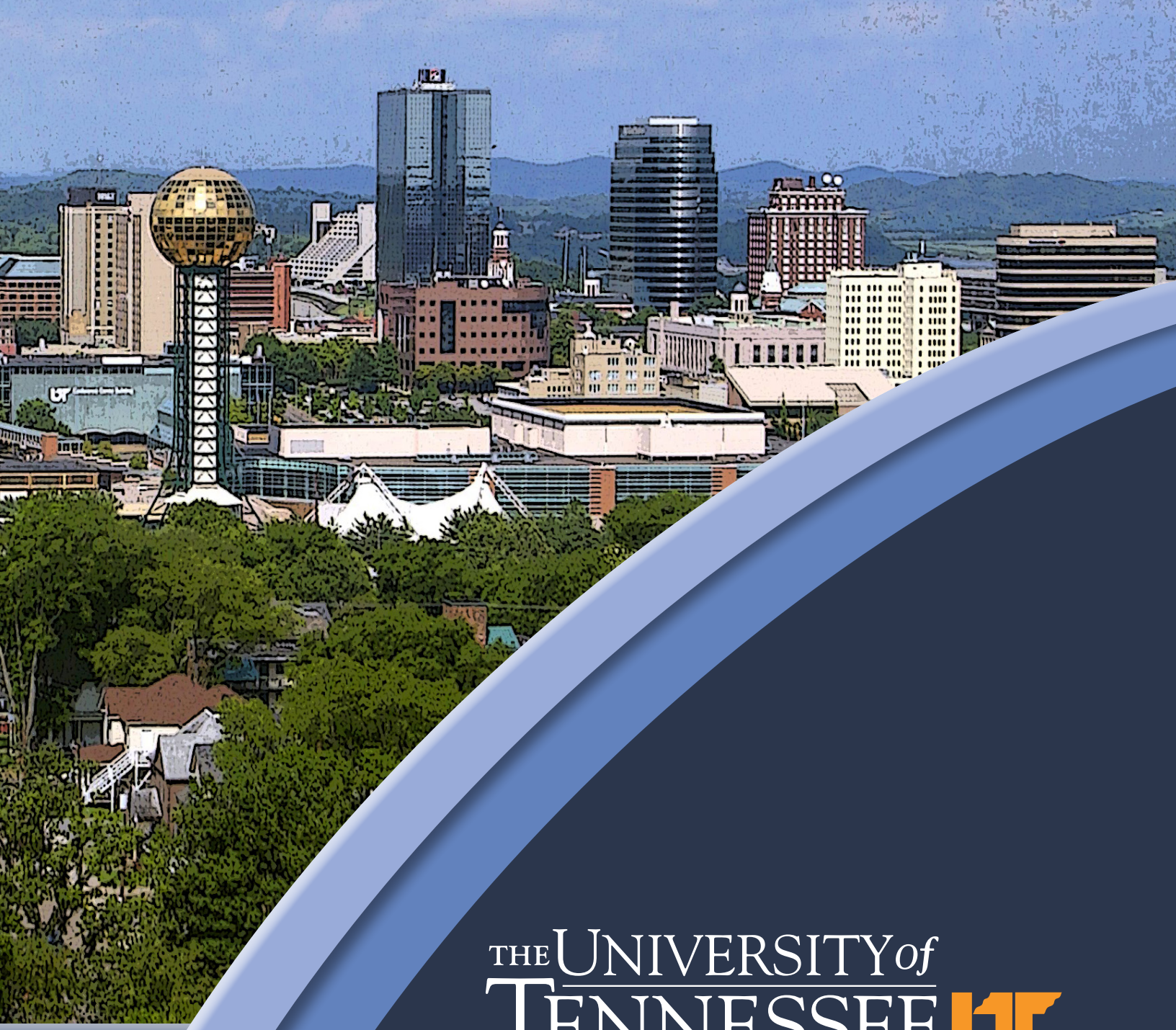


THE UNIVERSITY of TENNESSEE

MUNICIPAL TECHNICAL ADVISORY SERVICE

2012 ANNUAL REPORT

THE UNIVERSITY of TENNESSEE

MUNICIPAL TECHNICAL ADVISORY SERVICE

... in cooperation with the Tennessee Municipal League

2012 ANNUAL REPORT

From the Executive Director

The early months of 2012 found us working intensely to draft and adopt a strategic plan that will guide our work for the next five years. The plan was drafted to work in close concert with the strategic plans of the UT Institute for Public Service (IPS) and The University of Tennessee. Many hours of work were contributed by MTAS staff to create the plan. That work was followed by a review and comments by the MTAS advisory committee. Finally, before the final draft was adopted, every town and city in Tennessee was asked to provide comment and many of them did. The central focus of the plan is Tennessee towns and cities, and how MTAS intends to partner with them to be the best they can be.

Accommodating the strategic plan was the initiation of the Building Better Cities project. In late spring, each of the 345 towns and cities in the state were surveyed and information was collected on 28 criteria and characteristics of all cities. With intense and careful analysis of the data, MTAS will utilize the findings to shape and more closely customize the services of technical assistance, training and research it provides in the future.

Also accommodating the strategic plan to build a strong organization to deliver its mission was MTAS's continuation in the Tennessee Center for Performance Excellence evaluation program that uses the national Malcolm Baldrige Quality Award criteria to recognize organizational excellence. In 2011, MTAS achieved the Level 1 Interest Recognition Award. In 2012, MTAS submitted a 35-page application that further documented the many work processes of the agency. In September, TNCPE dispatched a site examination team to interview many staff members over a two-day visit. In December 2012, we learned we had achieved Level 2, the Commitment Award.

Not unlike most active organizations, MTAS experienced some vacancies in key positions in 2012 when Gary Petree, training program manager, resigned to pursue additional educational opportunities, and when veteran municipal management consultant Ron Darden retired. With Rick Whitehead's promotion from management consultant to assistant director, we ended the year actively seeking candidates to move into those three important positions.

Also, the leadership of MTAS changed again when Steve Thompson, executive director since 2010, was promoted to serve as one of the two IPS assistant vice presidents. With Steve's departure to the institute's central office, IPS Vice President of Public Service Dr. Mary Jinks offered me the opportunity to lead MTAS as its executive director in July.

Financially, MTAS, like many of its town and city customers, enjoyed a slight strengthening in its FY2012 revenue streams; however, we continued a very close watch on expenses, resulting in a positive contribution to its reserve account. As calendar year 2012 ended, the FY2013 budget mid-point found the agency below budget on expenses and on budget for revenues.

As we ended 2012, we found MTAS looking forward to 2013 in a collaborative way with our fellow IPS agencies, the County Technical Assistance Service (CTAS) and the Center for Industrial Services (CIS). During 2013, the three agencies will implement an energy conservation program for our customers. The program will consist of training components for both elected and operational local government personnel, as well as on-site auditing and reporting on energy usage practices in public facilities. The target for the program is to assist cities and counties in realizing energy cost reductions and improved usage efficiency.

We look forward to another year working with cities and towns to improve the lives of the people of Tennessee through our consulting, research and training opportunities.

Sincerely,
Jim Thomas, MTAS Executive Director

INTEREST GROWS IN THE

TENNESSEE MUNICIPAL BENCHMARKING PROJECT

Participation in the Tennessee Municipal Benchmarking Project (TMBP) continues to grow, as does interest in the many benefits of performance measurement and management! Significant project achievements have been made in 2012 as TMBP staff and participants continue to expand on the groundwork laid over the past 10 years, and bring a renewed sense of purpose and growth to the project.

In April 2012, the first strategic planning meeting was held in Brentwood to determine key project needs and drivers for the coming year. Steering committee members pointed out the need for project branding, Internet access, marketing programs, growth in the participant base as well as administrative enhancements as key factors in the continued success of the project.

In support of the steering committee's guidance, project staff has introduced the following enhancements:

- Two wordmarks were created to represent the project on all literature and presentations to help improve project recognition.
- The TMBP now has an active link on the MTAS website containing project and contact information.
- Marketing efforts have been in full swing for the last several months in conjunction with the regional MTAS management consultants. Presentations have been made to individual cities as well as the Tennessee City Management Association meetings. Project marketing materials are now available that include a representative sample of data collected and summary charts.
- As a result of the combined efforts of all of those involved in the project, the cities of Knoxville, Goodlettsville, Greeneville, and Lakeland have joined the project this year, bringing the total to 14 participating cities.
- Additionally, a number of other cities have indicated a strong interest in joining for the next project cycle, putting the project in position to meet the strategic goal of 20 participating cities for the coming year.
- Project staff held four data integrity teleconferences over the summer of 2012, covering the service areas of fire, refuse, building/property maintenance/planning, and human resources/employment benefits. Participants discussed measures currently collected, clarified existing measure definitions that were vague or incomplete, and considered new benchmarks for inclusion.
- Also as a part of the ongoing effort to insure collection of the most reliable and accurate data, TMBP staff devoted significant time to reformatting and editing the project's 11 years worth of historical data throughout the year. MTAS hired a summer intern from June to August fully dedicated to data re-formatting activities, and TMBP staff finished revisions in November of 2012.

If you have an interest in seeing your city participate in this collaborative benchmarking effort, please contact a member of the TMBP staff or a current participant. We would love to hear from you!

CHATTANOOGA INVESTS IN TRAINING SKILLS FOR EMPLOYEES

PJ Snodgrass, Training Consultant

Responding to a request from the city of Chattanooga Human Resource Manager, the MTAS training team designed, developed, and delivered a Train the Trainer series for a group of 19 employees.

Participating in five training sessions and four workshops over a period of three months, the employees acquired skills and knowledge necessary to establish and maintain an effective organizational training program. The training covered all aspects of the standard model for training programs: analysis and assessment of need for training, design, development, implementation and evaluation of training. Participants can use the skills and knowledge to develop training sessions within their departments as well as for the benefit of city-wide training efforts.

One important outcome for the project was the development of four training sessions on high priority topics for the organization: selection and recruitment, Family Medical Leave Act (FMLA) and Health Insurance Portability and Accountability Act (HIPPA), ethics, and Americans with Disabilities Act (ADA) and injuries on duty. In small teams, participants designed, developed, implemented and evaluated a pilot session for each of the topics. The human resources staff provided advice and guidance in the development process, which enabled participants to incorporate provisions of the policies and procedures into their lesson plans, ensuring the training sessions are as practical as possible for employees of the city of Chattanooga.

Many employers often rely on external consultants to provide training. Chattanooga now has a nucleus of key employees that represent an internal capacity for high quality training. Relying on this group to schedule and deliver training throughout the organization of 2,400 employees, the city can save the expense that can range from a conservative estimate of $24,000 to as much as $64,000 to have an outside source provide training on all four topics.

MTAS ASSISTS MEMPHIS WITH TREATMENT PLANT SLUDGE PROJECT

Brett Ward, Utility Operations Consultant

MTAS assistance to the city of Memphis Stiles wastewater treatment plant involved navigating EPA wastewater sludge rules so that biosolids generated at the facility could be beneficially land applied to farmland.

The Stiles plant, commonly referred to as the North treatment plant, has about 750,000 tons of sludge in an onsite landfill. The site is quickly filling. Beginning in 2011 MTAS worked with plant personnel in navigating the EPA rules with the goal of beginning to remove the stored sludge, classifying it as a Class A, exceptional quality biosolids so that it can be land applied without site restriction that a Class B material would have. Most of the work involved working with 40 CFR 503 and state and federal regulators to choose the appropriate Class A treatment option (there are at least 12 ways of achieving Class A status), then developing a sampling strategy that will satisfy regulators.

The project has received a nod of approval from the EPA and Tennessee Department of Environment and Conservation, and Memphis has begun the process of removing biosolids from the storage pile. The city has contracted with Mannco Fertilizer Company to conduct the removals and land application.

The city plans to accelerate the rate of removal, and to work toward the plant being either a revenue source or at least cost neutral.

To date, approximately

1,400

tons of biosolids have been removed and beneficially land applied.

MEMPHIS PARTICIPATES IN THE CERTIFIED MUNICIPAL FINANCE OFFICER PROGRAM

Kay Stegall, CPA, CGFM, Finance and Accounting Program Manager

The former finance director for the city of Memphis was a 2010 graduate of the first group of statewide Certified Municipal Finance Officer (CMFO) certification courses taught by MTAS. As a result of seeing the depth and variety of material covered by the program, he encouraged other finance officials to pursue certification as well. MTAS was asked to conduct a special cohort CMFO certification program to accommodate Memphis.

In partnership with the city of Memphis and Memphis, Light, Gas and Water (MLG&W), MTAS conducted this special cohort CMFO certification program in Memphis, with additional attendees coming from the cities of Bartlett, Germantown and Lakeland. This cohort group consisted of deputy finance directors, a chief financial officer, a controller, budget directors, certified public accountants, and individuals with diverse backgrounds and experience. The last of the 11 courses was taught recently and 13 individuals successfully completed them. These individuals are now eligible for certification by the Tennessee Comptroller of the Treasury.

The group was so impressed with the CMFO certification program; it requested MTAS to conduct another cohort class. The first course of this second class was taught in September 2012. This group reached maximum capacity for the training room with more than 30 participants. The city of Memphis has doubled the number of its participants with this second cohort group.

MTAS is very pleased that Memphis and MLG&W have recognized the many benefits of the CMFO certification program and is excited to continue the partnership by providing these services for another year.

There are more than

300

Certified Municipal Finance Officers across the state of Tennessee, and Memphis expects to have more than

40

certified personnel by the end of

2013.

If your city would like to schedule a customized program for a special cohort group, please contact Kay Stegall at (731) 881-7058 or kay.stegall@tennessee.edu.

MTAS ASSISTS GREENEVILLE WITH CHANGING TO NEW FORM OF GOVERNMENT

Pat Hardy, Municipal Management Consultant and Program Manager

In 2010 and 2011 MTAS facilitated two strategic planning sessions with the board of mayor and aldermen for the town of Greeneville. The town has operated under the strong mayor form of government for its entire history.

These planning sessions resulted in the board establishing the following goal: to change the form of government by restructuring and adding a city administrator position. In order to accomplish this, many revisions to the charter were considered. A number of meetings were held with the board, employees, and the public so that employee and citizen education/feedback could be solicited. A panel of elected officials from cities with council-manager forms of government also was conducted. Finally, a charter change was submitted to the state legislature in early 2012. The change passed and now Greeneville operates under a council-administrator form of government.

Following the change, MTAS facilitated the recruitment of the town's first city administrator. Todd Smith was hired in late 2011 and Greeneville officials are happy with the job he has done. The board of mayor and aldermen are extremely pleased with the change.

MTAS ASSISTS CHATTANOOGA/ HAMILTON COUNTY IN MEETING RECREATIONAL NEEDS FOR THE FUTURE

Ron Darden, Municipal Management Consultant

> "The importance of long-term, comprehensive planning for recreation and conservation benefiting Tennessee now and into the future cannot be overstated. I am a strong believer in developing partnerships and leveraging resources to accomplish conservation goals.
>
> Former Governor Phil Bredesen in the *Tennessee 2020 Vision for Parks, People and Landscapes* 2009"

In addressing these needs, more and more municipalities and governmental units are joining resources, facilities and programs by developing partnerships, inter-local agreements, commissions and authorities. Changing values toward healthy lifestyle choices and the environment are now high priorities at all levels of government.

Chattanooga Mayor Ron Littlefield requested that the UT Municipal Technical Advisory Service (MTAS) review the needs, benefits and procedures for partnering recreation services in the Chattanooga/Hamilton County area in providing a higher quality of recreation services.

MTAS conducted an inventory of existing recreation facilities in Hamilton County and its 10 municipalities and discussed the increasing needs for recreation services. The study also analyzed the benefits of partnering those services and the benefits of strategic planning for recreation services. The MTAS study presented examples of successful recreation partnerships in Tennessee and other states, and alternatives for organizing and financing. The study outlined recommended steps for joint agreements, partnerships and consolidation of recreation services in the Chattanooga area.

The MTAS study pointed out that deficiencies existed in the number of recreation facilities in Chattanooga/Hamilton County and in its municipalities. As the population increases, the gaps will continue to widen at an increasing cost. Hamilton County and its cities can best provide needed resources for higher quality recreation services through partnerships or consolidation of services. It was important that local citizens, government representatives, recreation professionals, business and industry, and recreation stakeholders be involved in planning for the future of recreation in the Chattanooga and Hamilton County area. They realized more could be accomplished by working together in providing public recreation services.

MTAS recommended that the city of Chattanooga and other incorporated cities in Hamilton County establish a dialogue for consolidating recreation services. Discussions for establishing a dialogue are ongoing.

TREEDC RECEIVES GOVERNOR'S AWARD ON ENVIRONMENTAL LEADERSHIP

Warren Nevad, Municipal Management Consultant

In

2012,

the Tennessee Renewable Energy and Economic Development Council (TREEDC) won a governor's award on environmental and energy excellence for demonstrating exceptional leadership in

2011

by partnering with

75

cities and counties to facilitate the advancement of renewable energy and energy efficiency in Tennessee.

TREEDC's biggest impact was through its assistance to several small communities with solar and biodiesel development. TREEDC also started a joint program with TVA to help bring more renewable energy to the state via its partnership with the Green Power Switch Program. As part of its efforts, TREEDC hosted six free clean energy forums across the state, reaching out to more than 500 citizens to learn more about the environmental and economic benefits of renewable energy.

TREEDC's outreach is designed to plan and facilitate development of Tennessee's abundant natural renewable resources to spur sustainable economic development and to provide long term energy security to the citizens of Tennessee, extended to private businesses, local governments, farmers, energy and service providers, resource agencies and universities.

TREEDC is a statewide organization of city and county mayors, businesses and energy stakeholders promoting renewable energy with economic development. The organization was formed in 2008 by MTAS, UT President Emeritus Dr. Joe Johnson and four mayors in the Upper Cumberland region of Tennessee.

From left to right: Emanuel Bailey, TREEDC board member; TREEDC President/Ducktown Mayor James Talley; Dennis Tennant, Tennessee Tech University Associate Director; Warren Nevad,UT MTAS/TREEDC Director; TREEDC Vice-President/ Gainesboro Mayor John Fox; Deputy Governor Claude Ramsey; Dr. Edmund Ford, Jr. Memphis TREEDC Board Member; and Tennessee Tech University Vice President Dr. Susan Elkins.

MTAS, TPMA PARTNER WITH STATE DOHR

Richard Stokes, Human Resources Consultant

MTAS, the Tennessee Public Management Association for Human Resources (TPMA) and the Tennessee Department of Human Resources (TDOHR) have partnered to establish the "Three Pillars of HR" Certificate Training Program. The program is 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 certificate training consists of three categories, each comprised of relevant topics to the human resources function. The three pillars are: "The Role of HR in the Public Sector," "Legal Issues in Human Resources" and "Human Resources Administration."

The original idea of the certificate program was the brainchild of TPMA Past Presidents Alan Jones, manager of administration, Metropolitan Knoxville Airport Authority; and Peter Voss, HR director, city of Bartlett. A committee was formed and chaired by MTAS Consultant and TPMA Executive Director and MTAS Human Resource Consultant, Richard Stokes to begin examining the issues surrounding establishing such a program. A committee comprised of representatives from MTAS, TMLRMP, CTAS and city and state HR employees developed the initial proposal for the training. The idea was quickly embraced by the TPMA Board and Senior Management of TDOHR, including Commissioner Rebecca Hunter, Director of Strategic Learning Trish Pulley and Director of Operations Lisa Spencer.

The goal of the initiative is to enable public sector human resources staff to share basic competencies within the field 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. Currently 180 participants have enrolled in the program with 134 receiving their certificates.

MTAS COLLABORATES WITH CTAS, CIS ON ENERGY AUDIT SERVICES

Jim Thomas, MTAS Executive Director

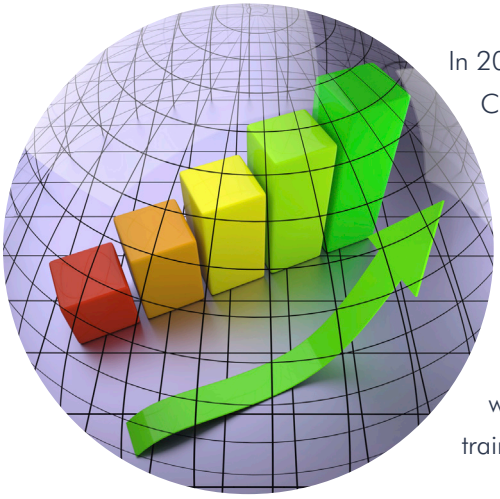
In 2012, MTAS collaborated with two other UT Institute for Public Service (IPS) agencies, the County Technical Assistance Service (CTAS) and the Center for Industrial Services (CIS), to develop an energy audit service for municipal and county facilities.

For municipal facilities, the audits are arranged with the requesting city through the MTAS management consultant. Upon completion of the audit, a report of findings and recommendations for conservation practices will be presented to the city. In addition to the audit activities, training on energy conservation and efficiency is being developed for elected and appointed municipal and county officials. The training will address efficient energy usage, energy technology, effect of good maintenance practices and financing mechanisms available to fund equipment upgrades.

ANTICIPATING NEEDS

MTAS SEEKS BETTER UNDERSTANDING OF CUSTOMER NEEDS

Pat Hardy, Municipal Management Consultant and Program Manager



In 2012, MTAS embarked on the strategic Building Better Cities initiative. This is an internal effort of MTAS to collect data on 28 characteristics on all 345 municipal governments in the state. MTAS will analyze the data using a variety of criteria such as population, geographic location, form of government, etc. to identify broad areas of need in our customer group. Information on the needs identified through this analysis will be used by MTAS when planning future consulting, training and research services.

MTAS

BUILDING BETTER CITIES

MTAS STRATEGIC PLAN 2012 – 2017

MISSION

As an agency of the University of Tennessee and in collaboration with the Tennessee Municipal League, we leverage the resources of the university to improve the lives of the people of Tennessee with technical consulting, research and training for municipal governments.

VISION

MTAS is the resource for cities, towns and state agencies on municipal services and issues in Tennessee. We provide unsurpassed technical expertise on municipal government in the state and in the nation with the quality and cost savings of a centralized source of service. We assist cities and towns with the training and information necessary to support informed decisions, and we develop valuable solutions to the issues and concerns facing these communities. We combine the talents of a passionate, experienced and well-trained staff with the resources of a major university to support excellence in municipal government.

Goal 1: Deliver solutions that address current and emerging issues facing Tennessee municipalities.

Goal 2: Support and strengthen partnerships with TML, state and federal agencies university-based agencies and other entities that support local governments.

Goal 3: Identify and work to meet the unique needs of Tennessee cities.

Goal 4: Develop an organization capable of delivering the vision.

VALUES

Integrity: Our actions and relationships are guided by an internal sense of honesty and integrity. We believe that these values are often defined by our respect, trust, inclusiveness and compassion for each other and for those we serve.

Commitment to Customers: We are experts with the broadest expertise on municipal government in Tennessee, and our passion is for good and effective local government and local government employees in this state.

Professionalism: We are problem solvers. We understand municipal issues and we promote the spirit of discovery on our staff and in our cities.

SCORECARD 2012 for MTAS

Economic Impact	$5,000,000
Activities and Projects Completed for Cities	7,444
Customers Participating in MTAS Training	4,318
Total Hours of Training Delivered	22,660

MTAS STRIVES FOR ORGANIZATIONAL EXCELLENCE RECOGNITION

Margaret Norris, Municipal Management Consultant

In 2011 MTAS applied for and received Interest Recognition from the Tennessee Center for Performance Excellence (TNCPE). In 2012, MTAS strove for greater recognition and was awarded the next highest award level, the Commitment Award. According to the TNCPE: "Commitment Level recognition is presented to organizations that have demonstrated progress by identifying and putting in place some key process improvements, which are directly attributable to a fact-based improvement process."

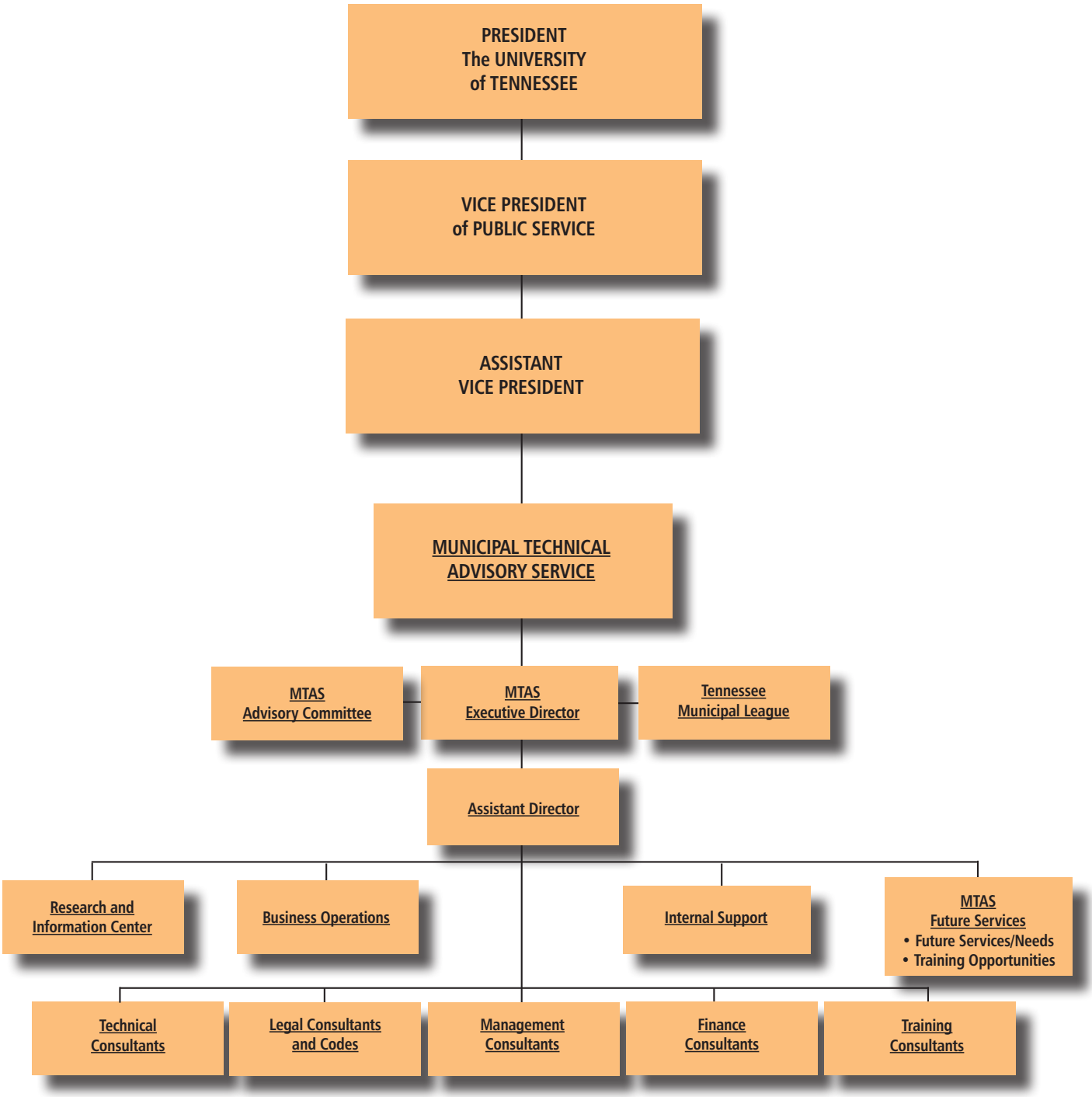
The TNCPE application began as a class project in 2010 for the IPS Leadership Academy participants. The initial academy members from MTAS were Josh Jones, Margaret Norris, Gary Petree and Melanie Purcell. The team dedicated hundreds of hours to writing and then editing the application; and they enlisted assistance from other staff members for data collection, input, clarification, and finally participation in the two-day site visit with examiners. In December, MTAS was provided a feedback report that highlights the agency's strengths and opportunities for improvement. MTAS will scrutinize this report and utilize its content in the agency's journey for continual improvement.

Tennessee Center for Performance Excellence

THE UNIVERSITY of TENNESSEE

Municipal Technical Advisory Service

Organizational Chart



THE UNIVERSITY of TENNESSEE

MUNICIPAL TECHNICAL ADVISORY SERVICE

… leveraging the resources of the university to improve the lives of the people of Tennessee with technical consulting, research and training for municipal governments