TRAINING CATALOG

Click on a program for information

AHO - ADMINISTRATIVE HEARING OFFICER
CMFO - CERTIFIED MUNICIPAL FINANCE OFFICER
CONTINUING MUNICIPAL EDUCATION
CUSTOM TRAINING
EOA - ELECTED OFFICIALS ACADEMY
MCC - MUNICIPAL COURT CLERK
MMA - MUNICIPAL MANAGEMENT ACADEMY
MTAS ONLINE

WWW.MTAS.TENNESSEE.EDU
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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.

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 or Dual hours 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.

UTILITY BOARD TRAINING
MTAS will offer 12 hours of education over three sessions, with each session lasting four hours. Modules may be taken in any order and in different locations.

• Module A: Participants will learn about Board Governance, Human Resources, Ethics and Open Meetings.
• Module B: Revolves around Financial Oversight.
• Module C: Provides training on Water and Wastewater Regulations & Challenges and Policy Making.
ARE YOU NEW TO MTAS TRAINING?

MEET K@TE

WHAT IS K@TE?
K@TE (pronounced “Kate”) is the University of Tennessee’s Learning Management System for training and professional development. With K@TE, you can easily search, register, and pay for instructor-led and online training offered through the Municipal Technical Advisory Service.

MTAS has replaced Solution Point, our previous learning management system, with K@TE.

HOW DO I LOG ON OR GET AN ACCOUNT?
Visit www.kate.tennessee.edu/mtas to start browsing and registering for training.

If you had a Solution Point account, you may use your same credentials for K@TE. Don’t remember your username or password? Try resetting your password through K@TE or give us a call at 865-974-0411.

WHAT ABOUT MY TRANSCRIPT?
K@TE has all your transcript information from Solution Point saved. Need to report an issue on your transcript? Please contact us at 865-974-0411.

WHAT ABOUT MY CLASS CERTIFICATES OR COMPLETIONS?
K@TE has all your class completions and certificates saved. You may not see a completion immediately for a few reasons. The training coordinator needs time to report and your payment must be completed.

Please contact us at 865-974-0411 to let us know if you have any questions.
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.

**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 / TIMES SUBJECT TO CHANGE*

**AHO TRAINING**

**Location/Date/Time:**
Times and locations will be communicated soon.
Please check back in K@TE and MTAS Training Calendar.

**Credits:**  6.5 CLE upon request

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**PROGRAM INFORMATION:**
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**REGISTRATION INFORMATION:**
Sarah Curtis, (615) 253-6382
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Training Topics include:
- The statutory authorization
- Mechanics of Public Chapter No. 1128
- The Administrative Hearing Process

*DATES / TIMES SUBJECT TO CHANGE*
GOVERNMENT ENVIRONMENT

This class is a broad overview of government. Beginning with a brief introduction to federal, state, and municipal government, 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. The responsibilities and fiduciary duty of a municipal finance officer are discussed as well.

Dates/Locations/Times:

- January 14, Jackson: 8:30 a.m. – 3:30 p.m. CST
- January 23, Mt. Juliet: 8:30 a.m. – 3:30 p.m. CST
- January 30, Knoxville: 8:30 a.m. – 3:30 p.m. EST

PROGRAM & REGISTRATION INFORMATION:

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The Certified Municipal Finance Officer (CMFO) program is designed to ensure that every municipal finance officer is capable of carrying out the fundamental tasks common to the position and to allow CMFOs to learn more advanced skills required to perform their official duties. This program is required as part of the Municipal Finance Officer Certification and Education Act of 2007 (T.C.A. § 6-56-400 et seq.).

The emphasis in these classes is on fundamental tasks and the essential information necessary to understand the purpose of the tasks and how to complete them successfully.

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 how municipalities are structured in Tennessee, the proper way to maintain financial records, and how to carry out responsibilities for the fiscal affairs of their city or town.

Credits for all courses are: 8 CPE/CMFO-F (Financial)
Each class includes a required exam. The exam for each of the 10 classes must be successfully completed before the certification is awarded.
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 18 Jackson 8:30 a.m. – 3:30 p.m. CST
February 20 Mt. Juliet 8:30 a.m. – 3:30 p.m. CST
February 27 Knoxville 8:30 a.m. – 3:30 p.m. EST

INTRODUCTION TO GOVERNMENTAL ACCOUNTING
This class is an introduction of governmental accounting and reporting for students who have not had extensive educational or experiential exposure to governmental accounting. The class will include an introduction to an overview of accounting concepts and terminology, accounting processes, the governmental reporting entity, basis and focus of accounting, and culminating with financial reporting. The Comprehensive Annual Financial Report (CAFR) will be used to illustrate how each component integrates and is ultimately presented in the external financial report.

Dates/Locations/Times:
March 10 Jackson 8:30 a.m. – 3:30 p.m. CST
March 12 Mt. Juliet 8:30 a.m. – 3:30 p.m. CDT
March 19 Knoxville 8:30 a.m. – 3:30 p.m. EDT

GOVERNMENTAL ACCOUNTING - FUND FINANCIALS
Governmental accounting uses funds to record separate activities. This class will focus on governmental funds, proprietary funds, and fiduciary funds. The class will examine fund accounting, the preparation of the fund financial statements, reporting requirements, and the presentation of the fund financial statements in the CAFR.

Dates/Locations/Times:
April 9 Mt. Juliet 8:30 a.m. – 3:30 p.m. CDT
April 14 Jackson 8:30 a.m. – 3:30 p.m. CDT
April 30 Knoxville 8:30 a.m. – 3:30 p.m. EDT

GOVERNMENTAL ACCOUNTING - GOVERNMENT-WIDE FINANCIALS
Along with the fund financial statements, governments prepare government-wide financial statements. Government-wide financial statements report the financial resources for the overall government. The conversion process needed for compliance with Governmental Accounting Standards Board (GASB) Statement 34 will be briefly discussed, and the financials will be examined in the CAFR. The last portion of the class will focus on other CAFR components and the interrelationship of the financials to other parts of the annual report.

Dates/Locations/Times:
May 12 Jackson 8:30 a.m. – 3:30 p.m. CDT
May 14 Mt. Juliet 8:30 a.m. – 3:30 p.m. CDT
May 28 Knoxville 8:30 a.m. – 3:30 p.m. EDT
INTERNAL CONTROL AND AUDIT
This class discusses the importance of an internal control system for municipalities to achieve operating, reporting, and compliance objectives. Topics will include Tennessee state law internal control requirements for local governments; management’s responsibility for designing and implementing a system of internal controls; the five components of internal control, principles, and attributes in the Green Book; relationship of internal control with the annual audit; and the results of internal control breakdowns.

Dates/Locations/Times:
July 14 Jackson 8:30 a.m. – 3:30 p.m. CDT
July 16 Mt. Juliet 8:30 a.m. – 3:30 p.m. CDT
July 23 Knoxville 8:30 a.m. – 3:30 p.m. EDT

CASH & GRANTS MANAGEMENT
Cash management will examine cash handling, flow, and forecasting so that a municipal finance officer will be aware of having sufficient cash liquidity to meet disbursement requirements. Options for idle cash will be discussed. An overview of grants management will be presented along with a brief introduction of best practices.

Dates/Locations/Times:
Aug 11 Jackson 8:30 a.m. – 3:30 p.m. CDT
Aug 13 Mt. Juliet 8:30 a.m. – 3:30 p.m. CDT
Aug 18 Knoxville 8:30 a.m. – 3:30 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 3 Jackson 8:30 a.m. – 3:30 p.m. CDT
September 22 Knoxville 8:30 a.m. – 3:30 p.m. EDT
September 24 Mt. Juliet 8:30 a.m. – 3:30 p.m. CDT

PAYROLL, BENEFITS, AND PENSIONS
This class focuses on the basics of human resources and payroll administration, accounting for payroll transactions, and relevant legal issues. Issues and considerations that every municipal finance officer should consider regarding pension and benefits administration are presented.

Dates/Locations/Times:
October 13 Jackson 8:30 a.m. – 3:30 p.m. CDT
October 15 Mt. Juliet 8:30 a.m. – 3:30 p.m. CDT
October 22 Knoxville 8:30 a.m. – 3:30 p.m. EDT

PURCHASING, RISK MANAGEMENT, AND ENTERPRISE RESOURCE PLANNING
The purchasing laws that effect municipalities will be examined. An overview of risk management will conclude the class.

Dates/Locations/Times:
November 3 Jackson 8:30 a.m. – 3:30 p.m. CST
November 12 Mt. Juliet 8:30 a.m. – 3:30 p.m. CST
November 19 Knoxville 8:30 a.m. – 3:30 p.m. EST
NEED TO MEET YOUR YEARLY CMFO POST-CERTIFICATION REQUIREMENTS?
Visit K@TE to register - kate.tennessee.edu/mtas

MTAS Online has many courses that qualify for CMFO “Financial” and over 200 that qualify for “Other.”

New Classes added November 2019
- Accounting for Managers
- Accounting Foundations
- Accounting Foundations: Budgeting
- Audit and Due Diligence Foundations
- Cybersecurity Awareness (10 different courses)
- Finance and Accounting Tips
- Finance for Non-Financial Management
- Finance Foundations
- Financial Modeling and Forecasting
- Financial Record Keeping
- Forecasting Using Financial Statements
- 2019 Municipal Legislative Update Video Review

New for CMFO (Financial) - Compact Learning on Demand is curated content meant to provide a comprehensive learning experience in a single topic area - on K@TE include Curriculum in your search.

Finance R&R - 3.5 hrs
- Finance Foundations: Risk Management
- Financial Record Keeping

Running Man Finance - 5.5 hrs
- Running a Profitable Business: Understanding Financial Ratios
- Running a Profitable Business: Understanding Cash Flows
- Running a Profitable Business: Revenue Recognition

Hours and designation are found in K@TE in class descriptions.
MTAS offers a variety of classes designed to strengthen your skillset and enhance your knowledge. Many of these classes are also designed to provide you with the continuing education your position requires. When searching for classes to meet continuing education requirements, please note that these classes vary in length and credits provided. Additionally, classes fall into two categories: Financial and Other. For more information, please visit the class details section in K@te when registering.

* DATES / TIMES ARE SUBJECT TO CHANGE

NEW EMPLOYEE ORIENTATION (3 CPE)
Everyone is excited when a new hire is finally made. Then it is time to bring them onboard. What now? Start out making a good impression with a proper new employee orientation. This course seeks to help you make all your employees have a great start to their employment!

Target Audience: All Municipal Employees

Dates/Locations/Times:
Feb 12        Jackson        8:30 a.m. – 11:30 p.m. CST
Feb 13        Franklin       8:30 a.m. – 11:30 p.m. CST
Feb 20        Knoxville      8:30 a.m. – 11:30 p.m. EST
UTILITY BOARD TRAINING - MODULE A  
(4 CPE)  
**Module A:** Participants will learn about Board Governance and Policy Making.  
**Target Audience:** Municipal Utility Board Members  

**Dates/Locations/Times:**  
April 23 Jackson 4:00 p.m. – 8:00 p.m. CDT  
May 5 Knoxville 4:00 p.m. – 8:00 p.m. EDT

UTILITY BOARD TRAINING - MODULE B  
(4 CPE)  
**Module B:** Revolves around Financial Oversight.  

**Dates/Locations/Times:**  
April 22 Knoxville 4:00 p.m. – 8:00 p.m. EDT  
May 20 Franklin 4:00 p.m. – 8:00 p.m. CDT

UTILITY BOARD TRAINING - MODULE C  
(4 CPE)  
**Module C:** Provides training on Water and Wastewater Regulations & Challenges and Policy Making  

**Dates/Locations/Times:**  
April 23 Franklin 4:00 p.m. – 8:00 p.m. CDT  
May 14 Jackson 4:00 p.m. – 8:00 p.m. CDT

INTRODUCTION TO GRANT WRITING  
(3 CPE)  
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 makers interest will be addressed.  
**Target Audience:** All Municipal Employees  

**Dates/Locations/Times:**  
March 10 Jackson 8:30 a.m. – 11:30 a.m. CDT  
April 7 Knoxville 8:30 a.m. – 11:30 a.m. EDT  
May 6 Franklin 8:30 a.m. – 11:30 a.m. CDT
2020 CAPITAL ASSETS (4 CPE)
This class will explore the complexities of maintaining a municipal capital asset system. Topics will include calculating depreciation, accounting for newly acquired assets and assets that have been disposed of. Discussion will also focus on how to properly present capital assets in the annual financial report.

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

Dates/Locations/Times:
May 5  Knoxville  8:30 a.m. – 12:30 p.m. EDT
May 7  Collegedale  8:30 a.m. – 12:30 p.m. EDT
May 12  Franklin  8:30 a.m. – 12:30 p.m. CDT
May 13  Jackson (TBD)  8:30 a.m. – 12:30 p.m. CDT

2020 MUNICIPAL LEGISLATIVE UPDATE (3.5 CLE/ 4 CPE)
This course will provide a summary of legislation passed by the Tennessee General Assembly during the 2020 General Session that will impact municipalities. Public Acts touching every aspect of municipal operations will be discussed. The course is conducted by MTAS legal consultants and offers participants the opportunity to ask questions about any new legislation.

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

Dates/Locations/Times:
June 16  Jackson  8:30 a.m. – 12:30 p.m. CDT
June 17  Nashville  8:30 a.m. – 12:30 p.m. CDT
June 18  Tullahoma  8:30 a.m. – 12:30 p.m. CDT
June 23  Johnson City  8:30 a.m. – 12:30 p.m. EDT
June 24  Knoxville  8:30 a.m. – 12:30 p.m. EDT
June 25  Collegedale  8:30 a.m. – 12:30 p.m. EDT
### 2020 BUSINESS TAX ADMINISTRATION UPDATE

(4 CPE)

This class, conducted by the Tennessee Department of Revenue will address current business tax issues. Also, the facilitators will discuss new computer software updates that the Tennessee Department of Revenue has implemented and how this affects municipalities.

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

**Dates/Locations/Times:**
- July 7  West TN (TBD)  8:30 a.m. – 12:30 p.m. CDT
- July 8  Jackson  8:30 a.m. – 12:30 p.m. CDT
- July 9  Nashville  8:30 a.m. – 12:30 p.m. CDT
- July 14  Collegedale  8:30 a.m. – 12:30 p.m. EDT
- July 15  Knoxville  8:30 a.m. – 12:30 p.m. EDT
- July 16  Johnson City  8:30 a.m. – 12:30 p.m. EDT

### TOP-NOTCH TRAINING AND POWERFUL PRESENTATIONS (3 CPE)

Take charge of your presentations and training efforts in 2020! This class will examine best practices in training development, delivery, and evaluation. Topics will include adult learning theory, needs analysis, and instructional design. We will also discover ways to enhance training presentations through PowerPoint and other software tools.

**Target Audience:** All Municipal Employees

**Dates/Locations/Times:**
- Sept 9  Jackson  8:30 a.m. – 11:30 a.m. CDT
- Sept 10  Nashville (TBD)  8:30 a.m. – 11:30 a.m. CDT
- Sept 11  Knoxville  8:30 a.m. – 11:30 a.m. EDT

### PLANNING AND ZONING

(4 CPE)

This class will address how a planning and zoning board meeting is conducted, how a board of zoning appeals meeting is conducted and what each body is responsible for, as far as their scope of authority and purview. This session will include a discussion of commonly addressed issues in each body, as well as legislative updates.

**Target Audience:** All Municipal Employees

**Dates/Locations/Times:**
- July 28  Cleveland  8:30 a.m. – 12:30 p.m. EDT
- July 29  Knoxville  8:30 a.m. – 12:30 p.m. EDT
- July 30  Johnson City  8:30 a.m. – 12:30 p.m. EDT
- Aug 11  West TN (TBD)  8:30 a.m. – 12:30 p.m. CDT
- Aug 12  Jackson  8:30 a.m. – 12:30 p.m. CDT
- Aug 13  Cookeville  8:30 a.m. – 12:30 p.m. CDT
- Aug 18  Nashville  8:30 a.m. – 12:30 p.m. CDT
You worked hard to get elected. Now what?

Attend the **Elected Officials Academy (EOA)!**

Elected Officials Academy (EOA) is a program designed exclusively for municipal elected officials. EOA familiarizes elected officials with aspects of municipal leadership and the complexities of operating a city. The course content covers various features of municipal leadership and provides information on charters, municipal finance, ethics, human resources, police, and more.

Dates for upcoming Elected Officials Academy offerings are available on the [MTAS website](http://www.mtas.tennessee.edu).

**EOA Level I** is offered three times per year, once in each grand division of the state. Level I is also available to cities and regions by request. Contact us if you are interested in bringing an EOA to your city or surrounding area. EOA requires a minimum attendance of 10.

**EOA Level I** topics include: Charters, municipal finance, ethics, open meetings, open records, strategic planning, and more.

**EOA Level II** is offered annually at the Tennessee Municipal League (TML) conference and by request. This year’s **EOA Level II** will be offered June 26-27, 2020, at the TML conference in Chattanooga.

**EOA Level II** topics include: Human resources, fire review, police review, risk management, public works, and more.

*EOA Level I & Level II* courses with the exception of the Police Review course count toward municipal utility board training hours, effective November 1, 2018.
MUNICIPAL COURT CLERK (MCC) CONFERENCES

These conferences present special topics and problems found in municipal courts. Municipal clerks and municipal judges are invited to attend.

MUNICIPAL COURTS CONFERENCE

April 2 - 3, 2020
Marriott Cool Springs

Conference will be rescheduled for late spring / early summer.

MCC 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:

- Sept 24: Franklin 8:30 a.m. – 12:30 p.m.CDT
- Sept 30: Algood 8:30 a.m. – 12:30 p.m.CDT
- Oct 1: Collegedale 8:30 a.m. – 12:30 p.m. EDT
- Oct 7: Johnson City 8:30 a.m. – 12:30 p.m. EDT
- Oct 8: Knoxville 8:30 a.m. – 12:30 p.m. EDT
- Oct 14: Jackson 8:30 a.m. – 12:30 p.m. CDT
- Oct 15: Barlett 8:30 a.m. – 12:30 p.m. CDT
MUNICIPAL COURT CLERK (MCC) CERTIFICATE PROGRAM:
This certificate program is designed to help both the new clerk and the veteran develop and maintain knowledge, skills, and abilities required for successful court management.

REQUIREMENTS FOR COMPLETION:
• Attend the MCC Foundations and Updates Seminar – 4 hours
• Participate in Advanced Learning by attending 3 consecutive MCC Conferences
• Take Online Training – 2 hours
• Participate in a MCC Certificate Site Visit

HOW DO YOU ACHIEVE THESE REQUIREMENTS?

PARTICIPATE IN 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.

ATTEND AN MCC FOUNDATIONS AND UPDATES SEMINARS
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.

ONLINE TRAINING
MTAS offers over 200 online training opportunities. Certificate participants should enroll and complete 2 hours of online trainings that combine to at least two hours of training. These classes are free to all court clerks thru the MTAS system called K@TE at kate.tennessee.edu.

MCC 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.

PROGRAM INFORMATION:
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(West & Middle Tennessee Region)
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The Municipal Management Academy (MMA) is designed to help both new and experienced supervisors develop the knowledge and self-awareness required for successful management. The course sessions are appropriate for groups of different sizes, levels of experience, and skill. The program can serve as basic management training for the new manager or as a refresher course for the experienced manager.

Each course emphasizes discussion and group activities to encourage participants to learn from one another, often resulting in better teamwork, cohesiveness, and communication among managers.

The program is divided into two levels. Levels I and II require completion of eight, 4-hour sessions in each certificate, for a total of 32 CPE hours per level.

**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.**

LEVEL I COURSES
Note: All eight sessions are required courses to complete the Level I certificate.

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 of managers.

Credits: 4 CPE/CMFO (Other)

UNDERSTANDING WORK STYLES
This course 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 DiSC behavioral profile and recognize behavioral styles that are used by others.

Credits: 4 CPE/CMFO (Other)

PLANNING & ORGANIZING FOR RESULTS
This course discusses the key elements of planning, including: Managing one’s time effectively; setting SMART goals for work teams, which are linked to the city’s mission statements; establishing work plans and schedules; prioritizing work flow; and creating performance.

Credits: 4 CPE/CMFO (Other)
PERFORMANCE MANAGEMENT
The performance management process and the importance of setting expectations is explored in this course. This class also examines factors that contribute to performance problems and grievances and 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.

Credits: 4 CPE/CMFO (Other)

HUMAN RESOURCES OVERVIEW
Employment law is an ever increasing issue of importance in the workplace. This course gives an overview of human resource issues and employment law including FMLA, ADA, Worker’s Compensation, FLSA, and EEOC. This course includes a look at state laws governing employment and the specific city’s personnel policies, rules, and regulations.

Credits: 4 CPE

MANAGING A DIVERSE WORKPLACE
This course is an interactive session that covers an introduction to diverse group characteristics and definitions, including the impact culture may have on interpersonal work relationships. Participants examine how to build effective, culturally diverse, multi-generational teams and how to minimize conflicts. Participants explore the role of leadership in ensuring the work environment promotes a welcome, productive, and supportive environment.

Credits: 4 CPE/CMFO (Other)

CUSTOMER SERVICE
This 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.

Credits: 4 CPE/CMFO (Other)

MOTIVATING YOUR WORKFORCE
An engaging work environment plays a key role in ensuring that staff feel valued and empowered, strive to do their best, and feel committed to the organization. This session introduces theories and concepts of motivation and their implications for supervisors and managers.

Credits: 4 CPE/CMFO (Other)

LEVEL II COURSES
Note: All eight sessions are required courses to complete the Level II certificate.

EMPOWERING YOUR EMPLOYEES
Empowered employees are more engaged, loyal, and committed. In this course, participants will learn strategies for developing empowered employees. This course will focus on building trust and improving emotional intelligence to create an empowered and effective team.

Credits: 4 CPE/CMFO (Other)

FEEDBACK AND COACHING
Delivering constructive feedback can be a challenging task for even the most seasoned manager. This course covers techniques for making feedback more effective, respectful, and meaningful. The course will focus on how to engage in communication about difficult topics, such as employee behavior and activities that need to start (or stop!)

Credits: 4 CPE/CMFO (Other)

DELEGATION SKILLS
The Delegation Skills session emphasizes assigning responsibility to others, which requires skills in defining expectations, providing direction and support, and evaluating results.

Credits: 4 CPE/CMFO (Other)

MAKING EFFECTIVE DECISIONS
This course focuses on improving problem-solving, decision-making, and critical thinking skills. It offers a concise problem-solving framework and aids in clarifying problems, setting priorities, generating solutions, and evaluating outcomes. This course is applicable to management in any department or any level of local government.

Credits: 4 CPE/CMFO (Other)

EMPLOYEE RETENTION AND SUCCESSION PLANNING
Retaining good employees can be challenging and often seems out of your control. This course will discuss ways to avoid talent loss by focusing on what employees need and want to perform at their highest level. It will also focus on succession planning, a key component of an overall employee retention plan.

Credits: 4 CPE/CMFO (Other)
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.

Credits: 4 CPE/CMFO (Other)

MANAGING CHANGE
Change is a basic ingredient of life, and it often means discovering something new, moving forward, and growing. In this course, participants analyze the forces that drive organizations to change, examine the challenges of change, and examine approaches for making organizational change more effective. This course develops understanding of change processes and provides practical skills for managing and leading change. Building skills in navigating the change process is a key skill for individual contributors and leaders in any organization.

Credits: 4 CPE/CMFO (Other)

CONFLICT MANAGEMENT
In this course, participants identify their style of conflict management, define the process of conflict management, and examine approaches for effective conflict management and resolution. Highlights include understanding the causes of conflict and techniques for conflict management.

Credits: 4 CPE/CMFO (Other)
PROGRAM INFORMATION:
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Whether you’re interested in certificate programs, fulfilling CMFO financial credit requirements, or professional development hours, we have an online course for you.

MTAS Online provides relevant and quality training for everyone involved in municipal government...anytime, anywhere. Regardless of your 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.

We offer a wide variety of interactive online courses to suit your needs. Online users can take one or more modules at a time, in any order, and can complete courses as time permits. It is not necessary to complete a course in one sitting. Training online allows users to leave and come back at their convenience.

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See the MTAS website Online Training page for the latest information!

WHO SHOULD ENROL 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 a limited budgets may also find online training appealing with classes ranging from $40 and up depending on the credit hours.
MTAS offers 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
- Technical Writing in the Municipal Environment
- Teambuilding: Building Stronger Teams and Organizations
- Customer Service – How to Deal with Irate Customers

**PROGRAM INFORMATION:**
Abner Oglesby, (615) 733-0602
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MTAS MISSION
We work with Tennessee municipalities to improve the lives of those they serve.

MTAS VISION
Tennessee municipalities will be a national model of good governance.

MTAS VALUES
Adaptability: The quality of being able to adjust to new conditions, including being open minded and flexible in an ever-changing environment.
Service: Customer-focused.
Integrity: Doing the right thing for the right reason, regardless of the consequence.
Quality: Consistently delivering an accurate, professional, and timely product.