

## City Spotlight: Shelbyville



Shelbyville is known as the Walking Horse Capital of the World, and the Grand Champion Tennessee Walking Horse is crowned at the TWH National Celebration annually. Shelbyville is also known as The Pencil City because of its historical importance to pencil manufacturing, although today more “writing instruments” than pencils are produced here

Date of Incorporation:  
1819

Population:  
16,213

County:  
Bedford

Grand Division:  
West Tennessee

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## Tennessee Fire Mortality Summit Develops Strategic Plan to Reduce Fire Deaths

*Leah Festa, MTAS Graduate Intern*

The Tennessee Fire Mortality Summit held in March revealed that significant progress is being made on a Fire Mortality Study headed by Dr. David Folz, Chris Shults, Gary West and Melanie Purcell. The meeting was a follow-up to a Nashville meeting held in April 2010 and sponsored by the Tennessee Fire Chiefs Association, Tennessee Fire Safety Inspectors Association and MTAS.

The forum was an opportunity for the stakeholders in the fire protection service to discuss and validate the data so that a final report can be presented at the Tennessee Fire Chief’s Meeting in July. Some interesting findings include:

- Tennessee has one of the highest fire death rates in the nation.
- Electrical heat sources are the leading cause of fire deaths in Tennessee followed by smoking related causes.
- The African American fire death rate is 23.6 percent, nearly twice as high as their proportion in the state population.
- There is a disproportionately higher rate of fire deaths in the rural areas and small communities of Tennessee.
- About one-third of fatal residential fires occur in homes that did not have a working smoke alarm.



*Dr. David Folz discusses fire mortality data at the Knoxville forum.*

Information from this study ultimately will be used to devise strategies to reduce fire deaths in Tennessee. One objective of the study is to create a geographical system that can identify the areas that have a high risk for fire mortalities. As the first of its kind, the University of Tennessee Fire Mortality Study will be a significant step toward developing a strategic plan to enhance the safety of citizens through advances in fire protection.

## STAFF HIGHLIGHT:

## Ray Crouch

Sharon Rollins, Consulting Program Manager



Ray Crouch

Ray Crouch will retire May 2011 with 38 years of service with the state of Tennessee. After serving as assistant of administration for the Tennessee Department of Commerce and Insurance, Ray began his career at MTAS as a fire management consultant in 1992. Ray functioned as MTAS's only fire consultant

until 2005 when a second fire consultant was added. He served Tennessee cities tirelessly by traveling the state consulting, authoring reports and publications, making presentations at meetings and conferences, serving in professional associations, teaching classes and working to improve fire service whenever and however he could.

Mike Tallent, assistant vice president of the Institute for Public Service and former MTAS executive director said, "Ray Crouch is an individual who has had a significant and lasting impact on local government fire service across the state of Tennessee. As the first fire consultant for MTAS, Ray worked tirelessly in helping cities re-structure their fire departments, establish top of the line training programs for fire fighters, create equipment replacement programs and make the optimum equipment selection, locate or re-locate fire stations for optimum service, establish working inter-local agreements for mutual aid and first response and securing operational fire grant funding. All of his work improved the quality of both city and county fire service in Tennessee, saved the taxpayers money and through lower ISO ratings saved many homeowners and businesses substantial sums on their insurance premiums. It can truly be said that Ray Crouch made a strong contribution to the improvement of the quality of life for Tennessee citizens. He will be missed."

Chief Tinsley of Vanleer wrote, "I don't think MTAS will ever find another person to work for them with the passion that Ray has had for the fire service. I began knowing Ray in the late 80', early 90's. At that time I was a captain in a small volunteer department which had old, worn equipment and an ISO rating of 9. I knew we had problems and began talking to Ray. He not only gave me direction, he showed me how to love the job and have more passion for it. The things I learned from Ray, along with his encouragement, helped make the department what it is today. We lowered our ISO rating

from 9 to 5, and replaced equipment and apparatus through grant opportunities. None of this would have been possible if Ray had not taken the time to help. The things that Ray helped me with are too numerous to count. Ray took a personal approach in helping me. And, I am not the only one; in any fire department in the state, at least one person will know Ray. The same is true for fire equipment dealers and apparatus manufacturers.

"In summary, Ray has inspired and motivated me. He has directed, corrected and watched out for me and never steered me wrong. Nobody will ever know how much Ray has meant to me over the years. He has just been awesome for the fire service. I do wish him well in retirement. Somehow though, I believe that Ray will not let go of his passion for fire service. I think he will still be around to help some-how, some way."

Ray is almost as well known for his Boy Scout activities as for his fire management consulting. Scouting has been a life-long love for Ray. Colleague, John Chlarson, MTAS public works and engineering consultant recants the following. "On Good Friday last year, my son Jonathan called me on his way home from UT Chattanooga. He was on I-40 near Kingston Springs, and his 1988 Ford Bronco had died. While I was trying to figure out how best to help him out and how long it would take me to get there from Jackson, I thought of Ray Crouch.

" 'Jonathan', I said 'I know a man who lives in Kingston Springs who can tell us about mechanics and wreckers and so forth where you are. If I can get in touch with him, we may be in luck.' I called Ray on his cell phone, and things started looking up. Ray said 'I am only about 20 minutes from where your son is. I can run over there and see what's going on and I'll call you back.' Ray was able to help Jonathan get the Bronco started, get an evaluation from a mechanic and acquire a new fuel filter and put it on. Then Ray gave Jonathan a bottle of water and a chocolate Easter Bunny and saw him off safely back on his way home.

"Jonathan is an Eagle Scout, and Ray is a former scoutmaster and scout commissioner. I think that's one of the reasons I thought of Ray. I told Jonathan when he got home I knew everything would work out once I talked to Ray. Jonathan said 'Mr. Ray is a pretty cool guy.' MTAS and cities agree. Mr. Ray is a pretty cool guy for sure."

## STAFF HIGHLIGHT:

## Gail Cook



Gail Cook

Gail Cook, MTAS finance and accounting consultant, has left to take the position of finance director for the city of Clinton. Her first day in that position was April 18, 2011.

Gail was hired in January 2008 as one of three new finance consultants for MTAS to assist in the development of the Certified Municipal Finance Officer (CMFO) program and to provide technical and research assistance to cities in East Tennessee. Gail has been the lead finance consultant for 59 cities in East Tennessee, providing technical assistance to finance directors, city recorders and other elected and appointed officials in her assigned territory. Additionally, she has provided substantial input in developing the coursework for the CMFO program and was one of two instructors for the classes held for CMFO candidates in East Tennessee.

Gail is admired by both MTAS staff and the officials she worked with during her tenure with MTAS. In 2010 Gail was awarded the IPS Public Service Achievement Award by her peers within the Institute for Public Service. The Public Service Achievement Award is presented to an exempt public service staff member with less than three years of service with IPS. Selection is based on exceptional performance and productivity, scope of duties, degree of responsibility and extraordinary impact of work for a customer group. Cook met all of these qualities. Her contributions to the MTAS finance team and to municipal governments will be missed. Please join us as we wish her the best in her new position with the city of Clinton.



## Innovation Edge: Social Media Strategy and Implementation

A March 2011 webinar produced by the Alliance for Innovation took an in depth look at how government can strategically deploy social media tools.

According to event facilitator, Bill Greeves, director of communications and information technology for Roanoke County, Va., there are three phases to adoption of Web 2.0.

- **Phase I – Awareness:** What is this stuff and why should I care?
- **Phase II – Early Adoption:** Wow cool, we can Tweet. Follow us on Facebook! Check us out on YouTube.
- **Phase III – Strategic Use of Social Media:** Let's use social media to drive strategic initiatives. Integrate it with our organizational goals and other communication channels.

Government is moving through the phases of social media adoption and is beginning to ask the difficult question of Phase III, "How is social media relevant to our community vision and organizational goals?"

To be effective, a social media strategy must be flexible and adaptable due to the frequent changes within the social media landscape. Consideration also must be given to the resources necessary to keep any social media vehicles thriving. Once an organization's social media vehicle is launched, there is an expectation by users that it will be useful and serve a purpose.

In government we have to keep in mind that bad social media is much worse than no social media. During this webinar we heard how Arvada, Colo.; Clearwater, Fla.; Garden City, Kan.; and Virginia Beach, Va., use their social media program to tie to the strategic initiatives of the government for communication, employee development (recruitment) and citizen engagement.

Click [HERE](#) to read the case study examples.

For more information, contact  
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## 2010 Census CQR Program to Begin June 1, 2011

Beginning June 1, 2011, and running through June 1, 2013, cities that wish to challenge the 2010 Federal Census population counts for their community will have that opportunity utilizing the Census Bureau's Count Question Resolution (CQR) Program. This program is designed to address challenges to the census count based on three criteria — boundaries, geocoding and coverage.

The three specific areas in which the Census Bureau will consider corrections to the census figures in a jurisdiction include:

**BOUNDARIES:** Challenges may address the inaccurate reporting or the inaccurate recording of boundaries that were legally in effect as of Jan. 1, 2010. Any boundary changes that were made subsequent to Jan. 1, 2010, will not be considered in amending the census population numbers.

**GEOCODING:** Challenges should identify suspected errors in the geographic location of living quarter addresses within the boundaries.

**COVERAGE:** These challenges result in the addition or deletion of specific living quarters and persons associated with them who are identified during the census process but were erroneously included as duplicates or excluded due to processing errors.

In each case where a municipality wishes to challenge a population count, the highest elected official or chairperson from a state, local or tribal government must contact the Census Bureau CQR Office in order to initiate the challenge process. In addition, the Census Bureau will accept challenges on official jurisdictional letterhead from county clerks, city planners and local planning commission representatives.

For each challenge there is certain information and documentation that a local agency must provide to the Census Bureau for consideration of a challenge.

- ◆ For boundary challenges, a municipality must indicate on a map the location of the governmental boundary in dispute and show where the Census Bureau incorrectly depicts the boundary. The documentation must show where the correct boundary legally existed as of Jan. 1, 2010. In addition, the municipality must provide the Census Bureau with a list of addresses in challenged census 2010 tabulation blocks, indicating their location in relationship to the boundary that is in dispute.

- Maps submitted by local governments must show the correct location of the boundary and the portion of the boundary that the Census Bureau potentially depicted incorrectly, including 2010 census block numbers associated with the boundary.
- A local agency must also provide the Census Bureau with a list of addresses in the challenged blocks, indicating their specific location in relationship to the boundary.

- ◆ For geocoding and coverage challenges, identify the specific contested 2010 census tabulation block along with a list of the addresses for all housing units or Group Quarters (GQ's) in that block as of April 1, 2010.

There are two potential outcomes for challenges associated with the 2010 Census CQR program.

- ◆ Challenges that Result in Corrections: The Census Bureau will issue corrected counts based on the housing unit and the population counts as of April 1, 2010. The Census Bureau will send a letter with a certification of the population, housing and group quarters counts.
- ◆ Challenges that Do Not Result in Corrections: When a local government provides evidence that the Census Bureau missed housing units or Group Quarter's that existed on April 1, 2010, but the CQR research and the 2010 Census records show that all of the Census Bureau's boundary information, geocoding and coverage processing were correctly implemented, the Census Bureau will respond by sending a letter to the local city official stating that the Census Bureau will not issue a revised count.

For further information and to submit a written challenge, governmental entities need to contact:

Count Question Resolution Program  
Decennial Management Division  
U.S. Census Bureau  
Washington D.C. 20233-0001

Telephone: (301) 763-9320  
Fax: (301) 763-9321  
E-mail: [dmd.cqr@census.gov](mailto:dmd.cqr@census.gov)

For those communities that utilize the state of Tennessee's Office of Local Planning, your local planning representative will be able to assist communities in reviewing the appropriate maps and addresses to determine if a formal

*(continued on page 5)*

## 2010 Census CQR Program

(cont'd from page 4)

challenge would be useful. The Office of Local Planning will also assist cities in filing the appropriate paperwork to initiate a formal Challenge to the Complete Count with the Census Bureau.

Regardless of the outcome of the process, the 2010 census results will be in effect for the upcoming fiscal year in Tennessee. If cities have a 2010 census population count that is less than what they believed that they had prior to the census, they will have to plan to use the federal census numbers in their 2011/2012 budget revenue projections for state shared revenues. For those cities that will be filing a formal challenge to the federal census through the Count Question Resolution Program, it would be advisable to allocate funds in the 2011/2012 budget to conduct a special census in the winter or early spring of 2012, should the Census Bureau issue a letter to advise the city that the 2010 population count will not be adjusted.

## MTAS Completes Fifth Municipal Court Clerks Conference

MTAS recently completed the fifth annual Municipal Court Clerks Conference. Presented each spring, the conference provides one avenue for municipal court clerks to complete their mandated annual training. This year, 179 clerks from around the state met for two days at the Cool Springs Marriott in Franklin.

The training workshops included sessions on courtroom security, court-mandated driver improvement schools, the Tennessee open records law and the state court action reports system. Two of the sessions were planned in response to changes in state law and state rules during the last year. The department of safety enacted new rules governing driver improvement schools, including those offered by cities, and the legislature made substantial changes in the court action reporting system. The annual conference provides an opportunity to keep the court clerks up to date with legal and process changes.

The Administrative Office of the Courts contracts with MTAS to provide court clerks training each year. MTAS also presents a series of training classes in seven cities across the state each fall. These "basic" court clerks training classes are attended by new clerks, those wanting a refresher course and clerks who were not able to attend the spring class.

## Parliamentary Procedure: Consent Agenda

*Margaret Norris, Municipal Management Consultant*

Last month, this article talked about the order of business and agendas. One tool for getting through the agenda more efficiently is the consent calendar, or consent agenda. This shortcut is more often used in larger cities although any municipality may take advantage of this instrument.



The consent agenda is used to handle routine, non-controversial and housekeeping type items in bulk so that each item does not have to be discussed and voted upon separately. Typically, a vote is taken to approve all items contained within the consent agenda: "Mayor, I make a motion to approve the consent agenda as submitted."

The consent calendar is listed as an item within the agenda, usually coming before committee reports, and it should give adequate detail about each element. For example:

1. Call to order and roll call
2. Approval of minutes from the March 21, 2011, meeting
3. Citizen comments
4. Consent agenda
  - A. Accept report from park board regarding five-year plan update
  - B. Proclamation designating April 28 as "Take Your Daughter to Work Day"
  - C. Resolution Number 2011-05 authorizing police chief to work with sheriff on joint grant opportunity
  - D. Award of bid to Acme Company for street light replacement bulbs in the amount of \$7,500 as funded in the street department budget
  - E. First reading on Ordinance Number 2011-13 amending the FY12 budget by \$54,160 for Elm Street pump station change orders

If any member of the governing body wants to discuss a particular item, or to remove something from the consent agenda, the proper motion would be: "Mayor, I request that item 4A be removed from the consent agenda and be moved under new business for further discussion."

## MTAS Training Events and Conferences

March 31- Tennessee Association of Municipal Clerks and Recorders Annual Conference, Nashville  
 April 2

### HEALTH CARE LEGISLATION UPDATE

May 5 Farragut  
 May 19 Franklin

### NEGOTIATION SKILLS

May 24 Johnson City  
 May 26 Athens  
 May 27 Jackson

For more information on these classes, contact Elaine Morrisey at [elaine.morrisey@tennessee.edu](mailto:elaine.morrisey@tennessee.edu).

## Other Events

May 2-6 Tennessee Basic Economic Development Course, Nashville

May 8-12 International Institute for Municipal Clerks Conference, Nashville

May 8-13 Tennessee Government Management Institute (Week 1), Knoxville

May 16-19 Tennessee Public Works Institute: Public Fleet Management Course, Murfreesboro

May 19 Tennessee Association of Utility Districts Operator Expo, Lebanon

May 20 2011 Society for Human Resource Management Tennessee Employment Law and Legislative Conference, Nashville

June 12-14 Tennessee Municipal League Annual Conference, Murfreesboro

### MARK YOUR CALENDARS!

## Elected Officials Academy Level II TML Pre-Conference Sessions to Be Offered

MTAS is offering Elected Officials Academy Level II sessions prior to the 2011 Tennessee Municipal League Annual Conference in Murfreesboro at the Embassy Suites June 10-11. The two-hour sessions are designed specifically for the elected official and include Council at Work, Municipal Human Resources, Municipal Fire Review, Municipal Police Review and Municipal Public Works. Each participant will be assessed a one-time registration fee of \$200 which covers completion of all Level I and Level II sessions of the Elected Officials Academy. (If the fee has previously been paid to attend Level I or Level II, it does not need to be paid again.) Contact MTAS at (865) 974-0411 with questions regarding fee payment. For more program or registration information, visit the MTAS Web site at [www.mtas.tennessee.edu](http://www.mtas.tennessee.edu).

### PUBLICATION HIGHLIGHT:

## MTAS's First Annual Report Is Available | [Read](#)

The MTAS 2010 Annual Report is available to cities now. Click [HERE](#) to read or download your copy today!

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