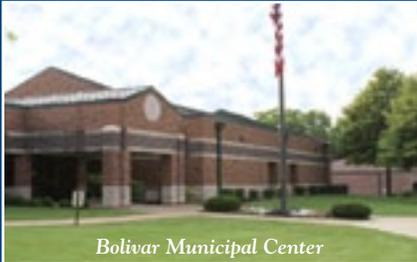


City Spotlight: Bolivar



Bolivar Municipal Center

Bolivar, the county seat of Hardeman County, has more historic districts than any other town in West Tennessee, except Memphis – the arts, music – all the qualities that one looks for in a place to live, visit and work. The first people looking for permanent residence came to Hatchie Town in 1819-20, but the Tennessee State Legislature officially changed the town's name to Bolivar on October 18, 1825. It was named for South American revolutionary leader Simon Bolivar but is pronounced to rhyme with the name Oliver.

Date of Incorporation:
1827

Population:
5,147

County:
Hardeman

Grand Division:
West Tennessee

Municipal Management Consultant
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MUNICIPAL TECHNICAL ADVISORY SERVICE

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From the Director

Steve Thompson, MTAS Executive Director

Again this month, as with every month, we have a great deal of good work underway for the cities and towns of Tennessee.

Consultants are providing the same valuable services that they have in the past and are expanding the work and research that they provide at your request. This past month, we worked with the city of Athens on a community strategic planning process and saw an engaged community developing a work plan for the city for the next 20 years. We are helping several cities with compliance and regulatory issues and with utility rate studies. We are also assisting Roane County with a comprehensive review of its wastewater system, helping cities with personnel issues and advising on public safety issues and concerns.

And we're researching pension plan alternatives, tax collection options and fire and building code comparisons — many of these are beyond what I would consider traditional requests for MTAS consultants, but that is business as usual. We also maintain an extensive collection of model policies and handbooks that will help you to develop applicable work for your city. We have budgets, SEA (Service, Efforts and Accomplishment) reports, city service directories and handbooks and a number of other reports that can help stimulate your thinking and improve the image and information available to your community. The 2011 MTAS Annual Report which highlights some of the larger accomplishments for the past year is complete. We will be sending printed copies to every city this spring. The report can also be read and downloaded from the MTAS website at <http://www.mtas.tennessee.edu>.

And we are updating the strategic plan for MTAS as part of the process to update the plans of the Institute for Public Service and the University of Tennessee. By the time you receive this newsletter, you probably have already been invited to comment on the newest plan. As with your strategic plan, this plan will result in an annual work plan for MTAS and will help us to address your expectations of MTAS service.

Please let us know if MTAS can help you, and we always look forward to serving the cities, towns and public associations of Tennessee.



Steve Thompson

How Much to Budget for Training

Gary Petree, Training Program Manager

To say the least, strains and limitations on budgets during the past few years have been extraordinary. Many leaders of organizations saw training budgets as the quick and easy cuts to make in response to hard times. Now, fortunately, we can sense some change in our economic conditions for the better, and many organizations, public and private, are beginning to think about how much they will allocate to restore training programs for their employees.

(continued on page 2)

Seeing the Municipal Technical Advisory Service from Different Perspectives



Jim Thomas

Jim Thomas, Assistant Director

Only infrequently does one get the opportunity to actually view things in his professional career from different perspectives. Joining the staff of MTAS has provided me with such an opportunity.

As a staff member and eventually city manager in Goodlettsville, I came to realize that, in MTAS, I had a very reliable, timely and helpful resource available when those extraordinary issues arose that required knowledge, experience and expertise beyond what I had. When I asked for help, the product was delivered quickly. It worked incredibly well. It was usually delivered by only one MTAS person. And after its delivery and my use, there was always follow-up by MTAS to see how well its product worked for me — a sort of “after the sale” customer satisfaction assessment. Beyond that, I really never took the time to think about what went into the delivery of the product. It always seemed to “just happen.” I never questioned “how.”

Now, however, I get to see the processes that eventually led to the advice, training and research that Tennessee cities have at their disposal through MTAS. Obviously, they don’t “just happen.” Yes, a different perspective of looking at MTAS only enhances my appreciation for it.

While most projects developed for cities by MTAS are delivered by a certain staff member, all of those projects have been “touched” by several staff members. The collaborative approach to developing the product offers certainty to the city official that, once delivered, it has benefitted from several eyes and minds participating in its development.

To meet the ever-changing needs of cities, every MTAS staff member participates in many hours of professional development each year. How MTAS staff stays current (and maybe even futuristic) is something I never thought about as its customer. Now I understand. MTAS is certainly a teacher, but its staff is always a student.

Professional experience is an incredibly powerful tool used by MTAS in developing and delivering its product. While I was somewhat aware that MTAS staff members with whom I interacted were veterans of municipal government service, I had no idea to what extent. Having been in the shoes of the city official being served by MTAS certainly enhances the staff’s ability to effectively serve that official now.

Different perspectives of the same MTAS ... I’ve known for a long time “how” good it is. Now, from a different one, I know “why.”

How Much to Budget for Training

(continued from page 1)

How much should you budget for employee training in your organization? The 2011 American Society for Training and Development (ASTD) State of the Industry Report provides information that may help with your decisions. According to this annual report:

- Average expenditure per employee \$1,228
- Average training hours per employee 32
- Average expenditure as a percentage of payroll 2.66 percent

You should also consider the facts that these numbers reflect a year during a multi-year period of a stressed national economy and that many leaders are now looking to ramp up their training to pre-recession standards or better.

Managerial and supervisory training amounted to 13 percent of training programs for employees, followed by 11 percent for professional or industry specific training, 10 percent for training on processes and procedures, and 10 percent for training on compliance issues.

Local Government Information Technology in Tennessee (LOGITT) is a professional association for local government information technology directors within the state of Tennessee. Sponsored by the UT Municipal Technical Advisory Service (MTAS), County Technical Assistance Service (CTAS) and Local Government Corporation, the group provides these professionals with opportunities for strategy discussions, networking, solution discussions and professional development.



LOGITT Group Holds Meeting in Nashville

On January 31, 2012, information technology professionals from across the state gathered in Nashville. Liza Massey, president and CEO of the Nashville Technology Council, and SSA Scott Augenbaum of the FBI were speakers at this meeting. Massey shared her vision of “Information

Technology (IT) as a Service” while Augenbaum updated the group on some of the latest cyber security threats to businesses and governments. Group discussion during the round table forums covered many current IT projects such as service level agreements, end user training, SCADA security, off-site data storage and records retention.

LOGITT is open to senior-level professionals within municipal or county governments who have significant responsibilities for information technology.

For additional information, contact MTAS at (865) 974-0411 or Keith

Durbin, Metro Nashville CIO/Director of ITS, president of LOGITT at (615) 862-6220. To apply for membership, submit the application found at <http://rutherfordcounty.org/apps/logitt/>.

TPMA Partners with State Human Resources



The Tennessee Public Management Association for Human Resources (TPMA) and the Tennessee Department of Human Resources (HR) have partnered to establish the “Three Pillars of HR” Certificate Training Program, a competency-based training initiative that provides basic education directed toward entry-level human resources staff in the public sector and could be a stepping-stone to further education or the attainment of certifications.

The goal of the initiative is to enable public sector human resources staff to share basic competencies within the field of human resources as determined by the Tennessee Public Management Association and the Tennessee Department of Human Resources. The certificate training includes essential competencies, pre- and post-testing, defined educational components, recognition levels and a structured, sustainable implementation process all at a very low cost to public organizations.

The competencies that form the basis for the certificate are:

- **Mission Oriented** — Understands the public service environment and the direction and purpose of their organization.
- **Ethics** — Demonstrates fundamental values related to honesty, integrity, confidentiality, fairness and respect.
- **Trust** — Builds trust-based relationships through alignment between words and actions.
- **HR Business Acumen** — Shows ability to understand and apply basic principles of human resources law and policies.
- **Communication** — Uses effective speaking and writing skills in a manner that helps others to understand and take appropriate actions.
- **Judgment** — Makes rational decisions based on facts.

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Parliamentary Procedure: Minute Taking

Margaret Norris, Municipal Management Consultant

Everyone knows that meeting minutes must be taken; but do you know what *Robert's Rules of Order Newly Revised* requires you to keep in the minutes? *Robert's* says "In an ordinary society, the minutes should contain mainly a record of what was done at the meeting, not what was said by the members. The minutes should never reflect the secretary's opinion, favorable or otherwise, on anything said or done. The minutes should be kept in a substantial book or binder." (§ 48, p. 468.) Some cities record exact quotations and some cities take minutes verbatim. This is not required by either *Robert's* or the state statutes. T.C.A. § 8-44-104.



Margaret Norris

The first paragraph of the minutes should explain the kind of meeting that was held (regular or special called), the name of the governing body (the board of commissioners of Volunteer Village), the date and time of the meeting, the fact that the mayor and recorder were present and whether the minutes of the previous meeting were approved. § 48, pp. 468 – 469.

Robert's continues by saying that "The body of the minutes should contain a separate paragraph for each subject matter," (§ 48, p. 469) and should show the motion that was made and whether or not the motion passed or failed. *Robert's* and state law do not require the city to record who seconded the motion because all the second does is move the motion to a debate and then a vote.

The last paragraph should state the hour of adjournment. § 48, p. 470. And finally, the minutes should include the recorder's signature and also the mayor's if the governing body requires it. § 48, p. 471.

TPMA Partners with State Human Resources

(continued from page 3)

The certificate training will consist of three categories, pillars or modules, each comprised of relevant topics to the human resources function. The three modules may be taken in any order. The three pillars are: "The Role of HR in the Public Sector," "Legal Issues in Human Resources" and "Human Resources Administration." Upon completion of each module, recognition will be provided by the state Department of Human Resources. Upon completion of all three modules, participants will receive a separate certificate from TPMA, acknowledging their accomplishment in completing the entire "Three Pillars of HR" course.

The certificate training will be provided at the upcoming TPMA Annual Conference in Gatlinburg and throughout the year at locations and dates to be determined. For more information, contact Richard Stokes, TPMA executive director and MTAS human resource consultant at richard.stokes@tennessee.edu.

Franklin, Williamson County Using Microbes to Transform Waste

Williamson County, in a partnership with Franklin County's Solid Waste Department, is conducting an experiment that could revolutionize the way the state and the world handle waste.

Tons of trash — household garbage, construction debris, human sludge and tires, to name a few — are being transformed into rich, usable soil in 10 weeks. Director of Franklin's Solid Waste Department Becky Caldwell, is impressed with the results thus far. "It doesn't have any smell to it. This has sludge — raw sludge. It came from Franklin — 20 tons of it," she says.¹ What sounds like magic, is in fact far more nuanced.

The composting process is being accelerated by microbes, which eat through the garbage, and in turn, transform it into a mass of clean, earthy soil. This technique could turn out to be a lucrative venture for the scientist behind the microbial composting,

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Franklin, Williamson County Using Microbes to Transform Waste

(continued from page 4)

Dr. Ted Carpenter, but the question of the economic benefit for cities is still up in the air.

The piles must be occasionally turned, as well as continually sprayed with water to prevent the microbes from dying. This work would involve the labor of employees. Additionally, land would be required, and safety must also be determined.

While the heat emitted by microbes while eating through the waste is enough to eliminate harmful bacteria or viruses, samples of the soil will be sent for testing at various laboratories to ensure it poses no environmental or health risks.

If this experiment turns out to work as envisioned, it may be the solution to the overflowing landfills and vast amounts of buried garbage that have become the norm. Or, as Williamson County's Solid Waste Department Manager Nancy Zion says, "If this truly works, it could change the world."²

¹Josh Adams, "Microbes May Make Landfills Obsolete," *The Tennessean*, December 2011.

²Josh Adams, "Microbes Gobble Garbage," *The Tennessean*, January 2011.

Local Government Construction Project Funding Opportunities Discussed

The Clean Tennessee Energy Grant Program provides \$26.4 million over five years for energy-efficient construction projects. The program includes provisions for projects on local government facilities, and the Tennessee Department of Environment and Conservation (TDEC) will accept applications until March 30, 2012. Details and forms are now available at <http://www.tn.gov/environment/energygrants/>.

The upcoming meeting of the Tennessee Renewable Energy and Economic Development Council (TREEDC) in Columbia on March 9 will include information sessions about the application process. To view the agenda and reserve a seat for Columbia, [CLICK HERE](#). TREEDC forums are free.

MTAS Invades Athens for Visioning Session

What is better than having a UT Municipal Technical Advisory Service (MTAS) consultant come to help? Try having 12 MTAS staffers, an MTAS retiree and an Institute for Public Service (IPS) graduate student come to town.

The city of Athens requested assistance in facilitating its community visioning process. Invitations were sent to every citizen, community group and organization to participate in Athens Alive in 2035, a process to determine what the city needs to address to be successful in the year 2035.



MTAS responded by sending a host of facilitators including Steve Thompson, Jim Thomas, Pat Hardy, Margaret Norris, Warren Nevad, Dana Deem, Gary Jaeckel, Rick Whitehead, David Angerer, Kurt Frederick, PJ Snodgrass, Frances Adams-O'Brien, retiree Mike Tallent and IPS graduate student Leah Festa.

The process involved meeting two Saturdays in February. The first day was spent working in eight small groups discussing the same five questions on the topics of the environment, education, recreation, transportation, education, planning, public safety and communication. The second day had participants hearing about the common themes among the categories from the previous week and then voting on the issues they thought were most important for the city to address over the next 20 plus years.

The top five items in order were: add new recreational facilities; attract diversified industries and businesses; address the need for more parental involvement in education; encourage schools to put less emphasis on standardized tests; and build bypasses.

The city council held a strategic planning session at the end of February and used the report and information from the visioning process to set its goals and objectives for the upcoming year.

TREEDC Leaders Update Congressional Members

Warren Nevad, Municipal Management Consultant

On February 2 and 3, TREEDC representatives from Memphis, Jackson, Ducktown, Knoxville, Tennessee Tech University and the University of Tennessee met with the U.S. Congressional delegation from Tennessee to provide an informational update about the 2011 activities of the council.



Left to right: Warren Nevad, UT MTAS; TREEDC President/Ducktown Mayor James Talley; Tennessee Tech University Associate Director of External Relations Dennis Tennant; District 8 Congressman Stephen Fincher; Memphis Councilman Edmund Ford, Jr.; TREEDC Consultant Bill Owen; and Jackson City Councilman Ernest Brooks, II.

Memphis City Councilman Edmund Ford, Jr. met with Congressman Steve Cohen to share the TREEDC work of assisting the Tennessee Valley Authority (TVA) with the Green Power Switch Pilot Program.

Jackson Councilman and TREEDC Legal Affairs Director Ernest Brooks, II discussed clean energy initiatives in his community with Congressman Stephen Fincher and an update on the success of the recently installed 1 MW Solar System at the Jackson American Business Center.

Dennis Tennant, Tennessee Tech University associate director of external relations, shared the success of the Tennessee Tech REDI Economic Development Program with Congressman Diane Black's office.

Additionally, Ducktown Mayor and TREEDC President James Talley discussed Ducktown's solar initiatives with Congressman Chuck Fleischmann. Mayor Talley recommended new statewide incentives for solar energy development, cellulosic ethanol production, biomass gasification and waste to energy.

TREEDC Announces 2012 Membership Campaign

Warren Nevad, Municipal Management Consultant

A membership drive for the Tennessee Renewable Energy and Economic Development Council (TREEDC) has been launched with the goal of enlisting 100 new city and county mayors. The dues for 2012 remain \$100 for any local government, public power/natural gas distributor and K-12 school in Tennessee. Other membership categories include non-profit individuals, universities, colleges, state agencies, and businesses. Membership benefits include free access to all forums, subscription to the TREEDC annual report and quarterly newsletter, technical assistance, sponsorship and speaking opportunities. TREEDC also has a founding member category which contains provisions for special events, legislative outreach and project development.

Contact TREEDC President Talley for more information at duckmayor@yahoo.com.



TREEDC Joins Twitter

UT MTAS Intern Candice Graham announced February 14 to the cyber world that TREEDC joined Twitter.

The twitter account (@treedc08) provides updates on future TREEDC events, forums, projects and goals and offers snapshots of the work done by TREEDC members. Candice has also written the 2011 TREEDC Annual Report which was reviewed by the IPS Environment and Energy Team. The report chronicles the work of the TREEDC mayors during the past year. Contact cgraham9@utk.edu for a copy.

The mission of TREEDC is to promote and connect renewable energy with economic development and energy efficiency for all Tennessee communities.

Follow @treedc08 to get all the latest information on upcoming events.

Knoxville Area Elected Officials Attend Municipal Government Overview Course

More than 20 municipal government officials recently participated in Level I of the Elected Officials Academy in Knoxville.

The Elected Officials Academy is a program designed for elected officials. The curriculum was developed to give municipal officials an overview of the varied aspects of their role as municipal leaders.

The purpose of the academy is to provide officials an overview of municipal leadership responsibilities and to offer networking opportunities with other local officials to share ideas and gain new insight from their peers.

Topics included the following: Foundations and Structure of Tennessee Municipal Government; Municipal Charters, Codes and Open Records; Ethics and the Open Meeting Law; Municipal Finance; and How to Be an Effective Council.

The academy, a component of the comprehensive municipal training program provided by MTAS, provides technical assistance and training to cities and towns across the state — their governing bodies, mayors, city managers, city recorders and city department heads.



Standing (left to right): David Long (Mosheim), Finbarr Saunders (Knoxville), Mark King (Columbia), Steve Thomas (Lewisburg), Ron Honken (Farragut), Bruce Wyatt (Crossville), George Wallace (Knoxville), Mark Tipton (Friendsville), Marshall Stair (Knoxville), Chuck Hope (Oak Ridge), Duane Grieve (Knoxville), Fred Taylor (White Pine), Daniel Brown (Knoxville) and Richard Rutledge (Niota).

Seated (left to right): Debra England (Harrogate), Ann Strom (White Pine), Judy Reed (Parrottsville), Mary Keller (Parrottsville), Cindy Tipton (Friendsville) and Ann Edmonds (Friendsville).

Front row (left to right): Nick Della Volpe (Knoxville), Mark Campen (Knoxville) and Lois Preece (Niota).

Spring 2012 TAMCAR Conference: March 21-23

Municipal governments are under constant pressure to deliver services more efficiently. As a municipal government professional you must continually evaluate your performance in terms of productivity and effectiveness to keep pace with today's demands as well as to prepare for tomorrow's challenges. You must keep up with new trends, sharpen old techniques and acquire new skills. Your participation in this training program will help prepare you for the challenges of public service. By participating in this course, you are joining an outstanding group of municipal professionals who realize that education is a life-long process.

The credit hours that you earn by completing the institute or academy will be posted to your University of Tennessee MTAS transcript. These hours will apply toward your state certification and your International Institute of Municipal Clerks certification if you are a member of IIMC. These hours will also apply as elective hours toward Municipal Administrative Program Certificates. Many of these hours may also satisfy the continuing education requirements that are mandatory to maintain your certifications including the Certified Municipal Finance Officer (CMFO).

The Spring Conference will be held March 21-23 in Murfreesboro at the Embassy Suites Conference Center. Reserve your space for this important conference now.

Additional information and registration packages are available on the [MTAS](#) and [TAMCAR](#) websites. For additional information, contact Institute Director Dana Deem at dana.deem@tennessee.edu.

Tennessee City Management Association Spring Conference 2012

The Tennessee City Management Association's 2012 Spring Conference will be held at the Renaissance Hotel in Nashville, April 11-13. The conference registration form can be accessed by [CLICKING HERE](#). For additional information, including a tentative agenda, visit the [TNCMA website](#).

Featured speakers include:

- Anne Murray, leading a program on differences in gender communications
- Toni Shope, East Regional Director of the Alliance for Innovation, speaking on the "Six Qualities of Innovative Organizations"
- Frances Adams-O'Brien, UT MTAS reviewing the Tennessee Municipal Benchmarking Project
- Michael Fann, presenting "Civility Revisited: From Life Enhancer to Problem Solver"
- Butch Spyridon, president of the Nashville Convention and Visitors Bureau, presenting a program on the new Nashville Convention Center, which will be the site of the 2019 ICMA Annual Conference

Other MTAS Training Events and Conferences

PLANNING AND ZONING

Planning is a process that seeks to guide the future. Decisions regarding zoning, building development and growth issues affect landowners, neighbors and the entire community, often with significant impact on property values, community character and quality of life and even the municipal budget. This course will address topics which include legal basis for planning; the comprehensive planning process; implementing land use decisions (zoning, subdivision; regulations, capital budgeting); and growth planning policies. To register, [CLICK HERE](#).

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|----------|-----------|
| March 14 | Jackson |
| March 15 | Bartlett |
| March 21 | Knoxville |
| March 28 | Franklin |

MUNICIPAL COURT CLERKS ANNUAL CONFERENCE

For event information or to register, [CLICK HERE](#).

March 28-29 Franklin

ELECTED OFFICIALS ACADEMY LEVEL II TML PRE-CONFERENCE SESSIONS

For event information or to register, [CLICK HERE](#).

June 8-9 Knoxville

