

Management and Administration

Dear Reader:

The following document was created from the MTAS website ([mtas.tennessee.edu](http://www.mtas.tennessee.edu)). This website is maintained daily by MTAS staff and seeks to represent the most current information regarding issues relative to Tennessee municipal government.

We hope this information will be useful to you; reference to it will assist you with many of the questions that will arise in your tenure with municipal government. However, the *Tennessee Code Annotated* and other relevant laws or regulations should always be consulted before any action is taken based upon the contents of this document.

Please feel free to contact us if you have questions or comments regarding this information or any other MTAS website material.

Sincerely,

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Management and Administration

Reference Number: MTAS-362

Click on the topics listed below in this section for more information.

Abandoned Property

Reference Number: MTAS-620

The Uniform Disposition of Unclaimed Property Act of 1978 governs the disposition of unclaimed or abandoned personal property, defined as property in a political subdivision's possession that is unclaimed for one year. The act does not apply to real property and is most commonly used to reclaim utility deposits.

The state treasurer is responsible for administering the act. Any holder of abandoned property worth \$50 or more is required to keep a record of the owner's name and last known address for 10 years and to attempt to notify the apparent owner if there is an accurate address. T.C.A. §§ 66-29-146 provides that beginning December 31, 2016, and for each report year thereafter, the treasurer shall determine each June 30 the amount of such funds remitted by or on behalf of each local government of the state and its agencies which have remained unclaimed for a minimum of eighteen (18) months following their delivery to the treasurer. If the aggregate unclaimed balance exceeds one hundred dollars (\$100), the treasurer shall, upon request of the local government, pay an amount equal to the aggregate unclaimed balance, less a proportionate share of the cost of administering the program, as determined by the treasurer, to the local government, together with a report of the accounts represented by the funds. The funds must be placed in the local government's general fund, except the local government shall maintain, to the extent necessary, a sufficient amount of the total unclaimed property accounts to ensure prompt payment.

Finding Money for Public Works Projects

Reference Number: MTAS-645

The following section points you to various financing programs available to Tennessee's local governments for water, wastewater, solid waste, and other project needs.

Federal Emergency Management Agency

The Federal Emergency Management Agency (FEMA) provides disaster assistance to states, communities, businesses, and individuals. FEMA helps with disaster response, recovery, mitigation, prevention and preparedness. View www.fema.gov [1] to learn more about FEMA programs.

Municipal Bonds

Private financial institutions are a traditional source of funding for municipal public works.

Tennessee Department of Economic and Community Development

The State Department of Economic and Community Development Grants and Loans Division offers many resources for community leaders looking to improve their infrastructure, foster economic growth in their area and encourage sound environmental practices. The division administers state and federal government grant and loan funds. View contacts and information on Appalachian Regional Commission Grants, Delta Regional Authority, fast-track Infrastructure and Community Development Block Grants at www.tn.gov/ecd [2].

Tennessee Department of Environment and Conservation

The State Department of Environment and Conservation offers financial assistance to help communities comply with state and federal environmental laws and regulations. Grants are available for clean energy, watershed initiatives, green development, recycling, tire cleanup, used oil, recreation initiatives, and brownfield remediation, etc. Loans are available for water and wastewater infrastructure. View contact and program information at www.tn.gov/environment [3] and search 'grants'.

Tennessee Local Development Authority Loan Program

In 1978, state lawmakers established the Tennessee Local Development Authority (TLDA) Loan

Program primarily to make loans to local governments for water, wastewater, and solid waste projects. Loans also can be secured for purposes such as airports, capital projects, and rural firefighting equipment. In 1990, the law was amended to let TLDA issue bonds and make the proceeds available for loans to local governments for other capital projects. View contact and program information at <https://comptroller.tn.gov/boards/tennessee-local-development-authority/tlda-information/loan-programs.html> [4]

Tennessee Municipal Bond Fund

The Tennessee Municipal League (TML) is the organization of Tennessee cities and towns. Created in 1985, the Tennessee Municipal Bond Fund (TMBF) is an entity within TML that creates and administers loan programs for the benefit of cities and counties. View contact and program information at www.tml1.org [5].

Tennessee Valley Authority (TVA)

The Tennessee Valley Authority (TVA) provides economic development programs and services throughout its service area. Programs provide funds for industrial development and expansion and community development. View www.tvaed.com [6] to learn more.

U.S. Department of Commerce Economic Development Administration

The U.S. Department of Commerce Economic Development Administration (EDA) provides assistance to areas experiencing high unemployment, low income, or other severe economic distress. A program of particular interest to Tennessee local governments is EDA's Public Works Program. The Public Works Program provides funds for water and sewer facilities, industrial access roads, rail spurs, skill training facilities, and technology-related infrastructure. View www.eda.gov [7] to learn more about the Public Works Program and other EDA programs.

U.S. Department of Agriculture (USDA) Rural Development

Rural development is committed to the future of rural communities in Tennessee, investing financial and technical assistance through community, business and rural housing development programs. The agency has loan and grant programs for water and waste disposal, solid waste management and emergency community water projects to assist rural electric cooperatives, and for deployment of telecommunications infrastructure used for distance learning, telemedicine and other broadband-based services. The agency's community programs provide technical and financial resources for the essential community infrastructure key to health, safety and business development. They ensure that rural areas enjoy the same basic quality of life community services enjoyed by people across the U.S. including water and waste disposal systems, and for community public-use facilities like schools, libraries, childcare, hospitals, clinics, assisted living facilities, fire and rescue facilities, police stations, community centers and transportation assets. View information on grant and loan assistance programs at <https://www.rd.usda.gov/tn> [8]

Utility Relocation Loan Program

The Utility Relocation Loan Program provides loans for cities and utility districts that must relocate utilities due to Tennessee Department of Transportation (TDOT) road projects. View <https://www.tn.gov/content/dam/tn/tdot/right-of-way-division/1200-22-08.pdf> [9]

Performance Measurements

Reference Number: MTAS-621

Public works are a big part of overall city operations in terms of budget, customer service, number of employees, projects, and essential functions. Donald C. Stone, the founder of the American Public Works Association (APWA), defined public works thusly:

Public works are the physical structures and facilities that are developed or acquired by public agencies to house governmental functions and provide water, power, waste disposal, transportation, and similar services. So, public works departments exist to build, operate, and maintain infrastructure and provide services that benefit the public. The APWA has identified 145 different functions that are related to public works. They can be classified into 8 broad categories.

- **Transportation.** This includes streets, bridges, sidewalks, bike paths, airports, seaports, traffic control, and storm water management. Public works is responsible for the design, construction, and maintenance of these facilities.

- **Sanitation.** Traditionally cities collect solid waste, brush, leaves, and bulky items within the corporate limits. Cities, counties, or private companies may own disposal facilities such as landfills, compost facilities, and incinerators. Also, many cities are involved in recycling operations.
- **Utilities.** This includes water, wastewater, gas, and electric. It may also include cable TV service, internet service, storm water and flood control. Utility operations may be a function of public works or other city departments; other governmental entities or private companies may handle utilities.
- **Buildings and grounds.** This includes the design, construction, maintenance, and management of public buildings and facilities. It may include urban forestry.
- **Municipal engineering.** This includes civil and environmental engineering functions such as new facilities design, technical studies, construction inspection, and surveying. Larger departments tend to perform some of their own engineering services; small departments will contract these services. Major and complex projects are almost always contracted.
- **Fleet management.** This function involves the procurement and maintenance of city-owned equipment and vehicles. Some public works departments manage only their own equipment; some provide this service for all city departments. Many cities (departments) contract maintenance services.
- **Management and administration.** This includes operations management and supervision, financial management and reporting, public relations, procurement of professional services, requesting and evaluating proposals, awarding bids and managing contracts.
- **Other.** Various other functions such as parks maintenance, cemetery operation, airport services, animal control, dead animal pickup, etc. may be included under public works.

Performance Measurement Defined

Reference Number: MTAS-636

Performance measurement (or “management”—the terms are used interchangeably) is a means of evaluating how well services are performed. It involves regular and continuous data collection and reporting on selected services or programs. Performance measures are generally reported as numeric indicators. Such indicators tell what was accomplished and at what cost, what citizens receive for their tax dollars (or fees), and how well the services were performed. They also may be used to quantify worker productivity.

Cities can measure virtually any public works service. The following activities are candidates for performance measurement:

- The number of refuse carts collected per day (week, month, year);
- The tons of refuse collected;
- The cost per household for refuse collection;
- The number of citizen complaints associated with refuse collection;
- The number of brush (and/or leaves) pickups per day (week, month, year);
- Cubic yards or tons of brush (and/or leaves) collected;
- Cost per household for brush (leaves) collection;
- The number of citizen complaints associated with brush (leaves) collection;
- The miles of street resurfaced;
- The cost per mile of streets resurfaced;
- The number of potholes repaired;
- The number of citizen complaints associated with potholes;
- The number of culverts cleaned;
- Cost per culvert cleaned;

- Miles of right-of-way mowed;
- Cost per mile of right-of-way mowed;
- Miles of streets swept;
- The gallons of drinking water produced;
- The gallons of drinking water sold; and
- The unaccounted for water (water produced but unbilled).

Types of Performance Measures

Reference Number: MTAS-1456

There are four types of performance measures:

1. **Workload or output measures.** These measures indicate the amount of work performed or number of services received. Workload or output measures indicate what was done but not how well it was done. Example are

- Number of potholes repaired;
- Number of garbage carts collected; and
- Number of invoices processed.

2. **Efficiency measures.** These measures show the relationship between the work performed and the resources required to perform the work. Efficiency measures are often expressed as unit costs. Examples are

- Cost per pothole repaired;
- Cost per garbage cart collected; and
- Tons of garbage collected per crew (or worker).

3. **Effectiveness or outcome measures.** These measures reflect the quality of work performed. They tie together work, resources and results. Examples are

- Water meters read per day with less than 1 percent error;
- Number of invoices processed without error within two days of receipt; and
- Number of cold patch pothole repairs that last for three months.

4. **Productivity measures.** These measures add efficiency and effectiveness. Productivity ties together work, cost, resources, and results. Examples are

- Unit cost per effective meter repair (effective meter repair means that the meter was not returned for further repair within six months);
- Unit cost of effective cold patch pothole repair (effective cold patch pothole repair means that the patch held up for at least three months); and
- Cost of successful hires within 60 days of vacancy (successful hire means that the hire satisfactorily passed the probation period).

How to Start Performance Measures

Reference Number: MTAS-641

Why aren't more municipal public works departments using performance measurements? Usually because (1) they do not see the value, and (2) starting and maintaining the program requires extra effort. Managers need to realize on the front end that performance measurement is a continuous improvement process. It will not be perfect in the beginning. But, once started and continued, it becomes just part of the way the department does business.

The biggest effort may be deciding to implement performance measures in the first place. The tendency is to "keep doing things the way we've always done them." As noted, there are lots of good reasons to implement performance measures, but starting a program can be a hard sell, especially internally.

Overcoming employee resistance may be the most difficult part of starting a performance measurement program. Employees will make statements such as

- We already tried that. Didn't work then; won't work now.
- Performance measures are unfair because we don't have control over outcomes.
- This program will only be used to hurt us.
- This may be a great idea, but it won't last. The next manager (mayor, administrator, council) won't continue it. (Silently, they'll say, "I'll just wait this out.")
- There is no way to measure what I do.

The manager will need good communication skills to work through these and other staff concerns. It's a vital first step because the enthusiastic participation of workers is essential to the success of a performance measurement program. The manager could talk about the following points in favor of performance measures:

- They provide mission and focus for the workers;
- They indicate how well the job is being done;
- They provide information for decision making;
- They serve as a communication tool;
- They identify areas where productivity can be improved; and
- They increase program accountability.

Once employee resistance is overcome, consider essential elements for developing a program for your department. The International City/County Management Association (ICMA) recommends the following elements.

- **Usefulness.** How helpful will the information be in decision making?
- **Clarity.** Will those who collect the data know what they should be looking for? Will those who analyze and interpret the data understand their meaning? Will those who read the performance measurement report understand what it tells them?
- **Relevancy.** Do the measures selected apply to the department's most important activities?
- **Uniqueness.** Do the measures selected provide information not available elsewhere?
- **Timeliness.** Do the measures provide information in time for leaders to use it in making decisions (about budget, purchases, etc.)?
- **Controllability.** Does our department have control over the performance of the program or service?
- **Completeness.** Does the measure provide a complete picture of the service and its objectives?
- **Comparability.** Can the measures be used for comparison (against ourselves, with other departments)?

Performance Measurement Terminology

Reference Number: MTAS-642

Nail down terminology so that everyone will be on the same page in communicating the performance measurements program. Common terms include the following:

Inputs—the resources the department (or municipality) puts forth to provide service. Examples are number of staff, budget, number of garbage trucks, etc.

Outputs—indicates the amount of service provided. Examples are tons of garbage collected, number of potholes repaired, miles of street overlay, etc.

Outcomes—measures that indicate how well objectives were accomplished. Outcome measures indicate the quality or effectiveness of a service. Examples are response time for fire engine(s) to arrive on scene after notification, the percentage of city streets passable 24 hours after a major snowstorm, cleanliness rating of city streets following street sweeping, etc.

Efficiency—a measure of the resources required to produce a certain outcome. Examples are the cost to pave each residential street mile, the cost per ton of garbage collected, cost per linear foot of water line installed, etc.

Program target or goal—a statement of the level of performance that the department wants to achieve. Examples are to reduce the number of on the job injuries by 10 percent in the next fiscal year, increase the amount of garbage collected per crew by 15 percent in the next fiscal year, etc.

Performance Measurement Process

Reference Number: MTAS-643

The performance measurement process involves three phases. If you are measuring a complicated program, you will use all the steps discussed below. When measuring a discrete, narrowly defined program, you may not use all the steps. The steps are not necessarily in sequential order.

- The Pre-performance Measure Phase involves:
 - Identify the program or service;
 - Identify vision, mission and objective;
 - Identify program activities; and
 - Determine program targets.
- The Performance Measures Phase involves:
 - Determine program inputs;
 - Determine program outputs; and
 - Determine program efficiency measures.
- The Performance Measures Reporting Phase. This provides an explanation to help the reader analyze and understand the results.

Here's an example.

Pre-Performance Measurement Steps

Step 1—Identify the program or service. (*State the program or service you are going to measure.*) The (*your city's name*) Sanitation Department.

Step 2—Identify the vision, mission, or objective. To provide the residents of (*your city's name*) with timely, cost effective collection of household refuse.

Step 3—Identify program activities. (*List or describe the program service or activities.*)

- Provide once-per-week curbside collection of household refuse
- Leave carts upright and undamaged
- Keep automated trucks in good operating condition
- Provide one person crew

Step 4—Determine program targets (*criteria against which to measure success*).

- Provide service without overtime
- Reduce customer cart-related complaints by 10 percent
- Keep equipment operational (ready for service) 85 percent of work week (34 out of 40 hours)

Performance Measurement Steps

Step 5—Determine program inputs (*resources your government will spend to operate or implement the program or service*).

- \$850,000 budget
- Two crews
- Two automated loaders

Step 6—Determine program outputs (*the amount of program activity or workload*).

- 6,500 households

Step 7—Determine program efficiency measures (*costs per unit of output*).

- Cost per ton
- Cost per household
- Cost per 1,000 population
- Number of complaint calls related to cart damage
- Percentage of time each truck is out of service

Performance Measurement Reporting

The last step is reporting on the process. As with any major initiative, communication is vital to success. The manager needs to report performance measures results internally to staff, upward to city management and elected officials, and outward to the public. The information learned from the performance measurement process should be used to manage. It should help determine which services to deliver, how to prioritize, how to allocate resources, and how to reward performance.

Additional Resources

For those who want to know more, there are many resources on performance measurement. An MTAS consultant would be happy to provide technical assistance to your department. A few informational sources are listed below. Other resources are available on the Internet.

- The American Public Works Association. See www.apwa.net [10].
- The International City/County Management Association. See www.icma.org [11].
- David N. Ammons, *Municipal Benchmarks*, 2nd Ed., Sage Publications, Thousand Oaks, London, New Delhi, 2001.
- MTAS Municipal Benchmarking Project. See www.mtas.tennessee.edu [12].

Customer Service Request Systems

Reference Number: MTAS-728

Across the United States, cities use a variety of systems to handle daily service requests and complaints from their customers. By learning some of the essential elements that are key to a successful system, you can plan such a system based on your city's needs and resources.

Many towns still use manual systems, but the emphasis here is on computerization. Automated service request systems are proven to be cost-effective, labor-saving devices that greatly enhance management efficiency. There are a number of commercial software packages available that are PC- or server-based. Another option is a hosted or web-based solution. A few of the software vendors are listed later in this section.

Creating an Effective Service Request Procedure

For a service request procedure to be effective, you should answer the following key questions:

- Who takes and records the calls? Who takes the information when a citizen drops by city hall?
- How is each request assigned to the appropriate department, and who does it?
- When and how does the city respond to the citizen concerning the request? How many times is the citizen contacted (for example, a letter to the citizen acknowledging the request, a status report, and a note upon completion) concerning the status of the request?
- Does the citizen have an opportunity to assess city hall's performance?
- Who is responsible for monitoring the status of each request and complaint? Is a status report generated listing open concerns?

Receiving Citizen Requests

Reference Number:

MTAS-1445

There are several methods for receiving and recording citizen service requests and complaints. One way is to give the job to the staff person who answers the phone. This could include anyone from the mayor or mayor's secretary to city council members or individual department heads.

If this method is chosen, any city worker who ever answers a phone must receive training on how to respond to citizen calls. The person taking the call would also be responsible for keying the information into the automated request system (ARS).

Entering the request into the ARS gives access to anyone who needs to check the status of unresolved requests. The request would also be automatically routed to the appropriate department for service. This method is an excellent way to prevent citizens feeling as though they are getting the "runaround," and it showcases the advantages of keeping the records in an ARS.

Many cities have had success with a "hotline" or central phone number, staffed by trained employees whose sole responsibility is to receive and record calls on the ARS. (ARS can automatically alert the responsible department for service.)

Sometimes the central number is located in the mayor's or other city office where the calls are taken, recorded, and routed to the appropriate department by a secretary or the city manager. Elected officials and their staffs may be responsible for receiving and recording calls or for receiving them and sending them to the city manager, who enters them into the computer.

A few cities have dispatchers taking service requests 24 hours a day, while others have answering machines to record requests and complaints after hours and on weekends. In some cities, officials are available in shopping malls one day a month, while other cities simply place easy-to-use computer terminals in the malls so citizens can enter requests themselves.

Any time a central number or other centralized system is used, it must be well publicized and staffed with knowledgeable employees. When someone answers the phone who has nothing to do with service requests, this person can only transfer callers to someone else. Even if the employee connects the citizen directly to the central number, the caller may still be forced to repeat the request.

A centralized system prepares individual departments to receive and document calls coming through to them. The departments should either take responsibility for the request or refer the information to the appropriate department through the central number. In either case, the department should forward the information to the central office for filing.

Many cities have no centralized system and put the entire responsibility of calls on individual departments. Each department must take and document the calls they receive, track them, and respond to the citizen. This scenario increases the chance that a request might be lost or mishandled. Without a centralized system each department must be prepared to take and record even those calls it is not able to service, then forward all the information to the appropriate department. For maximum efficiency, the city's website and/or phone book listing should be revised to include descriptions of the type of service performed by each department.

How is each request assigned to the right department?

Most commercial software packages will automatically assign the request to the appropriate department when the entry is added to the software. Some software packages automatically generate a hard copy of the work order for the appropriate department and prioritize each request by giving it a code number.

Once the information is properly routed, the department must be accountable to someone in city hall, ensuring follow-up. This can be done in two ways. In some cities with a centralized system, the department reports how the request is handled to the community services office, the mayor, the city manager's office, or to the location of the central number. In other cities, all information forwarded to the responsible department is also sent to the city council member for that constituency. As actions are taken, notations are added to the original service request or complaint.

Everyone involved should have access to the service request record and updates, thus maximizing status tracking. Several ARS packages can produce a case list of unresolved requests and complaints to be investigated by the relevant departments.

Assigning a Citizen Request

Reference Number:

MTAS-1446

Most commercial software packages will automatically assign the request to the appropriate department when the entry is added to the software. Some software packages automatically generate a hard copy of the work order for the appropriate department and prioritize each request by giving it a code number.

Once the information is properly routed, the department must be accountable to someone in city hall, ensuring follow-up. This can be done in two ways. In some cities with a centralized system, the department reports how the request is handled to the community services office, the mayor, the city manager's office, or to the location of the central number. In other cities, all information forwarded to the responsible department is also sent to the city council member for that constituency. As actions are taken, notations are added to the original service request or complaint.

Everyone involved should have access to the service request record and updates, thus maximizing status tracking. Several ARS packages can produce a case list of unresolved requests and complaints to be investigated by the relevant departments.

Responding to a Citizen

Reference Number: MTAS-1447

It's important to keep in touch with citizens who have asked for service or have complained. If the request is made in person or on the phone, the first contact is to acknowledge receipt of the request and thank the citizen for the information. Some cities also contact the citizen upon completion of the work.

When acknowledging receipt of a service request by letter, e-mail or phone, it's typical to give a date the request will be handled and to name the department handling it. In a centralized system, it's a good practice to have the department give the citizen a call back the same day, since many problems may be resolved before a letter is received.

Callbacks and e-mail are significantly less expensive than letters for towns with a lot of citizen service requests. Charlotte, N. C. aims for a one-day callback. The citizen is told when the work will be done, that the work is completed, or why it can't be done at all. Most cities will track work progress for any citizen who asks.

Many cities make contact with a citizen only when the request is satisfied. Towns with smaller budgets and those with a large amount of service requests should remember that a phone call or e-mail is cheaper than postage. Another option is to leave a notice at the citizen's door after the work is done.

Assessing Staff Performance

Reference Number: MTAS-1448

Many cities give citizens a chance to evaluate the service by providing pre-addressed, paid response cards. These may be automatically mailed when a request or complaint is received, or mailed or left at the citizen's door after the work is complete. Citizens are sometimes asked to return the cards to individual departments, but they're usually sent to the city administrator or mayor's office. Some local governments send evaluation cards periodically to a set number of randomly selected citizens to get a reading on community satisfaction.

Monitoring a Service Request

Reference Number: MTAS-1449

Most cities run a routine status check to monitor progress on each request or complaint. A community service office or the central office that received the request usually is responsible for following up. When a department takes action or completes the work, this information must be entered into the computer so it won't continue to register the request as open.

Although several authorized staff members have the freedom to check the computer daily for the status of requests, most cities use ARS that generates hard copies of status reports, which can be issued weekly or monthly to keep current information in the hands of the city manager and council.

The leading automated request systems produce a variety of useful reports, including:

- The number of requests within a specific time period;
- Action taken and whether the problem is resolved;
- Who handled each complaint;
- How long it took to complete the work;
- The number of calls per department;
- The number of particular types of calls within a department; and
- The number of evaluation cards returned, and number of calls per city ward or district.

The number of calls per city ward can be useful in pinpointing geographic problems. The ARS can match the locations of requests and complaints automatically against a citywide database, then coordinate and merge multiple citizen requests from the same area into one entry. Analyzing data by geographical area, along with the type of service request and responsible department, is helpful in identifying trends and managerial problems. This information also comes in handy when predicting where similar problems may occur in the future.

Ward information is a useful tool in election years. It allows the city manager's office to provide elected officials with a list of all requests and complaints from their constituency, the names of the citizens, and the actions taken.

Automated Request Systems

Reference Number: MTAS-1450

By using the chief components outlined in this report, your city can develop an efficient automated request system. Computers are a growing necessity as vendors continue expanding their software to include capabilities municipalities need. MTAS does not endorse the following automated request systems, but includes them as examples of the packages that are available for request tracking. A brief summary of what each offers is included.

CarteGraph

<http://www.cartegraph.com> [13]

CarteGraph seems to be designed with a focus on public works and integrating ESRI's ArcGIS systems. It offers tools within its products for managing both internal and external service requests. You can create standard operating procedures for each request received. You are then able to monitor the requests and complaint status. The software will also allow you to log phone numbers and addresses for constituents.

Tyler Technologies

<http://www.tylertech.com/solutions-products/energov-product-suite/energov-citizen-self-service> [14]

Tyler Technologies offers EnerGov. EnerGov is specifically designed to automate and centrally connect critical processes, including land use planning and project review, regulatory management, inspections, code enforcement, citizen requests, asset management, work order management and more. One of the modules is Energov Citizen Self Service software is designed to manage citizen requests.

QScend Technologies, Inc.

<http://www.qscend.com/> [15]

This system is a hosted web-based system. It provides a wide variety of features and offers reports by street or district. It also links multiple occurrences of the same complaint and stores everything in a database.

Additional information is available at each vendor's website.

Links:

[1] <http://www.fema.gov/>

[2] <http://www.tn.gov/ecd>

[3] <http://www.tn.gov/environment>

[4] <https://comptroller.tn.gov/boards/tennessee-local-development-authority/tlda-information/loan-programs.html>

[5] <http://www.tml1.org/>

- [6] <http://www.tvaed.com/>
- [7] <http://www.eda.gov/>
- [8] <https://www.rd.usda.gov/tn>
- [9] <https://www.tn.gov/content/dam/tn/tdot/right-of-way-division/1200-22-08.pdf>
- [10] <http://www.apwa.net>
- [11] <http://www.icma.org>
- [12] <http://www.mtas.tennessee.edu/tennessee-municipal-benchmarking-project>
- [13] <http://www.cartegraph.com/>
- [14] <http://www.tylertech.com/solutions-products/energov-product-suite/energov-citizen-self-service>
- [15] <http://www.qscend.com/>

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