



2014 ANNUAL REPORT



**Municipal Technical
Advisory Service**
INSTITUTE FOR
PUBLIC SERVICE

*... in cooperation with the
Tennessee Municipal League*

[HTTP://WWW.MTAS.TENNESSEE.EDU](http://www.mtas.tennessee.edu)



MTAS OFFICES

KNOXVILLE (HEADQUARTERS)

The University of Tennessee
600 Henley Street, Suite 120
Knoxville, TN 37996
Phone: 865-974-0411
Fax: 865-974-0423

CHATTANOOGA

744 McCallie Avenue, Suite 502
Chattanooga, TN 37403
Phone: 423-634-0849
Fax: 423-305-0253

JACKSON

605 Airways Blvd., Suite 109
Jackson, TN 38301
Phone: 731-423-3710
Fax: 731-425-4771

JOHNSON CITY

2112 North Roane Street
Suite 604
Johnson City, TN 37601
Phone: 423-854-9882
Fax: 423-854-9223

MARTIN

175 Clement Hall
P.O. Box 100
Martin, TN
Phone: 731-881-7058
Fax: 731-881-7059

MEMPHIS

7777 Walnut Grove Road
Box 14
Memphis, TN 38120

NASHVILLE

226 Capitol Blvd., Suite 606
Nashville, TN 37219
Phone: 615-532-6827
Fax: 615-532-4963

From the Executive Director...

Jim Thomas,
Executive Director



DEAR TENNESSEE TOWN AND CITY FRIENDS,

COLLABORATION. What is it? Why is it important? How many times today have you used it and what did it do for you?

Merriam-Webster's online dictionary defines it as "working with another person or group in order to achieve or do something." Makes sense. Sort of supports the old adage, "two heads are better than one." While he didn't use the word collaboration in describing its merits, Henry Ford once said, "Coming together is a beginning, staying together is progress, and working together is success."

Working together. Success. A cause and effect that is certainly understood but too frequently overlooked or forgotten. And yet, in today's times when strains on resources grow more burdensome by the day, collaboration is the answer to successfully meeting many of the challenges each of you and those of us in MTAS face.

As you page through this report, I hope you'll quickly notice the collaboration theme we intentionally chose for our 2014 annual report. The good things and progress MTAS made in 2014, as reported in each article, came about because we didn't go it alone. We collaborated with others to get the work organized and the service successfully delivered to you, our customers.

Eagleville and Fayetteville have new and improved sewer systems because of collaboration. Women in public service were able to spend a day learning from trainers and fellow professionals because of collaboration. The city of Memphis Public Works Division is enjoying some relief to a longstanding problem because of collaboration. Undergraduate and graduate level students from several colleges and universities in Tennessee got some great "boots on the ground" experience in the workplace because of collaboration. The list goes on.

Finally, consider yourselves, the city government officials and employees of Tennessee, our highly valued collaborators. We consider it a privilege to work alongside you to seek solutions to the issues you face. I hope you find this report informative and that collaboration takes us together to places that exceed the expectations of those we mutually serve.

SINCERELY,

A handwritten signature in black ink that reads "Jim Thomas". The signature is written in a cursive, flowing style.

Eagleville's First Public Sewer System Comes Online and Attracts New Business

MIKE AND DEBBIE ZELENAK owners of the Maple Street Grill in Eagleville “were attracted to Eagleville in part because of the potential growth expected to happen when the city’s first public sewer system is online.” Their restaurant, located in a previously vacant building, is one of the first businesses to use the new sewer system, a project MTAS has been involved with since 2007.

Many MTAS consultants were involved in the project, including Technical Consultants Dana Deem, Brett Ward, and Steve Wyatt, Finance Consultant Ralph Cross, and Management Consultant Jeff Broughton. MTAS’s involvement in the Eagleville sewer project began in 2007 when former Utility Finance Consultant Bill Young began discussing the financial considerations with Eagleville elected officials. The project was continued as Ward participated in discussions with officials, using MTAS publications on the subject of making wise utility construction decisions. The project flowed slowly for several years, but by 2012 city officials were again working rapidly toward establishing a public sewer system. Cross performed initial estimates on costs and rates, and Ward and Broughton worked with the mayor to modify the MTAS model sewer use ordinance to fit the unique Eagleville system. Broughton then guided the city through numerous ordinances, policies and contracts that are the foundation of a successful utility and successful construction.

The \$3.2 million project is a decentralized system using septic tank effluent pumps and is operated and managed by Consolidated Utility District of Murfreesboro.

TMBP Continues to Grow in 2014 with New Cities, New Software

THE TENNESSEE MUNICIPAL BENCHMARKING PROJECT (TMBP) has a rich history dating back to 2003 and continued to grow in 2014, with the cities of Covington, Crossville, and Red Bank joining the project, bringing the total number of participating cities to 20.

TENNESSEE
MUNICIPAL
BENCHMARKING
PROJECT

Also in 2014, MTAS acquired Covalent performance management software for participants to use. TMBP serves to provide accurate and timely performance data and best practices information to improve the efficiency and effectiveness of Tennessee cities. The project’s longevity has enabled TMBP participants to become familiar with performance measurement and the data entry process. Now, new TMBP Project Coordinator Chris Shults, hired in August 2014, looks forward to helping participants see the full value in benchmarking and how it can be used to help improve services.

We recognize that improving services is a complex process and we are committed to leveraging the resources of MTAS and the University of Tennessee to help cities analyze performance data, share best practices, foster relationships with other cities, and collaborate in an effort to improve services.

**FOR MORE INFORMATION ABOUT TMBP, VISIT THE MTAS WEBSITE:
WWW.MTAS.TENNESSEE.EDU/WEB2012.NSF/WEB/BENCHMARKING**



*Dr. Chris Shults,
TMBP Coordinator*



MTAS Collaborates With Worldwide Renewable Energy Stakeholders

THE UT MUNICIPAL TECHNICAL ADVISORY SERVICE (MTAS), the Tennessee Renewable Energy & Economic Development Council (TREEDC) and Tennessee Tech University (TTU) collaborated to develop a comprehensive network of Philippine colleges, cities and related businesses to build more renewable energy in the Philippines through TREEDC technology providers in the United States. This collaboration has replicated the developmental approach in the Philippines that was originally created in Tennessee to achieve significant renewable energy progress in cities across the state during the past five years. The mission of this International Exchange Program is to create renewable energy marketing opportunities and jobs for both Philippines and Tennessee entities through education and networking.

In October 2014, 10 Filipino delegates representing local governments, academia and the media participated in the Inaugural International Renewable Energy Conference held at TTU. UT Institute for Public Service (IPS) Assistant Vice President Chuck Shoopman provided the audience with an historical overview of the creation of TREEDC through the collaboration of UT, TTU and MTAS. TREEDC and MTAS also shared best practices in governance and sustainability with city leaders throughout the Philippines.

TREEDC also participated in social responsibility programs in the Philippines to help their citizens recover from a typhoon and to provide educational opportunities. For these efforts, MTAS and TREEDC were recognized as a national finalist for their worldwide accomplishments by the University Economic Development Association. Future goals for the International Exchange Program include a university work study program for engineering students, capacity building for Philippine local governments and the development of solar and waste to energy facilities.



AS THE AMERICAN WORKFORCE ages and begins to retire, many areas, including that of public service, are going to be left with large numbers of vacancies and no one to fill them. In 2011, anticipating this very situation, the Institute for Public Service and its agencies created the Public Service Internship to develop young public servants.

The Public Service Internship was established for the purpose of giving students, interested in a career in public service, the opportunity to gain real-world experience. Internships are arranged for the fall, spring or summer semester. Since it was established, students from 10 different universities have served as interns with city and county governments across the state in a variety of departments. Several have gone on to full-time employment with the city or county in which they worked.

One such intern is Cody Wood, who received his undergraduate and his master's degree from UT Martin. Wood, who was the first public service intern from UT Martin, was placed with the city of Lexington by UT Municipal Technical Advisory Service (MTAS) Finance and Accounting Program Manager Kay Stegall.

Wood worked with the city's utility department during his internship. He was assigned financial analysis projects and discovered several areas where revenue was being lost. As a result, he worked with the utility manager and assistant manager to develop new billing methods and correct errors that helped increase revenues.

"As a result of Cody's hard work, he was hired into a full-time position as a utility accountant with the city," Stegall said. "This position had been vacant for almost six years and MTAS is proud to have been involved with getting the city and Cody together. We hope to see him there for many years to come."

Just recently, the internship endowment received a generous \$100,000 gift from the Tennessee Municipal Bond Fund and the Tennessee County Services Loan Program. The gift was earmarked for the internship programs at MTAS and the UT County Technical Assistance Service (CTAS).

Public Service Internship Program Pays Off for Students

Dr. Joe DiPietro talks with public service intern Cody Wood and MTAS Financial Consultant Kay Stegall.



MTAS and CIS Work to Assist Memphis Improve Pothole and Utility Cut Management

IN JUNE OF 2014, MTAS received a call for assistance from the City of Memphis Division of Public Works to help develop a system to track and repair potholes and utility cuts in Memphis city streets.

MTAS Public Works Consultant John Chlarson contacted Keith Groves from the Center for Industrial Services (CIS) because of CIS's experience in process improvement. At an initial meeting with the City, all parties agreed that this was an ideal opportunity for applying kaizen rapid improvement principles to develop new operating procedures for Memphis Public Works street repair crews.

The UT team of John Chlarson, Michael Codega, Keith Groves, and Ronnie Neill spent two weeks prior to the kaizen event conducting field research and interviews in Memphis in order to collect data and gain an understanding of what was actually taking place with the street repairs process.

The UT team along with seven people from Memphis Public Works then spent four days in the improvement process, which included: verifying the findings; mapping the current process; identifying

opportunities and gaps; and developing a new procedure.

The team developed 10 recommendations and procedures, which should result in an improved process for repairing potholes and utility cuts in Memphis streets.



Front Row: John Chlarson, MTAS, Michael Codega, CIS

Back Row: Jeff Jackson, IT consultant; David Howell, drain maintenance; Edward Bond, street maintenance; James Greenlee, environmental maintenance; Mike Leonard, environmental maintenance; Carolyn Benson, drain maintenance; Jimmie Hynes, environmental maintenance; and Keith Groves, CIS

Local Government Women Participate In First Ever Public Service Symposium

OVER 65 PARTICIPANTS attended the first Women in Public Service Symposium in Murfreesboro. The UT Municipal Technical Advisory Service (MTAS) presented this empowering six-hour class that allowed women in public service to develop their professional expertise, enlarge their network of professional friends, and expand on their life goals.

The class was a collaborative effort between MTAS and the UT County Technical Assistance Service (CTAS). The participants were able to listen and learn from several prominent women speakers from various walks of life who have dedicated their lives to public service. Each of the speakers provided a wealth of knowledge in preparing the current and upcoming generation of female leaders. The day started off with well-known public speaker and consultant Dr. Susan Williams. Williams spoke to the women about becoming more engaged in the workplace. In the second session, the class heard a panel of three inspiring women: Kim Harmon, a special agent in charge with the Tennessee Bureau of Investigation's (TBI) Training Division; Felenceo Hill, who currently serves as fiscal officer for the Tennessee Department of Finance and Administration; and Nneka Norman-Gordon, the Higher Education Resource Officer for the Tennessee Comptroller of the Treasury. These three women shared their personal stories and their ideas of how to make a difference in public service. The mood lightened during the third session as comedienne and East Tennessee native Leanne Morgan shared her story through her comedic routine. The day wrapped up with Mimi Bliss, who has provided media spokesperson training and presentation coaching for professionals and organizations nationwide. During this interactive session Bliss asked leaders to share their stories as inspiration for other women looking to lead.

Participants came from cities, counties and state government for the symposium. Some participants commented about what they liked most about the event.



Leanne Morgan



Dr. Susan Williams

"The symposium was a great opportunity to network with other women who face the same obstacles and issues that all women face on a daily basis. It was awesome to share experiences and advice of others."

Bonnie Fugate, Water-Sewer-Gas,
city of Rockwood

"Today has been a very motivating experience. It is very inspiring to draw from the strengths of others. The opportunity to grow and improve is a welcomed lesson."

Joyce Holt, highway commissioner, Lewis County



Bliss works with Mary Holder, Trousdale County Register of Deeds, who is sharing her story of public service.

"The Women in Public Service Symposium was an amazing experience. Being able to interact with women all across Tennessee on ways to become better leaders was awesome. I hope to attend again, again, and again! I wish every woman had the opportunity to attend."

Becky Ruppe, city administrator,
city of Rockwood

"I almost did not want to come to the MTAS Woman's Symposium today ... but it turned out to be a blessing that has encouraged me to dig my heels in, has validated my strong work principles, and taught me new and valuable perspectives that will strengthen and enhance my professional journey. Thank you, MTAS!"

Sandy Freeman, municipal clerk,
city of Chattanooga

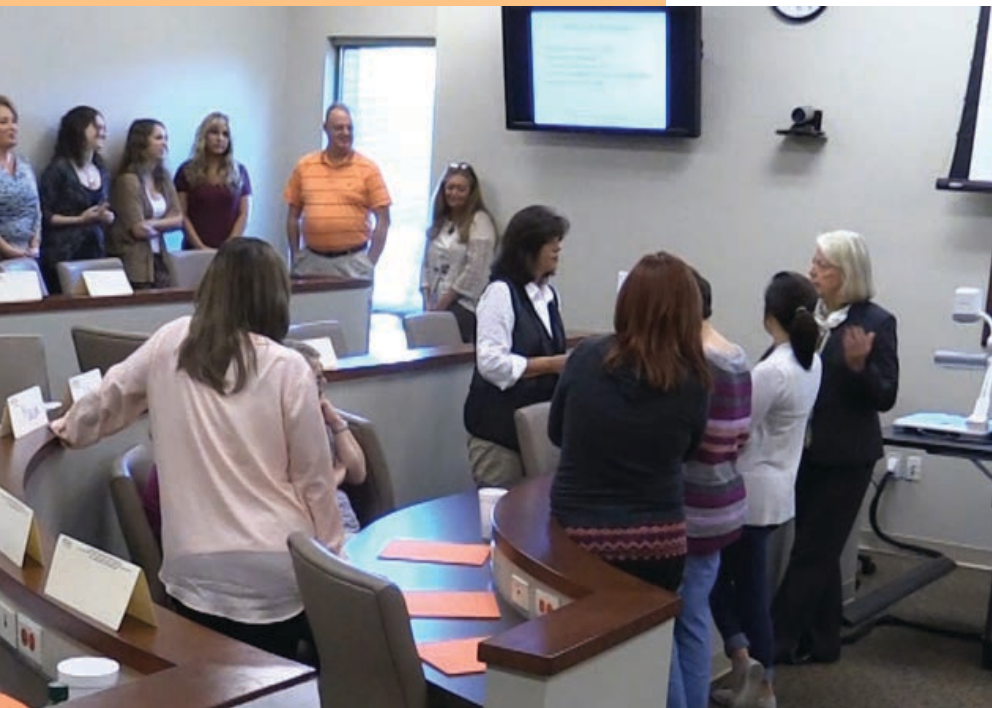
Panel members Harmon, Hill and Norman-Gordon



MTAS Training Department Collaborates with CTAS to Assist Local Government Employees

THE TRAINING DEPARTMENTS OF BOTH MTAS AND THE COUNTY TECHNICAL ASSISTANCE SERVICE (CTAS) made a concerted effort in 2014 to provide joint training to city and county officials across the state. One thousand thirteen local government employees attended the trainings.

This collaborative effort between the University of Tennessee's Institute for Public Service agencies was initiated by the MTAS and CTAS training managers in order to provide county and municipal elected and appointed officials the opportunity to receive training in both technical and leadership topics that apply to both governments. The county and municipal attendees received credit for their required certificates and/or certifications after completing the necessary completion requirements. Topics included: bridging the generational gap in the workplace, customer service for front line employees, succeeding under stress, and workplace safety.



◀ *Participants in Kingsport interacting with the class and MTAS instructor, Dr. P.J. Snodgrass.*

MTAS Online Training Program Expands in 2014

SINCE 2013, THE UT MUNICIPAL TECHNICAL ADVISORY SERVICE (MTAS) training department has witnessed a dramatic increase in municipal officials and other city employees taking online training as part of their professional development. In 2013, MTAS provided only 45 online courses and had 175 people enrolled in online training. In 2014, the number of online courses increased to 145 courses; as a result, enrollments dramatically increased to 1,363 municipal employees participating.

MTAS Online Training Specialist, Cyndy Edmonds, explains, "MTAS now offers 145 online classes, topics ranging from finance

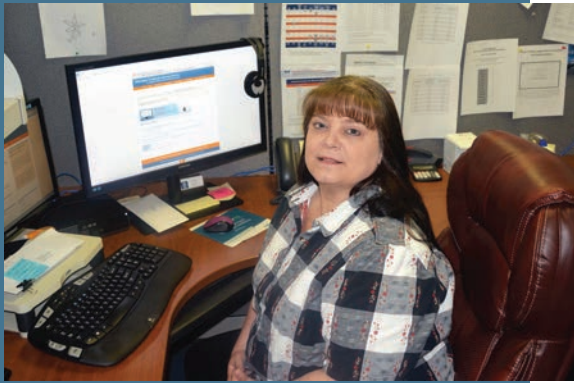




MTAS Online

3 new certificate programs

Administrative Professional Online Certificate
Human Resources Essentials Online Certificate
Managerial Essentials Online Certificate



Susan Coleman, City of Franklin, first city employee to complete all 3 levels of the new online administrative professional certificate program.

to customer service to workplace environment. An online course allows employees of city governments to participate by enabling a flexible schedule and affordability. Participants can work at their own pace, and in their own respective time frames. These courses address all skill levels from introductory to advanced levels.”

MTAS online training also diversified offerings by creating for the first time, three online certificate programs. Municipal employees across the state can now earn certificates in the areas of leadership and management, human resources and administrative professionalism. These certificates were highly regarded by customers and found to be a great resource for cities’ employees who want to further their professional development.

City of Franklin employee Susan Coleman was the first to successfully complete all three levels of the new administrative professional online training certificate program. A technical support specialist in the department of planning and sustainability, Coleman has been with the city for nine years.

“MTAS is a great resource for me by providing informative and technical advice on a variety of subject matters,” Coleman said. “I am so glad MTAS now offers the online classes and certificate programs, since this is a convenient way to stay up to date and provides continued training.”

MTAS Training Manager Dr. Macel Ely, stated, “We believe these online courses are beneficial for municipal employees and their respective cities. By equipping our municipal employees with additional knowledge, job skills and insight, everyone reaps the benefit: our employees, our cities and our citizens.”

In addition to the increase in courses, participants and certificates, two custom courses for nearly 500 employees of the city of Gallatin were created to address topics such as human resource laws and respect in the workplace.

Customers can sign up for the certificate programs or can take any online course, from any level, at any time.

PLEASE READ MORE ABOUT MTAS ONLINE CERTIFICATE PROGRAMS AT WWW.ONLINE.MTAS.TENNESSEE.EDU.

MTAS & CTAS Assist Lincoln County with New Sewer System

LINCOLN COUNTY DETERMINED a need for sewer service in a densely populated community outside the corporate limits of the city of Fayetteville. After hiring an engineer to design a sewer collection system, Lincoln County approached Fayetteville Public Utilities (FPU) with a draft contract requesting FPU to:

1. Oversee construction of the county's new sewer system;
2. Provide treatment of the wastewater generated by the new system; and
3. Provide operation and maintenance service for the new system once it became operational.

FPU was willing to discuss this contract proposal. FPU, which has a long-standing relationship with MTAS, contacted the agency to review the contract. FPU also requested MTAS provide assistance in the development of a rate structure that would be realistic and affordable to both FPU and Lincoln County.

MTAS's sister agency the UT County Technical Assistance Service (CTAS) was kept informed as the plans developed, and CTAS assisted with communications between the parties. MTAS and CTAS presented the final study to a joint meeting between the governing body and the FPU Utility Board. The plan was accepted and the project is under construction.

MTAS Completes Statewide Tennessee Fire Department Needs Assessment

IN TODAY'S ECONOMY, all cities must prioritize revenue and other resources devoted to providing service to their residents, business owners, and visitors. The recent recession has caused many cities to forgo purchases in areas, including the provision of fire services, which has led to increased needs across the state.

Throughout the fall of 2013 and spring of 2014, Fire Management Consultant Dennis Wolf worked with the MTAS Research & Information Center to conduct a statewide fire service needs assessment survey. The survey identified gaps in Tennessee fire service coverage by comparing departments' personnel, emergency services, equipment, and facilities against consensus standards, government regulations, and other nationally recognized guidance regarding efficient and effective firefighting practices. Local government officials and state legislators should use the results of this survey to plan for and fund programs to address these critical needs at both the local and state level.



◀ Crossville Fire Department

MTAS Research & Information Center Thinking and Acting Strategically



“HOW ARE WE SERVING OUR CUSTOMERS?” The staff of the Research and Information Center (RIC) of MTAS ask themselves this question annually and 2014 was no exception. The group of four staff gathered in December 2014 to conduct a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and developed those observations into goals for the 2015 calendar year. The University of Tennessee Knoxville’s Employee and Organizational Development department facilitated the SWOT analysis for the RIC. As part of the SWOT, all MTAS consultants and staff were asked for their observations on RIC strengths, weaknesses, opportunities and threats and that input was incorporated into the strategic planning process.

Some highlights of action items going forward are an improved identity for the RIC and its services to customers, improving access to MTAS information resources, continuing to build the MTAS research program and building the RIC staff knowledge of municipal government operations. All of these action items tie into the MTAS 2012-2017 strategic plan and will directly impact services to customers, both at MTAS and in Tennessee cities. Additionally, these four goals help guide individual work plans of RIC staff for 2015; and in doing so create direct strategic alignment on an individual level with MTAS, the Institute for Public Service and the University of Tennessee scorecards and strategic initiatives.

Another important strategic initiative in 2014 related to keeping the RIC’s information resources current and relevant. The RIC manages a traditional library of print and media materials, and

it is a top priority to review these materials regularly. In 2014, MTAS Management, Technical, Legal, Finance, and Training Consultants visited the RIC in Knoxville to review every item in the print and media collection.

Each consultant spent between two and 10 hours in the center evaluating the designated materials. Consultants identified 3,214 items to keep; 4,025 items to remove from the collection; and 385 items to be updated or replaced. Then, the Research and Information Center staff located replacements and updated the

“The process of strategic planning is like pouring the foundation for a new building. It provides a solid base, structural support, and a clear footprint for the work that follows. The staff at the RIC approached this task with thoughtful consideration of how they could best serve their customers, as well as support the goals and priorities of MTAS. Each member of RIC truly demonstrated an openness to learning about their customers’ perspective, and a sincere desire to continue to do their work with importance and meaning.”

Linda Blocksom, Trainer and Management Specialist, University of Tennessee, Employee and Organizational Development

library’s holdings in Molly, the MTAS online catalog.

The Research and Information Center at MTAS provides the following services to cities: general reference questions, surveys, print and electronic collections of information related to municipal government, the Tennessee Municipal Benchmarking Project, research on topics of interest to local government officials and assistance finding information on the MTAS website and beyond.

CHECK OUT ITEMS FROM THIS COLLECTION VIA MOLLY:
WWW.MTAS.TENNESSEE.EDU/NBBKS.NSF/CATMAIN

STRATEGIC PLAN

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.*

MTAS Scorecard FY2014

Economic Impact	\$11,000,000
Activities and Projects Completed for Cities	7,480
Customers Participating in MTAS Training	4,910
Total Hours of Training Delivered	19,528
Training Courses Offered	593

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.

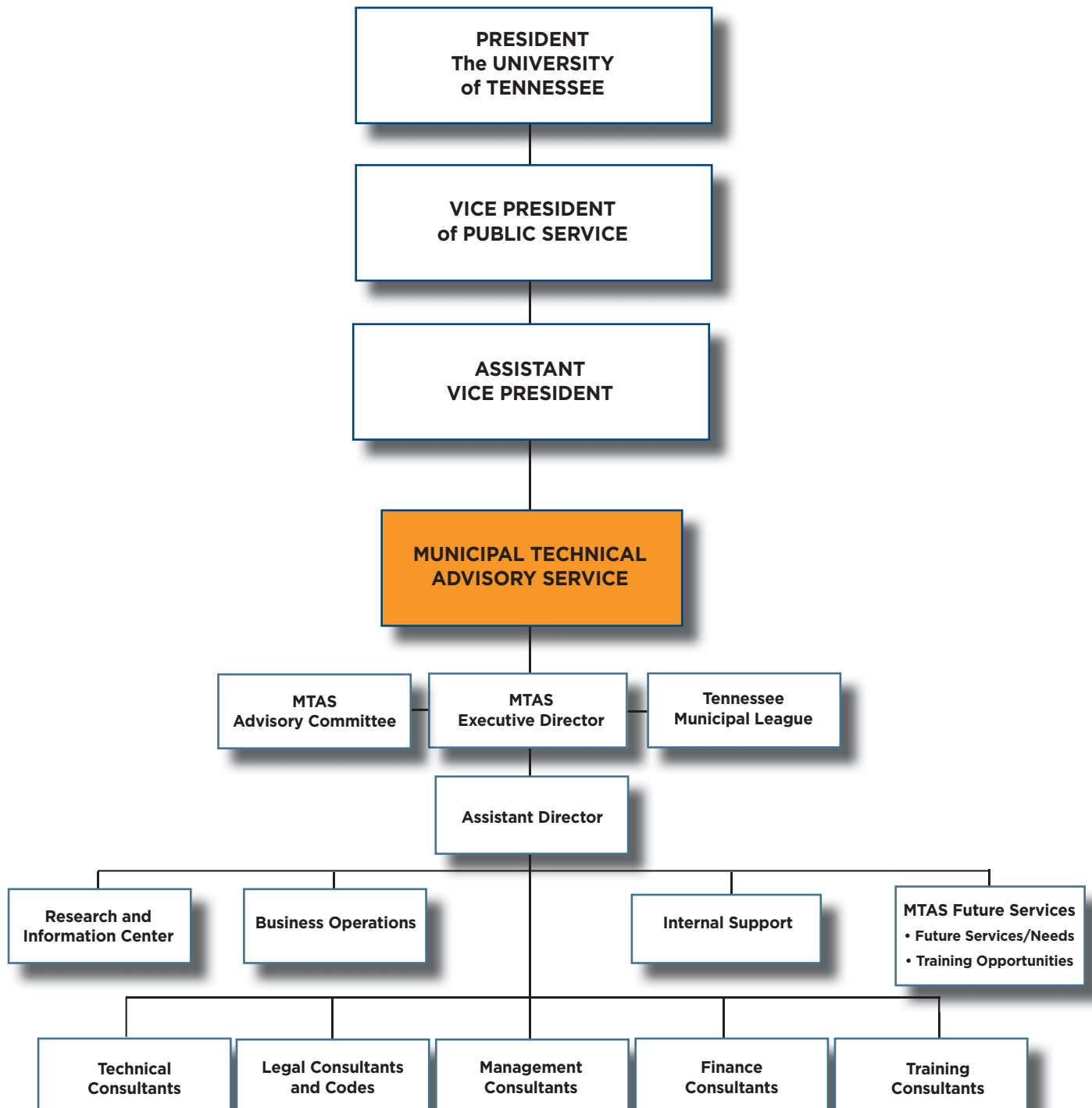
- Goal 1:** Deliver solutions that address current and emerging issues facing Tennessee municipalities.
- Goal 2:** Support and strengthen partnerships with TML, state and federal agencies university-based agencies and other entities that support local governments.
- Goal 3:** Identify and work to meet 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.

ORGANIZATION CHART





Municipal Technical Advisory Service
INSTITUTE FOR PUBLIC 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*

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