



TCMA Board Meeting of October 25, 2022

Board Room: Gatlinburg Convention Center – 4:00 p.m.

## AGENDA

1. Call to Order.
2. Approval of the minutes of the meeting of April 5, 2022.
3. Consideration of request to fund another Public Management Fellow share.
  - a. Update on current Fellow payment.
4. Discussion on the Committee Structure.
5. Resolution of support for an ICMA Vice President slot.
6. Discussion on MTAS appointment to the Board.
7. Discuss the City of Excellence award.
8. Ethics Issue.
9. Anything from ICMA and Randy Reid.
10. Executive Director Report.
  - a. This Conference.
  - b. Columbus Event.
  - c. TML booth feedback.
  - d. Question on when to start the conferences.
  - e. Audit update.
  - f. Pat and UT contract.
  - g. Feedback for Pat.
11. Other Business.

## Minutes of the TCMA Board Meeting of April 5, 2022

Embassy Suites Franklin Cool Springs

In Attendance: Tim Ellis (President), Kim Foster (Vice President), David Smoak (Director), Tracy Baker (Past President), Pat Hardy (Executive Director), Randall Reid (ICMA).

1. Motion by Smoak, second by Foster with all voting aye to approve the minutes of the meetings of August 31, 2021, October 8, 2021, and January 21, 2022.
2. Motion by Baker, second by Ellis, to permanently revoke the TCMA membership of Michael Foster, based on his second Code of Ethics violation.
3. Motion by Smoak, second by Foster with all voting aye to add \$2,500 to this year's budget and \$5,000 to next year's budget, including a \$500 conference stipend, to support a scholarship grant program for public management students. Long-term assessment of the program is to occur in the Spring of 2024. The following parameters shall apply:

Amount: \$2,500 each

Fall 2022: 1 Scholarship

Fall 2023: 2 Scholarships

Qualified Recipients: Any student enrolling into a Master of Public Management program or equivalent within the State of Tennessee who is also a member of their ICMA Student Chapter. They shall also attend at least one TCMA conference.

Institution: 1) Any accredited college or university within the State of Tennessee offering an MPA program.  
2) The college or university must have an ICMA student chapter.

Disbursement: All awarded scholarship funds are to be deposited within the student's account and designated applicable to tuition only.

Selection Process: Recipients shall be chosen by the Awards and Nominations Committee.

Funds: Sponsorships, donations, TCMA budget.

4. Discussion on the ICMA request for input into their diversity, equity, and inclusion efforts. It was decided to invite them to the Fall Conference to conduct a discussion, and if that does materialize then to have the Board answer DEI questions for ICMA.
5. On a Smoak motion, Baker second, with all members voting aye, a Resolution adopting the FY 2023 budget was passed, including \$3,000 for the ICMA Coaching program, in the amount of \$140,815.
6. A discussion was held concerning the Life Membership category, and on an Ellis motion, Foster second with all members voting aye, it was decided to make Jim Thomas a Life member.
7. On a Foster motion, Baker second, a Resolution was passed honoring Earlene Teaster, City Manager of Pigeon Forge, for her more than 60 years of service.

8. A discussion was held concerning the Assistant City Manager of the Year award and how to encourage participation. It was noted that this award is given only in even-numbered years.
9. On an Ellis motion, Smoak second with all members voting aye, it was decided to have a TCMA booth at TML this year.
10. On a Smoak motion, Baker second with all members voting aye, it was decided to hold the Spring 2025 Conference in Franklin and the Fall 2025 Conference in Kingsport.
11. There being no further business the meeting was adjourned.

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Greg McClain, Secretary

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Tim Ellis, President

Good Morning Everyone.

Let me first thank each of you for your willingness to serve on the Ad-Hoc TCMA Committee Structure Committee. As I discussed with each of you, the primary purpose of the committee is to review the associations current committee structure, review the effectiveness of each committee and make a recommendation to the Board of Directors as to what a future committee structure should look like. It would be my personal desire for a new committee structure to be approved well in advance of the Fall 2022 Conference / Annual Association Meeting, in order for the incoming president and the board to have time to implement.

### **Committee Members**

Mike Walker, Chair  
Angie Carrier  
Bill Hammond  
James Lewellen  
Pat Hardy

Two items on a personal note, that the committee may want to consider in their review is as follows:

1. Legislative Committee – The committee has always been a very strong committee dating back to Bills leadership. However, with Roger *possibly* retiring *someday*, there will probably be no one that could spend the time on the Hill that Roger currently does. I am not saying there necessarily needs to be any changes but a review of the committee with this scenario might be needed.
2. Membership - What has prompted the review our committee structure was a discussion about creating a membership committee in order to provide support to TCMA membership and solicit non-members to join TCMA. With this said creating a new committee while others were not really functioning seemed to be an unwise thing to do.

I will send out a doodle request in order to determine would be the best time for you all to have your first meeting online. I imagine Mike will work with everyone at the first meeting in order to determine future meeting times.

The following is the current TCMA Committee Structure with the current committee leadership for your reference.

### **Legislative Committee**

Chair: Roger Campbell, Maryville  
Vice Chair (East): Todd Smith, Greenville  
Vice Chair (Middle): Kirk Bednar, Brentwood  
Vice Chair (West): Mark Brown, Bartlett  
Board Liaison: David Smoak, Farragut

This committee is responsible for monitoring legislation at the Tennessee General Assembly to ensure that the interests of local governments in Tennessee are protected, and to be advocates for legislation that protects and encourages professional management in Tennessee local governments. This committee is also responsible for developing strategies that protect and promote the benefits of the Council-Manager form of government.

The committee occasionally writes or facilitates the preparation of position papers that reflect the policy position of TCMA on the matters described above. This committee is also responsible for establishing and maintaining effective working relationships with other organizations that share common interests with TCMA.

### **Professional Development**

Chair: Victor Lay, Nolensville

Vice Chair: James Gallup, Athens

Board Liaison: Jay Evans, Brentwood

This committee works to advance the professional capabilities of Tennessee city managers and administrators through assessment and development of conference program sessions, soliciting qualified speakers, providing support for credentialing programs, and securing supplemental funding for continuing education programs. They are also responsible for developing mentoring programs for new members and recruits to the profession.

### **Communications Committee**

Chair: Jennifer Moody, Tullahoma

Vice Chair: Jessica Harmon, Kingsport

Board Liaison: Kim Foster, Paris

This committee is responsible for developing and maintaining a member communication and information program which may include one or more of the following: electronic newsletter; preparing articles for the Tennessee Town and City newspaper, the TCMA webpage, and other appropriate communication initiatives. They also work to encourage periodic regional meetings of TCMA members across the state and are responsible for encouraging networking opportunities for members at TCMA and ICMA conferences.

### **Advocacy Committee**

Chair: Michael Walters-Young, Franklin

Vice Chair: Amanda Harrington, Chapel Hill

Board Liaison: Tracy Baker, Sevierville

This committee is responsible for promoting the profession and Council/Manager form of government. The committee's scope includes the following:

Promote awareness of the local government management profession and forms of government and encourage individuals to consider careers in the field.

Help new and early careerists land their first jobs in local government.

Build the leadership pipeline by engaging and developing promising individuals so that they are prepared to step into leadership roles, both in their local governments and TCMA.

Adopt and maintain aids (toolbox) for members to use in speaking/teaching; strengthen relationships between TCMA and graduate programs; work with MTAS to grow internship opportunities statewide.

### **Sponsorship Committee**

Chair: Brian Hercules, Smyrna

Vice Chair: Jason Huisman, Germantown

Board Liaison: Greg McClain, Maryville

This committee is responsible for soliciting and maintaining a strong group of sponsors that provide critical technical and financial support for TCMA activities.

### **Nomination and Recognition Committee**

Chair: Tracy Baker, Sevierville

The Nomination and Recognition Committee is responsible for recommending annually to Corporate Members at the annual business meeting, a slate of candidates to be elected to serve on the board of directors. The committee is also responsible for review and selection of awardees for the Association's professional awards: City Manager of the Year; Excellence in Municipal Government; and the Assistant City Manager of the Year (awarded in even numbered years). The professional awards are presented at the TML Annual Conference each June. The chairperson of this five person committee is the immediate past president (if still a Corporate Member), with the four other committee members being either a past president or a past recipient of the City Manager of the Year award

### **Ethics Committee**

Chair: Eric Stuckey, Franklin

Vice Chair: Chris McCartt, Kingsport

This Committee is responsible for monitoring Full and Associate Members for compliance with the ICMA Code of Ethics and may serve as the local fact-finding body for any ICMA ethics inquiry. The committee serves as the hearing board for any ethics complaints filed against a TCMA member (that is not a member of ICMA) and may recommend expulsion of members in accordance with Article 8 of the TCMA Constitution. The committee is an advocate for programs to proactively educate members about the expectations of conduct and behavior under the ICMA Code of Ethics and its associated guidelines.

# AD-HOC TCMA COMMITTEE STRUCTURE COMMITTEE

## DRAFT REPORT – APRIL 13, 2022

### Introduction

This ad-hoc committee was asked to review the Association's current committee structure, review the effectiveness of each committee, and make a recommendation to the TCMA Board of Directors as to what a future committee structure should look like.

The committee met in person on April 6, 2022 at the TCMA Spring Conference in Franklin, TN. In attendance were committee members Mike Walker, Angie Carrier and Pat Hardy, plus TCMA President Tim Ellis. Absent were Committee Members James Lewellen and Bill Hammond.

This draft report represents my understanding of the thoughts and preliminary recommendations of the committee members in attendance. A final report to the TCMA Board will be prepared after comments, suggestions, corrections, etc. are received from other committee members. Editing comments are welcomed too! **Please try to respond by Monday, May 2, 2022** so we can address comments and finalize the final report to the Board by the end of May.

### Existing Committee Structure

TCMA members undertook an extensive day long planning exercise in **2010 (?)** led by                      to address the long term needs of the Association. Relevant recommendations from the study were the following: 1) the creation of the (now current) committee structure, and 2) consideration to hire a dedicated Executive Director (fully implemented) to administer the affairs of the Association rather than relying on staff assistance from a MTAS.

The current Committees are:

- Legislative
- Professional Development
- Communications
- Advocacy
- Sponsorship
- Nomination & Recognition
- Ethics

The responsibilities of each committee are summarized at the TCMA website – [www.tncma.org](http://www.tncma.org)

**Note:** in 2012, ICMA chose Nashville to host its 2019 Annual Conference. This led to the Association creating an ad-hoc “2019 ICMA Conference Committee” to address the numerous requirements and expectations of the host State in activities and local funding for the event. By all measures, the ICMA Conference was well attended and a success. The ad-hoc committee fulfilled its assignments successfully and was disbanded in early 2020.

### **Proposed Committee Structure**

In the past decade, much has been accomplished by TCMA. It is a vastly improved organization for its members. The Association is sound financially due primarily to expanded support from sponsors. Communication with the members has improved greatly and the Association is more responsive to its members. Our membership is growing, and conference programs are first class for an Association our size. The monitoring of legislative activities and alerting members on critical legislation affecting cities is much improved over relying alone on TML Communications. Most noteworthy, all Association improvements have been facilitated by having dedicated Executive Directors with the knowledge, skills, and abilities to oversee the affairs of the Association successfully.

Moving into the next decade, the structure review committee believes the TCMA Board should consider modifications to the current committee structure that we believe would both streamline and improve the overall effectiveness of the Association. In general, some committee functions appear to overlap while others may not be needed anymore with a competent Executive Director on board. Some committees operate well today but advanced planning is needed in anticipation of leadership retirements from the profession in the future. Last, the effectiveness of each committee will always depend on having a committed Chair selected by the Board and reasonable member participation.

The following committee recommendations are presented for TCMA Board consideration:

1. **Legislative** – Given his institutional knowledge and “legs on the ground” at the Capitol, it will be extremely difficult to replace Chair Roger Campbell leadership, knowledge, and skills. Looking ahead, Roger will retire from the profession, so leadership transition and the committee’s oversight of legislation moving forward should be proactively addressed by the Board. It is not realistic to expect any member to be able to devote the time at the Capitol like Roger does. Accordingly, the Board should move soon to identify a competent member who can “mentor” under Roger, recognizing a different leadership approach for the committee away from the Capitol is likely. A potential member to consider and facilitate a smooth transition of Chair leadership when Roger retires is Kirk Bednar. While Kirk would need to monitor legislation closely, with recent leadership changes at the TML, it may be possible to rely more on them for “on-site” monitoring and alerting the Chair of critical legislative activities. The Chair would be expected to “rally the troops” to respond to relevant state elected officials on important bills. An alternative approach would be for TCMA to acquire third-party professional representation at the Capitol to conduct oversight and advocacy work and communicate to the Chair in a manner like how the interests of some cities are represented on the Hill.



2. **Professional Development** – Currently, the Executive Director solicits program session ideas from members and reviews proposed program sessions for upcoming conferences with the committee for feedback, suggestions, etc. before finalizing the agenda and organizing/overseeing the details of sessions - moderators, speakers, etc. This approach works reasonably well; accordingly, no changes to the committee structure are proposed for consideration.
3. **Membership Committee** – This is a proposed new committee that would consolidate relevant activities currently carried out by the *Communications* and *Advocacy* Committees. Much of the duties, particularly in communications, are now being handled effectively by the Executive Director. Committee responsibilities would be expanded to provide support to new TCMA members to become involved, facilitate connections to existing members, and solicit non-members to join TCMA. An outline of responsibilities for the new committee is summarized below:

**INSERT DRAFT PARAGRAPH ON NEW COMMITTEE RESPONSIBILITIES  
TO BE PROVIDED BY ANGIE CARRIER**

4. **Sponsorship Committee** – With a competent Executive Director in place, there is no need to have this committee anymore. The Director is the main contact with vendors and others seeking to connect with TCMA and become involved, provide important financial support, etc. The Director has a lot more flexibility to solicit sponsor support compared to TCMA members who are typically not comfortable in that role. Instead of a committee of a few members, the Director should periodically solicit the entire membership to identify potential new sponsors and to remind members of the importance of knowing/welcoming/thanking individual sponsors who they meet individually at conferences, at their cities, meetings, etc., for their support.
5. **Nomination & Recognition Committee** – this committee has operated effectively in identifying and recommending new members to serve on the Board and in its review and selection of annual professional awards. The committee relies on the Executive Director to communicate and seek award nominations from the membership. No changes are proposed for the committee but having “institutional knowledge” on how things are done among the committee members is critical. With impending retirements of some committee members, identifying new committee members who will “roll up their sleeves” should be a high priority of the Board. This committee cannot depend on the Executive Director to do its work as it is not appropriate for him to be involved in the committee’s decision-making related to selection of candidates for the Board and selection of members for awards.

6. **Ethics Committee** – No changes are proposed for the committee. Again, this is a committee that needs strong Chair leadership who is reasonably knowledgeable of the code to effectively address ethics complaints (either assisting ICMA in its review of complaints with its members and handling the process directly for TCMA only members). The Chair should know who and how to contact ICMA for advice and direction. There should be “no cloud,” perceived or real, on the conduct of members selected by the Board to serve on this committee. All committee members should be expected to read and understand reasonably well what basic conduct is expected of TCMA members under the ICMA Code of Ethics and be supportive of the Code.



## **Resolution No. 22-03**

**A RESOLUTION** of the Tennessee City Management Association encouraging and supporting the nomination of Eric Stucky as an ICMA Vice President.

WHEREAS, Eric Stucky is the long-serving City Manager for the City of Franklin, Tennessee, and in that capacity has proven himself to be one of the best and most capable city managers in the State of Tennessee; and

WHEREAS, Eric is very involved in the city management profession at all levels and served as President of the Tennessee City Management Association for the year 2019-2020; and

WHEREAS, Eric chairs the Ethics Committee of the Tennessee City Management Association and is quite familiar with the partnership between TCMA, its committees, and ICMA; and

WHEREAS, Eric has been a career-long member of ICMA, being involved with ICMA at many levels; and

WHEREAS, Eric exemplifies the best our profession has to offer, and will contribute to, and serve ICMA with dedication and enthusiasm:

NOW, THEREFORE, we the Board of Directors of the Tennessee City Management Association, on behalf of the members therein, do hereby encourage and support the nomination of Eric Stucky for the position of Vice President of the International City/County Management Association.

Proclaimed in Gatlinburg, Tennessee on this 25<sup>th</sup> day of October 2022.

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Tim Ellis, President

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Greg McClain, Secretary

**Section 3. Duties of Officers.** The duties of the officers of this Association shall be such as, by general usage, are indicated by the title of office. The President shall make appointments to committees established by the Board of Directors in accordance with Article 5 of the Constitution. The Board of Directors shall act in the capacity of directors, and shall supervise and control the affairs of the Association, subject to decisions of the Association's membership at any meeting or by mail ballot consistent with the Constitution and Bylaws. The Board shall designate authorized signatures for the Association's financial accounts as deemed appropriate.

## ARTICLE V. BOARD OF DIRECTORS

**Section 1. Composition.** The Board of Directors shall consist of six (6) members including the officers, two (2) directors who shall each be a Corporate Member for a minimum of one year at the time of appointment, and the immediate past President, provided the immediate past President is a Corporate Member at time of assuming his or her board seat. If the immediate past President is not a Corporate Member at such time, the most recent active past President that is a Corporate Member shall assume a seat on the Board of Directors. In the event that no Past President is eligible to sit on the Board of Directors, the Board shall be temporarily reduced to five (5) members until such time that a Past President again becomes eligible to be seated. (Constitution, Article 4)

**Section 2. Functions.** The duty of the Board of Directors is to act in the capacity of directors, supervising and controlling the affairs of the Association. The Board shall:

- a. Be responsible for the appropriation of all funds of the Association in accordance with the adopted budget as may be adjusted from time to time;
- b. Be responsible for coordinating the completion of an annual audit of the Association's financial records and accounts; and
- c. Be responsible for overseeing and directing the duties of the Executive Director.

**Section 3. Quorum and Votes.** A majority of the Board of Directors shall constitute a quorum, with a majority vote of those present at a meeting required to approve any action. The term "present" as defined in this section shall include participation in person or via telephone/conference call or other electronic communication. Votes may be cast by voice, email, facsimile, or other electronic media.

**Section 4. MTAS Assistance.** The Board of Directors shall request the Executive Director of the University of Tennessee's Municipal Technical Advisory Service (MTAS) to appoint an MTAS Municipal Management Consultant to the board. Such consultant shall serve in an *ex officio* capacity and shall have no voting privileges, but shall attend all meetings of the board, when practical, and shall have the right to participate in discussions. The MTAS consultant shall also be available for assistance to the TCMA Executive Director. Such request shall not be made when MTAS is otherwise contracted to the Association to serve as Secretariat.

## ARTICLE VI. EXECUTIVE DIRECTOR

**Section 1. Executive Director.** The Board of Directors shall appoint an Executive Director to administer the affairs of the Association, subject to the provisions of the Constitution and to such policies as the Board



# Fall 2022 Gatlinburg Conference Evaluation Form

Rating Scale is 5 = Excellent 4 = Good 3 = Average 2 = Needs Improvement 1 = Poor

• **Overall Rating of this Conference** \_\_\_\_\_

Individual rating of conference elements:

Location	_____	Hotel accommodations	_____
Meeting room	_____	Breaks	_____
Wed Networking Lunch	_____	Thursday lunch	_____
Wed Night Social Event	_____	General Conference Schedule	_____

• **Overall Rating of ALL Educational Sessions** \_\_\_\_\_

Which of these did you enjoy the most: \_\_\_\_\_

Which did you enjoy the least: \_\_\_\_\_

• **Other comments or suggestions to improve our conferences:**

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• **Please give us your opinion on this question:**

We currently start our conferences at around 9:00 a.m. on Wednesday. This causes many attendees to come in the night before, but at the same time gives us more conference time. In times past we started our conferences at 1:00 p.m. on Wednesday. Which start-time would you prefer?

\_\_\_\_\_ I prefer the start time of Wednesday at 9:00 a.m.

\_\_\_\_\_ I prefer the start time of Wednesday at 1:00 p.m.

By the way, if we change back to the 1:00 Wednesday schedule, we won't be able to do so for a few years because our contracts for hotels and meeting space have already been signed.