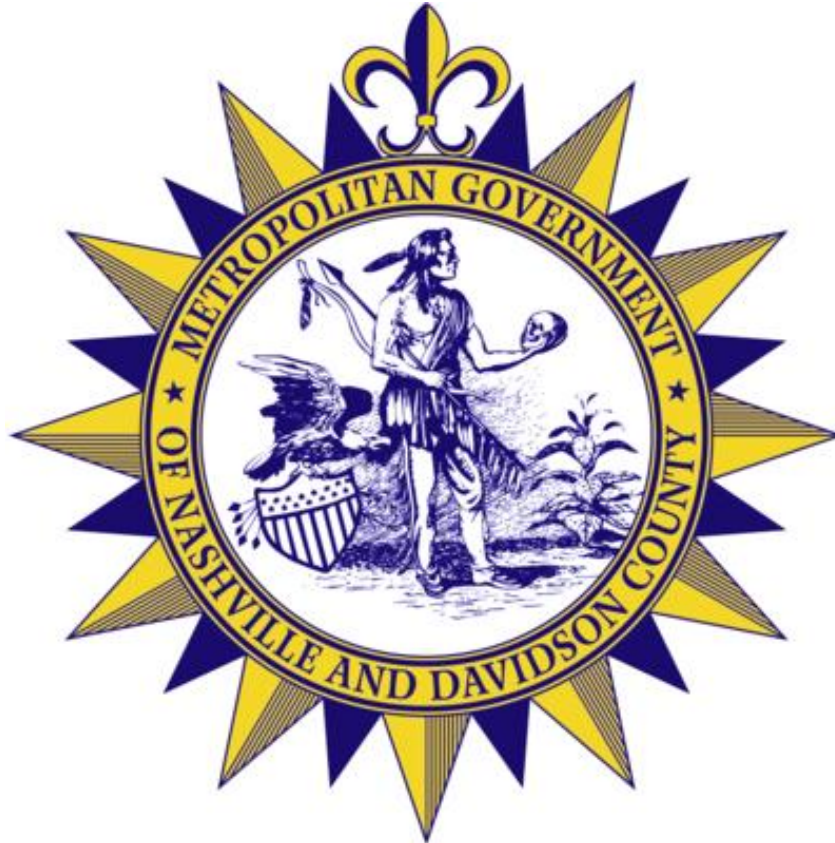


MAYORAL TRANSITION COMMITTEE  
REPORT & RECOMMENDATIONS



Prepared for Nashville Mayor Megan Barry  
October 23, 2015

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## TRANSITION COMMITTEE MEMBERS

Kasar Abdulla	Director of Community Relations, Valor Collegiate
Samar Ali	Attorney, Bone McAllester Norton PLLC
Cristina O. Allen	Owner, Caliente Consulting
Leon Berrios	Director of Immigration and Legal Affairs, Hispanic Family Foundation
Charles Robert Bone	Attorney, Bone McAllester Norton PLLC
Brian Brockman	Nashville Fire Department
Dave Cooley	Principal, Cooley Public Strategies
The Rev. Judy Cummings	Pastor, New Covenant Christian Church
Glenn Farner	Business Manager and Secretary-Treasurer, Southeast Laborers' District Council
Beth Fortune	Vice Chancellor for Public Affairs, Vanderbilt University
Ben Freeland	Owner, Freeland Chevrolet Superstore
Howard Gentry	Criminal Court Clerk
Don Hardin	Owner, Don Hardin Group
Ed Hardy	Co-Chairman, Music City Council
Clay Haynes	Managing Member, Oak Tree Properties
Henry Hicks	President and CEO, National Museum of African American Music
Claudia Huskey	Senior Advisor, Mayor Megan Barry
Shannon Hunt	President and CEO, Nashville Public Education Foundation
Milton Johnson	Chairman and CEO, HCA
Tom Jurkovich	Vice President of Strategic Communications and External Affairs, Metro Nashville Airport Authority
Kristine LaLonde	Mayor's Office of Innovation

Debby Dale Mason	Chief Community Development Officer, Nashville Area Chamber of Commerce
David McMurry	President-Elect, Madison-Rivergate Chamber of Commerce
Stuart McWhorter	CEO, Entrepreneur Center
Janet Miller	CEO and Market Leader, Colliers Nashville
Breonus Mitchell	Pastor, Greater Grace Temple Community Church
Betty Nixon	Former Vice Chancellor for Community Relations, Vanderbilt University
Bill Phillips	Principal, Windrow Phillips Group
Phil Ponder	Former Metro Council Member
Avi Poster	Community Activist
Rich Riebeling	Chief Operating Officer, Metro Nashville
Carolyn Schott	Attorney, Sherrard & Roe PLC
Walter Searcy	Attorney
Pat Shea	CEO, YWCA of Nashville & Middle Tennessee
Stephanie Silverman	Executive Director, The Belcourt
Keith Simmons	Attorney, Bass Berry & Sims PLC
Renata Soto	Executive Director, Conexion Americas
Edith Taylor Langster	Former Metro Council Member
Frank Trew	President, Hip Donelson
Katy Varney	Partner, McNeely Pigott & Fox Public Relations
Hershell Warren	Former Senior Adviser, Mayor Karl Dean
Grant Winrow	University Relations and Development, Tennessee State University
Brenda Wynn	Davidson County Clerk

October 23, 2015

Mayor Megan Barry  
1 Public Square #100  
Nashville, Tennessee 37201

Re: Mayoral Transition Committee Report & Recommendations

Dear Mayor Barry:

On behalf of the Mayoral Transition Committee (the "Committee") that you assembled shortly after your election, please allow me to express the Committee's sincere appreciation for the responsibilities that you asked us to undertake. Nashville's form of government and transition is unique. This is compounded by the limited transition period between your election on September 10, 2015 and taking office only fifteen days later on September 25, 2015. As a result, and pursuant to your request, we set out to not only ensure a seamless transition from Mayor Karl Dean's administration to yours, but also to assist with (a) identifying and prioritizing policies, opportunities and challenges that are important to Nashville and (b) evaluating and making recommendations concerning the organizational structure of the Mayor's Office.

During the campaign, you articulated a vision "to keep Nashville moving forward by investing in strong public schools, improving our transit system, growing our economy, and making sure that Nashville remains a safe, affordable place to live." In light of your vision, and to guide our work, we organized the Committee into five working groups focused on affordability and access, economic and workforce development, education, diversity and organization, and transportation and infrastructure. In addition to the three full committee meetings that you attended, each working group met separately on two occasions to further discuss these important topic areas. The recommendations from each of these working groups are specifically set out in the attached report.

The issues addressed and recommendations made herein are not intended to be an exhaustive list of considerations. We recognize that there are many issues to be considered, addressed and highlighted in Nashville from continuing to improve public safety to criminal justice reform to environmental sustainability to celebrating and highlighting the creative community.

Thank you for assuming the responsibility of serving as Mayor. As a Committee, we applaud you for identifying and recruiting a talented and capable staff reflective of the energy and culture that Nashville is now known for and a team that reflects Nashville's rich diversity based on race, gender, sexual orientation, culture, background, industry and geography. Please do not hesitate to continue to call upon the members of this Committee throughout your time in office.

Sincerely,



Charles Robert Bone  
Transition Committee, Chair

## AFFORDABILITY & ACCESS RECOMMENDATIONS

The Affordability & Access Working Group was comprised of Rev. Judy Cummings, Howard Gentry, Kristine LaLonde, Betty Nixon, Avi Poster and Walter Searcy. This working group met on October 2, 2015 and October 12, 2015.

As a result of our work, we recommend the following:

1. **Undertake an organizational review of the Metropolitan Government and other resources throughout Nashville focused on how we, as a city, reduce poverty and provide services and opportunities to those living in poverty.** While Nashville has experienced unprecedented prosperity, we still have far too many individuals and families that are struggling to make ends meet. According to the most recent *Community Needs Evaluation* published by Metro Social Services, Nashville's poverty rate (\$24,250 in household income or less) is approximately 17.8% and more problematic is that approximately 30.5% of our children live in poverty. As a city, both publically and privately, it is crucial that we examine how we provide services and opportunities to the 117,000 people living in poverty in Nashville.

2. **Appoint a point person and expert working in the Mayor's Office who is directly responsible for affordable housing.** The issue of affordable housing is about ensuring that the city has an adequate supply of housing that is affordable to lower and middle-income residents as both renters and homeowners — as too many Nashvillians are considered “cost burdened” (spending more than a third of their income on housing and related costs). This point person would work throughout the community to develop and implement affordable housing priorities; be responsible for monitoring the effects of development on our housing inventory; and tasked with developing incentives and zoning strategies to prevent a further reduction in our affordable housing inventory.

3. **Consider establishing a task force on affordable housing comprised of policy experts, advocates, developers, service providers and potential homeowners/tenants.** Throughout the campaign, Mayor Barry accurately noted that “we lack a clear and comprehensive city policy or approach to affordable housing.” Furthermore, affordable housing has different meanings for different constituencies as it can span the spectrum from those families making \$20,000 per year to as much as \$75,000 per year. As we know, these require different products across the spectrum. This task force would assist the Mayor and her point person for affordable housing with articulating a working definition of affordable housing, quantifying the problems, and pursuing policies to ensure that we are building the right types of units and that they remain affordable.

4. **Increase our financial commitment to the Barnes Fund for Affordable Housing (the “Barnes Fund”).** The Barnes Fund was established in 2013 “to assist in providing quality affordable housing to residents of Davidson County with limited means.” Initially, the Barnes Fund was seeded with \$3 million with the Metro Council approving an additional \$500,000 from the city's general funds in fiscal year 2015. (In addition, the city has earmarked \$5 million from the planned sale of the Nashville Convention Center to the Barnes Fund.) However, we know, particularly when compared to our peer cities, that the Barnes Fund is “underfunded” and the city's financial commitment should be increased whether that be from

new dedicated revenue streams (like the one cent tax revenue generated by Airbnb hosts), one time appropriations or working with the state to provide for public financing authorization.

5. **Pursue a community-wide inclusionary zoning policy that has public support.** On July 21, 2015, the Metro Council passed Ordinance BL2015-1139 “to establish a requirement for affordable and workforce housing units, and to authorize the Planning Department to establish rules and regulations in accordance with this ordinance.” The Planning Department was asked to prepare rules and regulations setting “a goal of requiring at least 14% of the units in all residential development in Davidson County, including new construction and renovation be reserved and used for Affordable Housing and/or Workforce Housing (as defined therein).” However, these rules and regulations and any amendments to the Zoning Code must be brought back to and passed again by the Metro Council. Therefore, it is important that the Mayor work with all constituencies and the Metro Council to ensure there is public support for the implementation of inclusionary zoning and that such implementation increases the supply of affordable housing and workforce housing.

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## DIVERSITY & ORGANIZATIONAL STRUCTURE RECOMMENDATIONS

The Diversity & Organizational Structure Working Group was comprised of Kasar Abdulla, Cristina Allen, Leon Berrios, Bill Phillips, Keith Simmons, Renata Soto, Frank Trew, Hershell Warren and Brenda Wynn. This working group met on October 1, 2015 and October 19, 2015.

Nashville is a city that is becoming known for its diversity. The Metro Human Relations Commission (the “Commission”) has noted that we “are growing increasingly diverse — racially, culturally, and religiously.” According to the Commission’s recent report entitled “*Deep Diversity: Cultural Competence in the Mayor’s Office*,” various statistics are cited to highlight our evolving diversity,” including:

- Between 2000 and 2012, immigrants accounted for nearly 60% of Nashville’s overall population growth.
- During the 2013-2014 school year, 36% of children entering kindergarten in Metro Nashville Public Schools were African American and 19% were Hispanic/Latino.
- Students in Metro Nashville Public Schools speak more than 130 languages.
- By 2035, Nashville will not have a majority race/ethnicity. Whites, African Americans, and Hispanic/Latinos will each make up about 30% of the population with other immigrant groups making up the other 10%.
- Nashville is home to the largest Kurdish community in the United States.

However, we know that Nashville’s increasing diversity has not only created opportunities, but also exposed certain challenges that must be addressed. For instance, in January 2015, the Commission released the *IncluCivics Report* analyzing the demographic makeup of 50 Metro Nashville departments. As of April 1, 2015, the updated report characterized the Metropolitan Government’s workforce as follows:

- Hispanic/Latino population significantly underrepresented in all departments (Metro’s workforce is 1.9% Hispanic, while the employment-aged population is 10.2%).
- 12% of department directors are African American, 0% are Hispanic, and 0% are Asian/Pacific Islander.
- Non-Hispanic White employees are overrepresented among the higher income brackets while African American and Hispanic employees are overrepresented in the lowest income brackets.
- Controlling for gender, job tenure, and age, African American employees make on average \$7,719 less than the average for Non-Hispanic White employees.



- Controlling for gender, job tenure, and age, Hispanic employees make on average \$6,626 less than the average for Non-Hispanic White employees.
- While the Nashville-Davidson County population has a relatively equal gender balance, nearly two-thirds of Metro employees are men.
- Men are overrepresented among the higher income brackets while women are overrepresented in the lowest income brackets.
- Controlling for race, job tenure, and age, women make on average \$4,450 less than the average for male employees.

In light of the foregoing, and as a result of our work, we recommend the following:

1. **Appoint and empower a Chief Diversity Officer in the Mayor’s Office.** The expectations for diversity must be set by the Mayor and embedded in the city’s culture and way of doing business. This person should report directly to the Chief of Staff and be responsible for ensuring that all parts of the Metropolitan Government are focused on (a) attracting, developing, promoting and retaining a diverse workforce at all levels; (b) developing the competencies (cultural) of all employees to operate effectively within a diverse organizational framework; (c) working to improve upon the city’s procurement practices and policies to further increase opportunities for minority and women-owned businesses; and (d) affirming and furthering the commitment of diversity and inclusion to enhance a broader Nashville’s competitive capability throughout all of the Metropolitan Government and Nashville as a whole.

2. **Reconvene the Diversity Advisory Committee and work with them to adopt and implement their recommendations.** On January 15, 2015, Mayor Karl Dean established the Diversity Advisory Committee, pursuant to Executive Order #46, to ensure the city was “promoting and encouraging a diverse workforce” and “to develop a plan that will ultimately assist all Metropolitan Government agencies, boards, and commissions in their efforts to recruit, hire and retain a workforce that is inclusive and representative of Nashville’s local demographics and that serves as an example for the employers of this city.” Thereafter, the Diversity Advisory Committee put forth ten recommendations focused on information accessibility, employee demographics, resources, Nashville’s demographics, and accountability. We believe that the Mayor should reconvene this committee for the purpose of ensuring that these recommendations are being implemented and to look for immediate opportunities, such as expediting the city’s efforts to achieve workforce diversity in the hiring of teachers, principals, police officers, firefighters, EMTs and paramedics.

3. **Ensure that the component offices comprising the Mayor’s Office are proactively engaging with the community and providing appropriate services and opportunities throughout the city.** While the Mayor’s Office is limited in size, we must ensure that its reach is maximized in the most efficient and appropriate manner as possible. To that end, we would recommend:

- Reconstituting the Mayor’s Office of Neighborhoods as the “Mayor’s Office of Neighborhoods & Engagement” to ensure that the Mayor’s Office is not only responsive to constituent services, but also that it is proactively available and accessible to its citizens.
- Expanding the Office of Financial Empowerment to an “Office of Financial Opportunity” to focus not only on providing financial counseling and assisting individuals with reducing debt and building assets, but also to include the Mayor’s point person on affordable housing (see p. 6) and point person on workforce development (see pp. 11-12).
- Affirming and further developing the Mayor’s Office of New Americans which was established by Mayor Dean on September 22, 2014 and focused on engaging and empowering immigrants living in the Nashville community. This office should continue to ensure that city programs and opportunities are accessible to our immigrant community and expanded to ensure that the city is advocating policies consistent with the office’s four primary objectives: (a) engaging and empowering immigrants to participate in their local government and in their communities; (b) fostering a knowledgeable, safe, and connected community; (c) expanding economic and educational opportunities for New Americans to the benefit of all Nashvillians; and (d) working with community organizations and other Metropolitan Government departments to empower and support New Americans. (An example of this crossroads between programmatic and policy-focused would be the proposal concerning the issuance of municipal ID cards.)

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## ECONOMIC & WORKFORCE DEVELOPMENT RECOMMENDATIONS

The Economic & Workforce Development Working Group was comprised of Samar Ali, Glenn Farner, Don Hardin, Ed Hardy, Henry Hicks, Debby Dale Mason, Stuart McWhorter and Pat Shea. This working group met on October 2, 2015 and October 9, 2015.

As a result of our work, we recommend the following:

1. **Pursue an “and” economic and community development strategy rather than an “or” strategy, which may ultimately mean greater bandwidth and specialized positions in the Mayor’s Office of Economic & Community Development.** Over the last several years Nashville has emerged “as one of the strongest, most vibrant economies in the United States.” According to the Nashville Chamber of Commerce, “our distinct advantages include an ideal geographic location in the heart of the U.S. population base, a skilled workforce fueled by 100,000 college students in the region, operating costs and cost of living almost 10 percentage points below the U.S. average, and a quality of life whose tone is set by being one of the top centers in the world for the creative class.” We are also an attractive global destination for foreign direct investment. However, we cannot afford to rest on these successes or risk being perceived as (a) having an exclusive focus on the recruitment and relocation of mid to large-size businesses or (b) interested in economic development only in certain parts of the city.

2. **Help small businesses grow, develop and expand.** As referenced above, we must also continue to pursue the “and” piece of the economic and community development strategy to ensure that the city is focused on the growth, expansion and retention of small businesses, particularly minority and women-owned businesses and those comprising the creative class. While Nashville has great resources in place like the Nashville Entrepreneur Center and the Nashville Business Incubation Center at Tennessee State University, we recommend formally inventorying the needs of all small businesses — not just the fundable, scalable ones — to ensure they are receiving the support and attention they need.

3. **Explore the creation of innovation districts and zones to intentionally expand job development and economic development throughout Davidson County.** According to Brookings, innovation districts are typically “geographic areas where leading-edge anchor institutions and companies cluster and connect with start-ups, business incubators and accelerators paying particular attention to promoting racial and ethnic diversity entrepreneurship. They are also physically compact, transit-accessible, and technically-wired and offer mixed-use housing, office, and retail.” As a part of this, the city should leverage available federal resources and partnerships in new ways. We recognize that each innovation district would be unique — offering different strengths and requiring varying levels of support. However, the developments created by these innovation districts and investments encouraged by them need to benefit those who are already living and working in those respective parts of the city. We believe that pursuing the first innovation district in North Nashville would be an appropriate place to start.

4. **Recognize that there are substantial workforce development challenges and opportunities throughout Nashville, which will need to be addressed in a variety of measurable ways.** According to the *Strengthening the Middle Tennessee Region 2020: Building a Vital Workforce to Sustain Economic Growth and Expand Opportunity* report, “during the next five years, the joint metro region (Nashville MSA and Clarksville MSA) may create between 1.1

and 1.5 million job openings. About 15.5% of those jobs will require some postsecondary training, and 20% percent may require a four-year or advanced university degree. The demand for skilled and educated workers continues to expand as minimum retention and skill advancement requirements edge upward. Business leaders, policymakers, educational institutions and other stakeholders have a unique opportunity to position the joint metro region as an exemplary model of workforce efficiency.” It is imperative that the city, from both a public sector perspective and private sector perspective, reimagine and redesign how workforce development is provided in Nashville. We would recommend that the Mayor designate a point person in her office focused on workforce development.

5. **Support policies and practices that promote Nashville’s cultural and creative economy.** Nashville is attracting “a wide variety of creative workers who anchor their lives and businesses in innovation.” According to the Nashville Arts Coalition, “there are more than 40,000 creative workers in the county and in turn their labels, museums, clubs, galleries, and design studios support thousands of other jobs.” Just as we are making Nashville known as a city that is good for starting and growing a business, we should take the same approach to ensure that Nashville artists and creative entrepreneurs have the opportunities to grow their professional practices and businesses. We would recommend that the Mayor include a position in the Mayor’s Office of Economic & Community Development focused on the creative economy.

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## EDUCATION RECOMMENDATIONS

The Education Working Group was comprised of Brian Brockman, Ben Freeland, Shannon Hunt, Edith Taylor Langster, Phil Ponder, Carolyn Schott, Stephanie Silverman and Grant Winrow. This working group met on October 2, 2015 and October 19, 2015.

As a result of our work, we recommend the following:

1. **Affirm the Mayor’s role in public education by building a positive culture around our schools and setting appropriately high expectations.** It is important that the Mayor be actively involved with the search for a new director of schools and have a close working relationship with the new director of schools going forward. The Mayor must set the tone that, as a city, we will put students first, set high expectations, and instill a culture of hope and aspiration amongst our children and families. (An example of this would be setting a citywide effort aimed at raising ACT scores in Nashville.)

2. **Focus on recruiting, developing, and retaining high quality teachers and principals.** Research consistently shows that strong principal leaders and high quality teachers have the greatest influence on student achievement. By leveraging private sector opportunities, in partnership with public sector efforts, we must make Nashville the most attractive city for gifted educators. With as many as 500 new teachers being hired each year, this presents a tremendous opportunity to recruit, develop and retain high quality teachers.

3. **Focus on the entire education spectrum from early childhood learning (including high quality pre-k) to postsecondary success.** We must create a cradle-to-career approach that provides clear pathways and support systems for students across the education spectrum. We must raise the bar for the system as a whole with a refined focus shift from high school graduation to college entry whether two year, four year or technical school. It is anticipated that 60% of the jobs created in the next five years require a four-year degree and the majority require some level of post-secondary. (As an example, currently only 44% of our kids go on to college and half that graduate with a degree of any sort.)

4. **Reconstitute and refocus the Office of Children and Youth to the “Office of Education and Youth” to include an education liaison and point person to pursue integration across the city, including with the Metro Council, School Board and our non-profit community.** Education is no longer 8:00 AM – 3:00 PM, nor is it limited to only academic achievement. As we refocus our education system, we must be focused on the entirety of a child’s life (including after and out of school programming) with an eye towards broader public/private partnerships that will help spark innovation and bring additional community resources to the table.

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## TRANSPORTATION & INFRASTRUCTURE RECOMMENDATIONS

The Transportation and Infrastructure Working Group was comprised of Dave Cooley, Beth Fortune, Clay Haynes, Milton Johnson, Tom Jurkovich, David McMurry, Breonus Mitchell and Katy Varney. This working group met on October 2, 2015 and October 19, 2015.

The issues of addressing traffic, planning for mass transit, and upgrading infrastructure are inextricably linked. Further, it is apparent that there are both short-term and long-term opportunities and challenges that cannot all be addressed within a single Mayor's term. Given the unique challenges, it is imperative that the Mayor assume responsibility for addressing these issues; framing the short-term and long-term expectations; and providing active leadership.

In light of the foregoing, and as a result of our work, we recommend the following:

1. **In addition to a “Director of Transportation,” include a responsibility for “Infrastructure.”** While there was much discussion during the campaign of creating a “transit czar,” it is important to also consider a responsibility for infrastructure. The Director of Transportation, among other responsibilities, should be responsible for developing transit policy and participating in transit initiatives throughout the region as well at the state and federal levels. However, it is important to also consider a Director of Infrastructure to be responsible for coordinating infrastructure planning among Metro's Departments (Public Works, Water Services, Codes, Planning, Historical Commission, Metropolitan Transit Authority (“MTA”) and related departments) and other stakeholders so that there is a unified strategy as we improve our infrastructure, including our transit-related infrastructure. We recognize that there may be substantial overlap between these positions and an opportunity for consolidation between them as the city works to address short-term issues like traffic and parking, and longer-term issues around transit and development patterns.

2. **Work with MTA to explore strategies for increasing ridership and better utilizing technology.** The notion that we can simply “pave our way out” of our traffic problems is a decades-old mindset. Ultimately, to reduce congestion, we have to reduce demand and take advantage of the efficiencies being brought about by advances in technology. According to MTA, the bus system is at only 15% capacity despite the fact that we will have in excess of 10 million passenger rides this year. Couple that with the fact that only 32% of our riders are “choice riders,” we must do everything we can to explore strategies for increasing ridership. (For example, when MTA offered free bus rides on September 25, 2015, ridership increased by 6%.) In addition, we must continue to look for efficiencies that come with better utilization of technology from the release of an app providing real-time information of city bus locations (scheduled for release later this year) to continuing the synchronization of our traffic signals.

3. **Continue working with the Nashville Area Metropolitan Planning Organization (“MPO”) and the Middle Tennessee Mayors Caucus (“Mayors Caucus”) to serve as a catalyst for a long-term and regional transit plan.** The MPO is expected to present a revised and updated regional transportation plan later this year that will set forth “guiding principles, goals and objectives for the enhancement of Middle Tennessee's transportation system over the next 25 years. It (will detail) a multi-modal strategy to support the economic growth and prosperity goals of the region's communities, while dealing with the problems of future congestion, concerns for the health, safety and security of travelers, as well as the negative

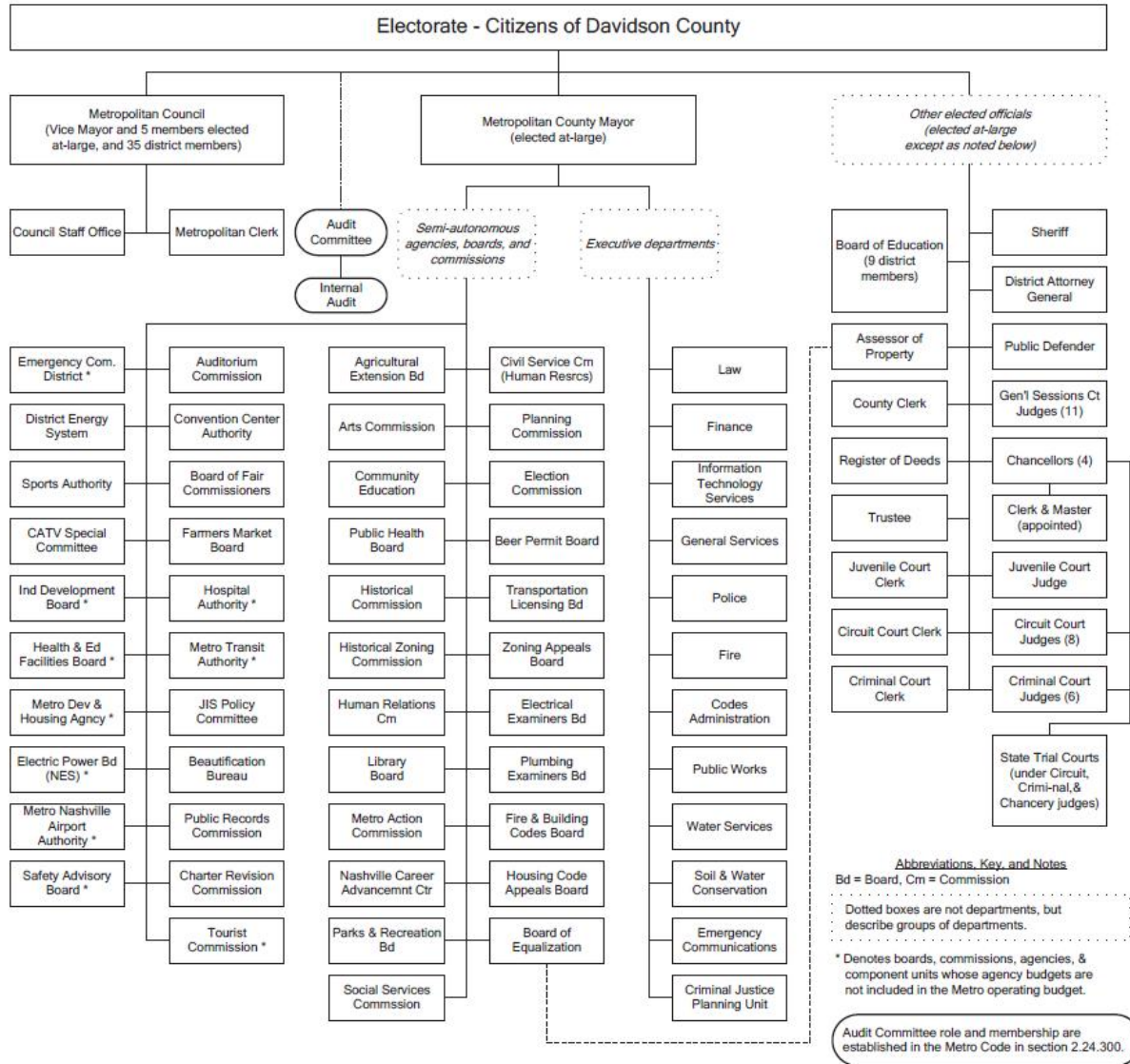
effects that system expansion has on the natural and socio-cultural environment.” In addition, the Mayors Caucus, working with the MPO, and comprised of 40 city and county mayors from across the region, was established more than six years ago “to foster communication and coordination among cities and counties across Middle Tennessee” on regional issues like transportation. A long-term mass transit system is imperative for Middle Tennessee. However, Nashville, and the Nashville Mayor, must provide leadership within the region both in supporting the efforts of the MPO and working within the Mayors Caucus.

4. **Work with the Office of Neighborhoods and Engagement to ensure ongoing public engagement on multi-modal transit planning and infrastructure issues.** As we look for ways to address traffic, plan for mass transit, and upgrade our infrastructure, it is imperative that the public be engaged at every step in the process. As MTA has acknowledged as a part of its *nMotion* process, “creating a meaningful transit plan for Nashville’s future requires meaningful input from the people who will be living, working, and playing here over the next several decades.” However, meaningful opportunities for input should not occur only when we undertake strategic planning exercises, this should be an ongoing effort throughout the city – corridor by corridor – led by the Mayor’s Office.

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# CURRENT ORGANIZATIONAL STRUCTURE

In order to put the recommendations set forth above into perspective and to consider future organizational changes discussed below, it is helpful to first understand the current organizational structure of the Metropolitan Government. The current organization structure<sup>1</sup> is set out as follows:



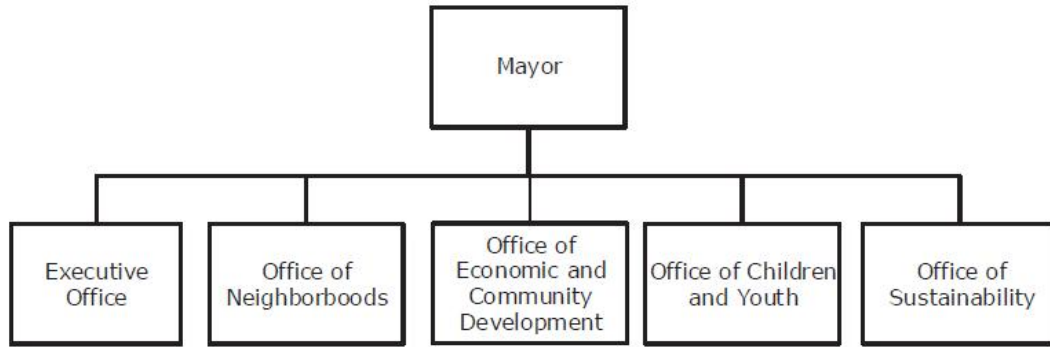
Organizationally there are three component parts to the Metropolitan Government comprised of the Mayor’s Office, the executive departments and the various agencies, boards and commissions, as follows:

**1. Mayor’s Office.** The mission of the Mayor’s Office is “to be responsible for the conduct of the executive and administrative work of the Metropolitan Government.” For fiscal year 2016, there are 30 total budgeted positions. (Over the last 3 years, the budgeted positions have ranged from 27-35.) The current budget for the Mayor’s Office is \$3,212,100 (comprised of \$2,966,000 from the GSD General Fund and \$246,000 from the Special Purpose Fund).

<sup>1</sup> Metropolitan Nashville / Davidson County FY 2014 Recommended Budget, p. A-13.



The Organizational Structure of Mayor Dean's Office<sup>2</sup> was depicted as:



In addition and not shown on the organizational structure, the following three offices were added:

- Office of Financial Empowerment
- Office of New Americans
- Office of Innovation

Under Mayor Dean, the Mayor's Office was comprised of the following positions:

Executive Office

Deputy Mayor  
Executive Assistant  
Special Assistant  
Special Assistant/Council Liaison  
Press Secretary  
Communications/Speech Writing  
Receptionist  
Scheduling

Office of Neighborhoods

Director  
Neighborhood Liaison  
Neighborhood Liaison

Office of Economic & Community Development

Director  
Special Projects Assistant  
Director, Development Services

Office of Children & Youth

Director

<sup>2</sup> Metropolitan Nashville / Davidson County FY 2016 Recommended Budget, p. D-04-3.

Office of Innovation

Co-Chief Officer

Co-Chief Officer

Office of Sustainability

Chief Service Officer

Office of Financial Empowerment

Director

Office of New Americans

Senior Advisor

**2. Executive Departments.** The Metropolitan Government is comprised of twelve departments, each of which report directly to the Mayor. The primary departments, as described by their respective websites and related sources, are as follows<sup>3</sup>:

- Law. The Department of Law is created in Article 8, Chapter 6, of the Metropolitan Charter. The responsibilities of the department have been organized into three areas: legal services, claims, and insurance. The powers and duties of the department as set out in the Charter or by ordinance are to supervise, direct and control all the law work of the Metropolitan Government; furnish legal advice to the Mayor, the Council, all officers, departments, boards and commissions concerning matters related to their official powers and duties; represent Metro in all litigation; collect all debts, taxes, and accounts due the government; prepare or approve all written instruments including contracts, bonds, deeds, and leases; prepare or assist with the preparation of all ordinances; investigate and handle all claims, and handle all insurance and risk management. *Jon Cooper* is the Director of Law.

- Finance. The mission of the Department of Finance is to provide financial management, information, and business products to policy makers, departments, agencies, investors, and the Nashville community so they can have confidence in Metropolitan Government, make informed decisions, and achieve their results. *Talia Lomax-O'dneal* is the Director of Finance.

- Information Technology Services. The mission of the Information Technology Services Department is to work together to deliver exceptional technology solutions that improve the lives of the citizens of Davidson County through the Metropolitan Government entities we serve. *Keith Durbin* is the Chief information Officer and Director of the Information Technology Services Department.

- General Services. The General Services Department serves all of the other departments in Metro Nashville through a system of support services — including building maintenance and operation, radio communications, motor pool services, security services, postal services, photographic services and printing services. The mission of the Department of General Services is to provide facilities management and maintenance, design and construction, fleet management and maintenance, public-safety radio communications management and maintenance, excess and surplus property management and auction, postal,

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<sup>3</sup> The Soil and Water Conservation Department and the Criminal Justice Planning Unit are not described herein.

photographic and printing services to the Metropolitan Government. *Nancy Whittemore* is the Director of General Services.

- Police. The Mission of the Metropolitan Nashville Police Department is to provide community-based police products to the public so they can experience a safe and peaceful Nashville. *Steve Anderson* is the Police Chief.

- Fire. The mission of the Nashville Fire Department is to provide high quality fire, medical, and rescue emergency responses and community support services to the citizens and visitors within Nashville and Davidson County, so they can work and reside in a community where an all-hazard response minimizes harm to life, property and environment. *Ricky White* is the Director Chief (Interim) of the Fire Department.

- Codes Administration. The Codes Department is vested with the authority and duty to administer the Metro Building Code as well as the Metro Zoning Code — therefore, the Department is logically able to function as the “umbrella” agency administering the “permit process” — this process is linked electronically to other Metro agencies (Water Services, Public Works, Fire Marshall, etc.) to facilitate processing of applications for permits. The Department is a “general fund” department — the Director of Codes reports directly to Nashville’s Mayor. All of the costs necessary to operate the Department are fully recovered each year through “user fees” charged by the department as permit fees, license fees, plans review fees, appeal fees, and inspection fees. *Wade Hill* is the Director (Acting) of Codes.

- Public Works. The Department of Public Works delivers a wide range of services that help define the quality of life for residents of Nashville/Davidson County. Over 300 dedicated Public Works employees work day and night to help ensure a safe, clean and convenient transportation network of public streets and alleys, and to provide an efficient system for managing trash and other waste in Davidson County. These “unsung heroes” repair potholes and public sidewalks; mow grass and trim tree limbs near Metro roadways; change traffic signal bulbs; create and put up street signs; and clean up roadside dumping and litter. Among the assets managed each day by its employees are over 2,200 miles of public roadways and rights-of-way; more than 835 signalized intersections; over 6,000 named public streets; over 300 bridges; over 2,000 parking meters and approximately 18,000 parking spaces in Metro-owned garages; 12 community recycle drop-off sites and 4 recycle convenience centers for waste disposal; and collection of an average one million pounds of refuse annually from more than 128,000 homes in the USD. *Mark Macy* is the Public Works Director (Acting).

- Water Services. The mission of Metro Water Services is to provide drinking water, wastewater treatment and stormwater management services to our community so we can enjoy a vital, safe and dependable water supply and protected environment. Metro Water Services is a department of the Metropolitan Government that provides service to more than 176,000 water accounts and more than 189,000 sewer accounts. The department supplies drinking water to customers in Davidson County as well as portions of Rutherford and Williamson Counties. Two water treatment plants serve you: the K.R. Harrington and the Omohundro Water Treatment Plants, with a combined capacity of 180 million gallons of water per day. The drinking water is conveyed by a distribution system consisting of more than 2,800 miles of water main, with our largest pipe being five feet in diameter. Wastewater

is treated by one of three wastewater treatment plants: Central, Dry Creek, and Whites Creek, with a rated capacity of 186 million gallons per day and the ability to treat as much as 500 million gallons of wastewater per day during extreme rainfall events. These facilities serve customers in Davidson and portions of Sumner, Robertson, Wilson, Rutherford, and Williamson Counties. The wastewater collection system has more than 3,000 miles of piping, the largest of which is 16 feet in diameter. *Scott Potter* is the Director of Metro Water Services.

- Emergency Communications. The Emergency Communications Center Operations Division is the core of the public safety system for Davidson County and the Nashville area. This division is a 24 hours a day, seven days a week operation. The employees that are assigned to this division are the *first* First Responders and are responsible for answering 9-1-1 calls and non-emergency calls, as well as dispatching Police, Fire, and EMS to the citizens within the Nashville area. *Michele Donegan* was recently announced as the Director of the Metro Nashville Emergency Communications Center.

- Planning Department. Although the Planning Department does not report directly to the Mayor, it is an integral part of the Metropolitan Government. The Planning Department's responsibilities include working with local communities to create appropriate land-use policies and community plans, making recommendations to the Planning Commission on zoning decisions, and providing design services while supporting more sustainable development. *Doug Sloan* is the Executive Director (Interim).

**3. Agencies, Boards and Commissions.** There are approximately forty-four semi-autonomous agencies, boards and commissions reporting to governing boards comprising more than 400 individuals that are primarily appointed by the Mayor and approved by the Metro Council, including the Sports Authority, Industrial Development Board, MDHA, NES, Airport Authority, MTA, Convention Center Authority, Arts Commission, Planning Commission and Parks & Recreation.

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## ORGANIZATIONAL RECOMMENDATIONS

Pursuant to your request, we have considered various organizational recommendations, most of which are referenced herein. Throughout our work and meetings with you, we have attempted to discern (a) which positions in the Mayor's Office and Executive Departments are a priority that should be filled as soon as possible<sup>4</sup>; (b) identify new positions that you have committed to incorporating into the Mayor's Office; and (c) determine new offices and positions that would make the Metropolitan Government operate more efficiently and best serve the citizens of Davidson County, particularly in light of the recommendations made herein.

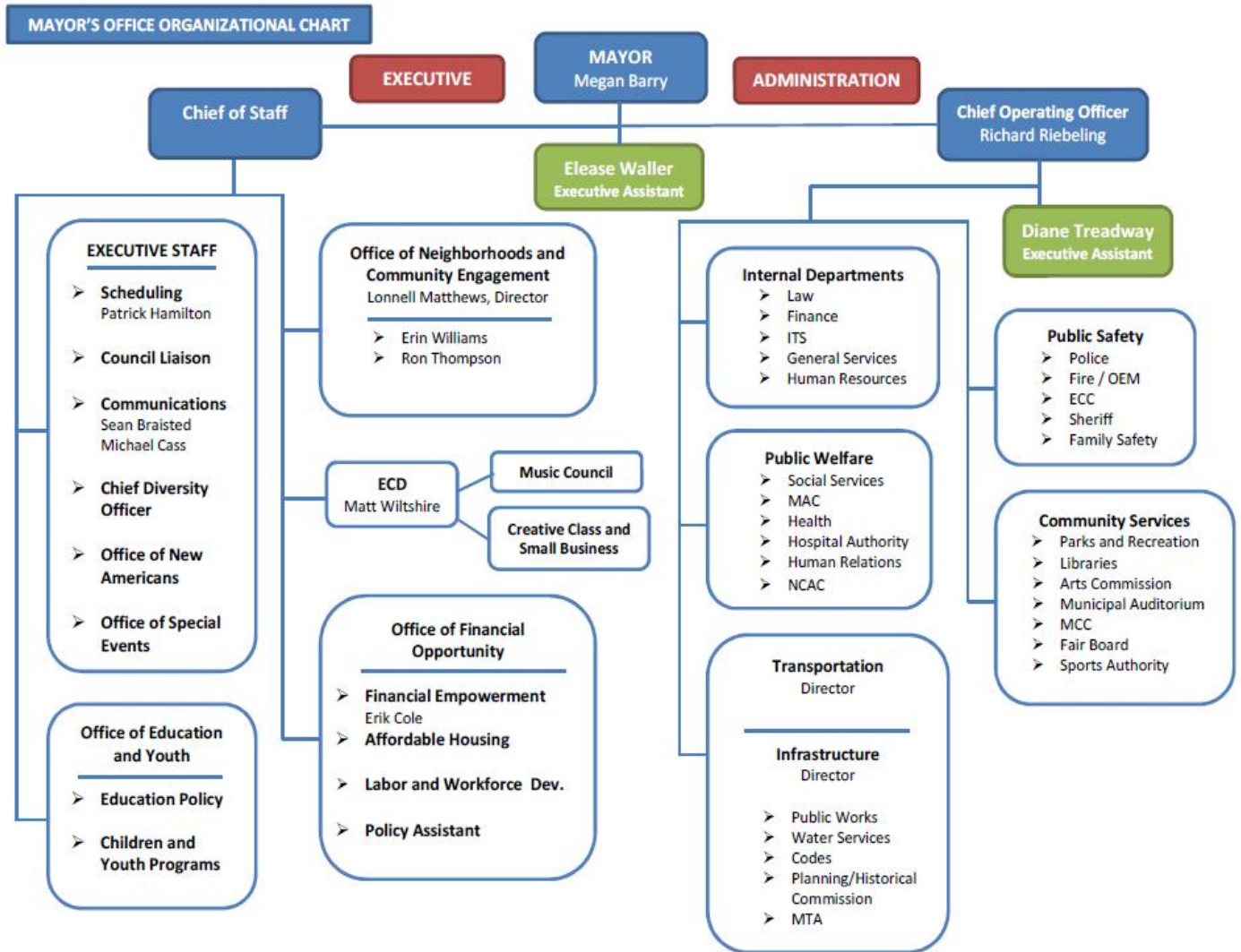
Our organizational recommendations can be summarized as follows:

1. Replace what has traditionally been a Deputy Mayor's position by creating a Chief Operating Officer (focused on the administrative and business functions of the Metropolitan Government) and a Chief of Staff (focused on the executive management, political and policy functions of the Mayor's Office).
2. Appoint a point person and expert working in the Mayor's Office who is directly responsible for affordable housing.
3. Appoint and empower a Chief Diversity Officer in the Mayor's Office.
4. Reconstitute the Mayor's Office of Neighborhoods to the "Mayor's Office of Neighborhoods and Engagement" to ensure that the Mayor's Office not only is responsive to constituent services, but also that it is proactively available and accessible to its citizens.
5. Expand the Office of Financial Empowerment to an "Office of Financial Opportunity" to focus not only on providing financial counseling and assisting individuals with reducing debt and building assets, but also to include the Mayor's (a) point person on affordable housing and (b) point person of workforce development.
6. Include a position in the Mayor's Office of Economic & Community Development focused on the creative economy.
7. Affirm and further develop the Mayor's Office of New Americans.
8. Reconstitute the Mayor's Office of Children and Youth to the "Mayor's Office of Education and Youth" and include an education liaison as a part of that office.
9. In addition to a "Director of Transportation," include a responsibility for "Infrastructure."
10. Move the Office of Special Events from Public Works back to the Mayor's Office.

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<sup>4</sup> With respect to putting the "timing" of these hires into perspective, it is important to remember that Mayor Dean did not appoint his Director of Law and Director of Finance until October 30, 2007, and the Director of Finance did not begin until late November 2007.

Below, *for illustrative purposes*, is a *draft* of a Mayor's Office Organizational Chart that would streamline the functions and reporting of the current office and incorporate new positions and potential positions:



Further, this potential Mayor's Office Organizational Chart would separate most of the policy/political functions from the administrative/business functions of your office and the Metropolitan Government.

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