Dear Members and Partners,

As my tenure as president of the Greater Nashville Regional Council comes to an end, I find myself proud of all we have accomplished and optimistic about the years to come. We have sold our long-time building, integrated the Nashville Area MPO transportation planning program into the GNRC, increased our staff capacity and resources to better serve our members, and started the process to re-launch the organization with a new visual brand identity and communications strategy.

One of the most visible accomplishments during the last two years was the sale of GNRC’s long-time home in downtown Nashville. For those who never had the opportunity to visit this office space, you may not be able to fully appreciate the significance of this move. Relocating our headquarters to Metro Center and securing the Butler’s Run location in downtown not only provides us with an improved office environment for staff morale and productivity, but GNRC now has the facilities to host meetings and events.

As you flip through this annual report, you will see a reflection of the growth and change that has occurred at GNRC. You will see this because of the commitment that our agency’s leadership has made to invest in the talent, tools, and facilities necessary to deliver maximum value to our local communities, state partners, and federal grantors.

I hope you take the time to explore this report. By doing so, you will learn more about the programs and services we offer, and gain a greater understanding of GNRC’s significance to Middle Tennessee. As a team, we have positioned this organization as a platform for meaningful collaboration across the greater Nashville area. I look forward to being part of what is next to come for our Regional Council.

Respectfully,

Ken Moore,
GNRC President
City of Franklin Mayor
About the Regional Council

The Greater Nashville Regional Council (GNRC) is one of nine regional development districts established by the General Assembly under the Tennessee Development District Act of 1965. GNRC, which operates as a council of governments (COG), represents 13 counties and 52 cities in Middle Tennessee. County members include Cheatham, Davidson, Dickson, Houston, Humphreys, Montgomery, Robertson, Rutherford, Stewart, Sumner, Trousdale, Williamson and Wilson counties.
Mission and Major Programs

The mission of the Greater Nashville Regional Council is to assist local communities and state agencies in the development of plans and programs that guide growth and development in the most desirable, efficient, and cost-effective manner, while ensuring the continued long-term livability of the region.

In carrying out this mission, GNRC convenes elected leadership and local practitioners to brainstorm strategies for improving quality of life; facilitates cooperative policy-making in order to prioritize state and federal investments into area social services and public infrastructure; and provides a public forum for Middle Tennesseans to shape regional decisions.

Major Programs

Designated by the U.S. Economic Development Administration as the region’s economic development district, and prepares the Comprehensive Economic Development Strategy on behalf of local officials, chambers of commerce, and private sector investors.

Designated by the Tennessee Commission on Aging and Disability as the Area Agency on Aging and Disability to provide care, nutrition, transportation, and other services to older or physically disabled Middle Tennesseans.

Designated by the Bureau of TennCare to function as the Single Point of Entry to Medicaid-reimbursed Long-term Services and Supports for persons who are elderly and adults age 21 and older with a physical disability.

Participates as a member of the Tennessee State Health Insurance Assistance Program (SHIP) network, serving as Middle Tennessee's primary source of unbiased Medicare counseling.

Convenes the Middle Tennessee Mayors Caucus in support of regional collaboration around the development of legislative priorities.

Provides administration and professional staffing support to the federally-designated Nashville Area Metropolitan Planning Organization (MPO) responsible for carrying-out regional transportation planning and programming, and serves as a member of the Clarksville Urbanized Area MPO and the Middle Tennessee RPO.

Offers a variety of local planning and economic and community development services to communities across the mid-state including grant-writing and administration and technical assistance related to land use and zoning, solid waste, historic preservation, and housing.

Staffs the Mid-Cumberland Area Development Corporation which administers a variety of lending programs available to small businesses, including the 504 program through the U.S. Small Business Administration.

Staffs the Middle Tennessee Tourism Council which provides tourism marketing and other promotional activities to its membership comprised of chambers of commerce, area attractions, local governments, and convention and visitor bureaus.

By the Numbers

- **2,000,000** Middle Tennesseans represented by the regional council
- **52** municipalities
- **99** counties
- **1 of 9** development districts in the state
- **93** members on the regional council
- **80** professional staffers

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The 24-member Executive Board meets monthly to conduct business on behalf of the larger 93-member Regional Council. The Board includes the Council officers, a small city representative, a large city representative, two state legislators, a city or county representative from each GNRC’s 13 counties, and the minority representatives from the four counties within GNRC with the highest minority populations.

In addition to the Executive Board, the GNRC programs are supported by a variety of boards and committees including the Aging Advisory Council, the Mid-Cumberland Area Development Corporation, the Middle Tennessee Mayors Caucus, the Middle Tennessee Tourism Council, and the Transportation Policy Board.
Regional Council Membership

CHEATHAM COUNTY
County Mayor Kerry McCarver
Ashland City Mayor William R. Davis
Dickson Mayor Don L. Weiss, Jr.
Slayden Mayor Wayne White
Vanleer Mayor Larry Robertson*
Vanleer Mayor Jason Weaver**
White Bluff Mayor Linda Hayes
Dwight Haynes, Minority Rep.
Darrell James, Industrial Rep.

HOUSTON COUNTY
County Mayor Georgie E. Clark*
County Mayor James Bridges**
Erin Mayor Paul Bailey
tennessee Ridge Mayor Tony Odom
Lori Taylor, Minority Rep.

HUMPHREYS COUNTY
Executive Jessie Wallace
McEwen Mayor Cecil Ross
New Johnsonville Mayor David Cagle
Waverly Mayor W. B. (Buddy) Frazier
Taomasine Hill, Minority Rep.

Humphreys County
Executive Jessie Wallace
McEwen Mayor Cecil Ross
New Johnsonville Mayor David Cagle
Waverly Mayor W. B. (Buddy) Frazier
Taomasine Hill, Minority Rep.

MONTGOMERY COUNTY
County Mayor Jim Durrett
Clarksville Mayor Kim McMillan
Rene Lianos, Minority Rep.
Cal Wray, Industrial Rep.

ROBERTSON COUNTY
County Mayor Howard R. Bradley*
County Mayor Billy Vogel**
Adams Mayor Mary Mantooth
Cedar Hill Mayor David Rainwater*
Cedar Hill Mayor Tom Richards**
Coopertown Mayor Glen Guyor
Cross Plains Mayor Barry Faulkner
Greenbrier Mayor Bonnette Dawson
Orinda Mayor Ricky Stark
Ridgetop Mayor Tony Reasoner
Springfield Mayor Ann Schneider
White House Mayor Mike Arnold

RUTHERFORD COUNTY
County Mayor Ernest Burgess*
County Mayor Bill Ketron**
Eagleville Mayor Travis Brown
LaVergne Mayor Dennis Waldron
Murfreesboro Mayor Shane McFarland
Smyrna Mayor Mary Esther Reed
Darlyn Green, Minority Rep.
Brian Hercules, Industrial Rep.

SUMNER COUNTY
Executive Anthony Holt
Gallatin Mayor Paige Brown
Goodlettsville Mayor Jeff Duncan
Mitchellville Mayor Bobby Warman
Portland Mayor Kenneth A. Wilber
Westmoreland Mayor Jerry Kirkman
White House Mayor Mike Arnold
Darrell D. Eubanks, Minority Rep.

STEWART COUNTY
County Mayor Rick Jones*
County Mayor Robin Brandon**
Cumberland City Mayor Gary Vaughn
Dover Mayor Lasa Fitzhugh
David Dunlap, Minority Rep.
Madison Campbell, Industrial Rep

TROUSDALE COUNTY
County Mayor Carroll Carnall*
County Mayor Stephen Chambers**
Craig Moreland, Minority Rep.
Charly Lyons, Industrial Rep.

WILLIAMSON COUNTY
County Mayor Rogers Anderson
Brentwood Mayor Jill Burgin
Fairview Mayor Patty Carroll
Franklin Mayor Ken Moore
Nolensville Mayor Jim Alexander
Spring Hill Mayor Rick Graham
Thompson’s Station Mayor Corey Napier
Juanita Patton, Minority Rep.

WILSON COUNTY
County Mayor Randall Hutto
Lebanon Mayor Berni Ash
Mount Juliet Mayor Ed Hagerty
Watertown Mayor Michael Jennings
Fred Burton, Minority Rep.

TENNESSEE GENERAL ASSEMBLY
Representative Susan Lynn
Senator Steve Dickerson

The Regional Council is made up of 93 members and includes 13 county mayors and executives, 52 mayors of cities or towns, 2 members of the Tennessee General Assembly, and 26 appointments representing the interests of the business community and minority populations. The full Council is charged with electing officers, certifying the executive board, and adopting the annual work program and budget.

*Out-going members  **In-coming members
Members listed in teal serve on the executive board
EXECUTIVE OFFICE and ADMINISTRATIVE SUPPORT
Michael Skipper, Executive Director
Michelle Lacewell, Deputy Director
Shannon Lawall, Creative Services Coordinator
Ben Gramling, Special Projects Manager
Kristen Scuderi, Special Projects Coordinator

HR and Office Support
Amanda Evlizer, Human Resources Manager
Angie Hutchison, Office and Facilities Manager
Lou Edwards, Senior Administrative Assistant
Brenda Edwards, Administrative Assistant
Lisa Evans, Administrative Assistant
Sherry Cosby, Administrative Assistant

Legal Department
Laylah Smith, Chief Legal Counsel
Grant Kehler, Legal Associate

Finance Department
Gayle Wilson, Finance Director
Jovia King, Finance Manager
Dorothy Olszewski, Finance Officer
Nathan Wade II, Finance Officer

Policy and Government Affairs
Peter Westerholm, Policy Director
Kim Maltempo, Senior Policy Advisor
Rochelle Carpenter, Senior Policy Advisor

Research and Analytics
Max Baker, Director of Research and Analytics
Haryono Prarwiranata, Senior Research Analyst
Samuel Williams, GIS Analyst
Wilt Smith, Research Intern

COMMUNITY and REGIONAL PLANNING
Craig Casper, Director of Community and Regional Planning
Becky Caldwell, Solid Waste Program Manager
Mary Connolly, Transportation Planning Manager
Sean Pfalzer, Capital Improvements Program Manager
Anna Emerson, Senior Planner
Bryan Collins, Senior Planner
Tonya Blades, Senior Planner

AGING and DISABILITY PROGRAMS
Sarah Jane Glynn, Director of Aging and Disability Programs

Quality Assurance and Monitoring
Marilyn Wade, Program Manager
Jennifer Meade, Counselor
Christy Earheart, Counselor
Susan Gilliam, Ombudsman

Medicare Counseling (SHIP)
Ali Hulten, Lead Counselor

Information and Assistance
Diane Schlaufman, Program Manager
Mark Singer, Lead Counselor

Data Management
Cynthia Balfour, Program Manager
Linda Murphy-Edmond, Data Processor
Marion Pinson, Data Processor

Public Guardianship
Kim Hale, Public Conservator
Keisha Harris, Assistant Public Guardian
Teresa Gamble, Fiscal Specialist

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MEDICAL and COMMUNITY DEVELOPMENT
Angela Hubbard, Director of Economic and Community Development
Matt Von Lunen, Chief Economic Development Officer
Cindy Raymond, Housing Grants Coordinator
Rasheedah Pardue, Associate Administrator
Amanda Giner, Small Business Program Manager/MADC Executive Director
Gwen Schaefer, Senior Credit Analyst
Rhonda Smith, Credit Analyst

**Staff Roster as of printing**
Year in Review

JULY 2017
Grand opening of GNRC's downtown office to house planning and community development staff.

AUGUST 2017
Closed sale of long-time GNRC offices at 501 Union Street in downtown Nashville.

SEPTEMBER 2017

OCTOBER 2017
Officially became the sponsor agency for Nashville Area MPO program.

NOVEMBER 2017
Began work with the Gallatin City Council to develop its first-ever strategic plan.

DECEMBER 2017
Participated in peer exchange with the Upper Cumberland Development District in Cookeville on best practices for aging and disability programs.

JANUARY 2018
Began moving GNRC’s main office staff from 501 Union Street into Metro Center.

FEBRUARY 2018
Launched Solid Waste Directors’ Round-table to guide the development of Middle Tennessee’s first-ever master plan for solid waste management.

MARCH 2018

APRIL 2018
Completed an Area Plan to guide the investments of GNRC’s Aging and Disability Programs made in coordination with the Tennessee Commission on Aging and Disability.

MAY 2018
Kicked off of the South Corridor Transit Study to evaluate major transit investments to connect Davidson, Williamson, and Maury Counties.

JUNE 2018
Launched a major update to GNRC communications strategy and branding.

Notable Highlights

The timeline above shines a spotlight on one notable activity for each month of the fiscal year. The following section provides additional highlights from across GNRC program areas.
In fiscal year 2018, GNRC leveraged its $11 million budget to affect the lives of thousands of Middle Tennesseans and to provide direct support to dozens of local communities.

The map to the left depicts the location of grants and infrastructure investments, planning assistance, and aging and disability services administered by the GNRC during the fiscal year. The sections that follow highlight the major accomplishments of each program area.

*Some locations are approximated based on zip codes in order to protect consumer privacy.*
Office Highlights

Areas of observed improvement include:

- **Office Space**
- **Computer Technology**
- **Team Building Opportunities**
- **Pay and Benefits**

### Top Four

**25 new hires in FY 2018**

**20,746 SQ.FT.**
of office space housing GNRC’s staff and conference rooms

**61%**
of staff surveyed indicated observing a “considerable amount” of change in the last two years at GNRC

**81%**
of those seeing change believe that it has been positive

The past year has been one of significant change for the GNRC offices and staff as the organization sold its long-time home at 501 Union Street and settled into the new spaces in the downtown and Metro Center areas of Nashville.

The two new office locations are better positioned to serve our regional partners with ample meeting space and easier parking options. Development of a new external communications strategy is underway to increase general awareness of GNRC’s value to a growing list of stakeholders.

### Main Office

**220 Athens Way, Suite 200 | Nashville, Tennessee 37228**

GNRC’s main office is located in Metro Center in North Nashville. This location serves as headquarters for the Regional Council and home to the Aging and Disability Program, MADC, and Administration Support staff including human resources, finance, and legal.

### Downtown Office

**138 2nd Avenue N, Suite 300 | Nashville, Tennessee 37201**

GNRC’s downtown office is located on the corner of 2nd Ave. North and Commerce Street in the Butler’s Run Building. This location is home to Economic and Community Development, Community and Regional Planning, Research and Analytics, Policy, and Communications staff.
GNRC is designated by the Tennessee Commission on Aging and Disability as the Area Agency on Aging and Disability (AAAD) for 13 counties. As the AAAD, GNRC plans and coordinates a range of programs and services which focus on quality of life for older or disabled Middle Tennesseans.

The Aging and Disability team is a member of the Tennessee State Health Insurance Assistance Program network, serving as Middle Tennessee’s primary source of unbiased Medicare counseling, and partners with TennCare to assist the state with helping low-income seniors access long-term care services through the TennCare CHOICES program.

Aging and Disability Services include information and assistance counseling for those in need, support for caregivers of senior adults and veterans, legal aid and ombudsman services, in-home and community-based care, public guardianship services, and evidenced-based education and training to help senior adults maintain a high quality of life.

*One dot represents 10 clients

More information about Aging and Disability Services can be found online at AAAD.GNRC.org
The U.S. Economic Development Administration (EDA) has designated the GNRC as the Economic Development District for northern Middle Tennessee, responsible for developing the region’s Comprehensive Economic Development Strategy to guide federal investment into projects that help retain and create jobs.

The Economic and Community Development team at GNRC works in partnership with local elected leaders, area chambers of commerce, local and state economic development officials, and state and federal agencies to prioritize and make investments in site-readiness, community infrastructure, workforce training and development, and strategic planning to grow the regional economy.

GNRC assists communities with proposal development, grant-writing, and grant administration, and project management for a variety of state and federal grant programs that are focused on providing a range of benefits including home repairs to low-income residents, funding for the incorporation of the arts into community projects, and marketing support for local tourism.

GNRC provides administrative services to the Mid-Cumberland Area Development Corporation (MADC), a nonprofit organization which provides small businesses access to financing using federal and local development loan programs.
One the most notable special projects completed in 2018 was the adoption of the first ever

**STRATEGIC PLAN FOR THE CITY OF GALLATIN**

This process took more than eight months to complete, and provided the city’s elected and staff leadership with a framework to define a unified vision for the City, establish values and shared goals that will assist in addressing future challenges.

*Six communities*

Local planning staff assisted with special censuses verifications.

*14*

Number of local planning commissions staffed by GNRC.

*$378 million*

Total value of MPO transportation grants obligated across the region.

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The Community and Regional Planning team at GNRC play a vital role in shaping the future of Middle Tennessee. Its programs and services operate on both a multi-county, regional scale as well as at the neighborhood level. At the regional level, the GNRC connects conversations about economic development and infrastructure planning. The team plays a formal role in transportation planning by serving as the staff to the Nashville Area MPO and by coordinating with the Clarksville Urbanized Area MPO, the Middle Tennessee RPO, and the TN Department of Transportation to formulate regional transportation plans and investment programs.

In 2018, the GNRC launched a Solid Waste Directors’ round-table to guide the development of Middle Tennessee first-ever master plan for solid waste management, in partnership with the TN Department of Environment and Conservation. The effort will help explore opportunities to harness the collecting buying power of local communities to expand solid waste infrastructure and streamline information for consumers and policymakers.

At the local level, GNRC staffs planning commissions on a fee for service basis. In this role, GNRC evaluates land use policies and zoning ordinances to review proposed development activity. GNRC also plays a consulting role, helping communities update their local comprehensive plans and capital improvement programs.

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LEGEND
- City Planning Contracts
- County Planning Contracts
- Special Planning Projects
- Census Verifications
- MPO Transportation Grant Obligations
The Research and Analytics team is responsible for maintaining information and datasets, creating maps and other data visualizations, and performing analysis in support of the organization’s programs and local member data needs.

GNRC research staff include expert users of geographic information systems (GIS), travel demand forecasting tools, land use and growth modeling applications, and have spent their career contributing to the state of the practice across the nation.

Highlights from this year include the acquisition or deployment of new software applications to support scenario planning and the use of performance measure dashboards. In support of local planning effort, the Research team fulfilled more than 25 separate data requests for land use, transportation, economic, and demographic information. Internally, the team is currently assisting GNRC Aging and Disability program managers by developing applications and tools that help improve work flow efficiency and track performance measures.

GNRC is certified by the TN Department of Economic and Community Development to verify local special census counts and designated by the U.S. Census Bureau as a regional data center.
Representative Susan Lynn and Senator Ferrell Haile were honored in 2018 as GNRC’s legislators of the year for their support on regional initiatives, particularly related to transportation funding.

The Policy and Government Affairs team supports the organization by participating in various local, statewide, and national initiatives being carried out by public agencies and non-profit organizations. This work includes building partnerships with other organizations with a common interest in aging and disability issues, population health outcomes, affordable housing, social equity and inclusion, environmental quality, and growth and development trends.

A significant part of the team’s activities center around the review and analysis of proposed policies, rule-making, or legislation that could have an impact – for better or worse – on GNRC programs, clients, and local member communities. GNRC monitors activities within the Tennessee General Assembly and U.S. Congress to inform local elected leaders on bills that may impact their community or the region as a whole.

Legislative issues for the GNRC are discussed and prioritized by the Middle Tennessee Mayors Caucus. The Caucus was formed in 2009 to provide leadership on important issues facing a rapidly changing regional landscape. Transportation, and particularly the pursuit of a modern regional transit system, served as the early catalyst, but in its brief history the Caucus has served as an effective forum for building personal relationships among mayors and has helped local governments support each other on state and federal legislative priorities.

CHAIR
Rogers Anderson
Mayor of Williamson County

VICE CHAIR
Kim McMillan
Mayor of Clarksville

Middle Tennessee Mayors Caucus

Number of state legislators that serve on the Executive Board of the Regional Council, Representative Susan Lynn and Senator Steve Dickerson

Number of mayors and county executives actively participating in the Middle Tennessee Mayors Caucus

Two Top Mayor Issues

Solid Waste
Local Control
Education
Growth Pressures
Funding
Affordability
Opioid Epidemic
Regional Transit
GNRC’s annual budget is largely comprised of revenue from state and federal grants awarded to the organization to carry-out a variety of programs and services aimed at improving the region’s economy and quality of life through investments in planning and coordination, social services, and infrastructure. Many of those state and federal grants require local matching funds. Matching funds are provided through a combination of local membership dues, program revenue, and an allocation from the Tennessee State budget. Membership dues are paid by city and county governments at a rate of 31 cents per capita based on recent U.S. Census population estimates.

**State Funding Partners**
- Tennessee Arts Commission
- Tennessee Commission on Aging and Disability (TCAD)
- Department of Economic and Community Development (ECD)
- Department of Environment and Conservation (TDEC)
- Department of Finance Bureau of TennCare
- Department of Tourist Development
- Department of Transportation (TDOT)
- Tennessee Advisory Council on Intergovernmental Relations (TACIR)
- Tennessee Historical Commission
- Tennessee Housing Development Agency (THDA)

**Federal Funding Partners**
- Department of Commeric
- Department of Health and Human Services
- Department of Housing and Urban Development
- Department of the Interior
- Department of Transportation
- Small Business Administration
Dedication and Acknowledgements

This report is dedicated to 501 Union Street and all of the GNRC staff and partners who had the pleasure of conducting business out of the building which served as GNRC’s headquarters until 2018. Thanks for all the memories!

Annual Report Photos

Page 7
1) Cheatham County Court House, 2) Humphreys County Court House, 3) Stewart County Court House, 4) Dickson County Court House, 5) Trousdale County Court House

Page 16
6) GNRC Downtown Location, Butler’s Run, 7) GNRC Headquarters, Metro Center, 8) GNRC staff, friends and family from the 2018 Summer Picnic

Page 18
9) Congressman Jim Cooper joined GNRC’s Marilyn Wade and Carol Wilson with Metro Social Services to deliver meals to seniors in their homes, 10) Trip organized by the Senior Center in College Grove to the Amish settlement in Ethridge Tennessee, 11) Golf game hosted by the Senior Center in College Grove, 12) Spring planting at the Senior Center in the City of Waverly

Page 20
13) Ribbon cutting for Sumner County Consolidated E-911 Center. GNRC’s Economic and Community Development team worked closely with the county on the Community Block Grant for this project, 14) Gov. Bill Haslam speaking during ribbon cutting for the Lowe’s Distribution Facility in Coopertown. The ribbon cutting was held in FY 17, however throughout FY 18 GNRC has continued to work on this project, 15) Ground breaking ceremony for Dorman Products in Robertson County

Page 22
16) Elected leadership from the City of Gallatin participate in mapping activity as part of their strategic planning efforts, 17) High school students participate in “Design your Neighborhood” creative placemaking activity along Nolensville Pike, 18) MPO’s Technical Coordinating Committee honors out-going chair, Mike Harris (L-R: Michael Briggs, Metro Nashville Planning; Mike Harris, City of Brentwood and Glenn Harper, City of Columbia), 19) Mayors Caucus of Middle Tennessee hosted Seattle area transit leaders to learn about their process to secure dedicated funding for transit (L-R: Michelle Lacewell, GNRC; Emily Nutsch, King County Metro; Mike Harbour, Sound Transit; Jonathan Hopkins, Commute Seattle and Mayor Rogers Anderson)

Page 26
Presentation of Legislator of the Year award to Rep. Susan Lynn (L-R: Mayor Rogers Anderson, Williamson County; Michael Skipper, GNRC; Rep. Susan Lynn and Mark Cate, Stone Rivers Group)

Title IV and ADA Compliance

The Greater Nashville Regional Council (GNRC) does not discriminate on the basis of race, color, national origin, limited English proficiency, gender identity, sexual orientation, age, religion, creed or disability in admission to, access to, or operations of its programs, services, or activities. This policy applies to applicants for employment and current employees as well as sub-recipients and subcontractors of the GNRC that receive federal funding. Complaints should be directed to Laylah Smith, Non-Discrimination Coordinator, 220 Athens Way, Suite 200, Nashville, TN 37228, phone number 615-862-8863. GNRC meetings may be audio and video recorded.