MESSAGE FROM THE EXECUTIVE DIRECTOR
Sometimes in our work-a-day worlds, we become so close to situations and issues that we make assumptions about them. READ

DETROIT: HOW COULD THIS HAVE HAPPENED?
The first question that came to my mind after learning about the city of Detroit seeking bankruptcy protection was “How could this have happened?” READ

SOUTHEAST CITY MANAGERS ON THE OCOCOE RIVER
Each month the southeast Tennessee area city managers get together for a networking lunch and once a year the same group plans an excursion together on the Ocoee River. READ

NEW COUNTY POPULATION PROJECTIONS
The Tennessee State Data Center just released new population projections through 2064 for Tennessee counties. Projections are available for each county by age group, by gender and by race. READ

TRANSFORMING FROM THE INSIDE OUT: THE ALLIANCE FOR INNOVATION JOURNEY
Take a look at the Alliance for Innovation non-annual, annual report, highlighting how the Alliance has matured into what it is today and how it imagines the future going forward. READ

MTAS IS NOW ON TWITTER
In addition to our Facebook and LinkedIn accounts, MTAS now has a Twitter feed where we will be posting updates and notifications about what’s going on within the agency. READ

TAMCAR FALL CONFERENCE SCHEDULED
Municipal governments are under constant pressure to deliver services more efficiently. As a municipal government professional you must continually evaluate your performance in terms of productivity and effectiveness to keep pace with today’s demands as well as to prepare for tomorrow’s challenges. READ

TREEDC ANNOUNCES WORKFORCE DEVELOPMENT PARTNERSHIP AT TTU FORUM
The Tennessee Renewable Energy and Economic Development Council (TREEDC) returned to the Tennessee Tech University (TTU) campus in Cookeville on July 26, 2013 for a renewable energy forum. READ
MESSAGE FROM THE EXECUTIVE DIRECTOR

Sometimes in our work-a-day worlds, we become so close to situations and issues that we make assumptions about them. We think that everybody knows what we know. In reality, that’s probably true only in very few instances.

In light of that, we at MTAS are going to be working harder to let all of our customers know how we can serve our town and city customers. We know what we do and many of you do also. But, as we talk with our customers, we are sometimes surprised that they may be unfamiliar with many of the resources available to them through a variety of MTAS mechanisms.

Soon, we will begin (or, should I say, continue) telling our story in various ways - alerting our customers to our website; highlighting a variety of services in this monthly newsletter; promoting our services when we see you at professional and association meetings; and deploying an MTAS person to visit with you face-to-face, not to provide the services but, just as importantly, to tell you what’s available through MTAS for your use.

But, you can help us too…and I’m asking you to do so. In the customer service survey that many of you helped us with this past spring, we asked how it was that you heard about and used an MTAS service. As you can imagine, the responses were quite varied; however, 43 percent of all the respondents indicated that they knew about us and our services through personal contact with their city government colleagues. No other mechanism came close to it. Word-of-mouth is a powerful thing. Your saying, “Why don’t you give MTAS a call?” works to everyone’s benefit. Thanks for spreading the word in the past and thanks in advance for doing so in the future.

As always, I’m keenly interested in your thoughts about MTAS. You are the best judges of what we do because we do it for you. Let me hear from you at (615) 972-9219 or jim.thomas@tennessee.edu.

Detroit: How Could this Have Happened?

By Sharee Brewer, MTAS Finance and Accounting Consultant

The first question that came to my mind after learning about the city of Detroit seeking bankruptcy protection was “How could this have happened?” All discussions aside about who is to blame, whose interests were considered versus whose weren’t - what it comes down to quite simply is that entities declare bankruptcy primarily because they are insolvent.

Insolvent is defined as “not having enough assets to pay liabilities.” Though successful financial management has roots in managing debt, even more critical to remaining solvent is the need for appropriate cash management. The keys to successful cash management of any entity include monitoring cash collections and disbursements, restricting the float time between the receipt and disbursement of funds, and adhering to budgetary restrictions.

In Tennessee, state law provides for there to be no more than three business days between the receipt of funds and the deposit of them into the official accounts of local governments. Restricting the float time refers to local governments concentrating efforts on the investment of idle cash in a manner that allows interest to be earned from approved investments yet being liquidated timely for the purpose of paying for the city’s operations. Also in Tennessee, state law provides that local government funds may not be spent without having first been budgeted. A budget is a basic financial management tool used to help control the cash flow of an entity.

So, “How could this have happened?” Entities become insolvent because of poor financial management. Providing services is the noble purpose of local government and money is the lifeblood used to accomplish that purpose. Managing the money efficiently and effectively is the secret to not becoming insolvent.
Southeast City Managers on the Ocoee River

By Margaret Norris, MTAS Municipal Management Consultant

Each month the southeast Tennessee area city managers get together for a networking lunch and once a year the same group plans an excursion together on the Ocoee River. This year’s event was held on August 23 and in attendance were representatives from Red Bank, Collegedale, Signal Mountain, The Pool, and MTAS. The water ran high and fast that day, which provided an extra level of excitement. There are many leadership lessons to be learned from such an activity, but the predominant one that day was that “two strokes of everyone working together equal ten strokes of everyone doing their own thing.”

New County Population Projects from the State Data Center – Through 2064

The Tennessee State Data Center just released new population projections through 2064 for Tennessee counties. Projections are available for each county by age group, by gender and by race. The projections are based on a cohort component method using 2010 Decennial Census data as a baseline. Population projections are an invaluable resource for anticipating and planning for a multitude of issues facing our state in the future—from employment to housing demands. Given that life expectancies have been increasing for decades, planning for the changing demands on our state in terms of the population landscape helps policymakers meet the challenges associated with, among others, an aging workforce, retirement housing, and senior health demands.

General highlights of the state’s projected growth are listed below. For a full interactive spreadsheet, including charts, click HERE to download. (Note, the file is large and may take several minutes to download.)

Tennessee’s population was 6.3 million in 2010 and is expected to grow more than 55 percent by 2060 to almost 9.9 million people—growing approximately 1 percent per year. Rutherford County in Middle Tennessee is expected to continue its pace as the fastest-growing county in the state, increasing by 200 percent from 2010, registering a population of 789,826 by 2060. This will move Rutherford County from the fifth-largest county in the state in 2010, to third-largest by 2060. Williamson and Montgomery Counties, also in Middle Tennessee, are expected to more than double their population by 2060.

Middle Tennessee is expected to lead the state’s growth over the next 50 years. Of the 17 Tennessee counties that are expected to grow faster than the state average through 2060, 11 are located in Middle Tennessee and account for more than 55 percent of the total state growth. Four of these fastest-growing counties are located in East Tennessee.

(cont)
New County Population Projects (cont)

while only two are in West Tennessee. Shelby County is expected to continue as the largest county in the state, reaching more than one million residents by the year 2024, while Davidson County is expected to reach the mark by 2053. Fifteen Tennessee counties are expected to decline by 2060 with Haywood and Carroll counties in West Tennessee experiencing the largest losses.

The state’s population is expected to become more diverse over the next 50 years. The Hispanic population is expected to increase its share of the total Tennessee population from 4.6 in 2010 to 16.8 percent in 2060. While strong growth in the non-Hispanic other category is expected to increase its share from 3.2 percent in 2010 to 11.5 percent in 2060. The non-Hispanic black population is expected to remain relatively stable, moving slightly upward from 16.5 percent to 17.7 percent by 2060.

Tennessee’s population will continue to age over the next 50 years with the proportion of working-age adults (25 to 64 years) expected to decrease from a 53 percent share of the population in 2010 to only 46 percent by 2060. The working-age population is projected to grow 35 percent during this period, compared to 151 percent growth in the elderly population (65 years and older). By 2060 the elderly population in Tennessee is expected to comprise 21 percent of the state’s population, up from only 13 percent in 2010. Further, the proportion of elderly adults in Tennessee who are 75 years old and over is expected to double by 2060, moving from 5.8 percent in 2010 to 11.8 by 2060.

Please visit the Tennessee State Data Center website for these and other statistics. As always, the Tennessee State Data Center is available for any questions you may have regarding these projections.

Used with permission of the Tennessee State Data Center at the University of Tennessee’s Center for Business and Economic Research.

Transforming from the Inside Out: The Alliance for Innovation Journey

Take a look at the Alliance for Innovation non-annual, annual report, highlighting how the Alliance has matured into what it is today and how it imagines the future going forward. In a dynamic digital format, Transforming from the Inside Out – The Alliance for Innovation Journey, tells the story of the Alliance community, an inclusive collaboration among staff, board of directors and most importantly, members. This report briefly navigates the history and purpose of various programs, hoping to educate and inspire you to continue to join us on our mission to help make communities as great as they can be.

You can read the report here...

Follow Us On Twitter!

In addition to our Facebook and LinkedIn accounts, MTAS now has a Twitter feed where we will be posting updates and notifications about what’s going on within the agency, as well as news of general interest to Tennessee local governments. You can follow us at https://twitter.com/UT_MTAS.

(You do not need a Twitter account to read the feed but if you want to Tweet (post) or Retweet (share) something you see on our Twitter feed, you will need to set up an account.)

Also check out our Facebook site at: https://www.facebook.com/pages/Municipal-Technical-Advisory-Service/150226108390892
Municipal governments are under constant pressure to deliver services more efficiently. As a municipal government professional you must continually evaluate your performance in terms of productivity and effectiveness to keep pace with today’s demands as well as to prepare for tomorrow’s challenges. You must keep up with new trends, sharpen old techniques and acquire new skills. Your participation in this training program will help prepare you for the challenges of public service. By participating in this course, you are joining an outstanding group of municipal professionals who realize that education is a life-long process.

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

The fall conference will be held Sept. 25 – 27 in Murfreesboro at the Embassy Suites Conference Center. Save these dates for this important conference.

TREEDC Announces Workforce Development Partnership at TTU Forum

The Tennessee Renewable Energy and Economic Development Council (TREEDC) returned to the Tennessee Tech University (TTU) campus in Cookeville on July 26, 2013 for a renewable energy forum. TTU President Dr. Phil Oldham welcomed the 60 attendees by expressing TTU’s commitment to helping sustain the environment and economy in Tennessee. Representatives from the University of Tennessee, Tennessee Department of Environment & Conservation, PHG Energy, Tennessee Gas Association, Green Energy Sources, and Rhoades Car International gave educational presentations to the audience. Dennis Tennant, Associate Director at TTU and MTAS Management Consultant Warren Nevad developed the agenda. The keynote presentation was given by Dr. Ken Currie who is also the Director of the TTU Center for Manufacturing Research. The TREEDC-TTU forum was the fifth out of 5 forums organized under the Tennessee Energy Education Initiative. This Initiative was delivered statewide in connection with TREEDC Diamond Member Pathway Lending and other statewide energy resource providers to provide in depth training and educational tools.

Donna Curry, Administrator of the Tennessee Energy, Industry and Construction Consortium (TEICC) announced the partnership between TEICC and TREEDC to help support workforce development in renewable energy. TREEDC will work with its 92 local governments to create more awareness during Careers in Energy Week in February 2014. Both organizations will partner in 2014 to conduct workforce development educational forums at various schools across the state. TEICC is one of the first of over 25 state consortia under the Center for Energy Workforce Development (CEWD), a non-profit consortium of utilities to develop solutions to the coming workforce shortage in the utility industry. Curry concluded her remarks by stating that TREEDC and TEICC will collaborate to increase awareness and support of workforce development at the state and national level.

Dr. Ken Currie’s keynote address began by discussing the merits of the Tennessee 3-Star Industrial Assessment Center which provides no-cost studies of manufacturing plants across Tennessee and portions of Kentucky, Virginia, West Virginia, North Carolina and Arkansas. Currie explained that Engineering & Technology students under the direction of faculty from Tennessee Technological University, East Tennessee State University, and University of Memphis perform studies analyzing a plant’s energy, waste, and productivity issues. The Industrial Assessment Center Program is a national program sponsored by the US Department of Energy and centers at universities around the nation provide services. Currie also led the audience in a survey of their energy perceptions and habits and provided strategies to minimize energy usage.

For more information go to www.treedc.us
Municipal Administrator Program

Considerations when Looking at Water & Sewer Rates & Fees
9/11/2013  8:30 AM  Jackson  West Tenn Research & Education Center
9/12/2013  8:30 AM  Bartlett  Bartlett Station Municipal Center
9/17/2013  8:30 AM  Collegedale  Collegedale City Hall
9/18/2013  8:30 AM  Morristown  Tusculum College Morristown
9/23/2013  8:30 AM  Franklin  Williamson County Ag Expo Park

Internal Control: Identifying & Minimizing Risks for Governmental Entities
10/9/2013  8:30 AM  Morristown  Tusculum College Morristown
10/10/2013  8:30 AM  Collegedale  Collegedale City Hall
10/15/2013  8:30 AM  Bartlett  Bartlett Station Municipal Center
10/16/2013  8:30 AM  Jackson  West Tenn Research & Education Center
10/21/2013  8:30 AM  Franklin  Williamson County Ag Expo Park

Legal Issues in Human Resources
9/10/2013  8:30 AM  Johnson City  Carnegie Hotel
9/11/2013  8:30 AM  Knoxville  UT Conference Center
9/24/2013  8:30 AM  Jackson, TN  UT West Tenn Research & Education Center
9/25/2013  8:30 AM  Franklin  Marriott - Franklin/Cool Springs

Planning & Zoning’s Impact on Municipal Economic Development
11/6/2013  8:30 AM  Knoxville  UT Conference Center
11/7/2013  8:30 AM  Collegedale  Collegedale City Hall
11/13/2013  8:30 AM  Bartlett  Bartlett Station Municipal Center
11/14/2013  8:30 AM  Jackson  West Tenn Research & Education Center
11/15/2013  8:30 AM  Kingsport  Kingsport Center for Higher Education
11/22/2013  8:30 AM  Nashville  TBI Headquarters

Procrastination: Defeating the Thief of Productivity and Time
12/5/2013  8:30 AM  Jackson  West Tenn Research & Education Center
12/6/2013  8:30 AM  Franklin  Embassy Suites - Cool Springs
12/18/2013  8:30 AM  Johnson City  Carnegie Hotel
12/19/2013  8:30 AM  Knoxville  UT Conference Center

Municipal Management Academy

New! Planning and Organizing MMA03
9/18/2013  8:30 AM  Sevierville  Sevierville Civic Center

New! Performance Management and Positive Discipline MMA04
10/16/2013  8:30 AM  Sevierville  Sevierville Civic Center

New! Human Resource Overview MMA05
11/13/2013  8:30 AM  Sevierville  Sevierville Civic Center

New! Workplace Harassment and Workplace Violence MMA06
12/11/2013  8:30 AM  Sevierville  Sevierville Civic Center

New! Communicating, Coaching and Counseling
9/18/2013  8:30 AM  Franklin  Williamson County Ag Expo Park

New! Delegation Skills
10/9/2013  8:30 AM  Franklin  Williamson County Ag Expo Park

New! Making Effective Decisions
11/20/2013  8:30 AM  Franklin  Williamson County Ag Expo Park

New! Developing Teamwork
12/18/2013  8:30 AM  Franklin  Williamson County Ag Expo Park
### Municipal Court Clerk Class 2013

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
<th>Venue</th>
</tr>
</thead>
<tbody>
<tr>
<td>10/9/2013</td>
<td>8:30 AM</td>
<td>Bartlett</td>
<td>Bartlett Station Municipal Center</td>
</tr>
<tr>
<td>10/10/2013</td>
<td>8:30 AM</td>
<td>Jackson</td>
<td>West Tenn Research &amp; Education Center</td>
</tr>
<tr>
<td>10/16/2013</td>
<td>8:30 AM</td>
<td>Smyrna</td>
<td>Smyrna Town Centre</td>
</tr>
<tr>
<td>10/17/2013</td>
<td>8:30 AM</td>
<td>Cookeville</td>
<td>Leslie Town Center</td>
</tr>
<tr>
<td>10/29/2013</td>
<td>8:30 AM</td>
<td>Johnson City</td>
<td>Carnegie Hotel</td>
</tr>
<tr>
<td>11/13/2013</td>
<td>8:30 AM</td>
<td>Colliergeducd</td>
<td>Colliergeducd City Hall</td>
</tr>
<tr>
<td>11/14/2013</td>
<td>8:30 AM</td>
<td>Knoxville</td>
<td>UT Conference Center</td>
</tr>
</tbody>
</table>

### Certified Municipal Finance Officer Program

#### Cash Management

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
<th>Venue</th>
</tr>
</thead>
<tbody>
<tr>
<td>9/4/2013</td>
<td>8:30 AM</td>
<td>Columbia</td>
<td>Local Government Corporation (LGC)</td>
</tr>
</tbody>
</table>

#### Debt Management

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
<th>Venue</th>
</tr>
</thead>
<tbody>
<tr>
<td>9/18/2013</td>
<td>8:30 AM</td>
<td>Knoxville</td>
<td>Tusculum College Knoxville</td>
</tr>
<tr>
<td>9/18/2013</td>
<td>8:30 AM</td>
<td>Jackson</td>
<td>Univ of Tenn - West Tenn Research &amp; Education Center</td>
</tr>
<tr>
<td>10/2/2013</td>
<td>8:30 AM</td>
<td>Columbia</td>
<td>Local Government Corporation (LGC)</td>
</tr>
</tbody>
</table>

#### Payroll

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
<th>Venue</th>
</tr>
</thead>
<tbody>
<tr>
<td>10/30/2013</td>
<td>8:30 AM</td>
<td>Knoxville</td>
<td>Tusculum College Knoxville</td>
</tr>
<tr>
<td>10/30/2013</td>
<td>8:30 AM</td>
<td>Jackson</td>
<td>West Tenn Research &amp; Education Center</td>
</tr>
<tr>
<td>10/30/2013</td>
<td>8:30 AM</td>
<td>Columbia</td>
<td>Local Government Corporation (LGC)</td>
</tr>
</tbody>
</table>

#### Purchasing

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
<th>Venue</th>
</tr>
</thead>
<tbody>
<tr>
<td>12/4/2013</td>
<td>8:30 AM</td>
<td>Knoxville</td>
<td>Tusculum College Knoxville</td>
</tr>
<tr>
<td>12/4/2013</td>
<td>8:30 AM</td>
<td>Jackson</td>
<td>West Tenn Research &amp; Education Center</td>
</tr>
<tr>
<td>12/11/2013</td>
<td>8:30 AM</td>
<td>Columbia</td>
<td>Local Government Corporation (LGC)</td>
</tr>
</tbody>
</table>

### Conferences

#### 2013 ICMA Annual Conference

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Venue</th>
</tr>
</thead>
</table>

#### TAMCAR (Tennessee Association of Municipal Clerks and Recorders) Fall Conference

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Venue</th>
</tr>
</thead>
<tbody>
<tr>
<td>9/25-27/2013</td>
<td>Murfreesboro</td>
<td>Embassy Suites</td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="http://www.tamcar.org/upcoming_events/index.htm">http://www.tamcar.org/upcoming_events/index.htm</a></td>
</tr>
</tbody>
</table>

#### Tennessee City Management Association Fall Conference

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Venue</th>
</tr>
</thead>
<tbody>
<tr>
<td>10/23-25/2013</td>
<td>Chattanooga</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="http://www.tncma.org/upcoming_events/index.htm">http://www.tncma.org/upcoming_events/index.htm</a></td>
</tr>
</tbody>
</table>

#### Tennessee Government Finance Officers Association Fall Conference

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Venue</th>
</tr>
</thead>
<tbody>
<tr>
<td>10/24-25/2013</td>
<td>Murfreesboro</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="http://www.tngfoa.org/">http://www.tngfoa.org/</a></td>
</tr>
</tbody>
</table>

#### PRIMA Institute

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Venue</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td><a href="http://www.primacentral.org/content.cfm?sectionid=23">http://www.primacentral.org/content.cfm?sectionid=23</a></td>
</tr>
</tbody>
</table>