2017 Training Catalog
FROM THE EXECUTIVE DIRECTOR

Dear Municipal Officials and Staff,

It’s a pleasure to deliver the MTAS 2017 Training Catalog to you.

Author Doris Lessing won the Nobel Prize for Literature in 2007. She once said, “That is what learning is. You suddenly understand something you’ve understood all your life, but in a new way.” I find her quote particularly interesting when I consider the environment municipal officials and staff find ourselves in today—an environment that is ever-changing, different today than yesterday and we’ll say the same thing tomorrow.

Learning new things and learning new ways to do old things has to happen in order for local government officials to effectively and efficiently deliver the services expected by their citizens. MTAS knows that and is committed to continually evaluating and updating the training it provides according to that environment.

As you read through this 2017 MTAS Training Catalog, you will see that we’ve listened to you and others about your training needs. We’ve described what training is available and when, where and how it will be delivered—all information you need to plan an effective training schedule for yourself and your fellow municipal officials.

If you should have any questions or need additional training assistance throughout the upcoming year, please don’t hesitate to contact the MTAS training team. We’re here to meet your training needs.

The work you do every day in Tennessee’s towns and cities makes the lives of our citizens better in many ways. You and MTAS owe it to them to be up-to-speed on new and best practices in public service. MTAS, and its training program, stand ready to be your support staff in doing what you do every day to make your town and city great. Thank you for all you do.

Sincerely,

Jim Thomas
Executive Director
TRAINING & SUPPORT STAFF DIRECTORY

ABNER OGLESBY
Training & Development Manager
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Phone: (865) 974-0083

Got a question about Training, Custom Training, AHO, MCC classes or the MCC Certificate Program?

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Need help registering for an EOA, MMA or MCC course?

MICHELLE BUCKNER
Administrative Specialist
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Got a CMFO question? Need help registering?

CYNDY EDMONDS
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Got an online training question?

NEED A CERTIFICATE FOR A COURSE YOU COMPLETED THROUGH MTAS?

We make it easy for you to print a copy anytime online from your transcript / user record.

WWW.SOLUTIONPOINT.TENNESSEE/MTAS
TRAINING & SUPPORT STAFF DIRECTORY

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Got a MAP or MMA question?

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Got a MAP or MMA question?

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Got a training need or have a question about Grants, National Flood Insurance Program

DR. P.J. SNODGRASS
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Phone: (865) 974-9858
Got a CMFO, EOA or MMA question?

NATIONAL FLOOD INSURANCE PROGRAM
ADMINISTRATIVE AND LEGISLATIVE TRAINING

FREE SEE PAGE 24
STATE TRAINING CERTIFICATIONS

ADMINISTRATIVE HEARING OFFICERS
Each person appointed to serve as an administrative hearing officer shall, within the six-month period immediately following the date of such appointment, participate in a program of training conducted by the University of Tennessee Municipal Technical Advisory Service.

Each person actively serving as an administrative hearing officer shall complete six hours of continuing education every calendar year. The education required by this section shall be in addition to any other continuing education requirements required for other professional licenses held by the individuals licensed under this part. No continuing education hours from one calendar year may be carried over to a subsequent calendar year. T. C. A. § 6–54–1007.

FLOODPLAIN MANAGEMENT CERTIFICATION
The Association of State Floodplain Managers (ASFPM) established a nationally recognized program for certifying floodplain managers. This program provides a way to identify the professionalism of floodplain management activities and provides a process of requiring professionals to keep well-informed on the changes in federal and state regulations through Continuing Education Credits (CECs) requirements. Each Certified Floodplain Manager (CFM) must obtain 16 CECs over the course of their 2-year certification period. CECs must be verifiable and credit can only be claimed once per certification period for each unique activity. All activities submitted for CECs are subject to ASFPM review and final approval.

CERTIFIED MUNICIPAL FINANCE OFFICERS
All Continuing Professional Education (CPE) is to be categorized in two broad categories: Financial (F) and Other (O).

Each year at least 16 hours of the CPE obtained must be in the Financial category, and no more than eight hours of the required 24 may be in the Other category. The Comptroller’s office does NOT preapprove CPE.

CONTINUING LEGAL EDUCATION
Each attorney must complete a total of 15 hours of CLE, which must consist of no less than 12 General hours and three Ethics/Professionalism (or EP credits) per year. A maximum of eight hours can be earned online in any compliance year. Up to eight hours of online CLE will carry forward to the next compliance year. See Tennessee Supreme Court Rule 21 §3.01.

MUNICIPAL CLERKS AND RECORDERS
In 1994 Chapter 648 of Public Acts added a law that required municipal clerks and recorders to become certified by completing 100 hours of education. The legislation also required that the certification be maintained by obtaining 18 hours of continuing education every three years. This law can be found in Tennessee Code Annotated (T.C.A.) § 6–54–120. The accompanying regulations can be found in the Secretary of State’s Rules and Regulations at Tennessee Comprehensive Rules and Regulations 1360–6–1.

PLANNING AND ZONING REQUIREMENTS
The Planning Commission and Board of Zoning Appeals Training and Continuing Education Act of 2002 provides that each Planning Commissioner and each Board of Zoning Appeals Member shall, within one year of initial appointment and each calendar year thereafter, attend a minimum of four hours of training and continuing education. Each full time or contract professional planner or other administrative official whose duties include advising a planning commission or board of zoning appeals shall, each calendar year, attend a minimum of eight hours of training and continuing education. T.C.A.§ 13-4-101(c) et seq.

2017 MTAS TRAINING CATALOG
**PROGRAM INFORMATION:**
Abner Oglesby, (865) 974-0083 / mobile (228)263-1627  
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**REGISTRATION INFORMATION:**  
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abner.oglesby@tennessee.edu

The Administrative Hearing Officer (AHO) program provides training for both codes officials and those seeking to become administrative hearing officers. Pursuant to T.C.A. § 6–54–1001 et seq., a city can, via ordinance, create an administrative hearing office with jurisdiction to hear violations of certain locally-adopted codes, including building codes and property maintenance codes. The law also allows a city, through its administrative hearing officer, to levy fines for such violations in excess of $50. Successful completion of this training authorizes certain participants to serve as municipal administrative hearing officers.

**Topics include:**
- The statutory authorization
- Mechanics of Public Chapter No. 1128
- The Administrative Hearing Process

Dates, locations, times and credits are subject to change. Please make sure you are looking at the most recent version of the catalog online.

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**AHO TRAINING**

**Dates:** May 18  
**Location:** Nashville  
**Time:** 8:30 a.m. – 4:30 p.m. CDT  
**Credits:** 6.5 CLE upon request

The AHO Training and Continuing Education courses can be taken online at [http://www.solutionpoint.tennessee.edu/MTAS](http://www.solutionpoint.tennessee.edu/MTAS)

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**AHO CONTINUING EDUCATION**

This course will provide an overview of the duties of a certified administrative hearing officer and an overview of best practices.

This course will cover the following:

- A review of the provisions that govern the AHO Program
- Case examples and case studies
- The importance of working with the code official
- An overview of Tennessee’s open meetings and public records acts

**Dates:** May 25  
**Location:** Nashville  
**Time:** 9:00 a.m. – 4:00 p.m. CDT  
**Credits:** 6.0 CLE upon request
GOVERNMENTAL ENVIRONMENT

This class is a broad overview of government. Beginning with the top levels of the United States government down to the city level, this class outlines the structure and sources of power at each level. Most of this class focuses on the municipal government and its relationship with the state. It presents information in a manner such that you, as the financial officer for a municipality, will have a better understanding of how to perform your job and a general knowledge of many of the laws you have to work within.

**Dates/Locations/Times:**

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 18</td>
<td>Mt. Juliet</td>
<td>8:00 a.m. – 5:00 p.m. CST</td>
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<tr>
<td>January 25</td>
<td>Jackson</td>
<td>8:00 a.m. – 5:00 p.m. CST</td>
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<tr>
<td>January 25</td>
<td>Knoxville</td>
<td>8:00 a.m. – 5:00 p.m. EST</td>
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Each class includes a required exam. The exam for each of the 11 classes must be successfully completed before the certification is awarded.

**Target Audience:** Designated city finance officials required by statute to obtain the CMFO certification. In addition, any interested individuals who want to raise their level of education so they understand the proper way to maintain financial records, how governments are structured in Tennessee, and how to carry out responsibilities for the fiscal affairs of their city or town.

**Credits for all courses are:** 8 CPE/CMFO (Financial Hours)

Those seeking certification must pass each exam before credits are awarded, those seeking CPE only must take the exam but do not have to pass it to earn the credits.

**Dates, locations, times and credits are subject to change. Please make sure you are looking at the most recent version of the catalog online.**
MUNICIPAL BUDGETING
This budgeting class begins with a discussion of the budgetary environment in municipal government. Although most of the constraints on budgeting come from the political environment in which it takes place, quite a few state laws and regulations exist that affect the budget process. Because every municipal budget must comply with these laws and regulations, it is necessary to review them in detail. Revenue and expenditure forecasting will be discussed as they are very important to making the enacted budget as accurate as possible. The class concludes with some best practices in budgeting that may be helpful to the finance officers as they work toward a better document.

Dates/Locations/Times:
February 15  Mt. Juliet  8:00 a.m. – 5:00 p.m. CST
February 22  Jackson  8:00 a.m. – 5:00 p.m. CST
February 22  Knoxville  8:00 a.m. – 5:00 p.m. EST

CASH MANAGEMENT
Cash management starts with cash flow management tools and techniques, including how to establish and maintain banking relationships that meet the municipality’s cash flow needs. It concludes with a discussion of investing, including establishing relationships with financial advisors that can serve a municipality’s long-term goals for treasury management.

Dates/Locations/Times:
March 15  Mt. Juliet  8:00 a.m. – 5:00 p.m. CDT
March 22  Jackson  8:00 a.m. – 5:00 p.m. CDT
March 22  Knoxville  8:00 a.m. – 5:00 p.m. EDT

HAVE YOU SIGNED UP FOR THE TENNESSEE MUNICIPAL ADMINISTRATION CERTIFICATE (TMAC)?
This is a program that occurs during one calendar year which will take place within the Municipal Administration Program (MAP).

SEE PAGE 30
GOVERNMENTAL ACCOUNTING I
Two features about government accounting are distinctive. Governmental accounting shares a managerial decision-making purpose with financial accounting. However, governmental accounting is far more restrictive due to its focus on funds and their usage in compliance with purposes set in the enacted budget. Further, the legal obligation to be accountable can make governmental accounting even more challenging to many practitioners. The authority to require citizens to pay taxes comes with the responsibility to use those resources to achieve the public good. Accounting for public purposes requires both skill and dedication to public service.

Dates/Locations/Times:
April 12  Mt. Juliet  8:00 a.m. – 5:00 p.m. CDT
April 26  Jackson  8:00 a.m. – 5:00 p.m. CDT
April 26  Knoxville  8:00 a.m. – 5:00 p.m. EDT

GOVERNMENTAL ACCOUNTING II
Governmental Accounting I discussed Generally Accepted Accounting Principles (GAAP) and governmental funds utilizing the modified accrual basis of accounting. Governmental Accounting II focuses on the proprietary and fiduciary funds using accrual accounting. This class presents an overview of the conversion process needed for compliance with Governmental Accounting Standards Board (GASB) Statement 34. This conversion process requires reporting activity in governmental funds by means of government—wide financial statements using the same economic resources measurement focus and accrual basis of accounting as used for proprietary and fiduciary funds.

Dates/Locations/Times:
May 17  Mt. Juliet  8:00 a.m. – 5:00 p.m. CDT
May 24  Jackson  8:00 a.m. – 5:00 p.m. CDT
May 24  Knoxville  8:00 a.m. – 5:00 p.m. EDT

ARE YOU A RECENTLY ELECTED OFFICIAL?
What participants are saying about the Elected Officials Academy:
“Now I have a more thorough understanding of my town’s form of government and the responsibility of the board.”

“I liked the openness and casualness of the class. Everyone felt at ease and felt like they could participate.”
FINANCIAL REPORTING I
This class will describe the objectives of external financial reports and the legal and regulatory requirements to which Tennessee municipalities must adhere. We will review the guidelines for what constitutes a reporting entity and conclude with an overview of the fund financial statements and some specific reporting requirements. Financial Reporting Part I focuses on the fund financial statements. Part II focuses on government-wide financial statements.

Dates/Locations/Times:
June 14  Mt. Juliet  8:00 a.m. – 5:00 p.m. CDT
June 21  Jackson   8:00 a.m. – 5:00 p.m. CDT
June 21  Knoxville 8:00 a.m. – 5:00 p.m. EDT

FINANCIAL REPORTING II
In Financial Reporting II the focus is on specific elements of the Comprehensive Annual Financial Report (CAFR) and describing what must be included in each section. The Management’s Discussion and Analysis (MD&A) will be covered in detail. This class concludes with a description of an awards program for excellence in financial reporting offered by GFOA.

Dates/Locations/Times:
July 12  Mt. Juliet  8:00 a.m. – 5:00 p.m. CDT
July 19  Jackson   8:00 a.m. – 5:00 p.m. CDT
July 19  Knoxville 8:00 a.m. – 5:00 p.m. EDT

Since 1998, 91 of the 95 counties in Tennessee have had at least 1 flood disaster and over 25 counties have had between 6 and 8 flood disasters.

Flooding occurs in every division across the state and no community is completely protected from flood risks. This is a tragic situation and every community should be prepared to respond to and recover from a flooding disaster. Are you prepared?

MTAS is offering a National Flood Insurance Program Administrative and Legislative training course in conjunction with Economic and Community Development.
INTERNAL CONTROLS
The information covered in this class about internal control is by no means all-inclusive. Municipal officials must assess the risks that are present in their operations and develop control procedures to address that level of risk. This class will focus primarily on cash receipts and disbursements. These areas tend to be the greatest risk.

Dates/Locations/Times:
August 16  Mt. Juliet  8:00 a.m. – 5:00 p.m. CDT
August 23  Jackson  8:00 a.m. – 5:00 p.m. CDT
August 23  Knoxville  8:00 a.m. – 5:00 p.m. EDT

DEBT MANAGEMENT
This class begins with a discussion of the reasons municipalities borrow to finance their projects and how Tennessee law enables debt financing, subject to certain restrictions. The process for issuing long-term debt is then described, along with the roles of the participants in the process. This class ends with a more detailed discussion of the types of bonds and notes issued by municipalities and special reporting requirements for certain types of debt issues.

Dates/Locations/Times:
September 13  Mt. Juliet  8:00 a.m. – 5:00 p.m. CDT
September 27  Jackson  8:00 a.m. – 5:00 p.m. CDT
September 27  Knoxville  8:00 a.m. – 5:00 p.m. EDT

HAVE YOU EVER THOUGHT ABOUT GETTING AN ONLINE CERTIFICATE?

4 ONLINE CERTIFICATE PROGRAMS ARE NOW AVAILABLE:
Administrative Professional Online Certificate
Human Resources Essentials Online Certificate
Managerial Essentials Online Certificate
Financial Fundamentals Online Certificate

SEE PAGE 39
PAYROLL, BENEFITS AND PENSIONS
When the curriculum for the program was being developed, MTAS staff surveyed practicing finance officers from small, medium, and large cities throughout Tennessee to see which activities consumed most of their time. The number one answer was payroll. Even though most municipalities use software to process payroll, it is still a more time-consuming activity that involves more than issuing a payroll check to an employee. This class focuses on the basics of human resources and payroll administration, accounting for payroll transactions. Issues and considerations that every municipal finance officer should consider regarding pension and benefits administration are presented.

Dates/Locations/Times:
October 18 Mt. Juliet 8:00 a.m. - 5:00 p.m. CDT
October 25 Jackson 8:00 a.m. - 5:00 p.m. CDT
October 25 Knoxville 8:00 a.m. - 5:00 p.m. EDT

PURCHASING, RISK MANAGEMENT & ENTERPRISE RESOURCE PLANNING
What do purchasing and risk management have in common? Even though the activities involved in the two functions are very different, purchasing and risk management both require that specially trained and certified government officials use the latest technology and research to execute the complicated and critical activities with each function.

Not too many years ago, purchasing was done across organizations by users of the goods and services purchased. Little attention was paid to best practices. In some instances, compliance with state purchasing laws was spotty. Likewise, risk management consisted of purchasing liability insurance and urging employees to behave in ways that reduces liability.

Purchasing and risk management have a common factor: recognition that these two functions are absolutely essential to the financial stability of a local government and should be entrusted to professionals. While neither purchasing nor risk management may be a traditional function of the finance office, they often are a responsibility of the chief finance officer.

Dates/Locations/Times:
November 15 Mt. Juliet 8:00 a.m. - 5:00 p.m. CST
November 29 Jackson 8:00 a.m. - 5:00 p.m. CST
November 29 Knoxville 8:00 a.m. - 5:00 p.m. EST

DON’T SEE A TOPIC YOU NEED TRAINING ON?
MTAS OFFERS ADDITIONAL CLASSES ON AN AS NEEDED BASIS FOR CITIES.
SEE PAGE 45
NEED TO MEET YOUR YEARLY CMFO POST-CERTIFICATION REQUIREMENTS?

MTAS Online has 26 courses that qualify for CMFO “financial” and over 150 that qualify for “other.”

Here are a few that qualify:

- Accounting Transactions and Books of Account
  2 Hours (CMFO/Financial)

- Analyzing Financial Statements for Non-financial Professionals
  2 Hours (CMFO/Financial)

- Auditing for Internal Control and Risk Assessment
  2 Hours (CMFO/Financial)

- Capital Budgeting: The Capital Budgeting Process
  2 Hours (CMFO/Financial)

- Financial Statements for Non-financial Professionals
  2 Hours (CMFO/Financial)

- Principles of Accounting and Finance for Non-financial Professionals
  2 Hours (CMFO/Financial)

- The Accounting Cycle and Accrual Accounting
  2 Hours (CMFO/Financial)

- The Essentials of Budgeting for Non-financial Professionals
  2 Hours (CMFO/Financial)

- Trial Balance & Adjusting Entries
  2 Hours (CMFO/Financial)

- Risk Management: Workplace Safety, Security and Privacy
  1 Hour (CMFO/Financial)

- 2016 Municipal Legislative Update
  4 Hours (CMFO/Financial)

- Open Records
  3 Hours (CMFO/Financial)
FINANCE CONSULTANT DIRECTORY

FOR MORE INFORMATION REGARDING THE CMFO PROGRAM CONTACT THE MUNICIPAL FINANCE CONSULTANT IN YOUR AREA.

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FOUNDATIONS AND STRUCTURES OF TENNESSEE MUNICIPAL GOVERNMENT
Participants in this session will explore the differences and similarities between private business and government. The four forms of government will be explained from a historical formation perspective. And finally, they will examine the differences between policy (deciding) and administration (doing) in relation to being a member of the board.

**Duration:** 2 Hours

**INTRODUCTION TO CHARTER, CODES AND OPEN RECORDS LAW**
This session focuses on the differences between a city charter and code. Participants will examine the three different charter types. The basic principles of Dillon’s Rule will be explored and understood in relation to what gives municipalities their governing powers. The Open Records law will be covered and discussed in depth.

**Duration:** 2 Hours

**LEVEL I COURSES**

**FOUNDATIONS AND STRUCTURES OF TENNESSEE MUNICIPAL GOVERNMENT**

**MUNICIPAL FINANCE OVERVIEW**
The participants in this session will explore the purposes and components of the municipal budget process. They will learn what needs to be accomplished and when. Tennessee cities are required to have their books audited annually by an independent auditor. The importance and purpose of this audit will be emphasized by using it as a tool in monitoring internal controls and other management practices.

**Duration:** 2 Hours

**COUNCIL AT WORK**
This session will provide participants with a variety of techniques designed to increase their effectiveness as a member of a governing body. Participants will discuss and identify internal effectiveness tools that will help them evaluate their board effectiveness and improve board discussion. They will also discuss tools to link the governing body with both the community and the municipal staff.

**Duration:** 2 Hours

**You worked really hard to get elected. Now what do you do? Attend the Elected Officials Academy (EOA). If you are an incumbent or a newly elected official, EOA is the right program for you. The goal of the EOA is to familiarize elected municipal officials with the varied aspects of municipal leadership and complexities of operating a city. You will earn a certificate for completing each level of the EOA.**
ETHICS AND OPEN MEETINGS
This session focuses on ethical issues confronting elected officials in local government and covers the requirements as stated in the Comprehensive Ethics Reform Act of 2006. Discussion will be centered on the Tennessee Ethics Commission, financial disclosure form requirements, and local codes of ethics. This session will apply those ethical standards while learning what the Tennessee Law says about open/public meetings.

Duration: 2 Hours

LEVEL II COURSES
HUMAN RESOURCES
This session focuses on the purpose, function and services provided by a municipal Human Resources Department. Participants will learn the significance of the human resource function and the importance of personnel policies. Elected officials will identify their responsibilities in the administration and development of policies, their role in the employment process, discipline of employees, and compensation and benefits. This session will also identify best practices and benchmarks for successful municipal human resource operations.

Duration: 2 Hours

PUBLIC WORKS
This session emphasizes the role of the governing body in relation to the public works/engineering department and the different types and levels of public works and engineering services. Best practices for organizing and managing public works/engineering departments are taught as well as the managerial role. The importance of accountability for operations is reviewed as well as how to measure results.

Duration: 2 Hours

WATER AND WASTEWATER OPERATIONS
This session will explain the purpose of the water and wastewater departments and identify the services they provide. Participants will learn the responsibilities of the governing body in operation of water and wastewater departments.

The definition of viable water and wastewater system and benchmarks for measuring successful utilities are discussed. Current and future water and wastewater challenges are identified and explained as well as the federal and state laws and regulators of municipal water/wastewater operations.

Duration: 2 Hours
ECONOMIC DEVELOPMENT
This session will define economic development in terms that can lead to more effective local development programs and activities. It will give an overview of basic national and international economic trends that are having the greatest impact on communities in Tennessee. More importantly, it will also explain the role of community leaders in economic development.

Duration: 2 Hours

POLICE REVIEW
The police review will address the police department’s role in the community and the governing body’s role with the department. Participants will examine general department administration and the advantages of proactive and community-oriented policing as well as the benefits of inter-local agreements. Specific topics include: the drug fund, officer certification, staffing needs and department accreditation.

Duration: 2 Hours

FIRE REVIEW
The participants of this session will explore the functionality of the fire department and what a city ordinance needs to include if it is establishing a new department. Participants will examine the importance and advantages of having mutual aid agreements, training for career and volunteer firefighters, and the importance of standard operating procedures.

The fire review will also focus on the basic components of ISO ratings and what impact the ISO has on the citizenry within their municipalities. This presentation is based on 21 recommendations developed by MTAS fire consultants.

Duration: 2 Hours

MUNICIPAL RISK MANAGEMENT
This course will outline the foundation of essential risk practices for local governmental entities. Participants will be able to identify the responsibilities of the council and essential components of risk management. A comprehensive review of risks associated with liability, worker’s compensation and property is presented. This session will also provide valuable benchmarks that can be used to develop a sound management program and effectively address risk exposures.

Duration: 2 Hours

DID YOU GET THAT PROMOTION TO MANAGEMENT YOU ALWAYS WANTED? ARE YOU READY?

What participants are saying about the Municipal Management Academy:

“Our employees felt this program was so beneficial that we’ve decided to hold another session for other supervisors.”

“This class has resulted in improved productivity and professionalism in the workplace. I’m getting nothing but positive responses from all students.”

SEE PAGE 33
Tools for Intentional Excellence in Work Life Balance

This work-life and time management course will help boost productivity by teaching people how to attain a higher level of achievement and enjoyment every day, both on and off the job. This is achieved by taking care of associates and developing their work and life skills significantly. Tools for achieving a positive work-life balance include stress and time management solutions that can be applied to all situations both on and off the job. A positive work-life balance impacts key business objectives, including productivity, customer service and profitability levels. The results are immediate and ongoing. Individuals’ lives and careers are changed for the better while driving commitment and results for their organization.

Target Audience: All Municipal Employees

Dates/Locations/Times:

January 31  Knoxville  8:30 a.m. – 12:30 p.m. EST

Credits: 4 CPE/CMFO (Other) (LM)

Introduction to Grant Writing

This class is a broad overview of the grant writing process and focuses on how and where to find available grants and how to write a grant proposal. Also discussed will be how to find federal and state government grant sources and how to find foundation grant programs. The essential components of the grant proposal package and how to craft a quality grant proposal designed to align with the grant maker’s interest will be addressed as well.

Target Audience: All Municipal Employees

Dates/Locations/Times:

February 6  Jackson  8:30 a.m. – 12:30 p.m. CST
February 7  Nashville  8:30 a.m. – 12:30 p.m. CST
February 9  Knoxville  8:30 a.m. – 12:30 p.m. EST
February 27  Knoxville  8:30 a.m. – 12:30 p.m. EST

Credits: 4 CPE/CMFO (Financial) (PA)
JUST $50??? - YOUR MUNICIPAL COURT AND ITS LIMITED JURISDICTION

You may be asked why can’t my municipal court judge sentence a person to jail if they repeatedly violate the law. This course will provide a better understanding of the jurisdictional limitations on municipal courts. Constitutional restraints, developments in case law and actions by Tennessee’s General Assembly will be addressed in this course.

**Target Audience:** All Municipal Employees

**Dates/Locations/Time:**
- February 16  
  Knoxville  
  8:30 a.m. – 12:30 p.m. EST
- February 23  
  Jackson  
  8:30 a.m. – 12:30 p.m. CST
- April 19  
  Nashville  
  8:30 a.m. – 12:30 p.m. CST

**Credits:** 4 CPE/CMFO (Financial) (PA)

DO YOU EVER WISH THERE WAS A PLACE TO FIND OUT ABOUT THE NEW LAWS THE LEGISLATURE PASSES EVERY YEAR?

**MUNICIPAL LEGISLATIVE UPDATE**

**Dates/Locations/Times:**
- July 11  
  Kingsport  
  8:30 a.m. – 11:30 p.m. EDT
- July 12  
  Knoxville  
  8:30 a.m. – 11:30 p.m. EDT
- July 13  
  Colliedale  
  8:30 a.m. – 11:30 p.m. EDT
- July 14  
  Jackson  
  8:30 a.m. – 11:30 p.m. CDT
- July 18  
  Franklin  
  8:30 a.m. – 11:30 p.m. CDT

**Credits:** 3 CPE /CMFO (Financial) (PA)
DRINKING FROM A FIRE HYDRANT: OVERVIEW OF MUNICIPAL WATER SYSTEMS

Clean, safe drinking water is something we take for granted, and every fire department has a responsibility to follow industry standard best practices to use the water system correctly, protect the water system, and be aware of practices that threaten our public drinking water. This course will cover the following: an overview of the municipal water system; TDEC rules and regulations regarding fire hydrants; protecting water systems from physical damage by fire department personnel; non-revenue water use, water loss, and theft; fire hydrants, types, models, and standards, calculating needed fire flows, and how to conduct a flow test; locating and spacing fire hydrants based on needed flow; and fire hydrants and ISO credit.

**Target Audience:** Fire Department Employees

**Dates/Locations/Time:**

- March 28  Memphis  8:30 a.m. – 12:30 p.m. CDT
- March 29  Jackson  8:30 a.m. – 12:30 p.m. CDT
- April 4  Kingsport  8:30 a.m. – 12:30 p.m. EDT
- April 5  Knoxville  8:30 a.m. – 12:30 p.m. EDT
- April 6  Collegedale  8:30 a.m. – 12:30 p.m. EDT
- April 7  Nashville  8:30 a.m. – 12:30 p.m. CDT

**Credits:** 4 CPE/CMFO (Other) (PA)
**DISCOVER THE SYNERGY BETWEEN TIME MANAGEMENT AND STRESS REDUCTION**

In this fast-paced world, we live in there is not enough time, money, help, or minutes in the day to do what we need to do in our professional and personal lives. Who hasn’t said you don’t have enough time to eat lunch because of deadlines, or you can’t make it to your child’s ball game because you have to work late? In this class, participants will discover new ways to get more done in their day, while at the same time becoming less stressed. Techniques for improving time management will be discussed, as well as identifying ways to reduce stress through time management and stress reduction techniques.

**Target Audience:** All Municipal Employees

**Dates/Locations/Times:**

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**Credits:** 4 CPE/CMFO (Other) (LM)

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**CRITICAL CONVERSATIONS - HOW TO HAVE THOSE WITHOUT FEAR**

We all have had to have serious conversations with employees at work. Most people dread those situations because many times they don’t end well or don’t produce the outcome you wanted. This class will provide you with effective skills to prepare and hold important conversations that could be emotionally charged, difficult or challenging. Tools to prevent escalation of emotions and how to keep the conversation on track will also be covered in this class.

**Target Audience:** Supervisors, Municipal Employees, and Customer Service Professionals

**Dates/Locations/Times:**

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**Credits:** 4 CPE/CMFO (Other) (LM)
NAVIGATING THE MAZE OF YEAR-END ACCRUALS
This course will explore the complexities of properly recording receivables and payables, as well as Property Tax and Utility Billing reconciliations. Participants will also review accounting periods and the Matching Principle.

Target Audience: CMFOs, Finance Directors, City Recorders and Accounting Staff

Dates/Locations/Times:
May 11 Jackson 8:30 a.m. – 12:30 p.m. CDT
May 12 Memphis 8:30 a.m. – 12:30 p.m. CDT
May 16 Knoxville 8:30 a.m. – 12:30 p.m. EDT
May 18 Colliedale 8:30 a.m. – 12:30 p.m. EDT
May 31 Nashville 8:30 a.m. – 12:30 p.m. CDT

Credits: 4 CPE/CMFO (Financial) (PA)

CONFLICT RESOLUTION AND PRINCIPLED NEGOTIATION
Every negotiation is challenging in its own way, but the basic elements of the negotiation process do not change. This class focuses on styles of negotiation and how to reach a negotiated agreement that is beneficial to all parties involved. Specifically, we will cover soft negotiation and principled negotiation. The class participants will identify some problems with soft and hard negotiation and then review four steps of principled negotiation. Common barriers to negotiating agreements will be reviewed as well.

Target Audience: Supervisors and Municipal Managers

Dates/Locations/Times:
June 5 Jackson 8:30 a.m. – 12:30 p.m. CDT
June 6 Nashville 8:30 a.m. – 12:30 p.m. CDT
June 8 Knoxville 8:30 a.m. – 12:30 p.m. EDT

Credits: 4 CPE/CMFO (Other) (LM)
EMPLOYMENT LAW
The employment arena is constantly changing! This course explores recent employment law issues that affect employee onboarding, compensation, discipline, drug testing, discriminatory hiring practices, and negligent hiring and firing. The course will also explore the impact of benefit legislation on the employment process. The intent of the course is to discover techniques and methods that can avoid the most troublesome of employment-related issues: the beginning and the end of employment. In addition to these issues FMLA, FLSA, and selecting the right candidate for the job will be discussed.

Target Audience: Managers, Supervisors, City Recorders, and City Attorneys

Dates/Locations/Times:
- June 14 Nashville 8:30 a.m. - 12:30 p.m. CDT
- June 15 Memphis 8:30 a.m. - 12:30 p.m. CDT
- June 16 Jackson 8:30 a.m. - 12:30 p.m. CDT
- June 20 Kingsport 8:30 a.m. - 12:30 p.m. EDT
- June 21 Knoxville 8:30 a.m. - 12:30 p.m. EDT
- June 22 Collegedale 8:30 a.m. - 12:30 p.m. EDT

Credits: 4 CPE/CMFO (Financial) (PA)

MUNICIPAL LEGISLATIVE UPDATE
This course will provide a summary of legislation passed by the Tennessee General Assembly during the 2017 General Session that will impact municipalities. Public Acts touching every aspect of municipal operations will be discussed. The course will be conducted by MTAS legal consultants and will offer participants the opportunity to ask questions about any new legislation.

Target Audience: Elected Officials, Appointed Officials, City Attorneys, City Recorders, Code Enforcement Officials and Utility and Public Works Directors and Managers

Dates/Locations/Times:
- July 11 Kingsport 8:30 a.m. - 11:30 a.m. EDT
- July 12 Knoxville 8:30 a.m. - 11:30 a.m. EDT
- July 13 Collegedale 8:30 a.m. - 11:30 a.m. EDT
- July 14 Jackson 8:30 a.m. - 11:30 a.m. CDT
- July 18 Franklin 8:30 a.m. - 11:30 a.m. CDT

Credits: 3 CPE/CMFO (Financial) (PA)

ARE YOU A MUNICIPAL COURT CLERK?
Make sure you take advantage of the free online courses for your Municipal Courts Clerks Certificate.

Call our Court Specialist today to select the online courses you would like to take.
Visit www.solutionpoint.tennessee.edu/MTAS to review your choices. SEE PAGE 31
NATIONAL FLOOD INSURANCE PROGRAM ADMINISTRATION AND LEGISLATIVE TRAINING

This free, 4-hour training session will provide a detailed overview of FEMA’s National Flood Insurance Program (NFIP) and review the community’s roles and responsibilities in administering this program at the local level. The course will contain exercises in completing floodplain development permits, reviewing elevation certificates for development within an unnumbered A zone and an AE zone with base flood elevations. Participants will learn how to read a Flood Insurance Study profile, review an elevation certificate for errors and how to issue a certificate of occupancy based upon correct FEMA elevation certificates.

Target Audience: Floodplain Administrators, Surveyors, Planning Directors, Codes Officials, Planning and Zoning Board Members and other Municipal Officials responsible for implementing their Floodplain Management Ordinance.

Dates/Locations/Times:
- August 1 Kingsport: 8:30 a.m. – 12:30 p.m. EDT
- August 2 Knoxville: 8:30 a.m. – 12:30 p.m. EDT
- August 3 Knoxville: 8:30 a.m. – 12:30 p.m. EDT
- August 8 Collegedale: 8:30 a.m. – 12:30 p.m. EDT
- August 9 Cookeville: 8:30 a.m. – 12:30 p.m. CDT
- August 10 Nashville: 8:30 a.m. – 12:30 p.m. CDT
- August 15 Trenton: 8:30 a.m. – 12:30 p.m. CDT
- August 16 Memphis: 8:30 a.m. – 12:30 p.m. CDT

Credits: 4 CPE/CMFO (Other) (PA)

DON’T SEE A TRAINING YOU NEED?

MTAS offers additional classes on an as needed basis for cities.
MYERS-BRIGGS TYPE INDICATOR
The Myers–Briggs Type Indicator profile is a highly respected and well known instrument that reveals what your preferences are when interacting with others. Beyond extrovert and introvert, you will also learn how to process information and determine if it is the kind of information you trust. Participants will also learn if you make decisions based on your thinking process or more on feelings. Finally participants will learn more about your attitude toward the outside world and how you go about embracing it. This class will be very insightful for anyone who wants to know more about themselves and how to understand how they can more effectively work with others.

Target Audience: All Municipal Employees.

Dates/Locations/Time:
August 8       Knoxville   8:30 a.m. – 12:30 p.m. EDT
August 9       Kingsport   8:30 a.m. – 12:30 p.m. EDT
August 15      Jackson     8:30 a.m. – 12:30 p.m. CDT
August 16      Nashville   8:30 a.m. – 12:30 p.m. CDT

Credits: 4 CPE/CMFO (Other) (LM)

LEADERSHIP IN LOCAL GOVERNMENT
This class will be based on the principles of leadership as found in Max Dupree’s bestseller Leadership is an Art and in Bolman and Deal’s seminal textbook Reframing Organizations: Artistry, Choice and Leadership. Activities and discussions will focus on the stewardship responsibilities of supervisors and influencers within your local government, while also considering a variety of leadership styles.

Target Audience: Supervisors, Leaders and Influencers in any Position, City Attorneys, and HR Managers

Dates/Locations/Time:
September 6    Memphis     8:30 a.m. – 12:30 p.m. CDT
September 7    Jackson     8:30 a.m. – 12:30 p.m. CDT
September 8    Nashville   8:30 a.m. – 12:30 p.m. CDT
September 12   Knoxville   8:30 a.m. – 12:30 p.m. EDT
September 13   Collegedale 8:30 a.m. – 12:30 p.m. EDT

Credits: 4 CPE/CMFO (Other) (LM)
ETHICS AND PROFESSIONALISM
This interactive course will provide a values-based approach to ethical professionalism and will utilize case studies as a method of analyzing and dealing with ethical issues in the work place.

Target Audience: All Municipal Employees

Dates/Locations/Times:
- October 3 Nashville 8:30 a.m. – 12:30 p.m. CDT
- October 4 Jackson 8:30 a.m. – 12:30 p.m. CDT
- October 5 Memphis 8:30 a.m. – 12:30 p.m. CDT
- October 10 Kingsport 8:30 a.m. – 12:30 p.m. EDT
- October 11 Knoxville 8:30 a.m. – 12:30 p.m. EDT
- October 12 Collegedale 8:30 a.m. – 12:30 p.m. EDT

Credits: 4 CPE/CMFO (Other) (LM)
STRATEGIC PLANNING - FOR YOUR CITY, YOUR WORKLIFE AND YOU

This course will explain the process of strategic planning. Participants will learn the correlation between a strategic plan and mission, vision and values, in addition to learning about measuring success towards goals. This class will be applicable to workplace strategic planning as well as to everyone’s personal life.

**Target Audience:** All Municipal Employees

**Dates/Locations/Times:**
- October 10 Memphis 8:30 a.m. – 12:30 p.m. CDT
- October 11 Jackson 8:30 a.m. – 12:30 p.m. CDT
- October 12 Nashville 8:30 a.m. – 12:30 p.m. CDT
- October 16 Knoxville 8:30 a.m. – 12:30 p.m. EDT
- October 17 Johnson City 8:30 a.m. – 12:30 p.m. EDT
- October 18 Collegedale 8:30 a.m. – 12:30 p.m. EDT

**Credits:** 4 CPE/CMFO (Other) (LM)

PLANNING FOR PUBLIC INFRASTRUCTURE THROUGH SUBDIVISION REGULATIONS

This course will explain the purpose of subdivision regulations and their importance as a foundation for community growth. The authority of the planning commission to adopt and administer subdivision regulations will be presented with special emphasis on the general community plan and the development standards for streets, utilities and other public services.

**Target Audience:** City Managers, Planning Directors, Codes Officials, Planning and Zoning Board Members and Other Municipal Officials Responsible for the Planning and Zoning Process

**Dates/Locations/Times:**
- October 18 Jackson 8:30 a.m. – 12:30 p.m. CDT
- October 19 Memphis 8:30 a.m. – 12:30 p.m. CDT
- October 20 Nashville 8:30 a.m. – 12:30 p.m. CDT
- October 30 Knoxville 8:30 a.m. – 12:30 p.m. EDT
- October 31 Johnson City 8:30 a.m. – 12:30 p.m. EDT
- November 2 Collegedale 8:30 a.m. – 12:30 p.m. EDT
- November 3 Cookeville 8:30 a.m. – 12:30 p.m. CDT

**Credits:** 4 CPE/CMFO (Other) (PA)
BUSINESS TAX ADMINISTRATION

Administration and collection of the local business tax can be difficult. There are different classes of businesses, each with different due dates and tax rates. There are a variety of exceptions and tax credits allowed in addition to state reporting requirements and other various procedures that can be quite confusing. This class will address these issues and any changes to reporting requirements and improvements the Department of Revenue has made.

Target Audience: Elected Officials, Finance Officers, Municipal Accountants and City Recorders

Dates/Locations/Times:

November 1  Jackson  8:30 a.m. – 12:30 p.m. CDT
November 2  Memphis  8:30 a.m. – 12:30 p.m. CDT
November 3  Nashville  8:30 a.m. – 12:30 p.m. CDT
November 7  Kingsport  8:30 a.m. – 12:30 p.m. EST
November 8  Knoxville  8:30 a.m. – 12:30 p.m. EST
November 9  Collegedale  8:30 a.m. – 12:30 p.m. EST

Credits: 4 CPE/CMFO (Financial) (PA)

TIPS ON ATTENDING OUR TRAINING

- Make sure you find directions to your training location on our web site.
- If your training is in Knoxville at University Avenue did you print out your parking pass?
- Bring a coat, or dress in layers - all classrooms are different in temperature.
WOMEN IN PUBLIC SERVICE SYMPOSIUM

The Women in Public Service Symposium is an event to provide “best practices” for women whose current occupations are within the realm of public service. This symposium will feature several prominent women speakers who have dedicated their lives to public service from various walks of life and have a vast wealth of knowledge in preparing the current and upcoming generation of female leaders.

**Target Audience:** All women in public service who desire to learn valuable leadership principles and practical methods for improving their professional influence are encouraged to attend.

**Dates/Locations/Times:**
November 14 Franklin 9:00 a.m. – 3:00 p.m. CST

**Credits:** 6.5 CPE / CMFO (Other) (LM)

**WHAT ARE ATTENDEES FROM PREVIOUS YEARS SAYING?**

“The atmosphere was great! It was nice to attend a class that you were not bored stiff. GREAT CLASS!!”

“The 2015 Women in Symposium was a hit! You can never go wrong getting educated, while being entertained and our staff was both!”
Leadership and Management (LM) track courses consist of courses in existing programs such as the Municipal Management Academy (MMA), Local Government Leadership Program (LGLP), and MAP courses that deal with leadership and management issues. These courses will be designated LM.

Leadership and Management Track for 2017:

• Tools For Intentional Excellence In Work Life Balance
• Discover the Synergy Between Time Management and Stress Reduction
• Critical Conversations – How to Have Those Without Fear
• Conflict Resolution and Principled Negotiation
• Myers–Briggs Type Indicator
• Ethics and Professionalism
• Strategic Planning – For Your City, Your Work, Life and You
• Women in Public Service Symposium
• Municipal Management Academy
• MTAS Online Managerial Essentials Certificates (any of these courses)

Public Administration (PA) courses consist of courses that are more technical and ones that deal with municipal operations. These courses will be designated PA.

Public Administration track for 2017:

• Introduction to Grant Writing
• Just $50??–Your Municipal Court and Its Limited Jurisdiction
• Trends and Issues For Local Government Energy Management
• Drinking From A Fire Hydrant: Overview of Municipal Water Systems
• Navigating the Maze of Year–End Accruals
• Employment Law
• Municipal Legislative Update
• National Flood Insurance Program Administrative and Legislative Training
• Going Beyond Google
• Planning For Public Infrastructure Through Subdivision Regulations
• Business Tax Administration

For additional information and to express interest in this certificate, visit the MTAS website at www.mtas.tennessee.edu. Click on the MAP tab under “Programs and Resources.”
MUNICIPAL COURT CLERK EDUCATION

PROGRAM INFORMATION:
Abner Oglesby, J.D.
(865) 974-0083 / Mobile (228) 263-1627
abner.oglesby@tennessee.edu

REGISTRATION INFORMATION:
Doug Brown
(865) 974-9140
doug.brown@tennessee.edu

MUNICIPAL COURT CLERK CONFERENCES
These conferences present special topics and problems found in municipal courts. Hot topics often requested by clerks are shared in small group sessions and plenary sessions from experts in their field.

MUNICIPAL COURTS WITH GENERAL SESSIONS JURISDICTION
March 23 – 24 Franklin
Sign-in will begin Thursday, March 23 at 10:30 a.m. CDT. The conference will begin at 12:00 p.m. CDT Thursday (with lunch and a speaker) and conclude at 12:00 p.m. CDT Friday, March 24.

ALL MUNICIPAL COURTS
April 6 – 7 Franklin
Sign-in will begin Thursday, April 6 at 10:30 a.m. CDT. The conference will begin at 12:00 p.m. CDT Thursday (with lunch and a speaker) and conclude at 12:00 p.m. CDT Friday, April 7.

MUNICIPAL COURT CLERK FOUNDATIONS AND UPDATES SEMINARS
This series of small training classes covers the general operation of a municipal court and updates on legislative changes impacting municipal courts. Specific topics include court docket preparation and maintenance, collection of litigation tax, submission of court action reports and record keeping requirements for municipal courts. Participants such as court clerks, judges, assistant clerks and city recorders, will learn how to establish a records process that conforms to state laws and regulations and learn how to perform court clerk functions efficiently and effectively.

Dates/Locations/Times:
October 5 Smyrna 8:30 a.m. – 12:30 p.m. CDT
October 18 Cookeville 8:30 a.m. – 12:30 p.m. CDT
October 19 Collegedale 8:30 a.m. – 12:30 p.m. EDT
October 25 Johnson City 8:30 a.m. – 12:30 p.m. EDT
October 26 Knoxville 8:30 a.m. – 12:30 p.m. EDT
November 1 Bartlett 8:30 a.m. – 12:30 p.m. CDT
November 2 Jackson 8:30 a.m. – 12:30 p.m. CDT
The Municipal Court Clerk Certificate Program is designed to help both the new clerk and the veteran develop and maintain the knowledge, skills and abilities required for successful court management.

MUNICIPAL COURT CLERK FOUNDATIONS AND UPDATES SEMINAR

The Municipal Court Clerk Foundations and Updates Seminar serves as an introductory training for new clerks, with annual legislative updates for the more experienced clerk. These four-hour seminars are held each fall, spread out in multiple locations covering Tennessee’s three Grand Divisions.

ADVANCED LEARNING

The bulk of the certificate course work is achieved by attending three consecutive Annual Municipal Court Clerks Conferences. Each year the conference will hold advanced learning sessions covering the Certificate Topics of (1) Legal Procedure, (2) Management and (3) Partners in Progress. Certificate credits for this segment are achieved by participation in these three sessions each year during the three-year certificate cycle, for a total of nine classes.

ONLINE TRAINING

MTAS offers over 150 online training opportunities. Certificate participants should enroll and complete two online trainings that combine to at least two hours of training.

CERTIFICATE SITE VISIT

A specific Certificate Site Visit to be conducted by the MTAS Municipal Court Clerk Specialist is required to complete this certificate program. During the Certificate Site Visit, each clerk will be asked to show the process of how their department manages a citation from initial receipt from law enforcement, to the courtroom and finally on appeal. This work flow example will also include how the clerk reports to TDOS and the Department of Revenue if done through their department.

PROGRAM INFORMATION:

Abner Oglesby, J.D.
(865) 974-0083 - mobile - (228) 263-1627
abner.oglesby@tennessee.edu

REGISTRATION INFORMATION:

Doug Brown, (865) 974-9140
doug.brown@tennessee.edu
The goal of the Municipal Management Academy (MMA) is to provide effective training and educational opportunities for managers and supervisors in municipal environments throughout the state of Tennessee. The MMA is designed to help both the new and the experienced manager/supervisor develop the knowledge, skills, and abilities required for successful management. The course sessions are adaptable for groups of different sizes, levels of experience, and skills. The program can serve as basic management training for the new manager and as additional development for the experienced manager/supervisor. Each course emphasizes discussion and group activities to encourage participants to learn from one another—resulting in better teamwork, cohesiveness, and improved communication among managers.

LEVEL I COURSES
MUNICIPAL MANAGEMENT OVERVIEW
A broad functional overview of municipal management is provided for managers and supervisors. A self-assessment allows participants to identify areas in which they need to improve their skills and allows them to set specific personal goals and objectives for this program. They also explore leadership models and how each relates to the responsibilities and roles of municipal managers and supervisors.

Duration: 4 Hours
Credits: 4 CPE/CMFO (Other) (LM)

UNDERSTANDING WORK STYLES
This class examines the roles, characteristics, skills, and behaviors of effective leaders and offers models for supervisory styles. Participants will explore their own leadership style through the use of the DiSC personality profile and will recognize behavioral styles that are used by others. This benefits everyone by having more effective working relationships.

Duration: 4 Hours
Credits: 4 CPE/CMFO (Other) (LM)
**PLANNING & ORGANIZING FOR RESULTS**
Participants in this class are provided the key elements of planning including: managing one’s time effectively, setting SMART goals for their work team which are linked to the city’s mission statements, establishing work plans and schedules, prioritizing work flow, and creating performance measures for checking results.

**Duration:** 4 Hours  
**Credits:** 4 CPE/CMFO (Other) (LM)

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**PERFORMANCE MANAGEMENT - POSITIVE DISCIPLINE**
The performance management process and the importance of setting expectations is explored in this class. This class also examines factors that contribute to performance problems and grievances emphasizes the importance of encouraging self-discipline. A problem solving approach is used in addressing performance problems and taking disciplinary measures in accordance with city policy.

**Duration:** 4 Hours  
**Credits:** 4 CPE/CMFO (Other) (LM)

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**HUMAN RESOURCE OVERVIEW**
This class gives an overview of human resource issues and covers state and federal employment law such as FMLA, ADA, Worker’s Compensation, FSLA, and EEOC. This session also includes looking at the specific city’s personnel policies, rules and regulations as it applies to employees and supervisors.

**Duration:** 4 Hours  
**Credits:** 4 CPE/CMFO (Other) (LM)

---

**WORKPLACE HARASSMENT AND WORKPLACE VIOLENCE**
This class clarifies how to recognize and prevent harassment, and learn what to do if harassment occurs to ensure protection of both the municipality and employees. Learn to recognize the risk factors, escalating behaviors, and ways to prevent or diffuse volatile situations and prevent workplace violence.

**Duration:** 4 Hours  
**Credits:** 4 CPE/CMFO (Other) (LM)
COMMUNICATION SKILLS
This session focuses on the process and elements of effective communications including active listening, reading verbal and nonverbal messages, giving and receiving feedback. It also introduces strategies for adapting to other individual communication styles.

**Duration:** 4 Hours

**Credits:** 4 CPE/CMFO (Other) (LM)

MOTIVATING YOUR WORKFORCE
Motivation plays a key role in ensuring that staff feel valued and empowered, team members will strive to do their best, get more job satisfaction and be encouraged to stay. This session introduces theories and concepts of motivation and their implications for supervisors and managers.

**Duration:** 4 Hours

**Credits:** 4 CPE/CMFO (Other) (LM)

LEVEL II COURSES

COACHING, COUNSELING AND MENTORING
Coaching, Counseling and Mentoring offers direct intervention in employee performance issues which is a leadership competency that requires a special set of skills and sensitivity. This session focuses on the different approaches a manager may take in intervening with employees and teaches them how to coach, confront and counsel for performance change. Coaching, Counseling and Mentoring is a required Level II session of the Municipal Management Academy.

**Duration:** 4 Hours

**Credits:** 4 CPE/CMFO (Other) (LM)

DELEGATION SKILLS
The Delegation Skills session emphasizes assigning responsibility to others, which requires skills in defining expectations, providing direction and support, and evaluating results. Delegation Skills is a required Level II course of the Municipal Management Academy.

**Duration:** 4 Hours

**Credits:** 4 CPE/CMFO (Other) (LM)
MAKING EFFECTIVE DECISIONS
Making Effective Decisions focuses on improving problem solving, decision making and critical thinking skills; it offers a concise problem-solving framework. It aids in clarifying problems, setting priorities, generating solutions and evaluating outcomes. Case studies come from real life and each can be used as a springboard for reflection or discussion. This course is applicable to management in any department or any level of local government. Making Effective Decisions is a required Level II course of the Municipal Management Academy.

Duration: 4 Hours
Credits: 4 CPE/CMFO (Other) (LM)

CUSTOMER SERVICE
The Customer Service class emphasizes the local government employee’s responsibility to provide citizens with quality service and the supervisor’s role in fostering a customer service orientation. Customer Service is an elective session of Level II of the Municipal Management Academy.

Duration: 4 Hours
Credits: 4 CPE/CMFO (Other) (LM)

DEVELOPING TEAMWORK
Developing Teamwork addresses management’s role in forming, training, and supporting teams; describes the role and functions of the team leader; and offers suggestions for training. This session utilizes case studies which describe work team management in a broad variety of local governments. Developing Teamwork is a required session of Level II of the Municipal Management Academy.

Duration: 4 Hours
Credits: 4 CPE/CMFO (Other) (LM)

RECRUITING, INTERVIEWING, SELECTING AND RETAINING EMPLOYEES
Interviewing, Selecting and Retaining Employees addresses skills involved in the recruiting, interviewing and selecting of employees; covers legal aspects of interviewing and identifies supervisory practices that support employee retention. This course is an elective session of Level II of the Municipal Management Academy.

Duration: 4 Hours
Credits: 4 CPE/CMFO (Other) (LM)
EMPLOYEE PERFORMANCE EVALUATION
Employee Performance Evaluations examines a manager’s role in conducting performance evaluations. This class discusses a variety of current instruments and approaches and focuses attention on the advantages and disadvantages of each. Activities also concentrate on making written comments for the performance review. This course is an elective session in Level II of the Municipal Management Academy.

Duration: 4 Hours
Credits: 4 CPE/CMFO (Other) (LM)

CONFLICT MANAGEMENT
In this course, participants will identify their current style of conflict management, define the process of conflict management, and develop the “skill set” for effective conflict management and resolution. Highlights include understanding what creates conflict, and techniques of reactive and proactive conflict management. This course is an elective session in Level II of the Municipal Management Academy.

Duration: 4 Hours
Credits: 4 CPE/CMFO (Other) (LM)

MANAGING CHANGE
Managing Change is a basic ingredient of life and it often means discovering something new, moving forward and growing. In this course, you will analyze the forces that drive organizations to change, examine the challenges that are associated with change, and acquire personal and professional skills for making your organizational change more effective. This course develops your understanding of change processes and provides you with practical skills for managing and leading change. Building your skills in navigating the change process is a key skill for individual contributors and leaders in any organization. This course is an elective session in Level II of the Municipal Management Academy.

Duration: 4 Hours
Credits: 4 CPE/CMFO (Other) (LM)

MANAGING A DIVERSE WORKFORCE
Managing a Diverse Workforce course is an interactive session that covers an introduction to diverse group characteristics and definitions which will include the impact culture may have on interpersonal work relationships. Participants will benefit from understanding how to build effective cultural diverse multi-generational teams while learning to minimize conflicts. They will explore the important role leadership has in ensuring the work environment is culturally inclusive while promoting a welcome, productive and supportive environment. This course is an elective session in Level II of the Municipal Management Academy.

Duration: 4 Hours
Credits: 4 CPE/CMFO (Other) (LM)
MANAGING PROJECTS
Managing Projects through leadership and teamwork offers insight into specific challenges of managing a project, and offers suggestions for avoiding common pitfalls, and strategies for keeping a project on track. Participants are encouraged to identify and practice team—building techniques and project management strategies. This course is an elective session in Level II of the Municipal Management Academy.

Duration: 4 Hours
Credits: 4 CPE/CMFO (Other) (LM)

ETHICS IN GOVERNMENT
Ethics in Government offers a number of practical, specific suggestions for evaluating your own ethical patterns. Discusses how to recognize the ethical implications of decisions and establish procedures and programs that will make ethics a key work style element. This course is an elective session in Level II of the Municipal Management Academy.

Duration: 4 Hours
Credits: 4 CPE/CMFO (Other) (LM)

BUDGET AND FINANCE FOR THE MANAGER
Budget and Finance for the Manager provides an overview of the local government budget process and the manager’s role in that process. This course is an elective session in Level II of the Municipal Management Academy.

Duration: 4 Hours
Credits: 4 CPE/CMFO (Other) (LM)

PERFORMANCE MEASUREMENT
This course defines performance measurement and offers a look at the concept of performance measurement from the perspective of a supervisor or manager of municipal services. This class helps develop meaningful performance indices for the workplace. This course is an elective session in Level II of the Municipal Management Academy.

Duration: 4 Hours
Credits: 4 CPE/CMFO (Other) (LM)
OVER 150 NEW ONLINE COURSES ARE NOW AVAILABLE TO CITY EMPLOYEES

The goal of MTAS Online is to provide relevant and quality training for everyone involved in municipal government... anytime, anywhere. Regardless of location, regardless of the time of day or night...if you have access to a computer and the internet, you have access to MTAS training.

Online training is a convenient, practical, and interactive learning experience, and MTAS is excited about this new training opportunity.

MTAS offers a variety of online courses. Each course is interactive and requires user participation. Users can take one or more modules at a time, in any order, and can complete the program as time permits. It is not necessary to complete the course in one sitting. Online training allows the user to leave the course and come back at a later time.

You can also choose from over 150 online courses from any of the certificate programs. You do not need to sign up for the certificate programs to take the individual courses.

NEW! FINANCIAL FUNDAMENTALS CERTIFICATE

No prerequisite to enroll

- Auditing the Revenue Cycle 1.5 hrs (CMFO-F)
- Capital Budgeting: Capital Allocations 1.5 hrs (CMFO-F)
- Capital Budgeting: Discounted Payback Period and Profitability Index 1.5 hrs (CMFO-F)
- Capital Budgeting: Net Present Value and Internal Rate of Return 1.5 hrs (CMFO-F)
- The Income Statement 1.5 hrs (CMFO-F)
- Introduction to Auditing 1.5 hrs (CMFO-F)
- The Balance Sheet 1.5 hrs (CMFO-F)
- Thinking Like a CFO: Mind-set and Financial Priorities 1.5 hrs (CMFO-F)
- Preventing Fraud and Abuse 1.5 hrs (CMFO-F)
- The Accounting Equation and Financial Statements 1.5 hrs (CMFO-F)
- Records Management Online 4.0 hrs (CMFO-F)

Whether you are interested in certificate programs, CMFO financial credit requirements or professional development hours we offer a variety of online courses.

These courses may be accessed at http://online.mtas.tennessee.edu
ONLINE CERTIFICATE PROGRAMS

Interested in an Online Certificate Program?
Here are our four main certificate programs. Administrative Professiona, Human Resource Essentials Managerial Essentials, and Financial Fundamentals.

For more information please visit http://online.mtas.tennessee.edu

Who should enroll in these Online Certificate Programs?

Busy city employees who want the convenience of online training to meet requirements for their yearly professional development hours and want to grow professionally.

Individuals needing training on limited budgets may also find online training appealing.

ADMINISTRATIVE PROFESSIONAL

The Administrative Professional courses concentrate on skills such as listening, time management, customer service and interpersonal communication.

INTRODUCTORY LEVEL

No prerequisite to enroll

- Administrative Professionals: Common Administrative Support Tasks (1 Hour)
- Administrative Professionals: Interacting with Others (1 Hour)
- Using E-mail and Instant Messaging Effectively (1 Hour)
- Essential Skills for Professional Telephone Calls (1 Hour)
- Interpersonal Communication: Listening Essentials (1 Hour)
- Time Management: Planning and Prioritizing Your Time (1 Hour)
- Sexual Harassment Prevention for Employees (1 Hour)
- Professional Skills for Customer Service Agents (1 Hour)
- Effective Team Communication (1 Hour)
- Business Writing: Editing & Proofreading (1 Hour)
INTERMEDIATE LEVEL
Learners must have completed Administrative Professional Online Certificate – Introductory Level to enroll

- Administrative Professionals: Representing Your Boss (1 Hour)
- Managing Your Email (1 Hour)
- Interpersonal Communication: Targeting Your Message (1 Hour)
- Interpersonal Communication: Being Approachable (1 Hour)
- Difficult People in the Workplace Environment (3 Hours)
- Professionalism, Business Etiquette and Personal Accountability (1 Hour)
- Conflict, Stress and Time Management (3.5 Hours)
- Customer Service over the Phone (1 Hour)
- Customer Service Fundamentals: Building Rapport in Customer Relationships (1 Hour)
- Communicating with Professionalism and Etiquette (1 Hour)

ADVANCED LEVEL
Learners must have completed Administrative Professional Online Certificate – Intermediate Level to enroll

- Administrative Professionals: Maximizing Your Relationship with Your Boss (1 Hour)
- Administrative Professionals: Putting Your Best Foot Forward (1 Hour)
- Interpersonal Communication: Communicating with Confidence (1 Hour)
- Interpersonal Communication: Communicating Assertively (1 Hour)
- Receiving Feedback and Criticism (1 Hour)
- Optimizing Your Work/Life Balance: Maintaining Your Life Balance (1 Hour)
- Delivering a Difficult Message with Diplomacy and Tact (1 Hour)
- Customer Service Confrontation and Conflict (1 Hour)
- Managing Challenges in Customer Service (5 Hours)
- Using Emotional Intelligence on the Job (1 Hour)
HUMAN RESOURCE ESSENTIALS

Even if you know the basics, isn’t it nice to review the essentials? Brush up on your skills like interviewing and hiring. The Human Resource Certificate covers these skills and touches on the many steps in keeping an employee on task and productive.

INTRODUCTORY LEVEL

No prerequisite to enroll

- Human Resource Development: Employee Training (1 Hour)
- Human Resource Development: Performance Appraisal and Talent Management (1 Hour)
- Excellence in Internal Customer Service (5 Hours)
- Essentials of Interviewing and Hiring: Screening Applicants for Interviewing (1 Hour)
- Essentials of Interviewing and Hiring: Preparing to Interview (1 Hour)
- Essentials of Interviewing and Hiring: Conducting an Effective Interview (1 Hour)
- Essentials of Interviewing and Hiring: Behavioral Interview Techniques (1 Hour)
- Essentials of Interviewing and Hiring: Selecting the Right Candidate (1 Hour)
- Strategies for Successful Employee Onboarding: Getting Started (1 Hour)
- Strategies for Successful Employee Onboarding: Assessing Program Success (1 Hour)
- Human Resources Core Knowledge: Skills, Concepts, and Tools (1 Hour)
- Planning for Performance (1 Hour)

INTERMEDIATE LEVEL

Learners must have completed Human Resources Essentials Online Certificate – Introductory Level to enroll

- Compensation and Benefits: Regulations, Strategies, and Needs Assessment (1.5 Hours)
- Compensation and Benefits: Managing Policies, Programs, and Activities (.5 Hour)
- Compensation and Benefits: Organizational Responsibilities (1 Hour)
- Performance Appraisal Essentials: Planning for Appraisals (1 Hour)
- Performance Appraisal Essentials: Conducting Traditional Appraisals (1 Hour)
Performance Appraisal Essentials: 360-degree Appraisals (1 Hour)
Recognizing and Diagnosing Problem Performance (1 Hour)
First Steps for Turning Around a Performance Problem (1 Hour)
Preventing Problem Performance (1 Hour)
Monitoring and Improving Performance (1 Hour)
Reviewing and Rewarding Performance (1 Hour)
Risk Management: Organizational Risk and Safety and Health Legislation (1.5 Hours)
Risk Management: Workplace Safety, Security, and Privacy (1 Hour)

**ADVANCED LEVEL**

Learners must have completed Human Resources Essentials Online Certificate – Intermediate Level to enroll

Preparing for Organizational Change (1 Hour)
Talent Management: Developing and Engaging Talent (1 Hour)
HR as Business Partner: From Cost Center to Strategic Partner (1 Hour)
HR as Business Partner: Linking HR Functions with Organizational Goals (1 Hour)
HR as Business Partner: Managing Talent for Organizational Success (1 Hour)
HR as Business Partner: Using Metrics and Designing Strategic Initiatives (1 Hour)
Workforce Planning and Employment: Employment Legislation (1 Hour)
Workforce Planning and Employment: Recruitment Strategies (1 Hour)
Workforce Planning and Employment: Sourcing and Selecting Candidates (1.5 Hours)
Workforce Planning and Employment: Orientation, Onboarding, and Exit Strategies (1.5 Hours)
Business Management and Strategy: The HR Function and Business Environment (1 Hour)
Business Management and Strategy: HR and the Strategic Planning Process (1 Hour)
Business Management and Strategy: HR Functions and Roles (1 Hour)
MANAGERIAL ESSENTIALS

Being a new manager or current manager can be a daunting task. Leadership skills can help you start your journey. Directing, delegating and building trust are skills which this certificate offers that can make you a valuable asset to your city.

INTRODUCTORY LEVEL

No prerequisite to enroll

- Becoming a Manager: Leading and Communicating (4 Hours)
- Addressing and Redistributing Email (1 Hour)
- Delivering a Difficult Message with Diplomacy and Tact (1 Hour)
- Basic Presentation Skills: Delivering a Presentation (1 Hour)
- Leadership Essentials: Motivating Employees (1 Hour)
- Leadership Essentials: Communicating Vision (1 Hour)
- Management Essentials: Directing Others (1 Hour)
- Management Essentials: Delegating (1 Hour)
- Leading Teams: Developing the Team and its Culture (1 Hour)
- Leading Teams: Building Trust and Commitment (1 Hour)
- Managing Effective Business Meetings (1 Hour)
- First Time Manager: Understanding a Manager’s Role (1 Hour)
- First Time Manager: Challenges (1 Hour)
- Sexual Harassment Prevention for Employees (1 Hour)
- Taking on a Management Role (3.5 Hours)

INTERMEDIATE LEVEL

Learners must have completed Managerial Essentials Online Certificate – Introductory Level to enroll

- Strategies for Communicating with Tact and Diplomacy (1 Hour)
- Giving Feedback (1 Hour)
- Giving Constructive Criticism (1 Hour)
- Receiving Feedback and Criticism (1 Hour)
- Communicating Across Cultures (1 Hour)
- Leadership Essentials: Building Your Influence as a Leader (1 Hour)
- Leadership Essentials: Leading Business Execution (1 Hour)
- Managing High Performers (1 Hour)
- Managing Workforce Generations: Working with a Multigenerational Team (1 Hour)
- Leading Teams: Fostering Effective Communication and Collaboration (1 Hour)
- Leading Teams: Dealing with Conflict (1 Hour)
Creating and Maintaining a Positive Work Environment (1 Hour)
Establishing Team Goals and Responsibilities (1 Hour)
Energizing and Empowering Employees (2.5 Hours)
Interpersonal Communication: Being Approachable (1 Hour)

ADVANCED LEVEL
Learners must have completed Managerial Essentials Online Certificate – Intermediate Level to enroll

Shaping the Direction of Customer Service in Your Organization (1 Hour)
Leadership Essentials: Leading with Emotional Intelligence (1 Hour)
Leadership Essentials: Leading Innovation (1 Hour)
Leadership Essentials: Leading Change (1 Hour)
Leadership Essentials: Creating Your Own Leadership Development Plan (1 Hour)
Managing New Managers (1 Hour)
Managing Experienced Managers (1 Hour)
Essential Monitoring Techniques: Mentoring Fundamentals (1 Hour)
Monitoring and Improving Performance (1 Hour)
Management Essentials: Developing Your Direct Reports (1 Hour)
Management Essentials: Confronting Difficult Employee Behavior (1 Hour)
Management Essentials: Managing a Diverse Team (1 Hour)
Management Essentials: Treating Your Direct Reports Fairly (1 Hour)
Management Essentials: Caring About Your Direct Reports (1 Hour)
Setting and Managing Priorities within the Organization: Communication (1 Hour)

NEW ONLINE COURSES

- CLOSING THE FISCAL YEAR
- BUSINES TAX FOR CITY OFFICIALS
- CYBER SECURITY
- RECORDS MANAGEMENT
- INTRODUCTION TO PLANNING AND ZONING
- MUNICIPAL LEGISLATIVE UPDATE
- FINANCIAL FRAUD

MORE DETAILS TO COME AT HTTP://ONLINE.MTAS.TENNESSEE.EDU
MTAS does offer additional classes on an as needed basis for cities. Some past courses offered to cities include:

- Avoiding the Gray: Leadership Ethics at Work
- Conflict Management for Supervisors
- Ensuring Quality Customer Service Both Internally and Externally
- Fostering Respect in the Workplace
- Managing Generational Differences in the Workplace
- Pitfalls of Sexual Harassment: Being a Proactive Professional
- Strengths Based Leadership: Celebrating Different Strengths on Your Team
- Teambuilding: Building Stronger Teams and Organizations
- Customer Service – How to Deal with Irate Customers

PROGRAM INFORMATION:
Abner Oglesby, (865) 974-0083
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ALWAYS CHECK FOR NEW COURSE TOPICS TO BE ADDED THROUGHOUT THE YEAR BY CHECKING THE MTAS WEBSITE FOR THE LATEST ADDITIONS!

WWW.MTAS.TENNESSEE.EDU
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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.