

# MUNICIPAL E-NEWS

March 2019 | Quarter 1 | Issue 91



## NEW RESOURCES

### Training to prevent workplace violence

(In Training, Vol. 44, no. 4 (July/Aug 2018))

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### Managing the risk of unmanned air vehicles

(In Public Risk, Vol. 34, no. 1 (January 2018))

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### Metrics and the diminishing ton

(In APWA Reporter, Vol. 85, no. 3 (March 2018))

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**Thank millennials for growth:** live-work-play neighborhoods attract today's generation of young adults (In New Jersey Municipalities, Vol. 95, no. 3 (March 2018))

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**See what is coming up!**



**MTAS Training Classes**

[bit.ly/MTAS\\_trainingcalendar](http://bit.ly/MTAS_trainingcalendar)

**Municipal Technical Advisory Service  
Institute for Public Service**

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# NEW YEAR, EXCITING NEW ADVENTURES AT MTAS!

Margaret Norris | MTAS Executive Director

Welcome to 2019. While it has been a few months since the famous ball drop in New York City, I am still excited about the New Year. There are several reasons for this. The first is that 2019 marks the 70th anniversary of MTAS. We will be making a big deal of the 75th anniversary, but 70 is still deserving of its own acknowledgements.

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We are focused on customer service, quality staffing, fostering relationships with those who impact Tennessee municipalities, and financial stability.

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MTAS was signed into law on April 15, 1949. It began operations on July 1 of that year. Many things have changed over those 70 years, but our commitment to our municipal customers has not. Today, MTAS appears in the state statutes 23 times and additional mandates have been added since the original requirement (that remains today) for MTAS to provide “studies and research in municipal government, publications, educational conferences and attendance at such conferences and in furnishing technical, consultative and field services to municipalities in problems relating to fiscal administration, accounting, tax assessment and collection, law enforcement, improvements and public works, and in any and all matters relating to municipal government.” T.C.A. § 67-6-103 (a) (3)(E).

Other reasons that I am excited about the New Year include a new strategic plan for MTAS. We had an older plan that had an expiration date; so the leadership team, with the approval of the advisory board, has created a new plan that will carry us into the future. We are focused on customer service, quality staffing, fostering relationships with those who impact Tennessee municipalities, and financial stability.

Furthermore, I am very happy about our improved video productions. We have created two instructional pieces and links are here for you to try out!

## New Courses!

**Adventure Guide to Annexation** | [View course](#)

**City Byte #1: Short Term Rental Units** | [View course](#)

Finally, I am enthusiastic about opportunities. Every day is full of them; and at the start of a year, the potential seems limitless. I hope you have many things to look forward to as well, and that you plan to use MTAS to help you make those dreams a reality.

## MEET: DAVID MOORE

### MTAS POLICE MANAGEMENT CONSULTANT

*Sharon Rollins | MTAS Technical Consultant Program Manager*

Meet David Moore - MTAS's new Police Management Consultant stationed in Jackson and serving West and Middle Tennessee.

Moore grew up in Martin after moving there as a child from Johnson City.

Having developed an interest in law enforcement during college, he worked as a dispatcher at the Martin Police Department in 1990 while finishing a bachelor's in criminal justice at UT Martin. He joined the Martin Police Department as a patrol officer that same year and subsequently worked in patrol, investigations, as a drug task force officer, commander of investigations divisions and administrative divisions until his appointment as Martin's police chief in 2003. He served in that position until his retirement in 2015.

During his tenure as police chief, he graduated from the 195th Session of the FBI National Academy, earned a master's degree in criminal justice at UT Martin, served as president of the Tennessee Association of Chiefs of Police, and taught adjunct criminal justice courses at UT Martin.

After retiring from Martin police department, Moore worked with Savant Learning Systems as vice president of Virtual Academy Division where he consulted on development of online law enforcement training system and content.

In 2017, he joined the UT Martin department of behavioral science as full-time faculty teaching criminal justice and continued until assuming his new role with MTAS as police management consultant in January 2019.

He lives in Martin with his wife Lisa, daughter Aubrey, and dog Emmy. At any given time, he is blessed by the presence of daughter Stefanie, son-in-law Dustin, grandchildren Ellie Kate (2.5) and grandson Mason (1) who live in the same neighborhood. He is involved in several community events in Weakley County and is a member of the First United Methodist Church in Martin.

David likes to do most anything outdoors including chores on a small farm in Weakley County, fishing, hunting and some light gardening. Having built a shop (man-cave) at his home in recent years, he is developing new hobbies. One hobby is of particular interest to the neighbors and local fire department as he has added an oxy-acetylene welding torch to his arsenal. Watch out!



## WE MUST REMEMBER

*Elisha Hodge, MTAS Legal Consultant*

On a frigid morning in January, I found myself making coffee for a very distinguished older gentleman with an extremely thick accent. For those of you who know me, that might come as a surprise, since I do not drink coffee, know how to make coffee, and I strongly believe that if someone wants coffee, he or she should make his or her own. However, this was a task I was a happy to fumble my way through, because I was making coffee for Dr. Henry Fribourg. Fribourg was visiting 1610 University Avenue after being invited by the IPS Diversity Committee to talk with staff and educate us about not only his experience during the Holocaust, but the Holocaust in general. After all the technology was tested and everyone was in place, Fribourg and his wife Claudia were introduced, and he began telling us his story of tragedy, peril, escape and perseverance.

Fribourg calls himself a “Holocaust escapee,” not a survivor. He and his immediate family escaped occupied France in 1942 and spent the next several years in Algeria and Cuba before immigrating to the United States in 1945. He explained the history leading up to the “Ha’Shoah” or “The Catastrophe” that we call the Holocaust. He then told a very detailed and intricate story of near tragedy and ultimate survival fit for a T.V. movie. When Fribourg was 11, he, his mother, who was pregnant at the time, his sister, and a hired driver set out in a borrowed car to escape into Spain. The gas tank in the car that they were in began to leak and his mother sent him out on foot to a nearby blacksmith. It was during this journey that he was spotted by a German pilot who used machine guns to fire on him. On the pilot’s third attempt at firing him, Fribourg threw himself into a ditch and the pilot gave up.

He also described an incident that occurred as he and his family were sailing from Algeria to Cuba. As they were sailing, a German submarine came out of the water and the soldiers on board stopped the ship that they were on for an inspection. After searching the ship that included several Jewish passengers for hours, the German soldiers returned to the submarine without any incident. According to Fribourg, they were searching for weapons, not people.

When asked how his family was able to manage financially during the occupation, he credited his father. He said that his father was a great mathematician who made several good investments prior to the occupation. When it was decided that the family would attempt to escape France, he said that his mother handed him a box wrapped in material and told him that no matter what, he was never to let the box leave his possession. According to Fribourg, the box became his constant

companion. And while he never saw the actual contents in the box, he said that he knew that there were stocks and bonds in the box that allowed his family to pay for clothes, food, transportation, housing and bribes until they reached the United States in 1945.

In addition to the struggle that Fribourg and his family faced in France and Europe during the occupation, he also shared the struggle that they faced in both Algeria and Cuba. While in Algeria, Fribourg was expelled from school for no reason other than the fact that he was Jewish. For years, Fribourg struggled with his disappointment over what occurred in Algeria and after



Left to right: Elisha Hodge, Dr. Herb Byrd, Claudia Fribourg, Dr. Henry Fribourg

writing to the French government on several occasions about how he was treated, he received a letter of apology from the Ministry of National Education in France, some 60 years after he was expelled from school. As for how Jewish people were treated in Cuba, he simply said, “they tolerated us,” because the Jews who came there had money to spend.

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**Fribourg calls himself a “Holocaust escapee,” not a survivor.**

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At the conclusion of his presentation, Fribourg shared how the tragedy that his family endured from 1940 until 1945 turned into triumph when they immigrated to the United States. However, he also emphasized that it is critical that we “zakhor” or remember what happened in Europe between 1933 and 1945, not only to honor the memories of the millions of Jews, gypsies, mentally challenged, individuals who identified as LGBTQ+, clergy, blacks, Ukrainians, Polish, dissenters, and Jehovah’s Witnesses who were murdered by the Nazis, but to ensure that nothing like the “Ha’Shoah” ever happens again.

Being in Fribourg’s presence and hearing him tell his story in his own words, reinforced for me the power of educating people through story-telling. I know that I will always “zakhor.”

**COMING SOON!**

### **What’s in Your Toolbox?**

#### **A NEW INFORMATION TOOL from MTAS, that’s what!**

MOLLY (MTAS OnLine Library) has been providing access to the books, documents and journal articles in the Research and Information Center’s collection since 2001. Yes, you read that right – 2001! MOLLY is due for an update and we’re excited to tell you that a new and updated search tool is on its way.

Visitors to the virtual MTAS library will be able to create their own accounts, see what they have checked out, save searches, be notified of new items added to the collections, and place items on hold or make a suggestion for new materials to help us build a relevant and targeted collection.

Stay tuned and look for more announcements soon via this webpage, MTAS’ Facebook and Twitter site.

# WHAT’S IN YOUR INFORMATION TOOLBOX?

A New Tool, Coming 2019 |

 **Municipal Technical Advisory Service**  
INSTITUTE FOR PUBLIC SERVICE

# A FLASHLIGHT OR A HAMMER?

## HOW DO YOU USE DATA TO MANAGE PERFORMANCE?

Frances Adams-O'Brien, MTAS Librarian/TMBP Coordinator

Recently, Tennessee Municipal Benchmarking Program (TMBP) staff attended a webinar by Ken Miller, entitled *R*Gaming the System. He sets the premise that many cities collect data just for the sake of collecting data. This can cause staff to be apathetic or disgruntled by what seems to be a superfluous task. Miller’s analogy of “it’s not a hammer, but a flashlight,” truly shines the light on data collection and how it should be conducted and how it should be used.

Measurement is indifferent – it’s not good or bad. But once you begin the process, it then depends on how you measure—which path you take from there. If you use the data to learn, it leads you to innovation and improvement. This path empowers staff by eliciting feedback, insight, and better methods of doing things, i.e. system and process improvements. This is when the data-collection analysis is the flashlight to reveal where these improvements or best practices lie.

Contrastingly, if you choose the accountability path you may create an environment of apathy or disdain. Staff feel they are being targeted or judged and fear negative consequences. This leads to the path of “Fear/Gaming/Disengagement.” This is the hammer analysis.

The TMBP takes the flashlight approach, which helps cities use data to shine the light on positive staff engagement, improving processes and efficiencies, and uncovering best practices that can be shared among members.



Slide from Miller’s presentation

## Join the TMBP

For more information, please contact:

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mtas.tennessee.edu/tennessee-municipal-benchmarking-project

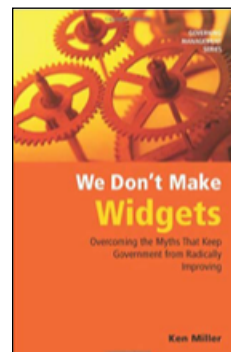
### Something to consider...

“Government is a bunch of hard working people, trapped in dysfunctional systems producing invisible things for people who often don’t want them, on behalf of others that do, for reasons we can rarely articulate and hardly measure.” – Ken Miller

**Does this ring true to you?**

**Or is Miller way off the mark?**

Send comments to the MTAS Library at [mtaslibrary@tennessee.edu](mailto:mtaslibrary@tennessee.edu) and we will share those back in the next issue of the E-News (without names of course!)



**We Don’t Make Widgets: Overcoming the Myths That Keep Government From Radically Improving**

– Ken Miller

**REQUEST THIS BOOK**

# MTAS FINANCE CONSULTANT CONDUCTS FINANCE ROUNDTABLES

*Brad Harris | MTAS Finance & Accounting Consultant*

MTAS Finance and Accounting Consultant Brad Harris held four finance roundtable meetings this winter. Attendees networked with peers and shared information to help each other solve issues and problems that face city finance staff every day.

And now these meetings have been approved by the Tennessee Comptroller's Office for three hours of finance Certified Municipal Finance Officer (CMFO) Continuing Professional Education (CPE) credits.

## Interested in attending?

Contact Brad Harris or your MTAS finance consultant to find how you can attend a roundtable or hold one in your area.

[mtas.tennessee.edu/finance-and-accounting](https://mtas.tennessee.edu/finance-and-accounting)



Roundtable at Dunlap



Roundtable at Morristown

# MTAS AND LOCAL GOVERNMENT MANAGERS TEAM UP FOR UT CHATTANOOGA MPA CLASSES

Brad Harris | MTAS Finance & Accounting Consultant

The Fall 2018 semester at UT Chattanooga saw the addition of new finance and accounting classes in its master's of public administration program. The course was led by UT Knoxville master's in public policy and administration (MPPA) and Certified Municipal Finance Officer (CMFO) graduate Dr. Chris Acuff and was taught by a team of MTAS consultants. The course also included a class led by guest speaker Collegedale City Manager Ted Rogers and Signal Mountain City Manager Boyd Veal.

The course is an abbreviated version of MTAS' CMFO curriculum, and students are eligible to sit for the 11 exams after completing the course. MTAS consultants Honna Rogers, Al Major, Brad Harris, Ralph Cross and John Grubbs each taught classes to the diverse group of students. MTAS has taught the class in the MPPA program at UT Knoxville for several years, but this is the first time it has been taught in Chattanooga.

Dr. Acuff, assistant professor in the UT Chattanooga department of political science and public services said:

“The MPA program’s updated format for our budgeting and finance in public agencies course has been modeled after the successful course developed by Dr. David Folz and MTAS consultants at UT Knoxville. This new format not only gives students the valuable experience of working with budgetary and financial information from governments in Tennessee, it also allows them the opportunity to learn from MTAS consultants who all have years of experience in their respective fields.

As many who have worked in public service know, the budgeting process and dealing with financial matters can often seem daunting for new public managers. This course now gives students the opportunity to learn about the most important topics related to financial management, including the personal experiences and real life situations each of the MTAS consultants have faced over the years. After completing this course, the hope is that new MPA graduates will feel more comfortable and be better equipped to handle the challenges associated with financial management in both government and non-profit agencies.

Additionally, having city managers Ted Rodgers and Boyd Veal come in to speak with students was

a great experience. They were able to engage the class with lively discussion and frank conversations about the challenges public administrators face, as well as offer advice on a host of topics that can help them in their careers.”

Dr. Acuff provided these additional comments from student evaluations:

MTAS enjoys introducing students to the world of local government and being a part of building the next generation of local government leaders in Tennessee and beyond.



Collegedale City Manager Ted Rogers leads the discussion



# A DOSE OF PERSPECTIVE: A GLIMPSE INTO THE REAL YOU AND HOW TO BE INSTANTLY BETTER

## SPRING 2019 TAMCAR CONFERENCE

Make plans now to join your colleagues for the Tennessee Association of Municipal Clerks and Recorders (TAMCAR) spring conference in Murfreesboro. Spring is the season where we start to think about new growth, plants are emerging and buds are popping. This conference's theme ties into renewed growth, turning some attention to our own growth and renewal by thinking about increased success in the workplace.

### Topics

Hear a Keynote Address from **Dr. Heather Cook: A Dose of Perspective** - A Glimpse into the Real You and How to be Instantly Better

- Productivity: Building Habits to Manage Your Growing Workload
- Understanding Boundaries: Removing Frustrations in Your Life
- Adopting to Personalities: How to Get Along With (almost) Anyone
- Customer Service: How to be Nice on Your Worst Days

**Where:** Murfreesboro Embassy Suites Conference Center

**When:** Advanced Academy April 17-18, 2019  
Municipal Clerk Institute April 17-19, 2019

**Register:** [TAMCAR@wildapricot.org](mailto:TAMCAR@wildapricot.org)

Registration is open for the TAMCAR Advanced Academy and the TAMCAR Municipal Clerk Institute.

For additional information, contact Dana Deem at (731) 425-4782, [Dana.Deem@tennessee.edu](mailto:Dana.Deem@tennessee.edu)



# UPCOMING CONFERENCES

## TENNESSEE CITY MANAGEMENT ASSOCIATION

Spring Conference  
April 3-5, 2019 | Knoxville

## TENNESSEE PUBLIC MANAGEMENT ASSOCIATION

Annual Conference  
April 24-26, 2019 | Memphis

## TENNESSEE MUNICIPAL LEAGUE

June 22-25, 2019 | Memphis

## ICMA ANNUAL CONFERENCE 2019

October 20-23, 2019 | Nashville



**ICMA**  
conference

**NASHVILLE**  
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105th Annual Conference  
OCTOBER 20-23 **2019**

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