2016 Municipal Technical Advisory Service (MTAS) Training Catalog

- Administrative Hearing Officer (AHO)
- Certified Municipal Finance Officer (CMFO)
- Elected Officials Academy (EOA)
- Information Technology Training
- Municipal Administration Program (MAP)
- Municipal Court Clerk Certificate Program (MCCC)
- Municipal Management Academy (MMA)
- MTAS Online
- MTAS Customized Classes
FROM THE EXECUTIVE DIRECTOR

Dear Municipal Officials and Staff,

It’s a pleasure to deliver the MTAS 2016 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 2016 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

DR. MACEL ELY
Training Manager
macel.ely@tennessee.edu
Phone: (865) 974-9830

Got a training need or need some assistance?

DOUG BROWN
Administrative Specialist
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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
Online Training Specialist
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Got an online training question?

CHECK OUT THESE EXCITING TRAINING OPPORTUNITIES
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*Got an AHO, MAP or MMA question?*

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*Need help registering for an AHO, MAP or Customized Course?*

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*Got a question about MCC classes or the MCC Certificate Program?*

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*Got a CMFO, EOA or MMA question?*

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**ADMINISTRATIVE HEARING OFFICER (AHO)**

**CERTIFIED MUNICIPAL FINANCE OFFICER (CMFO)**

**ELECTED OFFICIALS ACADEMY (EOA)**

**INFORMATION TECHNOLOGY TRAINING**

**MUNICIPAL ADMINISTRATION PROGRAM (MAP)**

**MUNICIPAL COURT CLERK CERTIFICATE PROGRAM (MCCC)**

**MUNICIPAL MANAGEMENT ACADEMY (MMA)**

**MTAS ONLINE**

**MTAS CUSTOMIZED CLASSES**

*CHECK OUT THESE EXCITING TRAINING OPPORTUNITIES*
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.

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.§ 134-101(c) et seq..

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

To register for a MTAS course, simply log on at: http://www.solutionpoint.tennessee.edu/MTAS
PROGRAM INFORMATION:
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REGISTRATION INFORMATION:
Patrick Mills, (865) 974-9833
patrick.mills@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

AHO TRAINING

Dates: May 19
December 1
Location: Nashville
Time: 8:30 a.m. – 4:30 p.m.
Credits: 6.5 CLE upon request

The AHO Continuing Education course can be taken online at http://www.solutionpoint.tennessee.edu/MTAS

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 26
December 8
Location: Nashville
Time: 9:00 a.m. – 4:00 p.m.
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:**
- January 13, Nashville: 8:00 a.m. – 5:00 p.m. CST
- January 20, Jackson: 8:00 a.m. – 5:00 p.m. CST
- January 20, Knoxville: 8:00 a.m. – 5:00 p.m. EST

The emphasis in these classes is on fundamental tasks and the essential information necessary to understand the purpose of the tasks and to complete them successfully. 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) upon passing the class exam.
MUNICIPAL BUDGETING
The 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 10  Nashville  8:00 a.m. – 5:00 p.m. CST
February 17  Jackson  8:00 a.m. – 5:00 p.m. CST
February 17  Knoxville  8:00 a.m. – 5:00 p.m. EST

INTERNAL CONTROL AND AUDIT
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:
March 9  Nashville  8:00 a.m. – 5:00 p.m. CDT
March 23  Jackson  8:00 a.m. – 5:00 p.m. CDT
March 23  Knoxville  8:00 a.m. – 5:00 p.m. EDT

DON’T SEE A TOPIC YOU NEED TRAINING ON?
MTAS OFFERS ADDITIONAL CLASSES ON AN AS NEEDED BASIS FOR CITIES.

SEE PAGE 45
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 13 Nashville 8:00 a.m. – 5:00 p.m. CDT
April 27 Jackson 8:00 a.m. – 5:00 p.m. CDT
April 27 Knoxville 8:00 a.m. – 5:00 p.m. EDT

GOVERNMENTAL ACCOUNTING II
The previous class on Governmental Accounting I discussed Generally Accepted Accounting Principles (GAAP) and governmental funds utilizing the modified accrual basis of accounting. This class focuses on the proprietary and fiduciary funds using accrual accounting. It 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 18 Nashville 8:00 a.m. – 5:00 p.m. CDT
May 25 Jackson 8:00 a.m. – 5:00 p.m. CDT
May 25 Knoxville 8:00 a.m. – 5:00 p.m. EDT

ARE YOU A RECENTLY ELECTED OFFICIAL?

“As a recently elected alderman of six months, this training was great! Please encourage more mayors and aldermen to participate in these type of sessions.”

“I would recommend that every newly elected official attend this course. It has been extremely informative and helpful.”

SEE PAGE 14
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 15, Nashville 8:00 a.m. - 5:00 p.m. CDT
- June 22, Jackson 8:00 a.m. - 5:00 p.m. CDT
- June 22, Knoxville 8:00 a.m. - 5:00 p.m. EDT

FINANCIAL REPORTING II
In Part II the focus is on specific elements of the Comprehensive Annual Financial Report (CAFR) 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 13, Nashville 8:00 a.m. - 5:00 p.m. CDT
- July 20, Jackson 8:00 a.m. - 5:00 p.m. CDT
- July 20, Knoxville 8:00 a.m. - 5:00 p.m. EDT
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:
August 10  Nashville  8:00 a.m. – 5:00 p.m. CDT
August 17  Jackson  8:00 a.m. – 5:00 p.m. CDT
August 17  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 7  Nashville  8:00 a.m. – 5:00 p.m. CDT
September 21  Jackson  8:00 a.m. – 5:00 p.m. CDT
September 21  Knoxville  8:00 a.m. – 5:00 p.m. EDT

HAVE YOU EVER THOUGHT ABOUT GETTING AN ONLINE CERTIFICATE?

3 ONLINE CERTIFICATE PROGRAMS ARE NOW AVAILABLE:
- Administrative Professional Online Certificate
- Human Resources Essentials Online Certificate
- Managerial Essentials 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 19, Nashville: 8:00 a.m. - 5:00 p.m. CDT
- November 2, Jackson: 8:00 a.m. - 5:00 p.m. CDT
- November 2, 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 16, Nashville: 8:00 a.m. - 5:00 p.m. CST
- December 7, Jackson: 8:00 a.m. - 5:00 p.m. CST
- December 7, Knoxville: 8:00 a.m. - 5:00 p.m. EST
NEED TO MEET YOUR YEARLY CMFO POST-CERTIFICATION REQUIREMENTS?

MTAS ONLINE has 12 courses that qualify for “financial” CPEs and over 80 that qualify for “other.”

- 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)
- Municipal Management Update
  4 Hours (CMFO/Financial)
- Open Records
  3 Hours (CMFO/Financial)
FINANCE CONSULTANT DIRECTORY

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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

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.

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

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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
INFORMATION TECHNOLOGY TRAINING

At your request, MTAS will send an information technology (IT) consultant to your city to:

• Assist in developing or reviewing existing IT policies such as an acceptable use policy, security policy, or Internet use policy.

• Evaluate an existing information technology infrastructure for departments or cities to see if new technology or adjustments are needed.

• Aid in the development and review of Request for Proposals for new technology or upgrades to existing technology.

• Assist in reviewing or developing city or vendor developed network plans by helping the municipality identify specific needs and requirements.

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 12 Jackson 8:30 a.m. – 12:30 p.m. CDT
July 13 Franklin 8:30 a.m. – 12:30 p.m. CDT
July 14 Knoxville 8:30 a.m. – 12:30 p.m. EDT
July 15 Collegedale 8:30 a.m. – 12:30 p.m. EDT
July 19 Kingsport 8:30 a.m. – 12:30 p.m. EDT

Credits: 4 CLE upon request CMFO (Financial) (PA)
DEALING TACTFULLY WITH PEOPLE AND SITUATIONS

Tact is a desperately needed trait in today’s workplace. Understanding how to utilize tact can help leaders to better handle difficult situations and circumstances. This interactive course is designed to 1) define tact, 2) identify ways to integrate tact into difficult work situations and 3) demonstrate specific action plans where individuals might increase their use of tact as both a leader and professional in today’s workforce.

Target Audience: All Municipal Employees

Dates/Locations/Times:
- January 26, Memphis: 8:30 a.m. - 12:30 p.m. CST
- January 27, Jackson: 8:30 a.m. - 12:30 p.m. CST
- January 28, Nashville: 8:30 a.m. - 12:30 p.m. CST
- February 25, Knoxville: 8:30 a.m. - 12:30 p.m. EST

Credits: 3.5 CLE/4 CPE/CMFO (Other) (LM)

The goal of the Municipal Administration Program (MAP) is to provide elected officials and administrative staff with the knowledge and tools needed to guide municipalities.

Through MAP, employees of municipalities have the opportunity to gain valuable knowledge, develop professionally, and network with others.

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
THE AGING DEMOGRAPHIC - WHAT IS IT AND HOW CAN CITIES PREPARE?
This course will review the coming “age wave” demographic. Participants will learn what their city can do to engage this new demographic and to provide services and infrastructure which will meet their needs. Examples from both Tennessee and other states will be used to illustrate the sometimes imaginative ways cities are responding to this unprecedented shift.

Target Audience: All Municipal Employees

Dates/Locations/Time:
- February 8, Jackson 8:30 a.m. – 12:30 p.m. CST
- February 9, Nashville 8:30 a.m. – 12:30 p.m. CST
- February 10, Knoxville 8:30 a.m. – 12:30 p.m. EST

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

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, a variety of exceptions and tax credits allowed, state reporting requirements and other various procedures that can be quite confusing. This class addresses these problems.

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

Dates/Locations/Time:
- February 10, Memphis 8:30 a.m. – 12:30 p.m. CST
- February 11, Jackson 8:30 a.m. – 12:30 p.m. CST
- February 16, Franklin 8:30 a.m. – 12:30 p.m. CST
- February 23, Kingsport 8:30 a.m. – 12:30 p.m. EST
- February 24, Knoxville 8:30 a.m. – 12:30 p.m. EST
- February 25, Collegedale 8:30 a.m. – 12:30 p.m. EST

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

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 32
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

Dates/Locations/Times:
- February 29, Nashville 8:30 a.m. - 12:30 p.m. CST
- March 2, Memphis 8:30 a.m. - 12:30 p.m. CST
- March 3, Jackson 8:30 a.m. - 12:30 p.m. CST
- March 7, Kingsport 8:30 a.m. - 12:30 p.m. EST
- March 8, Knoxville 8:30 a.m. - 12:30 p.m. EST
- March 9, Collierville 8:30 a.m. - 12:30 p.m. EST

Credits: 3.5 CLE/4 CPE/CMFO (Other) (PA)

INTERNAL CONTROL - DOCUMENTATION & POLICY DEVELOPMENT

This hands on class will allow participants to analyze and fine tune the internal controls for their cities. To get the most benefit from this class participants should come with all significant financial processes documented in detail with the name of the staff performing each part of the process. Participants will have the opportunity to ask questions in order to make improvements to their municipal internal control policies. This internal control class will assist cities in their efforts to document and adopt internal control procedures by the June 30, 2016 deadline as mandated by state statute.

Target Audience: Managers, Supervisors, City Recorders

Dates/Locations/Times:
- March 14, Germantown 8:30 a.m. - 12:30 p.m. CST
- March 15, Jackson 8:30 a.m. - 12:30 p.m. CST
- March 21, Nashville 8:30 a.m. - 12:30 p.m. CST
- March 28, Cleveland 8:30 a.m. - 12:30 p.m. EST
- March 31, Knoxville 8:30 a.m. - 12:30 p.m. EST
- April 1, Kingsport 8:30 a.m. - 12:30 p.m. EST
- April 19, Murfreesboro 1:00 p.m. - 5:00 p.m. CST

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

BULLIES IN THE WORKPLACE

Workplace bullying is one of the most prevalent issues in the workplace today. So, what is bullying? Why is it such a problem? What are the impacts of bullying on staff? What should managers and employees do about it? Every employee has a responsibility to stop this negative behavior. This class will address what constitutes bullying, why it is such a problem and what should be done to address it. You will also learn how to stop bullying as a manager or as a staff person.

Target Audience: All Municipal Employees

Dates/Locations/Times:
- March 22, Knoxville 8:30 a.m. - 12:30 p.m. EDT
- March 23, Kingsport 8:30 a.m. - 12:30 p.m. EDT
- March 29, Jackson 8:30 a.m. - 12:30 p.m. CDT
- March 30, Franklin 8:30 a.m. - 12:30 p.m. CDT

Credits: 4 CPE/CMFO (Other) (LM)
CUSTOMER SERVICE IN GOVERNMENT
This course is designed to assist participants in developing or fine tuning customer service skills. Highlights will include identifying the customers that each of us serve, defining elements of positive customer service skills, analyzing barriers to delivering customer service, and how to overcome those barriers.

Target Audience: All Municipal Employees

Dates/Locations/Times:
April 5 Memphis 8:30 a.m. – 12:30 p.m. CDT
April 6 Jackson 8:30 a.m. – 12:30 p.m. CDT
April 7 Nashville 8:30 a.m. – 12:30 p.m. CDT
April 13 Knoxville 8:30 a.m. – 12:30 p.m. EDT
April 14 Collegedale 8:30 a.m. – 12:30 p.m. EDT

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

CITY OPERATIONS - HOW TO DETERMINE IF YOU ARE WINNING OR LOSING
Have you ever wondered how your city’s operations compare with other cities? Have you asked if your city is efficient in the number of code inspections performed? What is the cost per ton of refuse collected per household? Can we reduce the response time on fire calls? How are we doing year-to-year? Is our performance improving? If you have ever asked these questions, then this course is for you. You will learn about types of performance improvement, performance measures and how to apply them to improve operations. Unless you are keeping score, how will you know if you are winning or losing?

Target Audience: Elected Officials, Managers and Supervisors

Dates/Locations/Times:
April 25 Jackson 8:30 a.m. – 12:30 p.m. CDT
April 26 Nashville 8:30 a.m. – 12:30 p.m. CDT
April 29 Knoxville 8:30 a.m. – 12:30 p.m. EDT

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

ARE YOU A MUNICIPAL COURT CLERK?

MAKE SURE YOU TAKE ADVANTAGE OF THE 2 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.
PLANNING AND ZONING: COMPREHENSIVE PLANNING AND THE ANNEXATION PROCESS

Planning is a process that seeks to guide the future. Decisions regarding zoning, building development and growth issues affect landowners, neighbors and the entire community, often with significant impact on property values, community character and quality of life and even the municipal budget. This course will address topics which include:

- The comprehensive planning process
- Implementing land use decisions (zoning, subdivision regulations, capital budgeting)
- The annexation process
- Ethics for planning and zoning boards

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:

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<td>May 3</td>
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Credits: 3.5 CLE/4 CPE/CMFO (Other) (PA)

CLOSING THE YEAR-END ACCOUNTING SYSTEM

With the passage of a new law municipal governments are now required to close the accounting books and records within 60 days of the fiscal year year–end or by August 31. This class will demonstrate common adjusting journal entries that need to be made at year–end and the appropriate closing journal entries to prepare financial records for audit.

Target Audience: Designated City Finance Officials

Dates/Locations/Times:

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<td>June 29</td>
<td>Franklin</td>
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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 2016 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 12 Jackson 8:30 a.m. – 12:30 p.m. CDT
July 13 Franklin 8:30 a.m. – 12:30 p.m. CDT
July 14 Knoxville 8:30 a.m. – 12:30 p.m. EDT
July 15 Collegedale 8:30 a.m. – 12:30 p.m. EDT
July 19 Kingsport 8:30 a.m. – 12:30 p.m. EDT

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

BRINGING A HUMAN PERSPECTIVE TO ADA
All cities are required to comply with the Americans with Disabilities Act (ADA), but understanding what it’s really like to enter a city hall or other public building with a disability can be alarming. About 19% of the population faces some type of disability and has a need to access city services. This course is intended to share best practices on how cities can address disabilities and become more keenly aware in planning for the future. Participants will also receive information on the legalities of ADA and how municipalities might minimize risk by being more proactive.

Target Audience: All Municipal Employees

Dates/Locations/Times:
July 26 Jackson 8:30 a.m. – 12:30 p.m. CDT
July 27 Nashville 8:30 a.m. – 12:30 p.m. CDT
July 28 Knoxville 8:30 a.m. – 12:30 p.m. EDT

Credits: 4 CPE/CMFO (Other) (PA)
CYBER SECURITY BASICS
Cyber threat is one of the most serious economic and national security challenges we face as a nation. This course will include a discussion on computer threats that can occur to municipalities, how they possibly happen, and minimum standards to reduce the threat of breaches to computer network security.

Target Audience: This class is designed for any municipal employee. This is not a technical IT class.

Dates/Locations/Time:
- August 2  Jackson  8:30 a.m. – 12:30 p.m. CDT
- August 3  Nashville  8:30 a.m. – 12:30 p.m. CDT
- August 4  Knoxville  8:30 a.m. – 12:30 p.m. EDT

Credits: 4 CPE/CMFO Financial (PA)

NATIONAL FLOOD INSURANCE PROGRAM
ADMINISTRATION AND LEGISLATIVE TRAINING
The Tennessee Department of Environment and Conservation and the Municipal Technical Advisory Service are hosting a four-hour floodplain management training course throughout the state of Tennessee. This course is designed to provide a training opportunity for local officials responsible for administering their local floodplain management ordinance. This course will focus on the National Flood Insurance Program (NFIP) and concepts of floodplain management, maps and studies, ordinance administration, elevation certificates, and recent federal legislation changes affecting flood insurance.

Target Audience: City Managers, Planning Directors, Codes Officials, Planning and Zoning Board Members and Other Municipal Officials Responsible for Implementing Their Floodplain Management Ordinance

Dates/Locations/Time:
- August 9  Kingsport  8:30 a.m. – 12:30 p.m. EDT
- August 10  Knoxville  8:30 a.m. – 12:30 p.m. EDT
- August 11  Collegedale  8:30 a.m. – 12:30 p.m. EDT
- August 16  Nashville  8:30 a.m. – 12:30 p.m. EDT
- August 17  Jackson  8:30 a.m. – 12:30 p.m. CDT
- August 18  Memphis  8:30 a.m. – 12:30 p.m. CDT

Credits: 4 CPE/CMFO (Other) (PA)
ASK FIRST: IMPROVE COMMUNICATION BY ASKING INSTEAD OF TELLING

In this course, participants will complete a short assessment that will reveal their communication style as being either “tell” assertive or “ask” assertive. An in-depth discussion of the pros and cons of each style will be presented. The concept of humble inquiry and how to ask questions to improve communication will be explained. Participants will learn how asking more and telling less leads to better relationships at work, higher levels of employee engagement, and more effectiveness at work. All participants will have the opportunity to complete a personal communication plan that includes steps to asking better questions and communicating more effectively.

Target Audience: All Municipal Employees

Dates/Locations/Times:
- August 18  Knoxville     8:30 a.m. – 12:30 p.m. EDT
- August 23  Jackson       8:30 a.m. – 12:30 p.m. CDT
- Sept 15    Franklin       8:30 a.m. – 12:30 p.m. CDT

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

SUPERVISION DYNAMICS

This dynamic class will address what skill sets are needed in the workforce today and how supervisors can use these skills to enhance the workforce rather than decrease productivity and morale.

Target Audience: Managers and Supervisors

Dates/Locations/Times:
- September 7  Franklin       8:30 a.m. – 12:30 p.m. CDT
- September 8  Jackson        8:30 a.m. – 12:30 p.m. CDT
- September 9  Memphis        8:30 a.m. – 12:30 p.m. CDT
- September 13 Collegedale    8:30 a.m. – 12:30 p.m. EDT
- September 14 Knoxville      8:30 a.m. – 12:30 p.m. EDT

Credits: 4 CPE/CMFO (Other) (LM)
HIRING AND FIRING DANGER ZONE
FROM A LEGAL PERSPECTIVE

This course is designed to assist municipal supervisors, managers and attorneys to better understand the parameters for hiring and terminating employees. Best practices and case studies are discussed. Participants are challenged to consider their past and current practices and to identify useful ways in which their respective cities might improve upon practices for hiring and terminating employees.

Target Audience: Managers, Supervisors and Attorneys

Dates/Locations/Times:
September 27  Jackson  8:30 a.m. – 12:30 p.m. CDT
September 28  Nashville  8:30 a.m. – 12:30 p.m. CDT
September 30  Knoxville  8:30 a.m. – 12:30 p.m. EDT

Credits: 3.5 CLE/4 CPE/CMFO (Other) (PA)

FIRO-B: LEARNING ABOUT YOUR BEHAVIOR STYLE

The FIRO-B instrument is a powerful tool that will help you understand your behavior and that of others. The Fundamental Interpersonal Relations Orientation–Behavior instrument will measure how you typically behave with other people and how you expect them to act toward you. Interactions with co-workers can always use more improvement and understanding. You will learn how to come across to others and what your needs are from people at work. After learning what your behaviors are you will define a personal action plan to adapt your interaction style to improve relationships at work.

Target Audience: All Municipal Employees

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

Credits: 4 CPE/CMFO (Other) (LM)
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 10    Murfreesboro    9:00 a.m. - 3:00 p.m. CST

Credits: 6 CPE/CLE or 6.5 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!”
BEST PRACTICES USING SOCIAL MEDIA IN LOCAL GOVERNMENT

There is no question about the fact that social media is here to stay. Is your municipality prepared for all that comes with the use of social media? This class will help attendees assess whether their municipalities should be using social media, if there are improvements that can be made to how it is currently being used, and if the municipality has the appropriate policies in place to address the use of social media by employees and city officials. This class will explore how some governments are currently using popular social media sites and it will demonstrate how social media can be a useful tool for your municipality.

This class will also explore common pitfalls that often accompany the use of social media by local governments and provide attendees with tips on how to avoid these pitfalls. Additionally, this class will touch on legal issues surrounding the use of social media, primarily in the area of employment law. Attendees will have a much better understanding of the various social media platforms, how they can be used in a municipality’s day-to-day operations, what the best practices are for use of social media by a municipality and how having the appropriate policies in place is important when legal issues arise related to the use of social media.

Target Audience: Elected Officials, Managers, Supervisors, Attorneys and All Other Municipal Employees

Dates/Locations/Times:
November 15  Knoxville  8:30 a.m. – 12:30 p.m. EST
November 16  Jackson  8:30 a.m. – 12:30 p.m. CST
November 17  Nashville  8:30 a.m. – 12:30 p.m. CST

Credits: 3.5 CLE/4 CPE/CMFO (Other) (PA)

CHANGE MANAGEMENT

In an organizational context, just hearing or reading the word "change" is sufficient to create stress and cause staff to worry about their jobs. Today, however, change is constant, and leaders who anticipate change and react rapidly and responsibly are successful. As leaders we must commit to assisting others through complex and difficult change situations. This session will explore the effects of change and what leaders can do to help employees effectively deal with the change.

Target Audience: Elected Officials, Managers, Supervisors and All Other Municipal Employees

Dates/Locations/Times:
November 29  Jackson  8:30 a.m. – 12:30 p.m. CST
November 30  Nashville  8:30 a.m. – 12:30 p.m. CST
December 6  Knoxville  8:30 a.m. – 12:30 p.m. EST

Credits: 4 CPE/CMFO (Other) (LM)
Leadership and Management (LM) courses consist of courses such as MMA and MAP courses that deal with leadership and management issues. These courses will be designated LM.

The following courses will qualify for Leadership and Management in 2016:

- Dealing Tactfully With People and Situations
- The Aging Demographic – What is it and How Can Cities Prepare?
- Bullies in the Workplace
- Customer Service in Government
- Ask First: Improve Communication By Asking Instead of Telling
- Firo-B (Learning Your Behavior Style)
- Women in Public Service Symposium
- Change Management
- Municipal Management Academy
- MTAS Online Managerial Certificates (all 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.

The following courses will qualify for Public Administration for 2016:

- Business Tax Administration
- Employment Law
- City Operations – How to Determine if You Are Winning or Losing
- Planning and Zoning: Comprehensive Planning and the Annexation Process
- Closing the Year-End Accounting System
- Municipal Legislative Update
- Bringing a Human Perspective to ADA
- Cyber Security Basics
- National Flood Insurance Program Administrative and Legislative Training
- Supervision Dynamics
- Hiring and Firing Danger Zone From a Legal Perspective
- Best Practices Using Social Media in Local Government

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). The courses you take for the certificate program will be tracked through the MTAS Solution Point training management system and will be listed on your MTAS transcript. This certificate requires 32 hours of training. Sixteen of the 32 hours will be under Leadership and Management (LM) and the remaining 16 hours will be under Public Administration (PA).

Each year the MAP courses will be updated and the eligible courses for the TMAC certificate will be listed for that calendar year.
MUNICIPAL COURT CLERK CERTIFICATE PROGRAM (MCCC)

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

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

MUNICIPAL COURT CLERK CONFERENCE
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 10 – 11 Franklin
Sign-in will begin Thursday, March 10 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 11.

ALL MUNICIPAL COURTS
March 17 – 18  Franklin
Sign-in will begin Thursday, March 17 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 18.

MUNICIPAL COURT CLERK CLASSES
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:
September 29  Smyrna  8:30 a.m. – 12:30 p.m. CDT
October 12  Collegedale  8:30 a.m. – 12:30 p.m. EDT
October 13  Cookeville  8:30 a.m. – 12:30 p.m. CDT
October 19  Johnson City  8:30 a.m. – 12:30 p.m. EDT
October 20  Knoxville  8:30 a.m. – 12:30 p.m. EDT
November 2  Bartlett  8:30 a.m. – 12:30 p.m. CDT
November 3  Jackson  8:30 a.m. – 12:30 p.m. CDT
MUNICIPAL MANAGEMENT ACADEMY (MMA)

PROGRAM INFORMATION:
Middle/West Tennessee
Kurt Frederick, (615) 253-6385
kurt.frederick@tennessee.edu

East Tennessee
Dr. P.J. Snodgrass, (865) 974-9858
pj.snodgrass@tennessee.edu

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

The Municipal Management Academy can come to your city. MTAS consultants will work with you to create a schedule that is convenient for your staff.

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)

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)

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/Non–Financial) (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)

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)

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 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)

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)

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)

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.

Here are just a few examples of courses available:

- Accounting Transactions and Books of Account 2 Hours (CMFO–F)
- Analyzing Financial Statements for Non-financial Professionals — 2 Hours (CMFO–F)
- Auditing for Internal Control and Risk Assessment 2 Hours (CMFO–F)
- Capital Budgeting: The Capital Budgeting Process 2 Hours (CMFO–F)
- Financial Statements for Non-financial Professionals 2 Hours (CMFO–F)
- Principles of Accounting and Finance for Non-financial Professionals — 2 Hours (CMFO–F)
- The Accounting Cycle and Accrual Accounting 2 Hours (CMFO–F)
- The Essentials of Budgeting for Non-financial Professionals — 2 Hours (CMFO–F)
- Trial Balance & Adjusting Entries — 2 Hours (CMFO–F)
- Risk Management: Workplace Safety, Security, and Privacy — 1 Hour (CMFO–F)
- Open Records — 3 Hours (CMFO–F)

*Non-certificate Courses – Finance, CPE (CMFO-Finance)
ONLINE CERTIFICATE PROGRAMS

Interested in an Online Certificate Program?
Here are our three main certificate programs. For more information please visit https://online.mtas.tennessee.edu

ADMINISTRATIVE PROFESSIONAL

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)
- Employee Sexual Harassment Awareness (1 Hour)
- Professional Skills for Customer Service Agents (1 Hour)
- Effective Team Communication (1 Hour)
- Excellence in Internal Customer Service (5 Hours)
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)
- Human Resources Core Knowledge: Functions and Activities (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)
- Affirmative Action and the EEO (HRCL/PHR – aligned) (2.5 Hours)
- 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)
Energizing and Empowering Employees (2.5 Hours)
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)
- Employee Sexual Harassment Awareness (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 -
RECORDS MANAGEMENT
SUPERVISOR’S TOOLBOX
FOSTERING RESPECT IN THE WORKPLACE
MUNICIPAL LEGISLATIVE UPDATE
FINANCIAL FRAUD – WHITE COLLAR CRIME

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

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.

MTAS47 • R14–1050090–016