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Municipal Government-
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CHECKLIST FOR
NNESSEE
MUNICIPALITIES**

**Municipal Government-
Administration**

ARCHIVE

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The University of Tennessee
Municipal Technical Advisory Service



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JUN 24 1987

OVERVIEW

Operating a city or town in Tennessee just isn't as easy as it used to be. Faced with the loss of Revenue Sharing funds, restrictions on the city's ability to raise its own revenue, deteriorating roads and buildings, and a citizenry that demands lower taxes and better services, it has become very difficult for local officials to maintain the quality and range of services that residents have come to expect from cities and towns.

Tennessee municipalities have to deal with issues of efficiency and effectiveness of their services. Cities and towns exist to provide a level of service to their residents which is better than the services enjoyed by residents of unincorporated areas. The University of Tennessee's Municipal Technical Advisory Service has developed this checklist to help you judge whether your city "measures up" in providing those services in the most efficient and effective way.

This checklist is a guide to the basics of running a city. MTAS wants you to use it to see what your city needs. As always, if your city needs assistance with any of the items on this checklist, MTAS consultants in our offices statewide are ready to help.

What you need in:



ADMINISTRATION

- ☐ An administrative officer (city manager, administrator or recorder) supervising the city's employees
- ☐ A city attorney
- ☐ A code of ordinances
- ☐ A comprehensive long-range plan
- ☐ A zoning ordinance
- ☐ A risk management plan
- ☐ Liability and workers' compensation insurance at the statutory limits, and coverage for Federal civil rights violations
- ☐ A classification and compensation system for all employees
- ☐ Health and hospitalization insurance selected on a competitive basis for all employees
- ☐ An annual written evaluation of all employees
- ☐ Written personnel policies and procedures
- ☐ A retirement system for all employees
- ☐ At least one computer, spreadsheet and word processor
- ☐ Membership in the Tennessee Municipal League
- ☐ A hazardous materials right-to-know plan
- ☐ Telephone hardware and services procured on a competitive basis

What you need in:



FINANCE

- ☐ An accounting system, which meets the State Comptroller's standards, running on an appropriate-sized computer
- ☐ A competitive purchasing system that produces the desired quality of goods and services at the lowest possible price
- ☐ Cash reserves at least equal to one month's operating expenses
- ☐ A cash management system or procedure
- ☐ A delinquency rate of no more than 5% on property tax collections as of June 30
- ☐ Enactment of the Gross Receipts tax on business
- ☐ An annually updated sales tax "situs" file
- ☐ An annual budget adopted by July 1, and printed for public distribution
- ☐ An annual audit and financial statement completed before December 31
- ☐ A cross-trained staff who can perform all essential functions regardless of absences
- ☐ A five-year capital improvements plan
- ☐ Required bank collateralization of all aggregate city deposits over \$100,000

What you need in:



POLICE

- ☐ All officers certified
- ☐ At least 40 hours per year of POST-approved training for every sworn officer

- ☐ Quarterly firearms training and qualification for all officers
- ☐ A physical training and testing program for existing officers and new hires
- ☐ A comprehensive operations and procedures manual
- ☐ "Hot pursuit" and "use of deadly force" policies that have been cleared by your attorney and your insurer
- ☐ A mutual aid agreement with surrounding jurisdictions
- ☐ An emergency preparedness plan, updated in the last 5 years
- ☐ A 911 system, either city or county
- ☐ Combined police and fire dispatch by civilian staff
- ☐ An animal control policy and program
- ☐ A police/community relations program
- ☐ Only one officer per patrol car
- ☐ NO CITY JAIL!

What you need in:



FIRE PROTECTION

- ☐ An ISO rating of at least 5 for a compensated department; 6 for a volunteer department
- ☐ Equipment that can pass appropriate NFPA pump and hose tests at least quarterly
- ☐ An operations and procedures manual
- ☐ A mutual aid agreement with all surrounding jurisdictions
- ☐ Training, classification and promotion based on IFSTA standards

- ☐ A physical training and testing program for existing firefighters and new hires
- ☐ A hazardous materials response plan
- ☐ Fire pre-planning for all commercial structures and for structures with special firefighting requirements

What you need in:



WATER AND WASTEWATER

- ☐ An NPDES permit for your wastewater treatment plant
- ☐ 100% compliance with your NPDES permit
- ☐ Accurate, easy-to-read and up-to-date maps of the water, sewer, and storm drainage systems
- ☐ A written utilities extension policy
- ☐ Connection fees which recover the appropriate cost for new users to "buy into" the water and wastewater systems
- ☐ A rate structure that produces a positive net income figure
- ☐ A reasonable, sound, written water cut-off policy
- ☐ A scheduled testing and replacement program for large water meters
- ☐ Regularly scheduled testing and repair of fire hydrants and water system valves
- ☐ A residential water meter replacement program
- ☐ Unmetered water loss of less than 20%

What you need in:



STREETS AND ROADS

- ☐ A pavement monitoring system that identifies the best and worst streets
- ☐ Signage and pavement markings that meet U.S. DOT standards
- ☐ A pothole repair method that results in *permanent* patches
- ☐ An annual street repaving program paid for out of current revenue
- ☐ A storm drainage system built and regularly maintained to handle a 10 year storm
- ☐ A planned street cleaning/sweeping and litter control program
- ☐ Adopted public works/subdivision construction standards
- ☐ Constant comparison of contracting for construction and maintenance versus city forces costs

What you need in:



SOLID WASTE COLLECTION AND DISPOSAL

- ☐ Productivity standards for collection crews
- ☐ A collection system that can function efficiently with a two man crew per truck
- ☐ If the city handles collection directly, annual comparison of costs of collection by the city to a private contractor's costs
- ☐ An assured landfill for the next five years
- ☐ A minimum level of service of once-a-week curbside collection
- ☐ A transfer station, if the landfill is more than 12 miles away

The Municipal Technical Advisory Service (MTAS) is a statewide agency of The University of Tennessee's Institute for Public Service. MTAS operates in cooperation with the Tennessee Municipal League in providing technical assistance services to officials of Tennessee's incorporated municipalities. Assistance is offered in areas such as administration, accounting, finance, public works, ordinance codification, and wastewater management.

MTAS BROCHURES provide a discussion or review of issues which are of interest to Tennessee municipal officials. These BROCHURES are free to Tennessee local, state, and federal government officials and are available to others for \$2.00 each. Contact MTAS for a list of recent BROCHURES and other publications.

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City Needs: A Checklist for Tennessee Municipalities



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Municipal Technical Advisory Service



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OVERVIEW

Operating a city or town in Tennessee is not as easy as it once was. Municipal officials are faced with the loss of Revenue Sharing funds, restrictions on their city's or town's ability to raise its own revenue, deteriorating roads and buildings, and a citizenry that demands lower taxes and better services. It has become difficult for municipal officials to maintain the quality and range of services that residents have come to expect from cities and towns.

Is your municipality providing services to its residents in an efficient and effective way?

Is the level of service provided by your municipality to its residents better than that enjoyed by residents of unincorporated areas?

How does your municipality compare with other municipalities in Tennessee?

Are there some guidelines for providing services in efficient and effective ways?

The University of Tennessee's Municipal Technical Advisory Service (MTAS) has developed this checklist of the basics of managing a Tennessee municipality to help Tennessee municipal officials judge whether their city or town measures up in providing services.

This publication presents seven areas of services provided by most municipalities in an easy-to-use checklist format so you can conduct your own survey of how efficiently and effectively services are provided in your city or town.

If you need assistance with any of the items on this Checklist, MTAS consultants in our offices statewide are ready to help.

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What Your City or Town Needs in:

ADMINISTRATION

- ☐ An administrative officer (city manager, administrator, or recorder) supervising the municipality's employees
- ☐ A city attorney
- ☐ A code of ordinances
- ☐ A comprehensive long-range plan
- ☐ A zoning ordinance
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- ☐ A classification and compensation system for all employees
- ☐ An annual written evaluation of all employees
- ☐ Written personnel policies and procedures
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- ☐ All officers certified
- ☐ At least forty hours per year of Peace Officer Standards and Training Commission (POST)-approved training for every sworn officer
- ☐ Quarterly firearms training and qualification for all officers
- ☐ A physical training and testing program for existing officers and new hires
- ☐ A comprehensive operations and procedures manual
- ☐ "Hot pursuit" and "use of deadly force" policies that have been reviewed and approved by your attorney and your insurer
- ☐ A mutual aid agreement with surrounding jurisdictions
- ☐ An emergency preparedness plan that has been updated in the last five years
- ☐ A 911 system (either city or county)
- ☐ Combined police and fire dispatch by civilian staff
- ☐ An animal control policy and program
- ☐ Only one officer per patrol car
- ☐ NO CITY JAIL



What Your City or Town Needs in:

FIRE PROTECTION

- ☐ An Insurance Services Office (ISO) rating of at least 5 for a compensated department
- ☐ An ISO rating of 6 for a volunteer department
- ☐ Equipment that can pass appropriate National Fire Protection Association (NFPA) pump and hose tests at least quarterly
- ☐ A comprehensive operations and procedures manual
- ☐ A mutual aid agreement with surrounding jurisdictions
- ☐ Training, classification, and promotion based on International Fire Service Training Association (IFSTA) standards
- ☐ A physical training and testing program for existing firefighters and new hires
- ☐ A hazardous materials response plan
- ☐ Fire pre-planning for all commercial structures and for structures with special fire fighting requirements



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STREETS AND ROADS

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- ☐ Signage and pavement markings that meet U.S. Department of Transportation standards
- ☐ A pothole repair method that results in *permanent* patches
- ☐ An annual street repaving program paid for out of current revenue
- ☐ A well-mapped storm drainage system built and regularly maintained to handle a ten year storm
- ☐ A planned street cleaning and sweeping program and litter control program
- ☐ Adopted public works and subdivision construction standards
- ☐ Constant comparison of contracting for construction and maintenance with city forces costs



What Your City or Town Needs in:

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WATER AND WASTEWATER

- ☐ A National Pollutant Discharge Elimination System (NPDES) permit for your wastewater treatment facilities
- ☐ 100% compliance with your NPDES permit
- ☐ Accurate, easy-to-read and up-to-date maps of the water and sewer systems
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