



GREATER NASHVILLE  
REGIONAL COUNCIL

# Annual Work Program and Budget

## FY 2018-2019

Adopted September 26, 2018

**Greater Nashville Regional Council**  
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**GNRC.org**

## **GNRC RESOLUTION 2019-02**

### **A RESOLUTION ADOPTING THE ANNUAL WORK PROGRAM AND AMENDED BUDGET FOR FY 2018**

**WHEREAS**, the Greater Nashville Regional Council (GNRC) was established in 1965 by the Tennessee General Assembly as public body politic to serve as the development district for northern Middle Tennessee, and further empowered as a regional council of governments in 1988 to enhance regional planning and coordination in preparation for anticipated growth and development of the region; and

**WHEREAS**, the GNRC serves as a forum for collaboration among county executives and mayors of 52 cities and 13 counties across Middle Tennessee and exists as a body to coordinate and administer programs related to aging and disability services, economic and community development, and community and regional planning; and

**WHEREAS**, the GNRC has developed an Annual Work Program (AWP) to describe the various activities scheduled to be performed by the agency during the 2019 fiscal year (FY) on behalf of its local government members and partnering state and federal agencies; and

**WHEREAS**, the AWP includes activities related to Aging and Disability Programs and Services, Community and Regional Planning, Economic and Community Development Assistance, Small Business Assistance, Research and Policy Analyses, and the necessary administrative, legal, and fiscal management to support those activities; and

**WHEREAS**, implementation of AWP helps keep the region in compliance with state and federal regulations to ensure that local government members maintain eligibility for various grant programs intended to aid in the delivery of social services, regional coordination and planning programs, and infrastructure improvements; and

**WHEREAS**, on June 20, 2018 the GNRC adopted a continuation budget from FY 2018 to fund activities through September 2018 and now seeks to amend that budget to provide funding for the remainder of the fiscal year; and

**WHEREAS**, the amended FY 2019 Budget allocates nearly \$15.6 million in revenue generated from the following sources:

- Local government member dues at a rate of \$0.31 per capita using the 2016 estimated figures issued by the U. S. Bureau of the Census;
- State Development District funding appropriated by the Tennessee General Assembly as set by State Statute;
- State and federal grant funding provided by the Tennessee Commission on Aging and Disability, Tennessee Department of Economic and Community Development, Tennessee Department of Transportation, Tennessee Department of Environment and Conservation, Tennessee Housing Development Agency, Tennessee Department of Tourist Development, Tennessee Arts Commission, Tennessee Historical Commission, U.S. Economic Development Administration, among others;

- Program revenue generated through Aging and Disability programs and services, local planning and grant administration assistance, and the revolving loan fund; and
- Earned interest on GNRC cash accounts.

**NOW, THEREFORE, BE IT RESOLVED**, by the Greater Nashville Regional Council that the FY 2019 Annual Work Program and Amended Budget are hereby adopted.

**RESOLVED**, this 26th day of September, 2018, the public health, safety, order, prosperity and general welfare of the citizens of this Region requiring it.

**APPROVED AS TO FORM AND LEGALITY:**

**APPROVED:**

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Laylah Smith  
Chief Legal Counsel

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The Honorable Ken Moore  
President

**ATTEST:**

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Michael Skipper  
Executive Director and Secretary

# Executive Summary

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## About the GNRC

The Greater Nashville Regional Council (GNRC or the Council), is a public body corporate and politic initially created by the Tennessee Development District Act of 1965 and further empowered by Title 64, Chapter 7, Part 1, Tennessee Code Annotated (TCA), as amended (the Act). GNRC is owned by and operated on behalf of its local government membership comprised county governments in the counties of Cheatham, Davidson, Dickson, Houston, Humphreys, Montgomery, Robertson, Rutherford, Stewart, Sumner, Trousdale, Williamson, and Wilson, Tennessee, and all incorporated municipalities and metropolitan governments located within these counties.

GNRC's mission 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. GNRC is governed by a regional council comprised of city mayors, county mayors/ executives, state legislators, appointments representing business/industry, and appointments representing minority populations. The Council's Executive Board convenes monthly to enact the adopted Annual Work Program and Budget on behalf of the membership and oversee the Council's programs and services carried out by 80 professional staff.

## About this Document

The Annual Work Program and Budget is intended to communicate to Council membership, state and federal partners, members of the general public, and other interested parties the anticipated tasks to be carried out during the fiscal year with the available funding. Upon its adoption by the full Council, the GNRC Executive Board is authorized to execute contracts and direct agency staff to carry out its activities.

This document serves to satisfy the requirements of TCA 13-14-113 which establishes that an annual work program be submitted and reviewed by the Tennessee Department of Economic and Community Development prior to the approval of funding appropriated to Development Districts created pursuant to the Development District Act of 1965.

## FY 2019 Highlights

This annual program identifies more than \$15 million in funding for a variety of work activities related to Aging and Disability Services, Community and Regional Planning, Economic and Community Development, Research and Policy Services, and administrative support to the Regional Council. Funding for the program is made possible by grants from state and federal agencies, local membership dues, the State of Tennessee, and program revenue.

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# Section 1. General Information

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## 1.1 About the GNRC

The Greater Nashville Regional Council (GNRC or the Council), is a public body corporate and politic initially created by the Tennessee Development District Act of 1965 and further empowered by Title 64, Chapter 7, Part 1, Tennessee Code Annotated (TCA), as amended (the Act). GNRC is owned by and operated on behalf of its local government membership comprised county governments in the counties of Cheatham, Davidson, Dickson, Houston, Humphreys, Montgomery, Robertson, Rutherford, Stewart, Sumner, Trousdale, Williamson, and Wilson, Tennessee, and all incorporated municipalities and metropolitan governments located within these counties.

GNRC's mission 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. GNRC is governed by a regional council comprised of city mayors, county mayors/ executives, state legislators, appointments representing business/industry, and appointments representing minority populations. The Council's Executive Board convenes monthly to enact the adopted Annual Work Program and Budget on behalf of the membership and oversee the Council's programs and services carried out by 80 professional staff.

## 1.2 Local, State, and Federal Designations

### 1.2.1 State Development District

GNRC is designated by the State of Tennessee as the State Development District for thirteen counties in Middle Tennessee. Development Districts were created by the Tennessee General Assembly in order to provide a mechanism for regional cooperation and technical support for planning and economic development initiatives. Today, DDs help various state agencies deliver programs and services to local communities within their respective regions.

### 1.2.2 Federal Economic Development District

GNRC is designated by the U.S. Department of Commerce Economic Development Administration (EDA) as the Economic Development District (EDD) for Northern Middle Tennessee. EDDs are responsible for creating and maintaining a Comprehensive Economic Development Strategy (CEDS). The CEDS serves as a cornerstone of the U.S. EDA's grant programs, as well as a means to engage community leaders, leverage the private sector, and establish a strategic blueprint for regional collaboration on economic development efforts.

### 1.2.3 Area Agency on Aging and Disability

GNRC is designated by the Tennessee Commission on Aging and Disability as the Area Agency on Aging and Disability (AAAD) for thirteen counties in Middle Tennessee. As the AAAD, GNRC provides programs, services, advocacy, inter-agency linkages and coordination, and information sharing opportunities to improve the quality of life for older or disabled Middle Tennesseans. The AAAD delivers a range of federal and state programs through GNRC's professional social workers and counselors who work in partnership with local agencies and private-sector organizations.

### 1.2.4 Nashville Area Metropolitan Planning Organization

GNRC serves as the administrator of the federally-mandated Metropolitan Planning Organization (MPO) for the Nashville Area in accordance with federal regulations and oversight provided by the Tennessee Department of Transportation, Federal Highway Administration, and Federal Transit Administration.

The MPO leads the development of the region's long-range transportation plan and short-range transportation improvement program and contributes to ongoing conversations about issues such as land use, economic development, the environment, safety and security, and public health. The MPO fulfills federal transportation planning requirements to ensure TDOT, local governments, and transit agencies remain eligible for federal transportation grants aimed at improving area roadways and transit systems. MPO policies, plans, and programs are adopted by the Transportation Policy Board which convenes city and county mayors with local, state, and federal transportation officials.

### **1.2.5 Middle Tennessee Mayors Caucus**

Legislative issues for the GNRC area 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. Although transportation, and particularly the pursuit of a modern regional transit system, served as the early catalyst, the Caucus has grown into an effective forum to discuss issues that cross political boundaries, identify shared opportunities and challenges, and develop collaborative strategies for action among mayors and county executives.

The Caucus advocates for public policies beneficial to individual cities and counties, and the region as a whole. In 2017, area mayors played a pivotal role in the passage of Governor Haslam's IMPROVE Act. The legislation not only provided much needed funding for roadway projects, but also included a local option for communities in Middle Tennessee to ask voters to approve local revenue to build a regional transit system.

### **1.2.6 Mid-Cumberland Area Development Corporation**

GNRC staffs the Mid-Cumberland Area Development Corporation (MADC) which was founded by the Regional Council in 1983 as non-profit organization in order to provide small business assistance across Middle Tennessee. Today, the MADDC offers access to loans through the U.S. Small Business Administration 504 Loan Program, the U.S. EDA Revolving Loan Program, and the U.S. Department of Agriculture Rural Development-Intermediary Relending Program.

### **1.2.7 Middle Tennessee Tourism Council**

GNRC serves as the lead regional tourism agency under annual contract with the Tennessee Department of Tourist Development. The Middle Tennessee Tourism Council is made up of area chamber of commerce representatives, convention and visitors bureaus, other area business representatives, and local elected officials.

## **1.3 About this Document**

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## Section 2. Work Activities

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### 2.1 Executive Management and Administration

GNRC's management functions are led by an executive director who is supported by a deputy director, chief legal counsel, finance director, human resources manager, and office manager to fulfill the administrative responsibilities of the organization. GNRC's administrative staff perform all necessary duties to ensure that each of its programs are 1) sufficiently furnished with supplies and equipment, 2) adequately staffed with qualified professionals, 3) properly funded with available grants and program revenues, 4) appropriately shielded from unnecessary legal risk and liability, 5) in compliance with the applicable state and federal laws and regulations and contractual terms.

The GNRC executive director works in coordination with the GNRC Finance and Personnel Committee and Executive Board to implement and monitor the activities identified in the Annual Work Program.

### 2.2 Aging and Disability Programs and Services

GNRC is designated by the Tennessee Commission on Aging & Disability (TCAD) as the Area Agency on Aging & Disability (AAAD) for 13 counties in Middle Tennessee, and by TennCare as the Single Point of Entry for the federally-funded CHOICES program.

The AAAD program at GNRC provides a range of services to over 30,000 older persons and other adults with disabilities across the region through a number of services provided by in-house staff or in partnership with local providers in the community. A complete list of activities proposed for Fiscal Year 2018-19 are provided in the adopted Area Plan approved by TCAD in May 2018.

#### 2.2.1 Aging and Disability Planning, Coordination, and Quality Assurance

The primary purpose of the Aging and Disability Program is to coordinate the delivery of services and programs which promote an environment conducive to enhancing the quality of life of the region's older population. To this end, the GNRC works with the TCAD, an aging advisory council, and its network of providers to develop an Area Plan to describe how programs will be implemented and monitored across the area. Throughout the year, GNRC staff assist TCAD with the quality assurance monitoring of state and federally-funded aging and disability services to ensure compliance with state and federal regulations and performance standards.

#### 2.2.2 Information and Assistance Program (I&A)

The GNRC provides a telephone hotline to serve as a Single Point of Entry for consumers across Middle Tennessee seeking information and assistance for long-term care and services. The GNRC Information and Assistance (I&A) Program maintains a resource database of aging services across the region which is used by in-house specialists who help educate current and prospective clients about available programs. The I&A staff conduct initial screenings to determine the potential qualification and eligibility for programs funded by state and federal grants.

#### 2.2.3 State Health Insurance Assistance Program (SHIP)

GNRC provides information, education, and counseling to Middle Tennessee consumers interested in the benefits of the federally-funded Medicare program through its State Health Insurance Program (SHIP). The SHIP staff work with state partners and volunteers to offer unbiased, objective information free of cost to Medicare beneficiaries and to the community at large. In addition the GNRC, under contract to implement Medicare Improvements for Patients and Providers Act (MIPPA) funding, conducts outreach to targeted zip codes in Davidson and Montgomery Counties to assist eligible Medicare beneficiaries in applying for Medicare Savings Programs.

## **2.2.4 Senior Transportation Services**

GNRC coordinates and monitors the delivery of senior transportation services across Middle Tennessee through a network of local providers to connect older adults with senior centers, congregate meals sites, medical appointments, and other services as funding is available.

## **2.2.5 Senior Nutrition Services**

GNRC coordinates and monitors the delivery of senior nutrition services across Middle Tennessee through a network of local providers that provide home-delivered meals (e.g., Meals-on-Wheels) to qualified individuals, or serve congregate or group meals at designated sites.

## **2.2.6 Senior Centers and Focal Points**

GNRC coordinates programming and provides funding to Senior Centers across Middle Tennessee. Funding allocations and other efforts emphasize the critical importance of senior centers as focal points for information dissemination, service delivery, and life-long learning sites. The GNRC works with senior centers to focus on health promotion and wellness activities by offering evidence based programs along with other traditional programming.

## **2.2.7 Home and Community Based Programs and Services**

GNRC helps to promote, screen, and coordinate a variety of home and community based services on behalf of state and federal funding programs. These programs are intended to empower seniors, disabled adults and other targeted populations to remain independent in their home and/or community for as long as possible. The programs focus on connecting applicants with transportation, meal preparation, housework, managing medication, and other necessary life sustaining support services.

### ***TennCare (federal) CHOICES Program***

This federally-funded program provides long-term care for clients who qualify for Medicaid and are in need of a level of care that could be provided in a nursing home. GNRC assists TennCare by helping to identify and screen candidates for program.

### ***State OPTIONS for Community Living Program***

This state-funded program is considered a last resort. To be eligible for this program, the applicant must be a Tennessee resident who has difficulty caring for themselves or their home. GNRC assists TCAD by screening applicants to determine qualification and by coordinating the delivery of the necessary services and support.

### ***Family Caregiver Support Services***

This state-funded program is focused on providing support for people caring for older adults or adults with disabilities who often need additional resources or emotional support to sustain their own quality of life.

### ***Veterans Directed Program***

This federally-funded program is administered in partnership with the Veterans Administration. It is designed to aid a U.S. Veteran or their representative in developing a plan of services to allow the veteran to live independently in the community. This program is a partnership with the Veterans Administration and it is anticipated to extend through 2018.

## **2.2.8 Public Guardianship Program**

In July 1986, the General Assembly passed the Public Guardianship Program for the Elderly Law, TCA Chapter 895. This law established a statewide guardianship program to assist disabled persons aged 60 and over who are in need of a conservator and have no family member or friend to serve in that capacity. As a result, there are nine public guardians in the state, one in each development district or region. Effective January 1, 1994,

Tennessee adopted new laws on conservatorship; therefore, the program has been restructured to comply with the new law. The term conservator now applies only to an individual appointed by the court who is responsible for the person and/or estate of an individual age 18 or older who is disabled.

The GNRC provides Public Guardianship Services to consumers across Middle Tennessee. The Public Guardian develops a plan of care that meets the individualized services needs of persons appointed to the agency by the courts.

### **2.2.9 Legal Services/ Ombudsman**

GNRC works with the Legal Aid Society of Middle Tennessee and the Cumberlands to promote legal services to help people over age 60 or who are abused seeking legal assistance.

GNRC contracts with the Mid-Cumberland HRA for addressing complaints or concerns of older persons living in, or seeking access, to a long term care facility. The provider will also be responsible for making community presentations as well as recruiting additional volunteers to assist in monitoring these long term care facilities.

## **2.3 Community and Regional Planning**

Title 64 Chapter 7 of the Tennessee State Code Annotated empowers the GNRC to provide local planning assistance and to develop regional plans that benefit the area as a whole. The following sections outline and summarize the work elements, plans, programs, and technical assistance that the regional planning program will undertake for FY 2018.

### **2.3.1 Local Planning Support**

#### *On-Call Planning Assistance*

GNRC provides, upon request, planning services to local governments. These fee-based services have GNRC acting as staff to the local planning commission and / or board of zoning appeals. Specific activities include review of land development proposals, meeting preparation, review or drafting comprehensive plan amendments, and review or drafting revised land use policies or zoning ordinances.

#### *Development of Regulations, Standards and Policies*

Planning at the local government level requires using various development regulations, policies, and standards. Regional growth increasingly involves developments that abut or overlap multiple jurisdictional boundaries. GNRC works to harmonize standards and policies among our cities and counties.

To enhance compatibility of different local standards and policies the GNRC staff will, when requested, assist local governments by working through the various inter-governmental coordinating committees and individual planning commissions to develop regional minimums for recommended use by all governments.

#### *Special Projects*

GNRC staff are available to local planning staffs and public officials to undertake special assistance projects, such as; comprehensive plan updates, zoning ordinance modifications, corridor studies, and economic impact assessments, among others. GNRC will continue to advocate for local jurisdictions to state and federal agencies and help guide the local jurisdiction to programs or agencies, as appropriate. The GNRC staff is also available to advise on any proposed changes to the Urban Growth Boundaries or County Growth Plans as formed by each county under Public Chapter 1101.

#### *Local Government Planning Coordination Groups*

GNRC staff facilitates semi-formal coordinating groups of local planning officials in several counties across the region. These groups include planning commission members, IT staff, planning staff, chamber of commerce representatives, city officials, farm bureau members, construction representatives, and building department

officials. This collaboration can coordinate planning activities, highlight mutual problems and potential solutions, increase awareness of overall growth issues, and open lines of communication.

### **2.3.2 Project and Plans Compliance Review**

#### ***State and Local Project Review***

The GNRC was the regional clearinghouse for the State and Local Project Review Process established by Presidential Executive Order 12416 and the Governor's Executive Order 58. Although the State of Tennessee ended the formal clearinghouse process, GNRC continues to participate in a voluntary project review process with local, state and federal agencies. These groups review projects and plans that receive state or federal assistance. Project review ensures compliance with regional development plans and policies, as well as with state and local plans. This process has successfully prevented duplication of efforts in funding and services, as well as identifying potential conflicts from existing or proposed developments.

#### ***Review of Regional Impact Projects and Regional Plans Compliance System***

GNRC is authorized to review projects and advise interested parties if that project will have a regional impact. It is not a regulatory action. GNRC also reviews all new or revised comprehensive and general plans of local governments or elements of those plans. Under the direction of a Regional Planning Technical Advisory Committee (RPTAC), planning staff reviews projects to determine their impact on the jurisdictions involved. General plans of local governments are also reviewed for compliance with regional plans.

### **2.3.3 Regional Economic Development Planning**

The U.S. Department of Commerce's Economic Development Administration (EDA) has designated the Greater Nashville Regional Council as the Economic Development District (EDD) for northern Middle Tennessee. The principle duty of an EDD is developing the region's 5-year Comprehensive Economic Development Strategy (CEDS) and updating it annually. The CEDS is the regional blueprint for creating a stronger, more diverse economy. The CEDS provides information to serve decision-makers as they determine the region's economic development goals and appropriate plans for action. It is a strategy-driven plan for regional economic development and is the result of a regionally owned planning process designed to build capacity and guide the economic prosperity and resiliency of the greater Nashville area.

### **2.3.4 Regional Transportation Planning**

#### ***Nashville Area Metropolitan Planning Organization***

The Nashville Area MPO's is the federally-designated transportation planning program for seven counties in the GNRC region including Davidson, Maury, Robertson, Rutherford, Sumner, Williamson, and Wilson. It is administered by GNRC, and governed by the MPO Transportation Policy Board (TPB), which is comprised of city and county mayors within the MPO's planning area, as well as representatives from regional, state, and federal agencies.

Each fiscal year the MPO publishes its anticipated planning activities and funding sources for the coming year in its Unified Planning Work Program (UPWP). The MPO is funded in large part by grants made available through TDOT from the Federal Highway Administration (FHWA) and Federal Transit Administration (FTA) of the U.S. Department of Transportation (U.S. DOT). The work activities for the Nashville Area MPO are detailed in the adopted Unified Planning Work Program available on the MPO's website at [UPWP.NashvilleMPO.org](http://UPWP.NashvilleMPO.org).

#### ***Clarksville Urbanized Area Metropolitan Planning Organization***

The Clarksville Urbanized Area MPO is the federally-designated transportation planning program for Montgomery County in the GNRC region as well as Oak Grove-Christian County in Kentucky. In the past, the Clarksville-Montgomery County Regional Planning Commission was the agency principally responsible for administering the Clarksville MPO activities, but in 2008 the MPO officially expanded its boundaries to include

Montgomery County in its entirety. GNRC is a member of the MPO with voting seats on the Technical Coordinating Committee and Executive Committee. In 2014, the Clarksville MPO completed a new Long-Range Transportation Plan. During FY2017, GNRC will provide assistance as requested to begin plan implementation.

### ***Rural Planning Organization***

The Middle Tennessee Rural Planning Organization (RPO) is a multi-county transportation planning board comprised of local elected officials who are not in the Nashville or Clarksville MPOs. The areas are Cheatham, Dickson, Houston, Humphreys, Stewart, and Trousdale counties. RPO's do not have the same responsibilities and authority to direct funds as MPO's have, but their role is evolving and will continue to influence project decisions by the Tennessee Department of Transportation. Although the MTRPA is housed in the Middle Cumberland Human Resources Agency, GNRC has a seat on the technical committee of the Middle Tennessee RPO and will continue to participate in meetings and project reviews.

### ***Technical Assistance***

GNRC provides technical assistance to local communities engaged in planning with their MPO or RPO or with TDOT to include short and long-range planning tasks and the development of grant applications. GNRC also provides technical assistance to the Nashville and Eastern Rail Authority (NERA). Staff support services to the NERA are shared with the Upper Cumberland Development District. GNRC assisted in the establishment of the Authority and with the acquisition of the line to ensure continued rail services to these areas.

## **2.3.5 Regional Solid Waste Management Planning**

The Tennessee Solid Waste Management Act of 1991 created a comprehensive solid waste planning and management program to assist local governments with construction and operation of municipal solid waste disposal facilities. It also required local governments (primarily counties) to carry out certain functions. The role of GNRC is working with the Tennessee Department of Environment and Conservation (TDEC), TDEC's Solid Waste Department in materials management. This technical assistance provides compliance with the State's annual twenty-five percent waste reduction mandate through the Solid Waste Management Act.

GNRC has a contract with TDEC to assist the Region's cities and counties during every phase of the solid waste management planning program. With the initial 10-year plans approved, the emphasis is now implementation and management of the plan through annual progress reports to TDEC.

GNRC recently began work to develop Middle Tennessee's first-ever regional solid waste masterplan in partnership with TDEC and under the guidance of mayors and county executives across the greater Nashville metropolitan area. The effort is intended to build upon TDEC's recent work to create a regional forum for discussing the future of solid waste facilities, programs, funding, and legislation. The masterplan will provide 1) forecast of the long-term solid waste generation as a result of population growth, 2) an analysis of future facility needs and recommendations for potential sites, 3) an evaluation of specific strategies for increase diversion of waste from landfills, and 4) recommendations for improving regional coordination of solid waste investments and services up to and including the potential for a regional solid waste authority.

## **2.5.6 Regional Environmental Resource Planning**

### ***Water and Wastewater Planning***

This component addresses specific regional water and sewer planning needs and will determine sources of new water supplies for different areas, the need for and feasibility of regionalized water and/or waste water treatment facilities, and potential for inter-connections of water supplies throughout the Region. In 1992-1993, the regional planning staff inventoried all existing wastewater treatment facilities and service areas in the region. Updating this data constitutes an ongoing work element to keep them accurate and useful and will be accomplished subject to availability of funds and personnel. This information is the basis for formulating

water and sewer policy. GNRC staff will use the PINI information to assist communities in planning for regional water/sewer issues.

Small governmental and private treatment facilities have multiplied during periods of growth in the Region. Local, regional, and state officials are concerned about this proliferation because these small plants often over tax limited resources and prove to be inefficient. In some instances no reasonable alternative exists but to construct small facilities, but where feasible, a joint effort will be made to construct one treatment facility to serve a wider area and be more efficient. A Council goal is to begin work on region-wide policies for stormwater and sewer systems and identify those areas where joint efforts are feasible and possible.

### ***Water Quality / Stormwater Management Planning***

GNRC is designated as the 208 Water Quality Management Agency under the Federal Clean Water Act provisions by Governor's Executive Order. In carrying out the agency's responsibilities, GNRC has coordinated with the Tennessee Department of Environment and Conservation and the Environmental Protection Agency for a number of years.

The 208 Water Quality Management Program was created to manage non-point source pollution such as storm water runoff, construction site erosion and septic field seepage, as well as for coordination of 201 Municipal Wastewater Treatment facilities planning. The program had two primary focuses: the identification of non-point pollution sources and the establishment of a structure to work toward reducing and eliminating such pollution. These elements will receive renewed emphasis if adequate sources of revenue are available.

GNRC is also an eligible entity to receive funding from TDEC's Division of Water Resources for water quality planning made available under Section 604(b) of the Federal Clean Water Act. GNRC works in partnership with outside organizations to develop studies or plans that address quality water management or promote best practices in erosion control.

### ***Air Quality***

In the early part of the 1990s, the Environmental Protection Agency determined that the ozone non-attainment areas of Rutherford, Sumner, Williamson and Wilson counties had to address their violation of the air quality standards. In 1996, the Air Pollution Control Board of the Tennessee Department of Environment and Conservation submitted to EPA a finding that this five-county ozone non-attainment area had reached attainment for a required time period. In 1997, EPA designated this area as an attainment for ozone.

In 2001 EPA initiated an eight-hour standard for ozone which again put the five- county area into non-attainment status. GNRC devised a strategy to address this problem.

GNRC will work with local governments, TDEC, the MPO and others to monitor the five-county vehicle inspection and maintenance program and continue to assist TDEC and the local governments to resolve problems that might develop in implementing this program and the State Implementation Plan requirements.

## **2.5.7 Historic Preservation Planning**

GNRC has a contract with the Tennessee Historical Commission to provide technical assistance to individuals, city governments, and not-for-profit organizations regarding historic preservation programs, practices, and activities. GNRC uses the funds from this grant to assist with preparing grant applications, historic and architectural resource surveys, Section 106 reviews, preparing nominations to the National Register of Historic Places, and preparing design review guidelines.

## **2.5.8 Capital Improvements Program Planning**

The Regional Capital Improvements Program (RCIP) was incorporated into the OEDP in 1977 to provide a short-term, action-oriented element into the program. Longer term projects (beyond 5 years) are also now included in the RCIP. The OEDP/RCIP has proven useful to local governments in identifying potential joint or

coordinated projects, in pursuing funding assistance through state and federal programs, and in guiding public and private interests in understanding economic development needs and opportunities.

The Public Infrastructure Needs Inventory (PINI) Act of 1996 directs the Tennessee Advisory Commission on Intergovernmental Relations (TACIR), through contracts with the state's nine development districts, to compile and maintain an inventory of needed public infrastructure. The law established the RCIP as the Public Infrastructure Needs Inventory (PINI) and it became an annual or bi-annual updating process.

The Public Infrastructure Needs Inventory is an annual work element at GNRC resulting from the TACIR contract. As a result of the 1996 Act, GNRC assists TACIR with any review or revision of the survey forms or process as is necessary to keep it meaningful at the local, regional and state levels. An update is to be completed by June 30 of each year.

GNRC will focus on improvements to this annual process in the coming year by mapping proposed infrastructure needs to enhance clarity and consistency in future inventory cycles. Mapping capabilities will allow for all parties involved to visualize the distribution and extent of needs, better track infrastructure investments and population growth, and support sharing of needs and priorities across local governments. GNRC will utilize inventory data to align project proponents with existing grant opportunities, analyze local development trends, and coordinate investment decisions between local government and between local governments and funders.

## 2.4 Economic and Community Development

GNRC staff works with the Board of Directors, other local elected officials, economic development councils and chamber of commerce officials, and local community leaders to organize and prepare for economic and community development. The GNRC assists communities in project planning, grant and loan applications, and project administration for such activities as affordable housing, water and sewer service improvements and industrial development infrastructure.

### 2.4.1 ECD Grant Writing and Administration

Staff provides grant writing and administration services for a variety of programs made available through state and federal agencies. Services include assisting the community in meeting all federal and state requirements including environmental review, equal opportunity provisions, record keeping systems, contract requirements, financial management, and project close out.

#### *Community Development Block Grants*

**Small Cities Program** - GNRC assists communities with planning and packaging community development block grant applications to address community needs. This includes structuring the application, organizing target area surveys, holding public hearings and in completing the full application package. GNRC also provides full grant administration services.

Through an annual competition, the CDBG program provides grant funds to communities for water and sewer, housing, and community livability projects. The majority of funds are allocated to water and sewer projects. The applicant must show the project would benefit at least 51% low and moderate-income persons, help reduce slums or blight, or address an imminent threat while demonstrating the project is feasible.

**Industrial Loan and Infrastructure Grant Programs** - The CDBG industrial loan pool is a competitive loan to industries locating or expanding in Tennessee. The purpose is providing infrastructure grants and loans to assist with capital needed for new equipment and buildings or to provide or expand essential services (water, sewer, etc.). Applicants for both the loan and the grant programs must provide additional jobs for Tennesseans.

GNRC assists communities in determining how the programs may meet the needs of new and expanding industries, and provides help in structuring the application, completing the full application package, and administering the grant if awarded.

### ***Economic Development Administration (EDA) Grants***

GNRC works with local government officials, industrial recruiters, and industry to develop and package applications for financial assistance available through EDA. EDA has funds available for infrastructure installation and improvements necessary to support the expansion of industry and creation of new permanent jobs. Planning grants are also available for local governments and organizations to improve services or prepare for increased growth. This work is closely related to the annual CEDS update.

Presidential disaster declarations over the past several years have also made monies available to Middle Tennessee communities affected by various natural disasters.

### ***FastTrack Infrastructure/Economic Development Program (FIDP)***

GNRC staff assists local government officials in packaging applications for infrastructure monies available through the state to assist industrial development. The FastTrack Infrastructure Development Program (FIDP) provides grant funds to local governments to partially fund infrastructure development, which is tied directly to industrial development and creation of new jobs. The FastTrack Economic Development Grants achieve the same goals through a slightly different process as well. GNRC also provides grant/project administration services for these projects.

### ***Industrial Property Evaluation and Site Development***

GNRC works with local government officials, industrial recruiters, and chambers or commerce to identify properties with economic development potential and assist with gathering the documentation necessary to go through the Property Evaluation Program (PEP) made available by the Tennessee Department of Economic & Community Development (ECD) or the Tennessee Valley Authority's (TVA) Invest Prep program. GNRC also provides grant/project application preparation and administration services for ECD's Site Development Grant (SDG) that funds due diligence, property acquisition, and improvements for land identified in the PEP or Invest Prep process.

### ***Labor Education Alignment Program (LEAP)***

As part of the governor's "Drive for 55" goal and legislation passed in 2013, the Tennessee Higher Education Commission (THEC) has created the Labor Education Alignment Program (LEAP) Grant. Its aim is to assist Tennessee Colleges of Applied Technology (TCATs) and community colleges work with industry and local organizations to improve the state's workforce. Each collaborative project must have a lead applicant that is a local workforce or economic development agency. Development districts are included in this designation. GNRC works with local post-secondary institutions to assist with the grant applications and help coordinate projects.

### ***Local Parks and Recreation (LPRF)***

GNRC staff assists local government officials in preparing applications for local parks and recreation facilities funding available through the state to promote healthy lifestyles and access to greenspace. The Local Parks and Recreation Fund (LPRF) provides grant funds to local governments to purchase lands for parks, natural areas, greenways, and recreation facilities. Monies can also be used for capital purchases related to these amenities as well. GNRC also provides grant/project administration services for these projects.

### ***Asset Based Planning/Asset Enhancement Grants***

GNRC partners with the University of Tennessee's Center for Industrial Services (UT-CIS) and the Tennessee Department of Economic & Community Development (ECD) to assist county governments as they undergo

asset based planning exercises. These meetings and the subsequent planning documents help counties identify the strengths and opportunities already available in their area and provide short term goals for improvement. The Asset Enhancement Grant, funded by ECD, provides funding for projects counties identify in these plans to improve those identified resources or strengths. GNRC provides grant/project application and administration services for these projects.

### **2.4.2 Housing Grants Assistance**

GNRC, through a contract with the Tennessee Housing Development Agency, provides technical assistance, customer service, and outreach to improve the housing stock for low-moderate income families across Middle Tennessee.

#### ***THDA HOME Program***

GNRC provides grant writing and administration services to local communities in pursuit of a HOME Grant. These grants are federal funds awarded through a THDA State-wide competitive process to cities and counties. The program goal is to bring substandard housing into compliance with HUD housing quality standards as well as local building codes. Examples of eligible work may include plumbing, electrical, foundations, roof replacement or repairs, handicap accessibility, windows and door replacements, and bringing home up to code. These forgivable grants are awarded as grant to low income homeowners who can prove ownership of the home.

#### ***THDA Emergency Repair Program***

GNRC administers the “Emergency” home repairs program on behalf of THDA to very low income seniors who are 60 years of age or older. The main work areas include HVAC installation or repair, roofs, and other projects deemed an emergency. The maximum grant is \$10,000 with a required 1/4 match. This 1/4 match may be provided by the homeowner or another source such as a non-profit.

### **2.4.3 Tourism Coordination and Development**

GNRC has coordinated and staffed the regional tourism committee (Middle Tennessee Tourism Council) since 1992. This includes receiving tourism matching funds through the Tennessee Department of Tourist Development for direct promotion and services, with reimbursement to GNRC for incidental expenses. The Council also provides training and scholarships for members.

GNRC provides assistance to communities and tourism organizations, coordinates tourism efforts among counties, and coordinates the matching grant program for members participating in Tennessee Department of Tourist Development activities. GNRC works closely with the Commissioner of the Department of Tourist Development to expand the impact of tourism in the rural parts of the state, focusing on those counties not performing in the top five.

### **2.4.4 Arts Build Communities**

GNRC is the designated agency for five counties, Rutherford, Sumner, Trousdale, Williamson and Wilson. This program is funded through the Tennessee Arts Commission and provides up to \$2000 in matching grants for local governments and non-profit organizations to present the arts to the public, foster artists and art work in the area. GNRC will assist ABC applicants with identifying eligible activities, provide feedback on draft applications, administer local grant review panels, and help grant recipients track the success of the funded activities. ([www.tn.gov/arts](http://www.tn.gov/arts))

### **2.4.5 Small Business Assistance**

In 1983, GNRC formed an adjunct non-profit affiliate, Mid-Cumberland Area Development Corporation (MADC), to promote economic development and expand capital access through administration of various small business loan programs which would benefit communities through job creation, business growth and

increased tax revenues. MADC operates under the jurisdiction of a Board that has expertise with internal controls, financial risk management, commercial lending and corporate governance.

### ***SBA 504 Loan Program***

Certified by the U.S. Small Business Administration (SBA), MADC administers this long-term, fixed-rate financing for fixed assets, such as land, building and equipment. The borrower's down payment can be as low as 10%, with a maximum loan amount of \$5,500,000.

### ***Intermediary Relending Program (IRP)***

USDA-Rural Development loans are available in cities with a population of 25,000 or less. These loans can be used for land and building, equipment, inventory and working capital. The maximum loan amount is \$250,000.

### ***Capital Loan Program (CLP)***

This in-house loan program was established by the MADC Board of Directors in 2004, from unrestricted funds, to assist business that may not qualify under other loan programs offered by GNRC/MADC. The maximum loan amount cannot exceed \$30,000.

### ***EDA Revolving Loan Fund (RLF)***

The Economic Development Administration (EDA), determined that GNRC was actually the original grantee of the RLF funds, not MADC. Based on this finding, RLF loans are no longer included in MADC's financials or reflected in their Annual Report but continue to be serviced by them. These loans can be used for land and building, equipment, inventory and working capital. RLF loans continue to be presented to the MADC Board of Directors for their recommendation, but final approval is provided by the GNRC Board of Directors. The maximum loan amount cannot exceed \$200,000.

### ***Technical Assistance***

MADC staff works closely with the Tennessee Small Business Development Centers (TSBDCs) and SBA's Service Corps of Retired Executives (SCORE) in providing assistance and training to entrepreneurs, at no charge, in developing a business plan and how to operate a successful business. MADC will continue their partnership with the Department of Economic and Community Development (ECD) and other organizations to assist in the economic development within their 13 county region.

## **2.5 Research, Data Management, and Mapping**

### **2.5.1 Regional Database & GIS Management**

Obtaining and maintaining regional transportation, parcels and land use, capital needs, community assets, and socioeconomic data is an indispensable effort at GNRC. GNRC uses mapping and database software to produce informative maps and graphics that communicate information in easily understood terms. The staff develops GIS files and products for the region to support grant applications, planning projects, and other program areas at GNRC.

### **2.5.2 Regional Modeling and Forecasting**

GNRC maintains and routinely updates a set of regional forecast models that are used in various local and regional planning applications. Since the integration of the MPO, GNRC is upgrading the travel demand model and the regional land use model. This regional forecasting system will simplify a rigorous development of local and regional scenario planning process. These models assist in the prediction of future land development patterns and travel behaviors to help guide policy discussions and investment decisions.

## **2.5.3 Data Collection and Research Services**

### ***Regional Indicators Reports***

GNRC is an active partner with the Nashville Area MPO and Nashville Area Chamber of Commerce in the development of the “Nashville Region’s Vital Signs” report. GNRC staff collaboratively survey local governments, the public, and other stakeholders to understand local and regional planning challenges, opportunities, and needs. This publication tracks key performance measures related to Middle Tennessee's economic well-being and quality of life and are used to facilitate conversation about community-driven solutions to emerging challenges. Vital Signs outreach provides an opportunity for the public officials and the chamber to educate community and business leaders on the value of data to drive planning and investments.

### ***Special Census Verifications***

GNRC is certified by the Tennessee Department of Economic Development to provide verification services for special census counts conducted by local governments across the state of Tennessee. Upon request, GNRC will provide a professional services agreement and cost proposal for communities seeking this support.

### ***Census/American Community Survey and Updates***

GNRC is designated by the U.S. Bureau of the Census as the regional data center for all census-related activities and technical assistance. GNRC collects and distributes results from each decennial Census and release of American Community Survey data.

### ***Economic Development Data***

GNRC maintains and provides consultation on local and regional economic data. Specifically, the data includes population, labor force, sales tax revenues, housing, and related information. GNRC has access to Woods & Poole Economics dataset that is a commonly used supplement to publicly available data through the U.S. Department of Labor.

### ***Wage and Benefit Surveys***

GNRC staff partners with the US Department of Agriculture, Rural Development (USDA-RD), the Middle Tennessee Industrial Development Association (MTIDA), Middle Tennessee State University (MTSU), and local economic development professionals with outreach and support related to wage and benefit surveys. These surveys and the subsequent reports add significant value to both current industry in the area and provide vital information for businesses seeking to locate in Middle Tennessee.

## **2.6 Policy and Legislative Affairs**

### **2.6.1 Organizational Strategy Development**

GNRC policy staff are available to assist internal departments/programs and GNRC members with the development of strategies or policy positions aimed at improving outcomes for a range of issues including quality of life for older Americans, public health, affordable housing, social equity, environmental quality, economic and community development, infrastructure planning, among others..

### **2.6.2 Community Partners Liaising**

GNRC policy staff are available to represent the organization by participating in external initiatives being carried-out by local, state, or federal government or by non-profit organizations. This work includes building partnerships with other organizations operating within the region with a focus on aging and disability issues, general public health outcomes, affordable housing, social equity, environmental quality, growth and development trends, infrastructure spending, or land use planning and policymaking.

### **2.6.3 Legislative Affairs**

GNRC monitors proposed planning, economic, and community development legislation of regional interest and concern in the Tennessee General Assembly and U.S. Congress. GNRC informs local governments on bills that may impact the region.

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.

## **2.7 Communications and Marketing**

The communications team is responsible for media relations, maintenance of GNRC websites, and production of the Annual Report. In addition, the communications staff develops presentations and information material in support of GNRC's individual programs. GNRC will be developing and deploying a new communications strategy in 2019 to include, at a minimum, a new visual brand identity for the organization and its programs, the launch of a new website and suite of web applications, and the hosting of new regional summits/expos to convene area leaders, interested parties, and the general public around issues of importance.

## Section 3. Projected Revenue & Expenses

### FY 2019 Budgeted Revenue and Year End Balance

<b>Local Dues and Cash Contributions</b>	<b>\$</b>	<b>1,105,920.53</b>
GNRC Membership Dues	\$	598,143.45
MPO - Regional Program Dues	\$	437,777.08
MPO - Match for Subregional Studies	\$	50,000.00
Mayors Caucus Contributions	\$	20,000.00

<b>State Allocation</b>	<b>\$</b>	<b>200,000.00</b>
Development District Allocation	\$	200,000.00

<b>Program and Interest Revenue</b>	<b>\$</b>	<b>1,236,150.79</b>
Consultant Fees - Research, Planning, and Coordination	\$	320,930.00
Consultant Fees - Grant-Writing and Grant Administration	\$	300,200.00
Public Guardianship Fees	\$	12,000.00
Mid-Cumberland Development Corporation	\$	597,370.79
Earned Interest from Revolving Fund Loan and Cash Accounts	\$	5,650.00

<b>State and Federal Grants</b>	<b>\$</b>	<b>12,992,276.00</b>
TN Commission on Aging and Disability/ U.S. HHS	\$	7,642,401.00
TN Dept of Finance Bureau of TennCare/ U.S. HHS	\$	1,269,266.00
U.S. Department of Veterans Administration (via subcontract)	\$	27,000.00
TN Dept of Transportation/ U.S. DOT*	\$	3,300,000.00
TN Dept of Economic and Community Development	\$	50,000.00
TN Dept of Environment and Conservation	\$	125,000.00
TN Dept of Tourist Development	\$	35,000.00
TN Arts Commission	\$	40,000.00
TN Housing Development Agency/ U.S. HUD	\$	320,000.00
TN Advisory Commission on Intergovernmental Relations	\$	113,609.00
U.S. Economic Development Administration	\$	70,000.00

<b>Total Revenue</b>	<b>\$</b>	<b>15,534,347.32</b>
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<b>Balance</b>		
Total Revenue	\$	15,534,347.32
Total Budgeted Expenditures	\$	15,371,157.50
Remaining Balance	\$	163,189.82

*\*Includes Nashville Area MPO Programs*

## FY 2019 Budgeted Expenses by Program Area

	Aging	Planning*	ECD	Small Business	Total
<b>Personnel</b>	<b>\$ 2,597,368.05</b>	<b>\$ 1,824,917.49</b>	<b>\$ 252,351.42</b>	<b>\$ 307,090.24</b>	<b>\$ 4,981,727.20</b>
Direct Salaries	\$ 1,867,942.22	\$ 1,312,421.02	\$ 181,482.89	\$ 220,849.26	\$ 3,582,695.39
Fringe and Benefits	\$ 729,425.83	\$ 512,496.47	\$ 70,868.52	\$ 86,240.97	\$ 1,399,031.80
<b>Other Direct Costs</b>	<b>\$ 5,697,578.00</b>	<b>\$ 1,986,906.88</b>	<b>\$ 339,650.00</b>	<b>\$ 80,150.00</b>	<b>\$ 8,104,284.88</b>
Subgrants and Pass-Thru Funding	\$ 5,381,401.00	\$ 155,000.00	\$ 323,000.00	\$ -	\$ 5,859,401.00
Area Travel and Parking	\$ 88,928.00	\$ 21,729.00	\$ 11,950.00	\$ 10,500.00	\$ 133,107.00
Workshops and Conference	\$ 43,122.00	\$ 38,288.00	\$ 4,500.00	\$ 7,050.00	\$ 92,960.00
Printing & Publications	\$ 3,235.00	\$ 30,650.00	\$ 150.00	\$ 2,500.00	\$ 36,535.00
Consumable Supplies	\$ 7,405.00	\$ 5,817.00	\$ -	\$ 3,000.00	\$ 16,222.00
Postage	\$ 940.00	\$ 200.00	\$ 50.00	\$ 1,000.00	\$ 2,190.00
Membership Fees & Professional Certifications	\$ 7,250.00	\$ 10,050.00	\$ -	\$ 6,000.00	\$ 23,300.00
Subscriptions	\$ 709.00	\$ 405.00	\$ -	\$ 1,000.00	\$ 2,114.00
Public Noticing/ Marketing	\$ 23,684.00	\$ 20,000.00	\$ -	\$ 5,000.00	\$ 48,684.00
Software and Devices	\$ 54,880.00	\$ 20,000.00	\$ -	\$ 10,000.00	\$ 84,880.00
Communications	\$ 20,140.00	\$ -	\$ -	\$ 2,000.00	\$ 22,140.00
Consultant Services	\$ 8,380.00	\$ 1,684,767.88	\$ -	\$ 1,500.00	\$ 1,694,647.88
Program Audit Fee	\$ -	\$ -	\$ -	\$ 12,000.00	\$ 12,000.00
Program Legal Fees	\$ 45,000.00	\$ -	\$ -	\$ 3,000.00	\$ 48,000.00
Program Insurance	\$ -	\$ -	\$ -	\$ 12,500.00	\$ 12,500.00
Auto Repair & Maintenance	\$ -	\$ -	\$ -	\$ 1,000.00	\$ 1,000.00
Miscellaneous	\$ 12,504.00	\$ -	\$ -	\$ 2,100.00	\$ 14,604.00
<b>Indirect Costs**</b>	<b>\$ 1,165,357.93</b>	<b>\$ 818,783.49</b>	<b>\$ 113,222.20</b>	<b>\$ 137,781.80</b>	<b>\$ 2,235,145.43</b>
<b>Government Affairs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000.00</b>
<b>Total Budgeted Expenditures</b>	<b>\$ 9,460,303.98</b>	<b>\$ 4,630,607.87</b>	<b>\$ 705,223.62</b>	<b>\$ 525,022.04</b>	<b>\$ 15,371,157.50</b>

\*Includes Nashville Area MPO Programs \*\*Detail included in the Administration Expenses table

## FY 2019 Budgeted Expenses for Administration

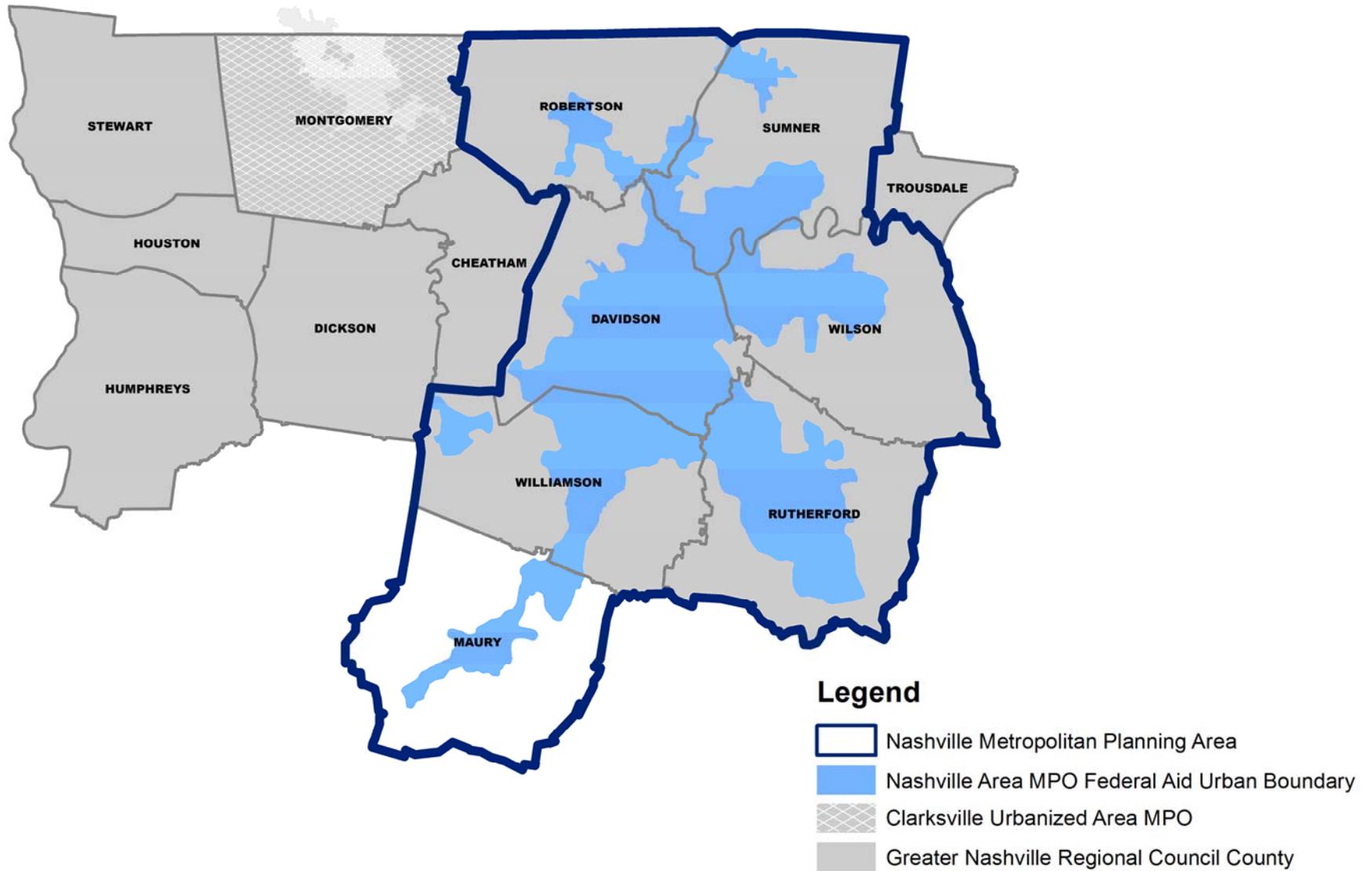
	Indirect Cost Pool	Cash Account
<b>Personnel</b>	<b>\$ 1,167,677.83</b>	<b>\$ -</b>
Salaries	\$ 839,755.73	\$ -
Fringe and Benefits	\$ 327,922.09	\$ -
<b>Other Direct Costs</b>	<b>\$ 1,067,467.60</b>	<b>\$ 110,000.00</b>
Office Space Leases and Assessments	\$ 430,367.60	\$ -
Office Cleaning Service	\$ 6,000.00	\$ -
Computer Lease and IT Support	\$ 226,800.00	\$ -
Payroll Services	\$ 8,100.00	\$ -
Interest Expense for Line of Credit	\$ -	\$ 10,000.00
GNRC Auditing Services	\$ 40,000.00	\$ -
GNRC Legal Fees	\$ 5,000.00	\$ -
GNRC Insurance	\$ 47,000.00	\$ -
Employee Parking & Transit Passes	\$ 37,200.00	\$ -
Area Travel and Parking	\$ 10,000.00	\$ -
Workshops and Conference	\$ 60,000.00	\$ -
Printing & Publications	\$ 30,000.00	\$ -
Consumable Supplies	\$ 45,000.00	\$ -
Postage	\$ 13,000.00	\$ -
Membership Fees & Professional Certifications	\$ 10,500.00	\$ -
Subscriptions	\$ 12,000.00	\$ -
Public Noticing/ Marketing	\$ 10,000.00	\$ -
Software and Devices	\$ 6,500.00	\$ -
Communications	\$ 40,000.00	\$ -
Consultant Services	\$ 25,000.00	\$ 100,000.00
Miscellaneous	\$ 5,000.00	\$ -
<b>Total Expenses</b>	<b>\$ 2,235,145.43</b>	<b>\$ 110,000.00</b>

<b>Projected Indirect Cost Rate</b>	<b>44.87%</b>
Total Program Salaries & Fringe	\$ 4,981,727.20
Total Administration Expenses	\$ 2,235,145.43

## FY 2018 and FY 2019 Budget Comparison

	Budgeted FY2018	Budgeted FY2019	Value Change	Percent Change
<b>Personnel</b>	<b>\$ 5,977,892.61</b>	<b>\$ 6,149,405.02</b>	<b>\$ 171,512.41</b>	<b>3%</b>
Salaries and Fringe Benefits	\$ 5,977,892.61	\$ 6,149,405.02	\$ 171,512.41	3%
<b>Other Direct Costs</b>	<b>\$ 7,593,795.60</b>	<b>\$ 9,221,752.48</b>	<b>\$1,627,956.88</b>	<b>21%</b>
Pass-Thru Grants/ Subgrant Recipients	\$ 5,070,633.00	\$ 5,859,401.00	\$ 788,768.00	16%
Office Space Leases and Assessments	\$ 414,000.00	\$ 430,367.60	\$ 16,367.60	4%
Office Cleaning Service	\$ 8,000.00	\$ 6,000.00	\$ (2,000.00)	-25%
Computer Lease and IT Support	\$ 205,970.00	\$ 226,800.00	\$ 20,830.00	10%
Payroll Services	\$ 6,458.60	\$ 8,100.00	\$ 1,641.40	25%
Interest Expense for Line of Credit	\$ 15,000.00	\$ 10,000.00	\$ (5,000.00)	-33%
GNRC Auditing Services	\$ 35,000.00	\$ 40,000.00	\$ 5,000.00	14%
GNRC Legal Fees	\$ 5,000.00	\$ 5,000.00	\$ -	0%
GNRC Insurance	\$ 45,000.00	\$ 47,000.00	\$ 2,000.00	4%
Employee Parking & Transit Passes	\$ 37,200.00	\$ 37,200.00	\$ -	0%
Area Travel and Parking	\$ 147,533.00	\$ 143,107.00	\$ (4,426.00)	-3%
Workshops and Conference	\$ 137,040.00	\$ 152,960.00	\$ 15,920.00	12%
Printing & Publications	\$ 47,315.00	\$ 66,535.00	\$ 19,220.00	41%
Consumable Supplies	\$ 51,567.00	\$ 61,222.00	\$ 9,655.00	19%
Postage	\$ 14,465.00	\$ 15,190.00	\$ 725.00	5%
Membership Fees & Professional Certification	\$ 28,700.00	\$ 33,800.00	\$ 5,100.00	18%
Subscriptions	\$ 16,810.00	\$ 14,114.00	\$ (2,696.00)	-16%
Public Noticing/ Marketing	\$ 37,000.00	\$ 58,684.00	\$ 21,684.00	59%
Software and Devices	\$ 71,953.00	\$ 91,380.00	\$ 19,427.00	27%
Communications	\$ 92,790.00	\$ 62,140.00	\$ (30,650.00)	-33%
Consultant Services	\$ 936,265.00	\$ 1,709,647.88	\$ 773,382.88	83%
Program Audit Fee	\$ 11,000.00	\$ 12,000.00	\$ 1,000.00	9%
Program Legal Fees	\$ 48,000.00	\$ 48,000.00	\$ -	0%
Program Insurance	\$ 12,000.00	\$ 12,500.00	\$ 500.00	4%
Auto Repair & Maintenance	\$ 1,000.00	\$ 1,000.00	\$ -	0%
Miscellaneous	\$ 48,096.00	\$ 19,604.00	\$ (28,492.00)	-59%
Legislative Affairs	\$ 50,000.00	\$ 50,000.00	\$ -	0%
<b>Total Program and Admin Expenses</b>	<b>\$ 13,571,688.21</b>	<b>\$ 15,371,157.50</b>	<b>\$1,799,469.29</b>	<b>13%</b>

## Appendix A. Map of the Region



# Appendix B. Contact Information

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## Office Location and Hours

GNRC has two office locations to serve its programs across Middle Tennessee. Offices are open from 8:00 a.m. to 4:30 p.m., Monday through Friday, except on holidays.

### **GNRC Headquarters – Administration, Aging and Disability Services, Small Business Assistance Programs**

220 Athens Way, Suite 200  
Nashville, TN 37228

### **GNRC Satellite Office – Planning, Research, and Economic & Community Development Programs**

138 Second Avenue North, Suite 300  
Nashville, TN 37201

## Telephone/ Fax Numbers

- GNRC Main Number: 615-862-8828
- GNRC Satellite Office: 615-862-8855
- GNRC Fax Number: 615-862-8840
- Aging and Disability Services Information & Assistance Hotline: 615-255-1010

## GNRC Websites

- GNRC Main Website: <http://www.GNRC.org>
- Area Agency on Aging and Disability: <http://AAAD.gnrc.org>
- Mid-Cumberland Area Development Corporation: <http://www.MADC.us>
- Middle Tennessee Tourism Council: <http://www.MiddleTennesseeTourism.com>
- Nashville Area MPO/ Transportation Planning: <http://www.NashvilleMPO.org>

## Key Staff Contacts

- Executive Director, Michael Skipper, [mskipper@gnrc.org](mailto:mskipper@gnrc.org)
- Deputy Director, Michelle Lacewell, [mlacewell@gnrc.org](mailto:mlacewell@gnrc.org)
- Chief Legal Counsel, Laylah Smith, [lsmith@gnrc.org](mailto:lsmith@gnrc.org)
- Finance Director, Gayle Wilson, [gwilson@gnrc.org](mailto:gwilson@gnrc.org)
- Office Manager, Angie Hutchison, [ahutchison@gnrc.org](mailto:ahutchison@gnrc.org)
- HR Manager, Amanda Evilcizer, [aevilcizer@gnrc.org](mailto:aevilcizer@gnrc.org)
- Policy Director, Peter Westerholm, [pwesterholm@gnrc.org](mailto:pwesterholm@gnrc.org)
- Director of Research and Analytics, Max Baker, [mbaker@gnrc.org](mailto:mbaker@gnrc.org)
- Director of Aging and Disability Programs, Sarah Jane Glynn, [sglynn@gnrc.org](mailto:sglynn@gnrc.org)
- Director of Community and Regional Planning, Craig Casper, [ccasper@gnrc.org](mailto:ccasper@gnrc.org)
- Director of Economic and Community Development, Angela Hubbard, [ahubbard@gnrc.org](mailto:ahubbard@gnrc.org)
- Chief Economic Development Officer, Matt Von Lunen, [mvonlunen@gnrc.org](mailto:mvonlunen@gnrc.org)
- Transportation Planning Manager, Mary Connelly, [mconnelly@gnrc.org](mailto:mconnelly@gnrc.org)
- Transportation Improvement Programming, Anna Emerson, [aemerson@gnrc.org](mailto:aemerson@gnrc.org)

# Appendix C. Regional Council Membership

**Cheatham County** Mayor Kerry McCarver  
Ashland City Mayor Rick Johnson  
Kingston Springs Mayor Tony Gross  
Pegram Mayor Charles Morehead  
Pleasant View Mayor Perry Keenan  
Hadley Williams, Minority Rep.  
TBA, Industrial Rep.

**Metro Nashville-Davidson County** Mayor David Briley  
Belle Meade Mayor James Hunt  
Berry Hill Mayor Greg Mabey  
Forest Hills Mayor John Lovell  
Goodlettsville Mayor Jeff Duncan  
Oak Hill Mayor Heidi Campbell  
Erica Gilmore, Minority Rep.  
Matt Wiltshire, Industrial Rep.

**Dickson County** Mayor Bob Rial  
Burns Mayor Landon Mathis  
Charlotte Mayor William R. Davis  
Dickson Mayor Don L. Weiss, Jr.  
Slayden Mayor Wayne White  
Vanleer Mayor Jason Weaver  
White Bluff Mayor Linda Hayes  
Dwight Haynes, Minority Rep.  
Darrell James, Industrial Rep.

**Houston County** Executive James Bridges  
Erin Mayor Paul Bailey  
Tennessee Ridge Mayor Stony Odom  
Lori Taylor, Minority Rep.  
Cass Rye, Industrial 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.  
Ted Moore, Industrial Rep.

**Montgomery County** Mayor Jim Durrett  
Clarksville Mayor Kim McMillan  
Rene Llanos, Minority Rep.  
Cal Wray, Industrial Rep.

**Robertson County** Mayor Billy Vogle  
Adams Mayor Mary Mantooth  
Cedar Hill Mayor Tom Richards  
Coopertown Mayor Glen Guyor  
Cross Plains Mayor Barry Faulkner  
Greenbrier Mayor Bonnette Dawson  
Orlinda Mayor Ricky Stark  
Ridgetop Mayor Tony Reasoner

Springfield Mayor Ann Schneider  
White House Mayor Mike Arnold  
Herbert Barbee, Minority Rep.  
Robert Bibb, Industrial Rep.

**Rutherford 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.

**Stewart County** Mayor Robin Brandon  
Cumberland City Mayor Gary Vaughn  
Dover Mayor Lesa Fitzhugh  
David Dunlap, Minority Rep.  
Madison Campbell, Industrial Rep.

**Sumner County** Executive Anthony Holt  
Gallatin Mayor Paige Brown  
Hendersonville Mayor Jamie Clary  
Millersville Mayor Tim Lassiter  
Mitchellville Mayor Bobby Worman  
Portland Mayor Kenneth A. Wilber  
Westmoreland Mayor Jerry Kirkman  
White House Mayor Mike Arnold  
Darryl D. Eubanks, Minority Rep.  
Jimmy Johnston, Industrial Rep.

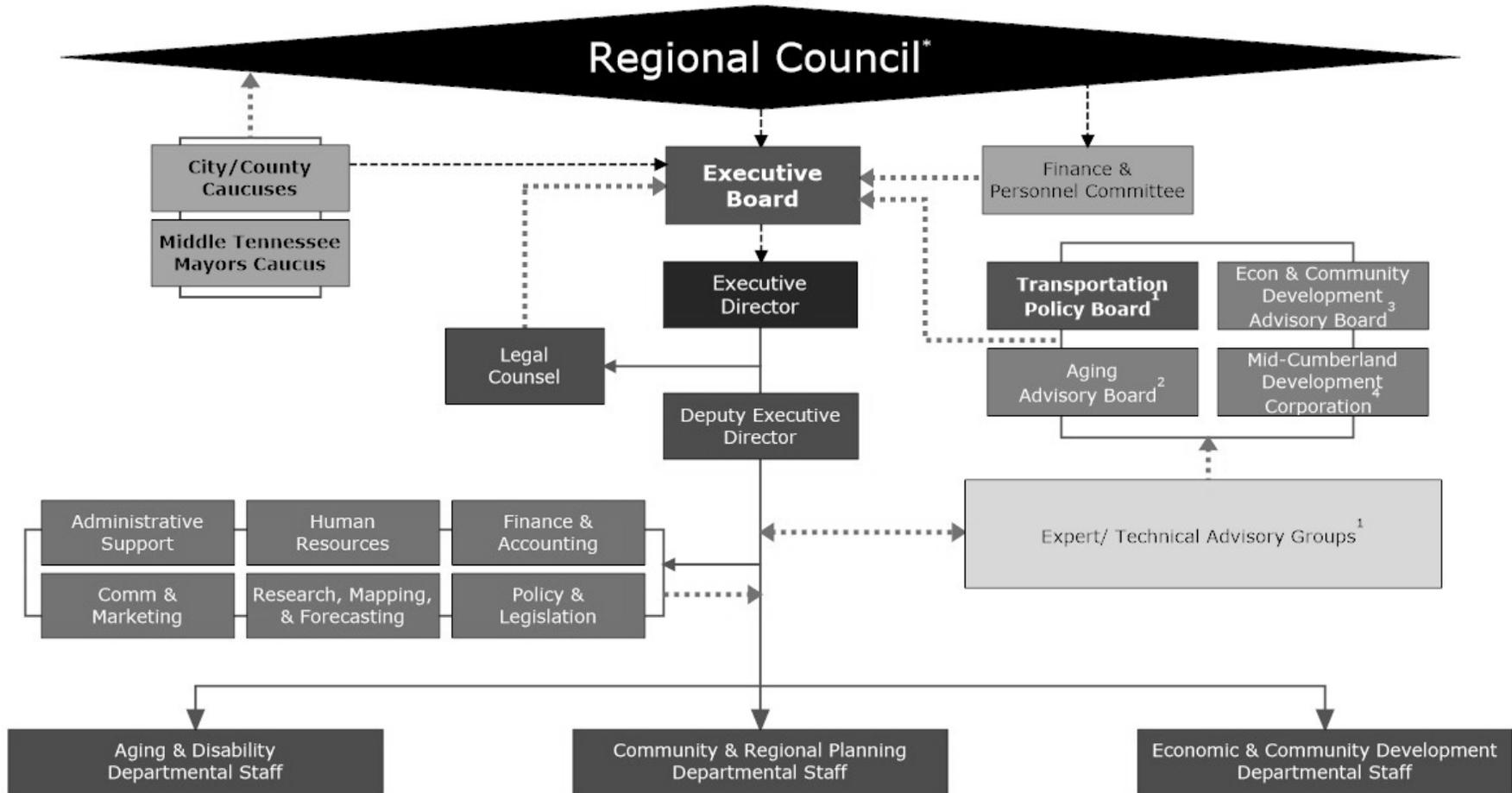
**Metro Trousdale County-Hartsville** Mayor Stephen Chambers  
Craig Moreland, Minority Rep.  
Charly Lyons, Industrial Rep.

**Williamson 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.  
Scott Collins, Industrial Rep.

**Wilson County** Mayor Randall Hutto  
Lebanon Mayor Bernie Ash  
Mount Juliet Mayor Ed Hagerty  
Watertown Mayor Michael Jennings  
Fred Burton, Minority Rep.  
G.C. Hixson, Industrial Rep.

Tennessee Representative Susan Lynn  
Tennessee Senator Steve Dickerson

# Appendix D. Organizational Chart



**RELATIONSHIP:**

Supervisory

..... Advisory

----- Appointment

\* Mayors, County Executives, Legislators, Minority and Industry Appointments

1. Fulfills federal requirements for the Nashville Area MPO

2. Fulfills federal Older Americans Act requirements

3. Fulfills U.S. EDA requirements

4. Governing body for GNRC-administered federal SBA loan programs

