

MUNICIPAL E-NEWS

UT Municipal Technical Advisory Service
INSTITUTE FOR PUBLIC SERVICE

January 2017 | Issue 82



MTAS Training Classes

See what is coming up!

bit.ly/MTASTrainingCalendar

New Information Resources from MTAS

Alexandria Water/Wastewater Board Ordinance (Warren Nevad)

[Download](#)

Creating a Lasting Impression: A Definitive Guide for Onboarding New Public Sector Employees (IPMA-HR; book) | [Request this item](#)

Leaders Eat Last: Why Some Teams Pull Together and Others Don't (Simon Sinek; book)

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To see a list of ALL new materials recently added to the library holdings click [HERE](#)

Past Newsletter Issues

bit.ly/MTASeNews

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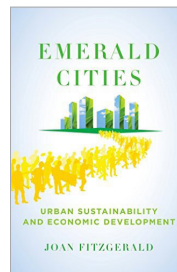
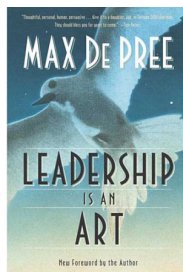
Women in Public Service Symposium 2016

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Memphis Custom Training

TMBP at TCMA

MTAS and UT Martin Bring Energy Awareness to West Tennessee



MTAS Management Consultants Read, Review and Recommend Books Relevant to Municipal Government

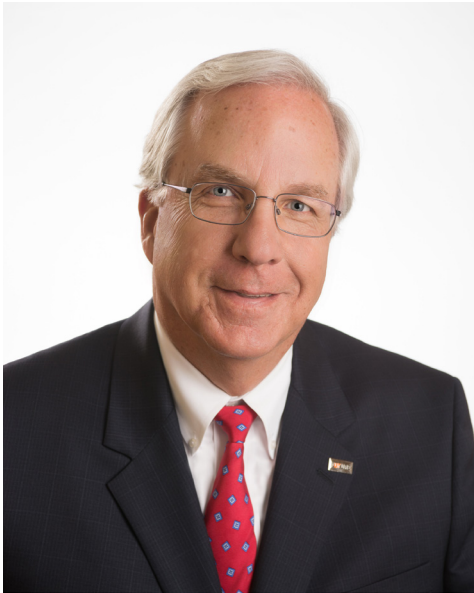
For questions regarding the MTAS Municipal E-News, contact Frances Adams-O'Brien at frances.adams-obrien@tennessee.edu or 865-974-9842.

MTAS offices will be closed January 16, 2017

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MTAS Municipal Technical Advisory Service
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A Letter from the Executive Director



This newsletter is arriving in your inbox soon after what I hope was an enjoyable holiday for you, your family and friends, and your staff at city hall. But I'm writing this on the last day in November 2016...a day when wildfires still burn in Sevier County and news reports of storm-related deaths and destruction in southeast Tennessee only add to the tragedies that so many Tennesseans have suffered in the last few days. Earlier today, a colleague asked, "What can be next?"

There will be a next. There always will be a next event or disaster. Your city and county, our state and country - no place or person is immune to disasters. When the next event happens, and it's in your area, you as a public servant will be called to action. Sometimes, the citizens you serve will look to you to make the problem they've experienced go away - quickly and completely. We know that you'll meet those seemingly unreasonable expectations with understanding and consolation because you know unreasonable and scared are closely related. When your citizens hurt, you hurt and only your best will rise up to help them. The hours, days, weeks, and months will seemingly stand still, but you'll meet the obligation your citizens have given you and you will meet it well.

As the New Year begins, know that whatever happens in your community, be it happy or sad, MTAS is here for you and your community when the next event happens.

We wish the best for you and your city or town in the New Year and look forward to another year of working with you in 2017!

A handwritten signature in black ink that reads "Jim Thomas". The signature is written in a cursive, flowing style.

Jim Thomas
Executive Director, MTAS

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Newly Elected to City Council or Board? Elected Officials Academy is For YOU!

If you are a newly elected official in one of the 100-plus cities in Tennessee that held municipal elections in November 2016, please consider joining your peer officials for the most important class you may ever take as a municipal official--The MTAS Elected Officials Academy (EOA).

The EOA is an intensive 10-hour training academy that takes place over two days and is delivered by a very experienced and informed group of MTAS consultants.

There are two levels in the academy.

- EOA Level I covers the fundamentals of being an elected official with sessions that include Ethics and Open Meetings, Charters, Codes, and Open Records, Foundations and Structures of Local Governments, Council at Work and Municipal Finance.
- EOA Level II consists of another 10 hours of training covering more specific topics such as Fire, Police, Human Resources and Risk Management.



Academies are held conveniently across the state and are conducted at times that make it easy for elected officials to fit the class into their busy schedules. We know that you want to be an effective leader in your community and MTAS wants to help you succeed!

To learn more about the program and register contact Dr. P.J. Snodgrass, MTAS training consultant and EOA coordinator at pj.snodgrass@tennessee.edu or at 865.974.9858.

You may also contact your MTAS management consultant. Locate your MTAS municipal management consultant by clicking [HERE](#).

New I-9 Form Required Starting January 21, 2017

The U.S. Citizenship and Immigration Service issued a revised I-9 Form in November for use starting Jan. 21, 2017. The new form is dated Nov. 14, 2016 and has an expiration date of Aug. 31, 2019.

Among the changes in the new version, Section 1 asks for "other last names used" rather than "other names used," and streamlines certification for certain foreign nationals. Other changes include:

- The addition of prompts to ensure information is entered correctly.
- The ability to enter multiple preparers and translators.
- A dedicated area for including additional information rather than having to add it in the margins.
- A supplemental page for the preparer/translator.

Additionally, the instructions have been separated from the form, in line with other USCIS forms, and include specific instructions for completing each field. The revised form is available on the USCIS website at <https://www.uscis.gov/i-9>.

For additional information, please contact your MTAS HR consultant at (615) 532-6827.

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Certified Municipal Finance Officer Program is Ready for 2017

Since the Certified Municipal Finance Officer (CMFO) Program was rolled out by the UT Municipal Technical Advisory Service (MTAS) in 2008, it has gained the reputation as a high-quality government finance and accounting training program. At the end of 2016, 550 local government employees had completed the CMFO program, and 50 are signed up for classes in 2017.

The CMFO program was developed after the Tennessee legislature created an act that required most cities to have a chief financial officer who is a CMFO or who is exempted from earning the certification. The materials were developed in cooperation with the Tennessee Comptroller of the Treasury staff and the development team consisted of Certified Public Accountants, Certified Government Financial Managers, and MTAS personnel with doctorate and master's degrees bringing a combined experience of well over 200 years. Individuals seeking certification must be approved by the state, however, the program is open to anyone, not just municipal employees.

An impressive 69% of CMFOs hold college degrees, 13% hold a certificate or have some secondary education, and 18% have high school educations. Many of those with only high school educations are long-time local government employees who have a wealth of hands on knowledge and experience which provided an ideal background for succeeding in the program. Many of those with master's degrees are from other states or may specialize in a particular functional area of local government and the program provides the big picture of Tennessee municipal government operations. Some people have attended just the class that interested them the most and others started to take one or two and learned so much they decided to take all 11 classes and become certified. The program has something to offer anyone working in or with governments.

Upcoming dates and locations have been scheduled and can be found in the MTAS Training Catalog on the MTAS website.

Total CMFOs at
the end of 2016: **550**

65 and Older	10%
55-64	28%
40-54	43%
Under 40	19%
Oldest	81 Years Old
Youngest	25 Years Old

High School or Equivalent	18%
Some Secondary Certificate	11%
Associate Degree	2%
Bachelor's Degree	10%
Graduate Degree	39%
Doctorate Degree	19%
	1%

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Primary Prevention Initiatives Take on the Big Four of State Health Crisis

The Tennessee Department of Health (TDH) is committed to accelerating progress in health in Tennessee. The nation is suffering from an epidemic of chronic disease, a preventable epidemic enabled by the places, spaces, and choices that challenge our health on a daily basis. This is the health crisis of our time. Behind the crisis are what the TDH calls the Big Four; excessive caloric intake, physical inactivity, tobacco and nicotine addiction, and substance misuse disorders. Put together, they are driving all 10 of the 10 leading causes of death, and are by far the greatest health challenges facing the state and nation. TDH knows these chronic issues can be prevented through its Primary Prevention Initiatives (PPI). PPI is an innovative approach that gives all TDH employees paid time to get outside the walls of the health department, and be involved with a community initiative that is focused on improving the health of their local community such as sitting on a greenway advisory committee, writing a grant for a school playground, working on a community garden, tutoring a student, and much more.



Is there a public health related issue that you are passionate about, that is plaguing your community? Get involved and contact your local health department about the Primary Prevention Initiative efforts so that together, Tennessee is a healthier place for our future generations!

Contact Tennessee Department of Health Primary Prevention Coordinator, Matt Coleman, matthew.coleman@tn.gov

Mentors Needed to Work with TN Promise Students

tnAchieves, partnering organization to Gov. Haslam's TN Promise, is looking for mentors to work with students from the Class of 2017! TN Promise allows every student in the state the opportunity to attend a local community or technical college tuition free. Most of the students served are low income, first generation college attendees and require extra support. Mentors remind students of important deadlines, serve as trusted college resources and encourage students to reach their full potential. The time commitment is small, only about one hour per month, but the impact can be life-changing for students hoping to better their lives.



“It sends the message to students and families that college is within everyone’s reach regardless of zip code or socio-economic background, said tnAchieves Board Chairman and Commissioner of Economic and Community Development Randy Boyd. “It also communicates to business and industry that Tennessee is intensely focused on creating the workforce to meet their demands.”

The program needs 9,000 volunteers to meet the demand of the 60,780 students who applied this year.

For more information or to apply please visit <https://tnachieves.org/mentors/requirements/>

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Women in Public Service Symposium 2016

Women representing various positions in local and state government from across Tennessee attended the third annual Women in Public Service Symposium. The symposium was a collaborative effort between three IPS agencies: the Municipal Technical Advisory Service (MTAS), the County Technical Assistance Service (CTAS), and the Naifeh Center for Effective Leadership (NCEL).

The stage was set by former University of Tennessee Women's Athletic Director Joan Cronan as she delivered a message of making good decisions in life and how discipline is critical to personal success. Cronan also shared stories of her time with late UT Lady Vols Head Coach Pat Summitt and how humble she remained even though she was a legendary head coach. Cronan has recently published a book called *Sport Is Life with the Volume Turned Up: Lessons Learned that Apply to Business and Life*, in which she offers her philosophies on succeeding in both business and day-to-day life.

A perennial favorite, Tennessee native comedienne Leanne Morgan brought the crowd to happy tears as she shared stories from her comedic southern housewife's point of view about daily life and family. Leanne showed the group that even when life is not going so well there is still humor to be found and lessons to be learned.



Leanne Morgan and Joan Cronan share a moment together at the Symposium.

The afternoon session started with Dr. Kay Coles James.

Dr. James is a nationally known top level administrator who served under the Reagan administration and is currently a budget and finance member of the transition team for the newly formed Trump Administration. In her 1993 biography *Never Forget: The Riveting Story of One Woman's Journey from Public Housing to the Corridors of Power*, James shares stories of her time as a leader in government and how she achieved success

in public service. One key to James' success was the notion that "you should eat the cookies." She emphasized that you need to be comfortable and confident at meetings. Those that were more comfortable and confident "ate the cookies" and drank the coffee. They were relatable to others and accomplished more. Additionally, James related that her experience has taught her that it is not your political views that make you successful, but rather your level of professionalism and confidence that help you work with others and accomplish the common goal of running government efficiently and effectively.



Dr. Kay Coles James addresses the public service professionals at the Symposium.

The day ended with the well-known professor emerita of management at Belmont University Dr. Susan Williams. Williams spoke to the group about igniting personal power and tips on how to not give personal power away. Dr. Williams provided useful tips on how to increase your influence and critical non-verbal signals to avoid.



Dr. Susan G. Williams inspires attendees to ignite their personal power.

Participants shared what they liked most about the symposium:

"The feeling was conveyed that we are all similar but all uniquely gifted and appreciated."

"Focused on women empowerment. Light mood- allows women present to relax and enjoy the training."

"Everything - It was great"

"This symposium was amazing and inspiring. I'm very grateful for having been a part of it."

"Learning how to be more assertive in the work environment; being a powerful person and how to communicate better."

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Memphis Custom Management and Leadership Certification Underway

Memphis and MTAS have partnered to deliver a management training program to Memphis employees. The Management and Leadership Certificate training program kicked off in November with 68 participants from a wide array of city departments. The Office of Talent Management/Talent Development and the MTAS training team worked together to craft a curriculum that will deliver management and leadership skills to move the participants to their skill next level.

The curriculum for the program includes topics on leadership and management skills, communication, planning and organization, performance planning and improvement, budgeting for the city manager, and up to six hours of online training with Microsoft Office. In order to accommodate time constraints on managers' time, the curriculum is constructed of both online and instructor-led courses.



Starting in October, each participant was required to complete four hours of online instruction. In November, each participant attended an all-day training. Going forward, during each month each of the participants will complete either the assigned online courses or attend an all-day instructor-led class. By the end of the program, which concludes in May 2017, at least 40 hours of training will be completed by each participant.

MTAS Book Review: *Leadership is an Art* by Max De Pree

Book Review by Honna Rogers, MTAS municipal management consultant

Leadership is an Art by Max De Pree could be described by some as a very feel good book, and that's just what I liked about it. De Pree is chairman emeritus of Herman Miller, Inc, and was elected by Fortune magazine to the National Business Hall of Fame.

De Pree believes strongly in communication, an inclusive organization, and servant leadership. He is known most for his ability to combine a caring organization with business success. This can also be done in a municipality. It's important to note that a leader doesn't always have to be at the top of the organization or even a supervisor. The book is full of many great points and I will attempt to summarize some of his main points here.

De Pree begins the book by quickly pointing out that a true leader spends far less time talking than listening. "The true leader is a listener. The leader listens to the ideas, needs, aspirations, and wishes of the followers and then—within the context of his or her own well-developed system of beliefs—responds to these in an appropriate fashion."

He believes in empowering employees and truly caring about them. He believes that leaders should learn enough about their employees to know what their talents and interests are outside of their day job. These talents can be used for the benefit of the employee and the company. He writes that true effectiveness comes about when you help others reach their personal and organizational potential. De Pree believes that the needs of the team are best met when you meet the needs of individual persons.

To me, one of the most profound statements in the book is that "Leaders don't inflict pain; they bear pain." Who hasn't had that supervisor who you dreaded seeing each day or who never brought much joy to the office? De Pree believes that joy is an essential component of leadership and that leaders are obligated to provide it. How much joy are you bringing to your organization? Are you a protector of your employees?

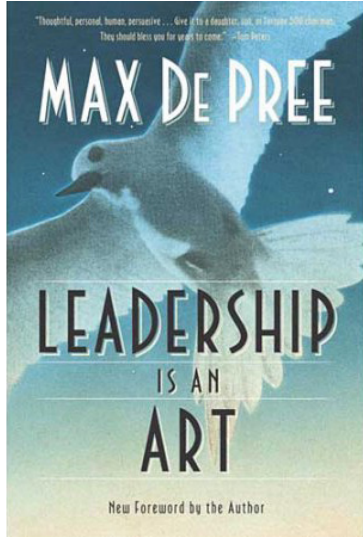
Another valuable thread throughout the *(Continued on Page 6)*

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(Continued from Page 7) book is to stress the importance of communication. It is easy to see that De Pree believes it is better to err on the side of giving too much information rather than not enough. He describes information as a type of power but says that it is a pointless power if it is hoarded. He also says that everyone

has the right and the duty to influence decision-making in the organization and to understand the results. He is a big proponent of participative management and believes it is the only way to keep decisions from being arbitrary, secret or closed to questioning. De Pree writes, "We owe each other truth and courtesy, though truth is sometimes a real constraint, and courtesy inconvenient."



I'm sure some of you are wondering how this will ever work in the day-to-day

business of a city hall. You may also be thinking that employees can't decide everything. It's important to know that he also stresses that participative management is not democratic. "Having a say differs from having a vote." The book gives great advice on how to achieve this balance.

It is very clear that De Pree is a strong advocate of making a difference in the lives of those who permit the leaders to lead. I recently heard someone say that if you think you are leading but no one is following you, you are just taking a walk alone. De Pree stresses that you can't be a leader without followers. Employees or coworkers choose whom they will follow. De Pree sees it as a leader's duty to then take care of those who choose to follow him or her. He believes that people are the heart and spirit of all that is important in your organization.

We spend so much of our time at work. Many days I spend more waking hours working than I do with my family. I cannot imagine going to a job where I feel like no one cares about me or what I think. De Pree believes that work is a great privilege that can be productive, rewarding, enriching, healing, meaningful, and joyful. Do you feel joyful at work? Would your employees say that you make work feel rewarding, meaningful, and joyful?

As a city leader, it is easy to get bogged down in the day-to-day business of providing services and answering calls. It is important to take time to look at the employees around you who are providing those services. What do you know about the person who cleans your city hall? Does that tough police officer also have an amazing artistic talent that can be utilized with painting a mural in your city building to give him a sense a pride? Does your codes enforcer really understand why insurance rates were increased? Have you ever asked the person who operates the brush truck to assist with the RFP and selection of the next piece of equipment? It is important to consider the ideas of De Pree and truly learn about and support your employees. After all, without them you would have nothing to provide to your citizens.

This book can be borrowed from the MTAS Watson Information and Research Center by clicking on the link here: *Leadership is an Art* by Max De Pree

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- ADMINISTRATIVE HEARING OFFICER (AHO)
- CERTIFIED MUNICIPAL FINANCE OFFICER (CMFO)
- ELECTED OFFICIALS ACADEMY (EOA)
- MUNICIPAL ADMINISTRATION PROGRAM (MAP)
- MUNICIPAL COURT CLERK EDUCATION
- MUNICIPAL MANAGEMENT ACADEMY (MMA)
- MTAS ONLINE
- MTAS CUSTOMIZED CLASSES



2017 Training Catalog

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UF Municipal Technical Advisory Service
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MTAS Book Review: *Emerald Cities: Urban Sustainability and Economic Development* by Joan Fitzgerald

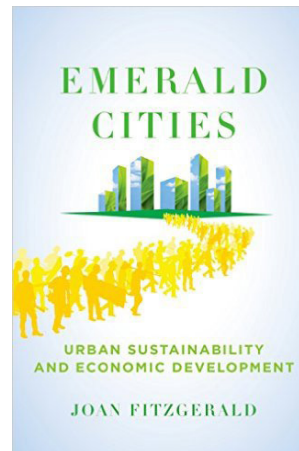
Reviewed by Warren Nevad, MTAS municipal management consultant

The cost of energy to operate city hall, utilities, parks, streets and municipal fleets accounts for the second highest component of a city's operating budget next to labor. Many city officials who consult with the University of Tennessee Municipal Technical Advisory Service (MTAS) and the Tennessee Renewable Energy & Economic Development Council (TREEDC) are often surprised at how much energy-related costs eat up their budgets. In addition, many new jobs in Tennessee recently have been created by the emergence of production facilities for polysilicon used to build solar panels, installation of compressed natural gas stations, and the production of electric vehicles. With these trends in mind, I want to share a book with our municipal clients that illustrates strategies and case studies about how cities are linking clean energy efficiency technology with operational performance enhancement and economic development. In this spirit of linkage, Joan Fitzgerald, examines how American cities, aka Emerald Cities, are leading the way toward greener, cleaner, and more sustainable forms of economic development.

In *Emerald Cities*, Joan Fitzgerald examines five areas – renewable energy, energy efficiency, green building, waste management, and alternative transportation and identifies several kinds of approaches cities can pursue within these areas. These approaches include connecting strategies that link sustainability to economic development goals. Examples include Los Angeles's energy retrofitting and transformational strategies that enable existing businesses to expand into green markets or services and Toledo's move from glass to solar panel production. The author also provided a case study in which Cleveland's offshore wind production initiative created a new sector in green technology. The author points out that larger Emerald Cities such as Chicago, New York, Portland, San Francisco and Seattle have taken the lead in addressing the interrelated challenges of environmental and energy dependence. Cities are major sources of pollution, but because of their population density, reliance on public transportation, and other factors, the author argues that they are uniquely suited to promote and benefit from green economic development. For cities facing tighter budget constraints, investing in high-paying green jobs in renewable energy technology, construction, manufacturing, *(Continued on Page 8)*

recycling, and other fields will solve two problems at once, sparking economic growth, while at the same time, improving quality of life.

Transportation produces more than 30 percent of the nation's carbon dioxide emissions and is the fastest-growing source of greenhouse gas emissions. Next to improving energy efficiency



of buildings, the biggest impact larger cities can have in reducing their carbon footprint is to increase public transportation options and to use alternative fuels such as compressed natural gas, electric vehicles, and biodiesel. The author contends that every \$1 million of public transportation spending produces an average of 36 jobs. The author adds that cities have two options in increasing building energy efficiency. These options are setting efficiency standards for new buildings and undertaking initiatives to improve the efficiency of existing buildings and

infrastructure through performance energy contracting. This concept is now being explored by many rural cities in Tennessee and plenty of resources and providers are available.

Although though this book is technical in nature, it will appeal to city officials providing a comprehensive overview of how integrating public-private partnerships can yield positive economic development returns by leveraging clean energy initiatives. The book contains many examples of how a city can create a niche in sustainability by linking sustainability and economic development. The book is a must-read for any sustainability official or urban planner in Tennessee.

Contact Municipal Management Consultant Warren Nevad, MTAS at 865-974-9839 if your city needs assistance or would like more information on energy efficiency resources available to towns and cities in Tennessee.

This book can be borrowed from the MTAS Watson Information and Research Center by emailing MTAS Senior Library Associate Dawn McMillen, at dawn.mcmillen@tennessee.edu or calling 865-974-8970.

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Tennessee Municipal Benchmarking Program

MTAS's Tennessee Municipal Benchmarking Program was part of the program for attendees of the Tennessee City Management Association's fall meeting.

TMBP manager Frances Adams-O'Brien provided a presentation on collaboration and learning through data and the program included a panel discussion with four representatives from TMBP member cities. The panel members were City Manager Tony Cox, Morristown; Deputy Fire Chief Gary Ryan, Morristown; Budget and Analytics Manager Michael Walters Young, Franklin; and Director of Purchasing and Risk Management, Matthew Marshall, Athens. Attendees were polled on their knowledge of performance measurement versus management and the types of performance indicators that would correspond to each management tool. Response to the presentation from attendees was positive. In other TMBP news, the FY2016 data has been submitted by all 16 member cities and the all-critical data integrity review is almost complete. Work on the FY2016 TMBP Annual Report is underway and preparation for the annual March membership meeting is proceeding. At the annual meeting, MTAS provides a look at the highlights of the performance data trends and presents information to members to build their knowledge and understanding of collaborative performance measurement.



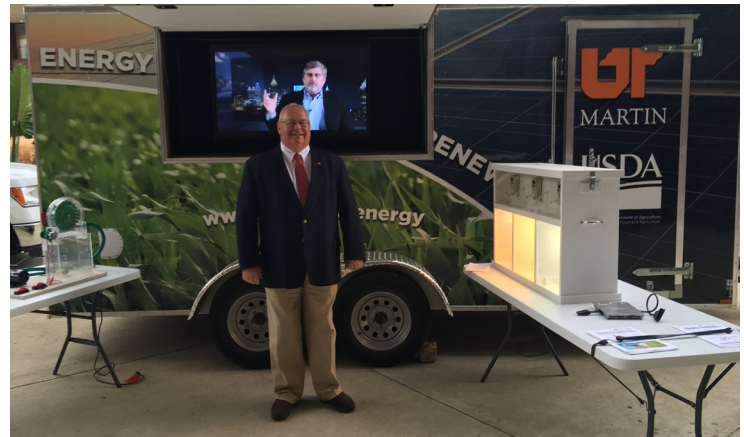
TENNESSEE MUNICIPAL BENCHMARKING PROJECT

For more information on the TMBP, please visit the MTAS website [here](#) or contact Project Manager Frances Adams-O'Brien at frances.adams-obrien@tennessee.edu or Project Coordinator Laura Ogle-Graham at laura.ogle-graham@tennessee.edu.

MTAS Partners with UT Martin, TREEDC to Bring Energy Conservation Awareness to West Tennessee

West Tennessee's energy footprint was the topic of discussion at a forum hosted by the Municipal Technical Advisory Service (MTAS), the University of Tennessee Martin and the Tennessee Renewable Energy and Economic Development Council (TREEDC).

Attendees included local leaders and UT Martin engineering students. The forum also included UT Martin's mobile energy classroom, which was financed through a grant from the United States Department of Agriculture. The project, led by John Cole and co-authored by Paula Gale and Rachna Tewari, all from the UT Knoxville department of agriculture, geosciences and natural resources, included both static and hands-on demonstrations of current energy production, conservation and renewable technology.



TREEDC Board Member/Gibson County Utilities Director Pat Riley and UT Martin's mobile energy classroom.

Brian Stone, of NORESKO, LLC, addressed energy contracting for community facilities, and James Talley, Hannah Solar, discussed case studies in solar power from Hawkins County, and from Tybee Island, Ga. Pat Riley, director of Gibson County Utilities explained the benefits of using compressed natural gas for university fleets. Warren Nevad, of MTAS, discussed the Port of Cates Landing municipal waste-to-energy project proposal to the Tennessee Valley Authority.

MTAS and TREEDC will also partner on an upcoming energy and water conservation forum at UT Chattanooga on Feb. 22, 2017.

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2017

HAPPY NEW YEAR!

MARK YOUR CALENDAR FOR EVENTS NOT TO MISS!

New Year - New Courses from MTAS!

Check out these new learning opportunities available to cities and towns in 2017:

January 2017 - *Tools for Intentional Excellence in Work Life Balance*. This class will help you boost your productivity and learn how to enjoy every day both on and off the job.

February 2017 - *Introduction to Grant Writing*. Now more than ever cities are looking for alternative ways to fund initiatives and programs. This class will present options for grants that might be helpful to your city.

March 2017 - *Just \$50???* - *Your Municipal Court and Its Limited Jurisdictions*. Learn about the jurisdictional limitations of your municipal court.

For all locations, times, and where to register visit the MTAS Training Calendar.

UPCOMING CONFERENCES

Tennessee Fire Chiefs Association

Winter Meeting | February 8-10, 2017
Murfreesboro, Embassy Suites
Spring Meeting | April 26-28, 2017
Gatlinburg, Park Vista
Annual Conference | July 22-25, 2017
Murfreesboro, Embassy Suites

TMAA Winter Seminars 2017

February 23-24, 2017 | Brentwood

Tennessee Municipal League Legislative Conference 2017

March 20-21, 2017 | Nashville

Tennessee City Management Association Spring Conference 2017

March 29-31, 2017 | Franklin

MTAS Municipal Courts with General Sessions Jurisdiction Conference

March 23-24, 2017 | Franklin

MTAS All Municipal Courts Conference

April 6-7, 2017 | Franklin

TAMCAR Spring Conference 2017

April 19-21, 2017 | Murfreesboro