settlement funds announced

Deadline for Applications is Nov. 19

The Tennessee Department of Environment and Conservation (TDEC) has released its second solicitation for projects under the Volkswagen Diesel Settlement Environmental Mitigation Trust (VW Settlement EMT).

The purpose of the EMT is to execute environmental mitigation projects that reduce emissions of nitrogen oxides.

Under this solicitation, \$16 million in EMT funding is available for eligible Class 4-8 transit and shuttle bus projects. The grant program, managed by the TDEC Office of Energy Programs, will provide financial assistance to public, non-profit, and private fleets in Tennessee that apply to replace eligible transit or shuttle buses with any new alternate fueled or all-electric transit or shuttle buses.

Additionally, fleets may also apply to repower transit or shuttle buses with new all-electric transit or shuttle bus drivetrains.

"Replacing older diesel buses and engines with new, alternative-fueled options will reduce air pollutants that threaten public health and the environment," TDEC Commissioner David Salyers said. "We look forward to awarding projects that will reduce transit and shuttle bus emissions and improve air quality for Tennesseans."

Transit or shuttle buses eligible for replacement or repower include 2009 engine model year or older Class 4-8 diesel buses used for transporting people. For purposes of this solicitation, "transit buses" shall include all vehicles that provide public transportation, which shall mean regular and continuing shared-ride surface transportation services that are open to the general public. "Shuttle buses" shall include vehicles that provide transportation services for one or more specific entities, intra-terminal or intra-facility transportation services, or mobility-on-demand services.

Eligible applicants are limited to one application each. Applications may include a variety of vehicle and/or fuel types. All terms and conditions of the program, including maximum number of replacements or repowers and associated funding caps, are outlined in an application manual, accessible

here: Transit and Shuttle Bus Grant Application Manual.

Applications and supporting documentation must be submitted electronically via the TDEC online grants management system, which may be accessed at <https://tdec.smartsimple.com/>.

Applications must be received by 4 p.m. CST on Nov. 19, 2019. TDEC will announce awards after

Human trafficking education now required for TN public school staff

A new state law is hoping to combat human and child trafficking by educating faculty and staff members of local schools on the issue.

The Office of Criminal Justice Programs (OCJP) is working with state agencies to help combat human trafficking in Tennessee through education, beginning this school year (2019-20).

"According to the Tennessee Bureau of Investigation, human trafficking is the second-fastest growing criminal industry, just behind drug trafficking," Director Jennifer Brinkman said. "A new law signed by Gov. Bill Lee in April requires that public schools include information about human trafficking involving children—and requires teachers to receive special instruction."

Public Chapter 269 requires that "the family life curriculum used in public schools include instruction on the detection, intervention, prevention and treatment of human trafficking in which the victim is a child; requires each local board of education to require that each teacher employed by the board receive a one-time in-service training on the detection, intervention, prevention, and treatment of human trafficking in which the victim is a child."

OCJP is partnering with the state Department of Education and End Slavery Tennessee to develop and make available to the local school districts an education curriculum through a Victims of Crime Act (VOCA) grant to meet the obligations of the law.

"We see direct services as a vital step for this vulnerable population to heal and rehabilitate their lives," Brinkman said. "OCJP funding is used to facilitate the provisions of comprehensive wraparound services to victims of human trafficking recovered in

conducting a comprehensive review and evaluation of all complete and eligible grant applications. Grant contracting efforts will occur shortly thereafter.

For additional information on the VW Settlement and upcoming workshops available regarding grant applications, visit the TDEC website at <http://www.tn.gov/environment/VWSettlement>.



Tennessee, including safe housing, medical care, mental health and substance abuse care, transportation, job training, and other basic human needs."

OCJP, in partnership with the Administrative Office of the Courts, also helped provide funding this year for 71 judges and court personnel to attend a human trafficking workshop focused on the intersection of human trafficking and domestic violence.

In fiscal year 2018, OCJP obligated funding for direct services to not-for-profit organizations

serving human trafficking victims across the state in the amount of \$600,000.

For the current fiscal year that began in July, OCJP has increased its funding to community-based not-for-profits serving human trafficking victims to \$1,866,330.

The OCJP functions as a strategic planning agency that secures, distributes, and manages federal and state funds for Tennessee, including Victims of Crime Act (VOCA) funds and STOP Violence Against Women Program funds.

Ransomware attacks are different from cyberattacks

RANSOMWARE, from Page 1 it's not all big targets. It's often whoever is most vulnerable that gets attention.

Also, many people don't realize the ransom is negotiable. However, I would not recommend negotiating unless the municipality has access to a professional with experience in navigating the situation. Those professionals are also better able to gauge the likelihood that paying the ransom will actually result in the attacker releasing the data so that operations may be restored. The last thing you want to have happen is to pay the ransom and still not gain access to your data.

When looking at option two, ideally the municipality has properly configured data backups. If that's the case, you're then able to restore your data from backups and return to operations. The timeline for restoration can vary greatly depending on how backups are configured and the scope of the attack. It can be as quick as 24 hours and as long as several months. Atlanta, for example, spent months on its recovery effort.

Regardless of the option a local government chooses, it must figure out how it was attacked and take action to address the vulnerability. If you don't close the hole as part of your recovery effort you are certain

to be attacked again.

What are some steps local governments can take to protect itself and its residents from ransomware attacks?

In order to take the right steps, it's important to know how the attacks often occur. The primary method of attack is via compelling emails that entice employees to click on a seemingly relevant link that then initiates the ransomware attack. Another method is the attacker looks for unpatched or weakly secured systems that are exposed to the internet.

As a first step, I always recommend finding a professional third-party partner who can help you identify any weaknesses in your security plan. We always compare cybersecurity to a municipality's finances. It's important to have a third-party audit in order to get a true, independent view on the situation.

That professional partner should then come up with a cybersecurity plan for your municipality that includes regular security awareness training programs for your employees.

For more security gap analysis information and other cybersecurity offerings, head over to TML's TECH page, <https://www.tml1.org/tech>.



NATIONAL LEAGUE OF CITIES
SAN ANTONIO • NOVEMBER 20-23, 2019

SEE YOU IN SAN ANTONIO



AN UNMATCHED EVENT FOR LOCAL LEADERS



REGISTER NOW AT
CITYSUMMIT.NLC.ORG

WAUFORD

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



CLASSIFIED ADS

Advertising: \$9.25 per column inch. No charge to TML members. Send advertising to: Carole Graves: cgraves@TML1.org.

ACCOUNTANT

SPRING HILL. The city of Spring Hill is seeking a full time, exempt city accountant to serve under the general supervision of the finance director. This employee performs complex administrative, supervisory, and technical work in ensuring the proper recording and maintenance of financial records. He or she will reconcile fund balances to bank statements, balance accounts receivable and accounts payable, assist in accounting work for some risk management activities, as well as assist in audit functions and annual budget preparations, etc. This employee will also occasionally attend meetings of the Board of Mayor and Aldermen, sometimes making presentations of important data. Bachelor's degree in accounting required. Candidates may substitute an associate's degree in accounting and 3-5 years of experience in municipal accounting work. Government accounting experience strongly preferred. CMFO preferred, or ability to obtain within 18 months. Auditing experience a plus. Tyler Technologies accounting software familiarity a plus. Applications/resumes must be submitted online at: www.springhilltn.org/Job.aspx Questions to staylor@springhilltn.org EOE

ASSISTANT DIRECTOR HR

GALLATIN. Performs professional and administrative work in the creation, managing, planning and organizing of programs while assisting the director in the overall departmental administration. Serves as the director of human resources in the director's absence. Manages the staff in the department. Responsible for all aspects of HRIS payroll system functions. Reports final payroll to director for auditing. Administers the city's program for classification and pay, recruitment and selection, performance appraisal. Develops and maintains the performance appraisal program. Administers the planning and execution of all recruitment strategies. Ensures compliance with all applicable state, federal and municipal regulations, formulates HR policy changes. Responsible for the coordination of the HR employee newsletter. Coordinates the preparation of all HR ordinances and resolutions for consideration by the city council. Oversees the processing, maintenance and production of personnel records for open records requests, and audits files for compliance with federal/state and municipal regulations. Develops training and safety programs and the Americans for Disabilities Act compliance for HR. Fosters and develops programs for the improvement of personnel effectiveness, performance appraisals, safety, health, counseling, and welfare, including web based training initiatives. Bachelor's degree in human resources, business or closely related field with a minimum of three to five years professional progressively responsible experience in human resources. Prior experience with municipal or county governmental payroll and human resources is preferred. To apply, contact Debbie G. Johnson, HR Director, Resources, Department of Human Resources, 132 West Main Street, Gallatin, TN 37066.

ASSOCIATE ENGINEER

SPRING HILL. This entry-level employee assists in planning and directing the efficient development and construction of public works projects. He or she also works closely with the planning department staff in the review and approval of private sector construction projects. Performs administrative and technical work and related duties as required. Develops and reviews memorandum and staff reports generally related to site plans, subdivisions, construction plans for the Board of Mayor and Aldermen, Planning Commission, or other departments; Conducts occasional engineering onsite inspections on subdivision and site plans under construction; Assists in reviewing/correcting sewer, storm, street and traffic improvement plans, assessing accuracy of calculations and conformance with city standards and specifications; Provides engineering and technical information to contractors, engineers and the public; Responds to and resolve various issues with residents, other department representatives, and outside agencies in professional manner; Prepares and maintains maps, drawings, engineering records and files; Assists the Storm Water Coordinator in the review of construction drawings, preliminary site plans and subdivisions for compliance with city standards and regulations; Reviews and recommend improvements or approvals for Prepared Storm Water Pollution Prevention Plan (SWPPP), Water Quality Management Plan (WQMP), and other environmental documents and permits; Provides oversight and input into conceptual designs of engineering projects; Prepares detailed cost estimates with appropriate justifications for budget preparation; Understands and interprets blueprints, schematic drawings, and layouts to ensure compliance with specifications and other requirements; Coordinates work activities and program functions with other city departments, other cities, and other agencies. Bachelor's degree in engineering required. E.I and/or 1-3 years of experience strongly preferred. Ability to read site plans, subdivision plans, and other capital improvement projects required. Applications/resumes must be submitted online at: www.springhilltn.org/Job.aspx Questions to staylor@springhilltn.org EOE

COLLECTIONS, SPECIAL PROJECTS COORDINATOR

COLLIERVILLE. The town of Collierville has an immediate opening for a collections & special projects coordinator. This is a full time position responsible for specialized administrative work managing services affiliated with the museum operation. Works under the direct supervision of the museum director. Must have 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. First-aid and C.P.R. certification required within six months of employment. Normal scheduled hours are Tuesday through Saturday from 8-5, but hours are flexible depending on events scheduled each week. Must possess and maintain a valid motor vehicle operator's license. Salary is \$28,684 annually depending on qualifications, with excellent benefits package. To apply, submit an original town of Collierville application. Applications are available at www.collierville.com, or you may obtain one from our Human Resources Office located at 500 Poplar View Parkway, Collierville, TN, 38017, Monday – Friday, 8 a.m. - 5 p.m. Applications must be submitted either by mail or in person to the above address. EOE

COMPTROLLER

GERMANTOWN. The city of Germantown is seeking a qualified individual to serve as a comptroller. Under general direction of the budget & financial services director, this position is responsible for managing financial compliance, internal controls, internal/external auditing and cash flow processes. Responsibilities also include analyzing a variety of financial operations, accounting systems, policies and procedures with standard preparation of financial statements including statistical sections in the Comprehensive Annual Financial Report (CAFR). This position manages the external, independent, annual financial audit process along with fiscal year reviews. Selected candidate will develop and administer control systems to comply

with new accounting procedures, laws, ordinances, regulations, best practices, and generally accepted accounting principles (GAAP). The comptroller has direct supervision of payroll and accounts payable/receivable. The minimum requirements for this opportunity include: bachelor's degree in accounting, finance, business or public administration and seven years experience managing accounting and cash management operations, including two years professional experience in governmental accounting; or any combination of education, training, and experience providing the knowledge, skills, and abilities necessary to perform essential job functions. All qualified applicants must have local government experience. A master's degree is preferred. Certification as CPA strongly preferred. For more details and applications, visit <https://www.governmentjobs.com/careers/germantown>. Open until the filled. EOE.

ENGINEER, SENIOR

COLLIERVILLE. The Town of Collierville has an immediate opening for a senior staff engineer. This position will perform highly skilled engineering work involving the design, review, and oversight of various engineering projects and programs to ensure compliance with all applicable laws and standards and to coordinate preparation of public improvement bond calculations for engineering agreements. This classification is distinguished from Staff Engineer by the level of independence in action, scope of projects managed, and expertise applied to work performed. Must have a bachelor's degree in civil engineering or closely related field, supplemented by four years progressive engineering experience and/or training involving civil engineering, engineering design, engineering plan review, surveying, and personal computer operations; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Must possess and maintain a valid Tennessee driver's license. Salary is \$45,966 - \$78,797 annually (DOQ) with excellent benefits package. To apply, submit an original Town of Collierville application. Applications are available at www.collierville.com, or you may obtain one from our Human Resources Office located at 500 Poplar View Parkway, Collierville, TN, 38017, Monday – Friday, 8 a.m. - 5 p.m. Completed applications must be submitted either by mail or in person to the above address. EOE.

FINANCE, HR DIRECTOR

BELLE MEADE. The city is currently seeking an experienced individual to serve as its full-time finance and HR director. This person is responsible for all governmental fund accounting operations, associated Human Resource activities and related administrative and support services under the general supervision of the city manager. The finance and HR director must manage and carry out all municipal accounting activities which include, but are not limited to: purchasing, accounts payable, accounts receivable, general ledger bookkeeping, auditing, fixed assets, revenue collection services and activities, cash management, internal control, payroll and payroll-related HR tasks. In addition, this person performs a variety of professional level financial management responsibilities including analysis, preparation, and maintenance of the annual budget, financial records, monthly fund statements, investment reports, and other forms of documentation, with significant responsibility and interaction regarding the annual financial audit. This position requires a broad based knowledge of governmental accounting (GAAP, GASB and GAAPFR) and methods of financial control and reporting as well as outstanding organizational skills and a focus on timely delivery of reports and projects. This person is responsible for financial compliance and therefore must have a thorough understanding of all TCA and City Code statutes related to financial activities (investing, purchasing, bidding, internal control, revenue collection, etc.), and familiarity with the Tennessee Open Records law. This position also requires knowledge of the activities essential to the effective administration of the personnel and risk management functions. Instructions to the employee are general and the employee must routinely use independent judgment when performing tasks. The employee must possess the ability to analyze situations and consider different courses of action. The uniform accounting code and governmental accounting procedures must be followed in order to complete tasks. May be required at times to supervise the work of other employees. Prefer a candidate with a Bachelor's degree in accounting or at least 3 years' experience in accounting (preferably governmental fund accounting), including proficiency in using accounting and payroll processing software. Must possess Tennessee Certified Municipal Finance Officer designation or be able to successfully complete the 2-year CMFO program. More information is posted on the city's website, www.cityofbellemeade.org. Position open until filled. EOE. For inquiries, contact: Beth Reardon, City Manager, City of Belle Meade, 4705 Harding Road, Nashville, TN 37205, 615-297-6041 breardon@cityofbellemeade.org

FINANCE DIRECTOR / CITY CLERK

ELIZABETHTON. The city of Elizabethton is accepting applications for a finance director/city clerk. This position manages and supervises the Finance Department and serves as chief financial officer/city clerk for the city. The city of Elizabethton is a full-service city, with a general fund budget of \$19,000,000, 250 full-time employees and population of 14,200. Bachelor's degree from a four-year college or university in finance or related field with four to six years related experience or training. CPA and/or master's degree preferred. Salary range: DOQ Benefits include TCRS Retirement, medical, vision, and life insurance. To apply, visit www.elizabethton.org – Job Openings or to Director of Human Resources, 136 S. Sycamore Street, Elizabethton, TN 37643. Open until filled. EOE

FINANCE, HR DIRECTOR

LAKELAND. The city of Lakeland is seeking qualified applicants for the position of finance and human resources director. This employee is responsible for a broad range of administrative and support services under the general supervision of the city manager. The finance and human resources director is primarily responsible for planning, organizing and directing the fiscal affairs including accounting, operational, capital budgeting, and financial reporting. Duties include: serving as the general accountant and auditor of the city, ensure proper fiscal accounts, records, settlements and reports on all collections and expenditures of money and controlling and auditing the same. Ensure that adequate appropriations exist in budgeted line items, responsible for the reconciliation of bank statements to city cash and revenue and expenditure records, prepares statements and makes a variety of reports showing the financial operations of the city, responsible to manage the investment program, oversee preparation of the annual budget and capital budget for all funds, and assists the city manager and department heads. Successful applicants will possess the proven ability to maintain effective working relationships with the public, city officials, and other employees and the ability to prepare and present accurate reports to the governing body; five to seven years of progressively responsible managerial positions in accounting, finance and human resource management required. Similar experience in the public sector is preferred. Bachelor's degree in accounting, finance, or closely related field is required. CPA and/or Certified Municipal Finance

Officer designation is required. Competitive salary and benefits offered. For a complete job description, please visit www.lakelandtn.gov/jobs.

HUMAN RESOURCES CONSULTANT

IPS CONSULTANT II - MTAS. UT Municipal Technical Advisory Service (MTAS) seeks applications for two human resource management consultants (Jackson office and Knoxville or Johnson City office). MTAS is an agency of the University of Tennessee Institute for Public Service and provides professional services to Tennessee cities, state government, and municipal government related associations. The human resource management consultant provides professional advice, technical assistance and information on a wide range of human resource management issues to Tennessee municipal officials and their staffs. Examples include: recruitment and selection assistance, personnel policies, consulting on various HR issues; conducting surveys and studies; authoring HR related publications; and developing and instructing technical classes. Requires a bachelor's degree in human resource management, public administration, business administration, or comparable, from an accredited post-secondary institution. A master's degree in human resource management or related field of study is preferred. Requires at least seven years of progressively responsible exempt-level human resource leadership experience. Prefer one of the following certifications: IPMA SCP, IPMA CP, HRCI SPHR, HRCI PHR, SHRM SCP and/or SHRM CP. Strongly prefer 1-2 years' experience organizing, developing, and delivering consultative projects to internal and/or external customers related to human resource outcomes. Prefer classroom facilitation/teaching experience. Tennessee municipal experience preferred. Applicants are encouraged to review all position requirements prior to applying. Salary is based on a combination of professional experience and qualifications. Applicants must apply electronically at www.hr.utk.edu

IT ADMINISTRATOR

PORTLAND. The city of Portland is seeking an IT Administrator to serve as system administrator, network administrator, and network security administrator for all city departments. This position is responsible for the upkeep, configuration, and reliable operation of the city computer systems, servers, and data security systems. Starting salary \$48,964/YR DOE. Open until filled. The qualified candidate will have a bachelor's degree in computer science; exposure to local government IT operations; Certification in CompTIA A+ or equivalent; 5+ years of experience in computer information systems maintenance and administration; 4+ years of experience with MS server and desktop operating systems; or any appropriate combination of education, training, and experience providing the necessary knowledge, skills, and abilities to perform the essential job functions. Knowledgeable and able to use various desktop operation systems including LINUX and MS server operating systems. Knowledge of IIS and web server software; knowledge of MICROSOFT SQL server on an enterprise level, SSMS, and SSRS. Knowledge of SONICWALL/object-oriented firewalls, barracuda or similar d/r systems, VOIP phone systems. Knowledge of network operations, including system or security administration; knowledge, skill and ability to forecast emerging needs for IT infrastructure, project impact to the city, and analyze budgetary constraints and impacts. Knowledge of record retention, preservation, and data integrity best practices; ability to analyze and solve computer, system and it architecture issues; ability to effectively communicate complex technical information, verbally and in writing, to contractors/vendors, employees, consultants, other governmental agency representatives, city officials and the general public; and ability to respond to emergent issues remotely or in person to provide operational continuity of city information systems. Maintains network and network security; analyzes and resolves network problems; maintains web servers and services; manages and maintains all security cameras/devices throughout the city; recommends the purchase of software and hardware based on specifications; executes vendor contracts for computer needs; handles all software and hardware licensing; administrator of software used by the city and its various departments; installs network architecture and software; analyzes, designs, programs, maintains data and implements associated projects; creates, manages, and delivers IT work orders using urgency and importance of needs as classifiers of service delivery priority; serves as a member of various employee committees. To apply, visit <https://cityofportlandtn.gov/government/careers/>, or send resume to: City of Portland, ATTN: Human Resources, 100 N. Russell St., Portland, TN 37148. Contact hjohnson@cityofportlandtn.gov or via fax: 615-325-1481. EOE.

MUSEUM DIRECTOR

COLLIERVILLE. The Town of Collierville has an immediate opening for a museum director. This position is to perform responsible professional and administrative work for the development, execution, and management of the policies, programs and initiatives of the Morton Museum of Collierville History. Must have a bachelor's degree with major course work in history, art history, museum or American studies, or a closely related field; supplemented by two years responsible experience in a professional museum setting; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. First-aid and C.P.R. certification required within six months of employment. Experience in grant writing, educational program planning, docent training, public speaking, Public Relations and marketing, and donor development and fundraising preferred but not required. Incumbent may be required to work late hours, weekends, and holidays, as necessary. Valid Motor Vehicle Operators License is required at time of hire. Salary is \$41,252-\$49,301 annually (DOQ) with excellent benefits package. To apply, you submit an original town of Collierville application. Applications are available at www.collierville.com, or you may obtain one from our Human Resources Office located at 500 Poplar View Parkway, Collierville, TN, 38017, Monday – Friday, 8 a.m. - 5 p.m. Completed applications must be submitted either by mail or in person to the above address. Open until filled. EOE

MAINTENANCE WORKER, SENIOR

Collierville. The town of Collierville has an immediate opening for a senior maintenance worker in the streets and drainage department. This position is to perform semi-skilled to skilled work as part of a public works/utilities crew performing maintenance and construction tasks public works/utilities projects. Must have a high school diploma or GED; supplemented by six months previous experience and/or training involving construction or maintenance work in area of assignment; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Must possess a valid Commercial Driver's License (CDL) with class A or B endorsement at the time of hire or within six months of hire date. Salary is \$12.36-\$14.68 hourly, depending on qualifications, with excellent benefits package. To apply, submit an original Town of Collierville application. Applications are available at www.collierville.com, or obtain one from Human Resources located at 500 Poplar View Parkway, Collierville, TN, 38017, Monday – Friday, 8 a.m. - 5 p.m. Applications must be submitted either by mail or in person to the above address. EOE

PARKS & RECREATION DIRECTOR

SAVANNAH. The city of Savannah is currently seeking a qualified and experienced professional for the full-time position of parks & recreation

director. This position is responsible for the administration and operations of the parks and recreation department to include: planning, budgeting and purchasing, promoting and organizing city programs, activities and sporting events for all ages in addition to maintaining, enhancing and developing parks, playing fields and recreational facilities. The successful candidate should possess excellent communication skills and work effectively with the public, other recreational programs and employees in a team environment. Previous management experience is desired. Benefits include a competitive salary (DOQ), paid health, dental, vision and life insurance, 401(a) retirement, paid leave and holidays. Applicants must complete and submit an "Application for Employment" utilizing forms furnished by the city available at City Hall Human Resources, 140 Main Street, between the hours of 8 a.m. to 5 p.m., Monday through Friday except Holidays or on the city's website at www.cityofsavannah.org. Applications may be submitted via email to bmattlock@cityofsavannah.org or returned to city hall. Deadline for submitting an application is Oct. 28 at 5 p.m. EOE.

PLANNER I

PORTLAND. The city of Portland is seeking a planner I in the city planning department. Starting Salary \$41,876/YR DOE. Open until filled. The qualified candidate will have a bachelor's degree from an accredited college or university in urban planning, urban design, urban geography, public policy, or related area of study plus one year relevant work experience; a master's degree may be substituted for experience. Special consideration may be given to those candidates with CNU-A or AICP candidate. Provides customer service to developer representatives or property owners for proposed projects on development requirements for various city departments. Meets with applicants about development proposals; visits and evaluates site locations for development proposals; conducts field evaluations and assessments. Conducts field inspections of building facades, landscaping, and site layout; coordinates with the Technical Review Committee in reviewing plans submitted for consideration to the planning commission; interprets and applies city regulations, plans and policies, including, but not limited to subdivision regulations, land use plan, and municipal codes; reviews or assists in the review of moderately difficult subdivisions and site plans for conformance with ordinances, plans, and regulations. Evaluates or assists in the evaluation of rezonings, ordinance amendments, special use permits, variances and other proposals; makes presentations to the planning commission, board of zoning appeals, city council and other elected and appointed boards and commissions as necessary. Assists in developing and updating comprehensive plans, transportation plans, small area plans, and programs. Conducts research and prepares statistical reports on land use, physical, social & economic issues. Assists with and coordinate site and subdivision surties with city departments; assures that citizen complaints and inquiries are researched and resolved in a timely fashion. Investigates violations of planning regulations and ordinances, including site visits; researches and compiles information on a variety of planning issues from multiple sources. Provides technical support of the GIS system and graphics production; proficient in application of GIS and mapping to planning processes. May represent the city of Portland at meetings in the absence of the city planner; assists with other planning activities and supports other city departments as directed by the city planner. Serves as coordinator for assigned components of Title VI, ADA Title II, and Section 504 compliance programs; and performs other duties as assigned. To apply, visit <https://cityofportlandtn.gov/government/careers/>, or send resume and cover letter to: City of Portland, ATTN: Human Resources, 100 N. Russell St., Portland, TN 37148, hjohnson@cityofportlandtn.gov, FAX: 615-325-1481. EOE.

PLANNING ASSISTANT

SPRING HILL. The city of Spring Hill is seeking an employee to provide support to the planning director with planning activities and the development review process. He or she will also be responsible for administrative functions within the department. The planning assistant will also process and track maintenance and performance bonds and application data. He or she will accept applications for development, enter data into a computer, and check commercial and residential development plans to determine compliance with land use and zoning requirements; May review or assist in the review of moderately difficult development proposals and site plans for conformance with codes, plans, and regulations; May prepare and present detailed reports on development proposals to government bodies and boards; Collects a variety of statistical data and prepares reports and maps on topics such as census information and land use; Evaluates or assists in the evaluation of rezonings, ordinance amendments, site plans, special use permits, variances and other proposals; Assists at the public counter and via phone to provide information including development regulations and answer questions both orally and over the phone; Conducts field evaluations and assessments, retrieves notice signs, takes pictures of sites; Responds to inquiries from employees, citizens, and others and refers, when necessary, to appropriate persons. Composes, types and edits a variety of correspondence, reports, memoranda, notes, meeting minutes, agenda, and other material requiring judgment as to content, accuracy, and completeness; Processes and tracks maintenance and performance bonds for public improvements required by the Planning Commission; Prepares planning and zoning related resolutions and ordinances for Planning Commission and Board of Mayor and Aldermen; May establish and maintain filing and record-keeping systems, including day-to-day filing of office paperwork; Duplicates and distributes materials, including public notices, meeting agendas, meeting minutes, and agenda packets. Performs other duties as assigned. High School Diploma or GED required. Bachelor's Degree in planning, geography, public administration, or similar field preferred. Experience in land use/municipal planning preferred. Background in site plan preparation or review preferred. Knowledge of GIS or Arc Map 10 preferred. Development plan, planning and zoning maps experience preferred. Applications/resumes must be submitted online at: www.springhilltn.org/Job.aspx. Questions to staylor@springhilltn.org EOE

PLANNING DIRECTOR

SHELBYVILLE. The city of Shelbyville is accepting applications for the full-time position of Planning & Community Development Director (planning director). The planning director will be responsible for daily administration of all planning and zoning activities, including comprehensive planning, and the administration of subdivision regulations. The planning director will also implement and manage municipal projects related to the development of this growing community. The ideal candidate will have at least a bachelor's degree in urban planning or a related field (master's degree preferred), and a minimum of 3 years' city planning experience. Applications and a copy of job description may be picked up at city hall during normal business hours. Applications must be returned to City Hall Administration Office, 201 N. Spring Street no later than 4 p.m. on Oct. 4, 2019. EOE/drug free workplace. Successful applicants required to pass background check, physical and drug screen. Applications and job descriptions can be picked up at city hall or download from the city website: www.shelbyvilletn.org

POLICE OFFICER

WHITE HOUSE. The city of White House is

currently accepting applications for police officer. Applicants must have a high school diploma or GED. Must possess an appropriate driver's license valid in the state of Tennessee. P.O.S.T. Certification must be obtained within six months of employment. Must meet Minimum Standards Law (TCA 38-8-106) requirements. Must be a U.S. citizen, at least 21 years of age and meet the physical, psychological and criminal records and other standards for the assignment established by the White House Police Department. Starting salary is \$14.86 - \$17.66 hourly (\$35,233.06 - \$41,871.86 annually) DOE with an excellent benefits package. To apply, you must submit a city of White House application. Applications are available at www.cityofwhitehouse.com or in person at the Human Resources Office at 105 College Street, White House, TN 37188. Open until filled.

PUBLIC INFORMATION OFFICER

GATLINBURG. The city of Gatlinburg is seeking a public information officer. Varied duties include: developing communication plans for various city initiatives with the media, citizens and employees and coordinating public-relations activities; representing the city at various functions/events; developing informational materials, social media and website content. Job responsibilities require considerable experience performing public-relations activities, knowledge of surveying and research practices and methods, knowledge of the technical requirements for the production of print, radio, television, and internet marketing materials, knowledge of desktop publishing software programs and strong organizational, interpersonal, and decision-making skills. The city of Gatlinburg currently offers a market-based salary, 100% city paid medical, dental, and ancillary insurance plans, and a retirement plan. Minimum qualifications include graduation from an accredited four year college with a bachelor's degree in journalism, public relations or a closely related field, experience in public relations administration, preferably within a local government (or related); or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job; or any equivalent combination of education or experience to provide the necessary body of knowledge. Applications and job description are available at www.gatlinburgtn.gov; or at City Hall, 1230 East Parkway, PO Box 5, Gatlinburg 37738. Enclose resume with application along with three references and mail or email to hr@gatlinburgtn.gov. Position is filled. AA/EEO Employer.

PUBLIC WORKS DIRECTOR

SHELBYVILLE. The city of Shelbyville is accepting applications for the position of director for the Public Works Department. An associate's degree or any equivalent education and/or experience required. A bachelor's degree in civil engineering, construction management, or a related field is desired. Must have knowledge and a minimum of seven years' experience in management in local government, engineering firm, or contractor fields of study. Applications and a copy of job description may be picked up at city hall during normal business hours, or download from the city website: www.shelbyvilletn.org. Cover letter, resume, and application must be returned to City Hall Administration Office, 201 N. Spring Street no later than 4 p.m. on Oct. 4, 2019. EOE / drug free workplace. Successful applicants required to pass background check, physical and drug screen.

PUBLIC WORKS DIRECTOR

SPRINGFIELD. The city of Springfield is currently seeking a new director for the public works department. The public works department is vital to the success of the mission of the city of Springfield and contains four primary functions of the city: street maintenance, sanitation/refuse collection, stormwater management, and vehicle maintenance. The public works director plans, organizes, directs, controls and evaluates all activities of the department and oversees department personnel. The position is also responsible for administrative function such as budgeting as well as preparing cost estimates for construction projects. The director works under the general supervision of the city manager. Bachelors' degree in management, public administration, business administration, construction trades, engineering, political science, or applicable area of study; prefer 10+ years of progressively responsible supervisory/management experience in street construction and maintenance, stormwater operation, drainage construction and maintenance, and management of employees—5 of which were in a mid-level or higher decision-making position; or a combination of experience and training equivalent to the required knowledge and abilities. Salary range is \$74,737 - \$102,847 (DOQ); plus full health, dental, and vision insurance plans; and 100 percent of retirement costs as a member of the TCRS's defined benefit plan. To apply or for more information, visit springfield-tn.org or contact the Personnel Office at (615) 382-2200. AA/EEO Employer.

SOLID WASTE MANAGER

JOHNSON CITY. The city of Johnson City is accepting online applications for a solid waste manager. This position has overall responsibility for planning and directing solid waste crews engaged in refuse collection and disposal, recycling collection, roll off collection, and other related activities. Prepares the annual budget for the division to include personnel, capital improvements, regional and city collections and recycling. Will frequently communicate with the public regarding solid waste operations and will respond to complaints and inquiries. Will work closely with other city departments related to budget and customer billing. The solid waste manager reports directly to the public works director. Completion of a bachelor's degree from an accredited university with emphasis in civil engineering, business or public administration, or other related field. Extensive and verifiable experience in refuse collection activities at the management level. This position is open due to the impending retirement of the current solid waste manager. Salary DOQ. To apply visit www.johnsoncitytn.org.

WASTEWATER SYSTEMS MANAGER

WHITE HOUSE. The city of White House is currently accepting applications for wastewater systems manager. Applicants must have a bachelor's degree in biology, chemistry, mathematics, environmental science, environmental health or related field. They must possess an appropriate driver's license valid in the state of Tennessee. Applicants must possess a valid Class II Wastewater Treatment Plant and Collection System Operator's certificate issued or recognized by TDEC, or have the ability to obtain an appropriate state certified license within 12 months of employment. Minimum of 5 years of directly related experience in the operation and maintenance of wastewater systems similar in size and complexity to the city of White House. Applicants must have proven management skills; a minimum 2 years of experience developing and managing budgets; good communication skills, both verbal and written. Applicants must have a strong knowledge of applicable compliance requirements and state and federal (EPA) regulations; Must have knowledge in the operation and maintenance of wastewater treatment procedures and methods, and operation of pumps, motors, drive units, electrical controls, etc.; Must be computer literate in spreadsheet and word processing software and be able to create and maintain documents and spreadsheets. Starting salary is \$51,701.00 - \$61,456.25 annually DOE with excellent benefits package. To apply, submit a city of White House application. Applications are available on the city of White House's website at www.cityofwhitehouse.com or in person at the Human Resources Office at 105 College Street, White House, TN 37188. Open until filled.

Tennessee Municipal League 2018-2019 Officers and Directors

PRESIDENT
Jill Holland
 Mayor, McKenzie

VICE PRESIDENTS
Mike Werner
 Mayor, Gatlinburg
Ken Moore
 Mayor, Franklin
Bobby King
 Mayor, Henderson

DIRECTORS
Jimmy Alexander
 Mayor, Nolensville
Andy Berke
 Mayor, Chattanooga
David Briley
 Mayor, Metro Nashville
Tony Cox
 City Administrator, Morristown (District 2)
Vance Coleman
 Mayor, Medina
Mike French
 Alderman, Somerville (District 7)
J.H. Graham
 Councilman, Crossville (District 4)
Doris Hensley
 Mayor, Erwin
John Hickman
 City Manager, Waynesboro (District 6)
Gina Holt
 City Manager, Springfield (District 5)
Avery Johnson
 Vice Mayor, Cleveland
Terry Jones
 Mayor, Millington (District 8)
Katie Lamb
 Mayor, Collegedale (District 3)
Christa Martin
 Vice Mayor, Columbia
Keith McDonald
 Mayor, Bartlett
Wade Morrell
 President-CEO, TN Municipal Bond Fund
Lonnie Norman
 Mayor, Manchester
Madeline Rogero
 Mayor, Knoxville
Todd Smith
 City Manager, Greeneville (District 1)
Jim Strickland
 Mayor, Memphis
Mary Ann Tremblay
 Vice Mayor, Three Way

PAST PRESIDENTS
Wallace Cartwright (2018) Mayor, Shelbyville
Bo Perkinson (2017) Vice Mayor, Athens
John Holden (2016) Mayor, Dyersburg
Curtis Hayes (2015) Mayor, Livingston
Dale Kelley (2013) Mayor, Huntingdon
Kay Senter (2011) Morristown Vice Mayor
Sam Tharpe (2010) Commissioner, Paris
Tommy Pedigo (2009) Councilman, Morristown

AFFILIATE DIRECTORS
Eric Stuckey, Franklin (TCMA)

TMLAFFILIATED ORGANIZATIONS
 (Ex-Officio Directors)
 TN Assn. of Air Carrier Airports
 TN Building Officials Assn.
 TN Assn. of Chiefs of Police
 TN Assn. Municipal Clerks & Recorders
 TN Government Finance Officers Assn.
 TN Fire Chiefs Assn.
 TN Fire Safety Inspectors
 TN Assn. of Floodplain Management
 TN Assn. Housing & Redevel. Auth.
 TN Municipal Attorneys Assn.
 TN Municipal Judges Conference
 TN Chapter, American Public Works
 TN Recreation and Parks Assn.
 TN Chapter, American Planning
 TN Personnel Management Assn.
 TN Assn. of Public Purchasing
 TN Section, Institute of Transport
 TN Public Transportation Assoc.
 Assoc. Independent & Municipal Schools
 TN Renewable Energy & Economic
 Development Council
 TN Urban Forestry Council
 TN Stormwater Assn

TML SPONSORS
5 STAR SPONSOR
 Voya Financial Advisors
4 STAR SPONSOR
 Blue Cross Blue Shield
3 STAR SPONSOR
 First Tennessee Bank
2 STAR SPONSOR
 AARP
 Alexander, Thompson, Arnold, CRA's
 Alliance Water Resources
 Bank of America
 Bank of New York Mellon, Co.
 Barge Design, Inc.
 Entegrity
 Master Meter, Inc.
 Waste Management Inc. of Tennessee
1 STAR SPONSOR
 Charter Communications
 Employee Benefit Specialists, Inc.
 J.R. Wauford & Co. Consulting
 Engineers
 Local Govt. Corporation
 Mattern & Craig, Inc.
 NORESKO
 Pavement Restorations, Inc.
 Republic Services
 Smith Seckman Reid
 Tennessee 811
 Trane Commercial Systems & Services
 TLM Associates, Inc.
 Waste Connections of Tennessee Inc.
 Waste Industries USA, Inc.

TML SPONSORED PROGRAMS
 Public Entity Partners
 Tennessee Health Works
 Tennessee Municipal Bond Fund

TML PARTNERED PROGRAMS
 American Fidelity
 GovCard
 GovDeals
 Omni Partners
 Peachtree Recovery Services, Inc.
 Reach Alert
 TN Drug Card
 VC3

TML STAFF
 Margaret Mahery, Executive Director
 Chad Jenkins, Deputy Director
 Mark Barrett, Legislative Research Analyst
 Kate Coil, Communications Specialist
 Jackie Gupton, Administrative Assistant
 Carole Graves, Communications Director
 & Editor, *Tennessee Town & City*
 Sylvia Harris, Conference Planning Director
 John Holloway, Government Relations
 Debbie Kluth, Marketing Director /
 Member Services
 Kevin Krushenski, Legislative Research Analyst
 Denise Paige, Government Relations

Voters go to polls in 5 municipal elections

VOTERS from Page 1

Additionally, the primary also selected the candidates who will face off in the regular general election for open seats on the Knoxville City Council. The top two primary vote getters for each seat will move on to the general election.

Lynne Fugate and Charles F. Lomax Jr. will move on to the general election for the City Council At-Large Seat A, presently held by George C. Wallace.

David Hayes and Janet Testerman were the top two vote earners for the At-Large Seat B, presently held by Marshall Stair, who unsuccessfully ran for mayor.

Amy Midis and Amelia Parker are the two candidates who will face off for the At-Large Seat C, presently held by Vice Mayor Finbarr Saunders.

Charles Al-Bawi and Charles Thomas will move on to the general election for the City Council District 5, presently held by Mark Campen.

John R. Rosson Jr. also ran unopposed and will continue to serve as municipal judge for the city of Knoxville.

LEXINGTON

The city of Lexington elected four seats on its Board of Mayor and Aldermen in a Sept. 12 municipal election.

Incumbent Jack Johnson defeated challenger Clint Allen for the Alderman Position 1.

Three incumbent candidates also ran unopposed and were elected to their seats: Tim D. Rhodes for Position 2, Sandra A. Wood for Position 3, and Gabe Williams for Position 7.

NASHVILLE

The city of Nashville will also have a new mayor with John Cooper defeating incumbent David Briley in a Sept. 12 run-off election.

Cooper presently serves as an at-large metro councilmember and is a real-estate developer. Cooper's father, Prentice Cooper, was a governor of Tennessee and his brother, Jim Cooper, is the U.S. Representative for Tennessee's 5th congressional district, which includes Nashville.

The city also elected several new council members, including its first Muslim council member with the election of Zulfat Suara to an at-large seat. Sulfat will be joined by at-large council mem-

bers including incumbents Sharon Hurt and Steve Glover and current District 18 council member Burkely Allen.

Incumbent Bob Mendes earned enough votes in the previous general election to retain his at-large seat on the council.

Additionally, only one incumbent council candidate retained his seat on the Nashville City Council with three incumbents who had secured run-off elections being defeated in their bids.

Newcomer Kyonzté Toombs defeated incumbent Decosta Hastings for the District 2 seat. Emily Benedict beat fellow newcomer for the District 7 seat.

Russ Bradford fended off fellow challenger Andrew Dixon for the District 13 seat. Ginny Welsh defeated fellow newcomer Tony Tenpenny for the District 16 seat.

Newcomer Brandon Taylor defeated incumbent Edward T. Kindall for the District 21 seat. Newcomer Thom Druffel defeated incumbent Mina Johnson for the District 23 seat.

Incumbent Jeremy Elrod fended off challenger Courtney Johnson for the District 26 seat, and newcomer Sandra Sepulveda defeated fellow challenger Sherry Jones for the District 30 seat.



Sept. 22-Oct 26: Adams

Bell Witch Fall Festival

The month-long Bell Witch Fall Festival celebrates the stories of local history and legends beginning with "Red River Tales," leading to the acclaimed musical "Smoke," and the grand finale, the haunting masterpiece "Spirit: The Authentic Story of the Bell Witch." For more information, go to <http://www.bellwitchfallfestival.com>.

Oct. 9-12: Columbia

CultureFest

Get ready for a street festival that celebrates the arts. This free event will be held Saturday, from 11 a.m.-8 p.m. on Depot Street in the Columbia Arts District with the picturesque Union Station Train Depot as the backdrop for this inaugural festival. Local artists and enthusiasts have come together to create CultureFest, designed to showcase the Columbia Arts District. For more info and a complete list of activities, visit www.cultureFESTmc.com.

Oct. 9-12: Tullahoma

Beech Party

Vintage biplanes and classic flying machines from all across the country fill the flight line at Beech Party. Event includes industry-leading aviation professionals and exhibitors, on-site camping, socials, formation flying technical seminars, museum tours and much more. For more information, go to <https://beechcraftfm.org>.

Oct. 11-12: LaFollette

5th Annual Big Creek ATV Festival

The city of LaFollette and Ride Royal Blue will host this annual event in downtown LaFollette. The Big Creek Fall ATV festival offers art and crafts, food, music, guided trail rides, competitive races, and the Big Creek ATV Run. The night ends with a firework show by Pyros. For more information, go to www.lafollettetn.gov or call 423-562-4961

Oct. 11-12: Lewisburg

Goats, Music and More Festival

For more than 16 years, the Goats, Music, and More Festival at Rock Creek Park in downtown Lewisburg has showcased the biggest names in country music from Charlie Daniels to Lorie Morgan, Confederate Railroad, John Anderson and more. For more information, go to www.goatsmusicandmore.com.

Oct. 26-27: Memphis

RiverArtsFest

RiverArtsFest is a street celebration of fine arts and local music with live art demonstrations and hands-on activities for all ages. More than 200 artists from around the country and right here at home gather to exhibit and sell their latest work of original fine arts in the largest outdoor juried artist market and urban street festival in the Mid-South. Learn more at <https://riverartsmemphis.org>.

UT-MTAS OCTOBER MAP CLASSES

DRINKING FROM A FIRE HYDRANT

This course will cover an overview of the municipal water system; TDEC rules and regulations regarding fire hydrants; protecting water systems from physical damage by fire department personnel; nonrevenue water use, water loss, and theft; fire hydrants, types, models, and standards, calculating needed fire flows, how to conduct a flow test; locating and spacing fire hydrants based on needed flow; and fire hydrants and ISO credit.

Dates/Locations/Times

Oct 15	Kingsport	8:30 a.m. – 12:30 p.m. EDT
Oct 16	Knoxville	8:30 a.m. – 12:30 p.m. EDT
Oct 17	Collegedale	8:30 a.m. – 12:30 p.m. EDT
Oct 18	Franklin	8:30 a.m. – 12:30 p.m. CDT
Oct 24	Jackson	8:30 a.m. – 12:30 p.m. CDT
Oct 25	Bartlett	8:30 a.m. – 12:30 p.m. CDT



Credits: 4 CPE

To register for a course go to the MTAS website at www.mtas.tennessee.edu and select training calendar under the "Training" tab. You can pay upon registering with a credit card or request an invoice. For registration assistance, call 865-974-0411.

Target Audience: Managers, Supervisors, City Recorders, HR Directors

Free Public Records, Open Meetings training

The Tennessee Comptroller's Office of Open Records Counsel (OORC) is hosting seven, two-hour training events across the state in the month of October for government employees, elected officials, media, and anyone who is interested in learning more about Tennessee's public records and open meetings laws.

Open Records Counsel Lee Pope and Assistant General Counsel Rachel Buckley will lead each class through a variety of topics including public records laws and procedures, open meetings requirements, and exceptions to the Tennessee Public Records Act.

Qualifies for Certified Municipal Finance Officer and Utility Commissioner training credits.

The training dates, times, and locations are listed below. All times are local.

- **Cookeville • Oct. 1 • 10 AM – 12 PM** *This session is full
Upper Cumberland Regional Health Facility, 1100 England Drive, Cookeville, TN
- **Kingsport • Oct. 9 • 10 AM – 12 PM**
Kingsport Chamber of Commerce, 400 Clinchfield Street, #100, Kingsport, TN
- **Knoxville • Oct. 10 • 10 AM – 12 PM** *This session is full
UT Conference Center • 600 Henley Street, Knoxville, TN
- **Chattanooga • Friday, Oct. 11 • 10 AM – 12 PM**
The Chattanooga • 1201 Broad Street, Chattanooga, TN
- **Jackson • Oct. 15 • 10 AM – 12 PM** *This session is full
Jackson Energy Authority Training Center. 320 Highway 45 By-Pass, Jackson, TN
- **Memphis • Oct. 16 • 10 AM – 12 PM**
Auditorium C, One Commerce Square, 40 S. Main Street, Memphis, TN
- **Nashville • Oct. 22 • 10 AM – 12 PM** *This session is full
Cordell Hull Building, Volunteer Conference Center, 425 Fifth Avenue North, Nashville, TN

Please RSVP by sending an email to open.records@cot.tn.gov. For additional information about the Office of Open Records Counsel and other related resources, visit: www.comptroller.tn.gov/openrecords/

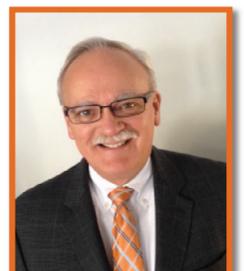


For more than 30 years, Voya in partnership with the Tennessee Municipal League has provided retirement plan services to municipal employees all across the great state of Tennessee.

Competitive Retirement Plan Services for Tennessee's Towns & Cities

Contact Ed Stewart at 615-627-5936 or ed.stewart@voyafa.com

Investment adviser representative and registered representative of, and securities and investment advisory services offered through Voya Financial Advisors, Inc. (member SIPC).
385783777_0321



Ed Stewart, ChFC, CLU, CF
Financial Advisor



Community and Rural Development
Best Practices Series
Site Development

Chester County - Property Evaluation Program
Henderson

Property evaluation program helps identify strategic sites in Henderson, Chester County

BY DR. BRIDGET JONES
jones-bridget consulting group

Chester County and the county seat of Henderson are located 18 miles southeast of Jackson and Interstate-40 in Southwest Tennessee.

In addition to its being about halfway between Memphis and Nashville, the county has good transportation access with State Routes 45 and 100 crossing in its center in Henderson. This central location provides residents and businesses proximity to employment options and services available in adjoining counties as well as both large cities and their rapidly growing regions.

Chester County is rural and smaller than most counties in Tennessee. The 2016 census estimates the total population at 17,453 which is a bit higher than the 2010 total. Population growth is an indicator of community vitality resulting from successful economic, community, and downtown development efforts that have been underway during the last decade.

During the county's 2017 TN-ECD-sponsored asset-based plan development, the need for quality industrial sites to attract industry was determined as the most critical priority for the community yet determining the most suitable properties was a challenge.

Chester County is part of four different watersheds, and most of Chester County's wetlands and floodplains are located in flatter, lower elevations that surround Henderson. The majority of Henderson is a mix of flat and hilly terrain that sits well above the 100-year floodplain. All of these land characteristics affect site development decisions.

In light of the landscape considerations, several properties in Henderson had been determined to have promise for future industrial site development by community leaders. When the opportunity arose, the Henderson-Chester County Chamber of Commerce applied for and was selected to participate in the TNECD Select Tennessee Property Evaluation Program (PEP) to support local decision-making and future investments in properties most suited for industrial site development.

PROPERTY EVALUATION PROGRAM

PEP was created by TNECD to expand the state's inventory of industrial sites and existing industrial buildings. The evaluation process, conducted by Austin Consulting, provides guidance to a community so that local resources and economic development efforts can be focused on properties that have the greatest potential for industrial development. It is also intended to identify property shortcomings or issues that need to be addressed to prepare industrial properties.

The Chester County PEP process focused on six properties identified by city and county leaders. Aus-

tin consultants completed a detailed evaluation of the properties located in three different areas of Henderson. During their time in the community, Austin also evaluated manufacturing sectors that were a fit for the size of the county's workforce and location.

Additionally, during the visit, meetings were held with local officials, economic development representatives, utility providers, community planning and zoning representatives and other local leaders important to the economic development process. This benefit of PEP provided local officials and economic development leaders the opportunity for in-depth learning and experience with site selection methods.

At the end of this process, Henderson and Chester County leaders reported that PEP technical assistance and education created local awareness and commitment that led the city of Henderson to use TNECD Site Development Grant funding for recommended industrial site preparations.

Henderson-Chester County Chamber of Commerce staff also reported that the PEP process helped them realize what types and sizes of companies the community was best positioned to attract. Recommended targeted sectors included small- to medium-sized manufacturers in the metal fabrication and automotive components industries.

Short-term strategic development strategies were offered for three small sites located within the remaining acreage of the Henderson Industrial Park.

This city-owned industrial property offered several advantages that included its location on U.S. Highway 45 approximately 1.5 miles northwest of downtown and adequate infrastructure in place. Several industries have developed in the park over the last few decades leaving the 80 remaining acres in the park as the most challenging for development.

Despite having an abundance of land, the site's challenging topography, blue-line streams, and a power easement limited the feasible acreage for one large pad. However, the remaining property presented the opportunity to utilize the acreage to designate three smaller pads for grading.

Despite the challenges of this property, the city's ownership, its frontage on U.S. Highway 45 and existing utility infrastructure dictated that the city do the necessary due diligence to understand what can feasibly be developed. From there, community leadership would also be positioned to branch out and explore other properties for long-term development.

Based upon PEP recommendations, the community received two TNECD Site Development Grants to prepare for development of the remaining portions of the Henderson Industrial Park property. In 2018, the city received a grant for due diligence



Already a favorite local spot known for its events and playground, Henderson's Gene Record Memorial Park is adjacent to the area's industrial park. To make the area more attractive to businesses as well as local residents, development projects helped add a walking trail, outdoor fitness equipment, and a disc golf course to the park. A dog park was also recently opened at the site as well, adding to its appeal and continuing the park's reputation as a favorite local gathering spot.

studies to produce a geotechnical report that included soil borings. This was the first and most important step in understanding what could be graded. In 2019, a second Site Development Grant was awarded for grading of the site best positioned for short-term investment.

As manufacturing locations occur, the city plans to take advantage of additional Select Tennessee resources to develop the additional two building sites identified in the PEP report.

Chester County and Henderson leaders also plan to take advantage of Select Tennessee resources to develop plans for a long-term priority property with more than 150 acres suitable for development that was vetted by Austin Consulting. Long-term strategic development strategies were offered for this property that would take more time and financial resources to develop.

MARKETING ASSISTANCE

As site development activities were underway, the Henderson-Chester County Chamber of Commerce was selected to participate in the TNECD Marketing Assistance Program (MAP) to prepare new marketing resources for their county.

MAP supports local economic development efforts by providing promotional videos, custom photography, and a pitch presentation template for each county.

In 2018, this technical assistance came at just the right time to equip Chester County economic development leaders with new industrial site marketing resources to leverage Select Tennessee and city of Henderson investments.

THREE STAR INVESTMENTS

Gene Record Memorial Park is located adjacent to the industrial park where several current manufacturers and the PEP-reviewed sites are located. This proximity allowed economic development officials to utilize TNECD Three Star grant funds to add health and wellness components to the park.

In 2018, Three Star grant funding was awarded to create a walking track and add outdoor fitness equipment in the city park that serves employees of nearby industries as well as residents.

COMMUNITY AND ECONOMIC IMPACT

Chester County and Henderson leaders have made significant progress in a two-year period to prepare the first of three new industrial sites identified for short-term strategic site development. The first site will be available in 2019 for immediate manufacturing location opportunities with lowered time and risk for manufacturers. Chamber of Commerce leaders have also successfully utilized TNECD marketing assistance to create new resources to promote the community and ThreeStar funding to install health and wellness resources for the community and the nearby workforce. Improvements completed to date include:

IMPROVEMENTS

• Sites with due diligence completed (At Henderson Industrial Park)	3
• Sites graded	1
• Marketing materials prepared (ECD website, promotional video, photography images)	3
• Health and wellness improvements installed (walking trail, outdoor fitness equipment, disc golf course)	3
• Industrial location inquiries	2

PROJECT FUNDING

TOTAL INDUSTRIAL SITE DEVELOPMENT FUNDING (Projections for state grants and local funding)	\$665,885*
• TNECD PEP Investment	\$16,500
• TNECD Site Development Grant	\$70,000
• City of Henderson Matching Grant	\$7,000
• TNECD Site Development Grant (grading)	\$490,000
• City of Henderson Matching Grant	\$49,000
• TNECD Marketing Assistance Grant	\$18,385
• TNECD ThreeStar Grant	\$15,000

PROJECT LEADERSHIP AND PARTNERS

Henderson/Chester County Chamber of Commerce
City of Henderson
Chester County
Southwest Tennessee Development District
Henderson Parks and Recreation
Tennessee Department of Economic and Community Development

For project contact information, contact the Henderson/Chester County Chamber of Commerce.

TNECD SELECT TENNESSEE

Manufacturing is one of the most significant economic drivers in Tennessee. The Select Tennessee program assists communities in preparing sites for investment and job creation offering reduced risk and shortened timelines for development. Through the Site Certification Program, the Property Evaluation Program (PEP) and the Site Development Grant program, communities have several opportunities to receive feedback on their sites, obtain funding for site improvements, and increase opportunities for marketing. TNECD Select Tennessee program services are provided through the Governor's Rural Task Force and Tennessee Rural Economic Opportunity Acts.

TNECD MARKETING ASSISTANCE PROGRAM

Corporate decision makers and site selectors consider video compelling marketing material during their site selection process. To meet this growing trend, TNECD's Marketing Assistance Program supports economic development efforts for Tennessee counties by providing four promotional videos, custom photography and a pitch presentation template. The promotional videos consist of one anthem video and three testimonial videos that feature success stories in rural development, workforce development and existing businesses.

TNECD THREE STAR

Three Star is a strategic community development program to assist communities in preparing for a better future. The Three Star program now incorporates asset-based planning initiatives and a two-year timeline to accomplish goals. The asset-based planning component helps communities develop programs and projects to maximize their local assets to drive economic development. Grants are available to counties to align with one of the community's identified asset-based goals.

For more information, visit TNECD Community and Rural Development.



Get **funding** to replace old diesel vehicles with cleaner, more cost-effective ones

Two diesel vehicle replacement funding opportunities will be available in the next six months, including funds from the VW Mitigation Trust. **Need information? We can help.** We've helped fleets in Tennessee secure over \$5 million in grant funding since 2005.

Contact funding@etcleanfuels.org or 865-974-3625 to learn more.

