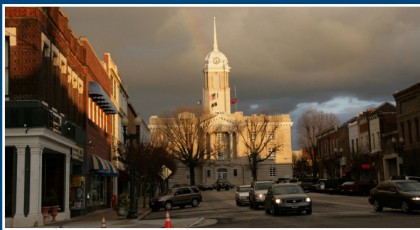


## City Spotlight: Columbia



“Mule Day’ in Columbia has been a tradition since around 1840 when the first Monday in April brought huge crowds to the Animal Livestock and Mule Day Market. Columbia now hosts the Mule Day celebration annually in April.

Date of Incorporation:  
1817

Population:  
33,055

County:  
Maury

Grand Division:  
Middle Tennessee

Municipal Management Consultant  
Dana Deem  
[dana.deem@tennessee.edu](mailto:dana.deem@tennessee.edu)

<http://www.columbiatn.com/muleday.htm>

[http://en.wikipedia.org/  
wiki/Columbia, Tennessee](http://en.wikipedia.org/wiki/Columbia,_Tennessee)

## MUNICIPAL TECHNICAL ADVISORY SERVICE

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## Gary West Becomes State Assistant Commissioner of Fire Prevention

*Sharon Rollins, Consulting Program Manager*

The excellent work, strong work ethic and successful results for Gary’s customers have been recognized by officials at the state level. MTAS Fire Management Consultant Gary West is moving into a new role with the Tennessee Department of Commerce and Insurance as assistant director.

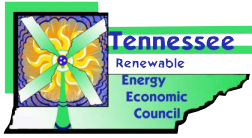


After serving as fire chief and emergency services director for the city of Gatlinburg, Gary joined MTAS in 2005 as its second fire management consultant. He traveled the state working with a multitude of cities on issues including codes, fire station location studies, comprehensive departmental studies, writing specifications for new equipment and apparatus and assistance with hiring. Gary has authored several technical publications, provided extensive training and served on numerous task forces and work groups — some at the national level — during his tenure at MTAS. He is certified in more than a dozen specialty areas ranging from code analyst to zoning inspector. He is excited about this opportunity to provide leadership in fire protection and prevention at the state level and to continue his passion for helping others and reducing fire deaths and injuries.

Before joining MTAS, Gary worked with Cindy Ogle, Gatlinburg city manager, and she says this of Gary, “Gary West was a terrific fire chief, and I am confident that he will serve the state of Tennessee as well he did the city of Gatlinburg. We wish him the best in this new endeavor.”

Among many important projects at MTAS, Gary spearheaded a fire mortality project with Dr. David H. Folz, professor and faculty associate for the Howard Baker Jr. Center for Public Policy and UT department of political science. Folz observed “the best way to describe Gary is that he is the consummate professional. The personal experiences that he shared with the graduate students in the UT MPA program over the last five years will no doubt remain in their memory long after their graduation. But, his contribution to the professional education of MPA students is only part of Gary’s legacy. His keen interest in and passion for advancing fire protection with the aim of reducing fire fatalities and injuries in Tennessee proved to be contagious.

Pat Hardy, MTAS management consultant, sums up staff sentiments — “Gary is one of the most competent professionals I know. But, more importantly, he is a top-notch person. His easy going nature hides a very, very smart consultant — one with a perfect eye for practical solutions that truly work in the field. He has a perfectly calm demeanor and is always ready to disarm you with a smile. I’ve been very blessed to have had the opportunity to know Gary as both a friend and a colleague. MTAS will miss him, and we wish him well.”



## Sustainable Communities in Tennessee Forum — Crossville Art Circle Public Library

Warren Nevad, Municipal Management Consultant  
The Tennessee Renewable Energy and Economic Development Council (TREEDC), a statewide environmental economic development organization of municipal and county mayors formed by the University of Tennessee, held its first 2011 membership forum at the Crossville Art Circle Public Library on Tuesday, March 1, 2011. More than



From left to right, TREEDC Treasurer Emanuel Bailey; TREEDC Secretary/Crossville Mayor J.H. Graham, III; TREEDC Second Vice President /Graysville Commissioner Andy Beene; TREEDC East Tennessee Coordinator/Ducktown Mayor James Talley; Kingston Mayor/TREEDC Advisory Board Member Troy Beets; MTAS Consultant Warren Nevad; TREEDC President/Pikeville Mayor Greg Johnson; and TREEDC Advisory Board Member/TVA Valley Relations Representative Penny Judd.

90 attendees representing 21 cities, 8 counties, USDA Rural Development, Tennessee Valley Authority (TVA), Tennessee Department of Agriculture, Economic and Community Development, Upper Cumberland Development District, Wyndam Fairfield Glade resorts and area citizens and businesses joined together to discover innovative municipal statewide best practices in renewable energy. Sustainability professionals from TREEDC partner cities Athens, Chattanooga, Cookeville, Franklin, Knoxville, Nashville and Oak Ridge presented informative details about their unique environmental programs to the audience. Participants also heard presentations about the ECOtality electric vehicle project update and Truckstop Electrification project in Crossville to install 50 solar electrified and HVAC supplied truck spaces at ECO Plateau Travel Center in Crossville. The City of Crossville assisted TREEDC and the Municipal Technical Advisory Service (MTAS) with the development of its educational and networking forum which offered area stakeholders valuable insights in sustainability opportunities for the Upper Cumberland region communities and businesses.

Mayor Graham highlighted Crossville's recent successes with the annual sustainability fair for area students and its commitment to reduce their carbon footprint by producing biodiesel processed by used vegetable oil from restaurants in the county. UT President Emeritus Dr. Joe Johnson urged the audience to support TREEDC's goals to help TVA promote more green power community investment in Tennessee. Dr. Johnson, who also serves as the TREEDC Chairman of the advisory board, urged more cities, counties, small businesses, corporations and individuals to help TREEDC accelerate more market development of cellulosic ethanol, biomass gasification, solar energy, biodiesel and energy efficiency programs. TREEDC President and Pikeville Mayor Greg Johnson recognized various mayors and elected officials from Ducktown; Graysville; Gainesboro; Kingston; Byrdstown; and Cumberland and Bledsoe counties.

Stephanie Cox, area manager with ECOtality advised the audience that her organization has recently started working with the city of Memphis and Memphis Light, Gas and Water Division to place 10 public electric vehicle (EV) charging locations by September 2011. The utility will also buy five EVs this year for its fleet including an electric bucket truck. City of Nashville Office of Environment and Sustainability Director Christopher Bowles gave an historical overview of the accomplishments of Mayor Karl Dean's green ribbon committee and also advised the crowd that the city



TREEDC Chairman/UT President Emeritus Dr. Joe Johnson

recently completed its downtown tree canopy assessment. Sustainability Coordinator Jake Tisinger urged other cities to follow their program of offering Solar 101 workshops to Knoxville's citizens

and businesses. Chattanooga's Director of Sustainability David Crockett revealed that Volkswagen's manufacturing plant in Chattanooga will feature innovative energy efficiency measures such as efficient electric motors on the production lines and stormwater recycling on the grounds.

(continued on page 3)

## Sustainable Communities in Tennessee Forum — Crossville Art Circle Public Library



Franklin Sustainability Director Andrew Orr, Bowles,  
Knoxville Sustainability Coordinator Jake Tisinger and Bailey



Chattanooga Director of  
Sustainability David Crockett



Nashville Director of Mayor's Office of Environment and  
Sustainability Christopher Bowles

(continued from page 2)

Franklin Sustainability Director Andrew Orr stated that the goal of Franklin is to reduce greenhouse gases by 7 percent by 2014 by reducing per capita energy usage by 20 percent. Oak Ridge Sustainability Coordinator Athanasia Senecal gave an overview of her city's climate action planning process. Athens Public Works Director Shawn Lindsey informed the group that the city plans to install all LED lighting in all traffic signals and hopes to divert at least 40 percent of all wastes from the landfill through recycling. Economic Development Director Melinda Keifer discussed the City of Cookeville's Energy Efficiency partnership with Cummins Filtration which will graduate 22 energy leaders to help the city mitigate \$1.8 million in electricity costs. Details on this project called the "Unplugged Challenge" along with all other presentations from the forum will be available at <http://www.mtas.tennessee.edu/public/web.nsf/Web/Economic+Development> shortly.

To date, TREEDC has held similar forums in Memphis, Jackson, Franklin, Kingston and Fall Creek Falls. The next forum is scheduled for April 5, 2011, which will be sponsored by TREEDC board member and Jackson City Councilman Ernest Brooks, II, Jackson Chamber of Commerce and Jackson Energy Authority. Pathway Lending will present details regarding their low-interest loans through the Energy Efficiency Program that was launched last August through an alliance with TVA, the U.S. Department of Energy, Pinnacle Financial Partners and the state of Tennessee. Seating is limited to the first 65 registrations at [treedc08@yahoo.com](mailto:treedc08@yahoo.com). Contact TREEDC President Johnson at (423) 618-5758 for membership information.

### STAFF HIGHLIGHT:

## Ray Crouch

Sharon Rollins, Consulting Program Manager

The UT Municipal Technical Advisory Service (MTAS) is going to be without the valuable services of Fire Management Consultant Ray Crouch after he retires effective May 1. The MTAS May newsletter will feature more on Ray's MTAS career. We would love to hear from you. Please send in your experiences and comments on working with Ray and retirement well wishes for him so that we can include them in our next MTAS newsletter and present them as a memento to Ray. Send those e-mails to [sharon.rollins@tennessee.edu](mailto:sharon.rollins@tennessee.edu).



## Parliamentary Procedure and Your Council Meeting: Agendas

Margaret Norris, Municipal Management Consultant

The meeting agenda is a listing of the usual order of business with particular items added for discussion and generally controls the tone and flow of the meeting. Many times the format for the agenda is adopted by ordinance and is found in an MTAS-prepared code in Chapter 1 of Title 1 of the code book. If your municipality has not adopted an order of business and has adopted a version of *Robert's Rules of Order*, then the order of business is:



- 1) Reading and Approval of Minutes
- 2) Reports of Officers, Boards and Standing Committees
- 3) Reports of Special (Select or Ad Hoc) Committees
- 4) Special Orders
- 5) Unfinished Business and General Orders
- 6) New Business<sup>1</sup>

Once an agenda has been adopted, it takes a two-thirds majority vote to change it. However, many smaller cities do not formally adopt the agenda. Instead, the common practice is to distribute an agenda and accompanying documents before the meeting for review. According to *Robert's Rules of Order Newly Revised*, the agenda is not binding unless it is formally adopted.

To change the formally-adopted agenda, including adding items to it, requires a motion to suspend the rules. An example of this motion is: "I move to suspend the rules and to hear the first reading on ordinance number 1234 at this time since Ms. Doe is here to speak on this issue and she needs to leave shortly for another appointment." Similar wording can be used to add an item to the agenda; however, be aware that adding agenda items may violate the state's open meeting laws since the public will not be adequately notified of the subject up for discussion.

<sup>1</sup>*Robert's Rules of Order*. 10<sup>th</sup> edition. § 41, p. 342.

## Tennessee Greenways/Trails Hold Annual Forum in April

The Tennessee Department of Environment and Conservation's (TDEC) Greenways and Trails Program will hold its annual forum April 14-16 in Murfreesboro. The forum is hosted by the Commissioner's Council on Greenways and Trails and TDEC's Recreation Education Services.

The three-day networking and skill-building conference, titled "Building Connections," will be held at Murfreesboro's Patterson Park Community Center and will feature expert presenters from across the country, in addition to a variety of diverse field trips and educational sessions. Educational sessions will highlight the impact greenways and trails have on communities.

Advanced registration received prior to March 11 is \$75. Registration received after March 11 is \$100. Interested students will receive a special \$25 rate and may be asked to volunteer during the forum. Registration fees include full access to the event, including educational sessions, one of four exciting field trips, two evening programs and lunch on Friday and Saturday. For hotel accommodations, conference attendees will receive an exclusive rate of \$77 for government employees and \$85 for non-government attendees by calling the Doubletree Hotel in Murfreesboro at (615) 895-5555 by March 14.

More information on the 2011 Tennessee Greenways and Trails Forum, including a list of speakers, an official event brochure, event sponsors and online registration can be found at [www.tn.gov/environment/recreation/](http://www.tn.gov/environment/recreation/).

### NEW MTAS PUBLICATIONS:

## Should Your City Consider Privatization? | [Read](#)

David Angerer, Municipal Management Consultant

Many cities have come to see privatization as a means of saving money and improving the quality of the services they provide to the public. As municipal costs continue to escalate, with the attendant pressure on the budget, the trend toward privatization — or "outsourcing" as it has recently become known — is likely to continue.

## PUBLICATION HIGHLIGHT:

**Look in the Book — The Municipal Handbook (July 2010) | [Read](#)**

If you have a question about municipal authority, more than likely the UT Municipal Technical Advisory Service's *Municipal Handbook* will have the answer. Even municipal experts find new information in the pages of the handbook. This is the essential desk reference book for cities in Tennessee.

Do you know when a governing body must hold a public hearing before passing an ordinance? When a proposed purchase must be preceded by advertisement and competitive bidding? Where a municipality may invest its idle funds?

All this and much, much more is covered. If there is one book municipal officials and employees should keep in reach, this is it. Get it, consult it, learn from it. [Click here](#) now to read or download this valuable publication.



## Innovation Corner

### How Small Towns Are Using QR Codes

In her recent publication, *Social Media as a Tool for Tennessee Cities*, MTAS Human Resource Consultant Bonnie Jones explored how municipalities are using social media as a way to communicate and interact with citizens, employees and the community at large.

Another new technology that cities are using to become more efficient and enhance citizen engagement is “quick response” or QR codes. A QR code is a two-dimensional bar code that appears as a black and white square pattern that can be scanned using a smartphone or other QR reader. Basically, the QR code is encoded with text, URL or other data. Scanning QR codes can directly access information such as a Web site or e-mail address. QR codes also have been used for advertising, signs, payment methods, airplane tickets, notices, name badges, business cards, ID badges, and are being experimented with as a “tickets” for events and venues.

“One shining example is the city of Manor, Texas. With a population of only 6,500 and a municipal staff of 35 employees, this community, located just east of Austin, has set itself up as a laboratory for innovation.

One visible example of the community’s willingness to experiment with technology is its deployment of two-dimensional barcodes (known as QR Codes) around town. Using the technology, residents can use their mobile phones to scan a code (say on a sign posted at a city park) and then be taken to an up-to-date Web page with information about, say, schedule events and park rules and regulations.” (*American City* magazine (<http://americancity.org/columns/entry/2098/>))



The city of Manor Web site offers a video that explains what QR codes are and how the city is using them to provide citizens with more timely information.

Full article here:

<http://americancity.org/columns/entry/2098/>

City QR page: <http://www.cityofmanor.org/smarttour/>

As a side note, to ensure your city is not discriminating against those without a smart phone or QR reader technology access, QR codes should not be used as a sole method of distributing information.

## MTAS Training Events and Conferences

March 31- Tennessee Association of Municipal  
 April 2 Clerks and Records Annual  
 Conference, Nashville

### MUNICIPAL BUDGETING — CERTIFIED MUNICIPAL FINANCE OFFICER PROGRAM

April 5 CMFO/Municipal Budgeting, Columbia  
 April 5 CMFO/Municipal Budgeting, Morristown  
 April 13 CMFO/Municipal Budgeting, Lebanon  
 April 13 CMFO/Municipal Budgeting, Loudon  
 April 13 CMFO/Municipal Budgeting, Jackson  
 April 21 CMFO/Municipal Budgeting, Jackson  
 April 21 CMFO/Municipal Budgeting, McMinnville

### LEADERSHIP STYLES — MUNICIPAL ADMINISTRATION PROGRAM

April 6 MAP/Leadership Styles, Knoxville  
 April 8 MAP/Leadership Styles, Athens  
 April 11 MAP/Leadership Styles, Johnson City  
 April 27 MAP/Leadership Styles, Franklin  
 April 29 MAP/Leadership Styles, Jackson

### PLANNING AND ZONING — MUNICIPAL ADMINISTRATION PROGRAM

April 7 MAP/Planning and Zoning, Athens  
 April 13 MAP/Planning and Zoning, Knoxville  
 April 14 MAP/Planning and Zoning, Johnson City  
 April 20 MAP/Planning and Zoning, Franklin  
 April 21 MAP/Planning and Zoning, Jackson

### MUNICIPAL MANAGEMENT ACADEMY

April 13 Performance Management: Positive  
 Discipline (MMA04), Germantown  
 April 27 Conflict Management (MMA18),  
 McMinnville

## Other Events

April 14-16 Tennessee Greenways and Trails  
 Annual Forum, Murfreesboro  
 April 18-19 Tennessee Association of Utility  
 Districts Spring Basic Utility  
 Leadership Conference, Jackson  
 April 18-20 International Personnel Managers  
 Association Southern Regional  
 Conference, Louisville, Ky.  
 April 26-29 Tennessee Personnel Managers  
 Association Spring Conference,  
 Nashville  
 April 27-29 Tennessee City Managers Association  
 Spring Conference, Nashville  
 April 28 Tennessee Transportation Assistance  
 Program, Work Zone Traffic Control,  
 Chattanooga



## “Making Magic: How Bold Can Government Be?”

In the true spirit of partnership and collaboration, the Alliance for Innovation, the Florida City and County Management Association, the City of Clearwater and Pinellas County bring you the premier “thinking conference” for local government in Clearwater June 1-3 at the 2011 Transforming Local Government Conference. Explore questions surrounding the bold action required to meet today’s challenges. Through innovative case study sessions, take an in depth look at the ingenuity and creativity of successful government programs. View the agenda and accommodations information at [www.tlgconference.org](http://www.tlgconference.org).

Through the statewide membership sponsored by the UT Municipal Technical Advisory Service (MTAS), one complimentary registration is provided to Tennessee cities. To take advantage of this complimentary registration, contact Steve Thompson, MTAS Executive Director at [steve.thompson@tennessee.edu](mailto:steve.thompson@tennessee.edu).

The *Municipal E-News* is produced by the Municipal Technical Advisory Service, an agency of the University of Tennessee Institute for Public Service, in an effort to meet the challenge of providing timely, valuable information and assistance to Tennessee cities to build better communities.

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