



Municipal Technical Advisory Service
INSTITUTE *for* PUBLIC SERVICE

MUNICIPAL E-NEWS

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New Materials in MRLn

[Preparing for Tennessee's New Population Estimates Program Toolkit](#)

[Community Digital Assets in Tennessee Municipalities](#)

[Deep work: rules for focused success in a distracted world](#)

[Street Division Foreman](#)

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**MTAS Offices will be closed
December 22-26, 2025, and
January 1-2, 2026.**

Celebrating the Season and Our Communities

As we approach the holiday season, I want to extend warm greetings to each of you. This time of year reminds us of the importance of community and the incredible work our cities do to serve their residents, not just through essential services, but by creating moments of joy and connection.

One of the most cherished traditions in many of our communities is participation in holiday parades. These events showcase the spirit of local government and the dedication of city teams who go above and beyond to engage with the people they serve. Whether decorating floats, walking alongside community members or simply waving to familiar faces, participants in these parades reflect the heart of public service: building relationships and fostering pride in our hometowns.

Personally, I have always loved seeing the excitement on people's faces during these parades. It reminds me why I chose public service, to help create communities where people feel



Angie Carrier
MTAS Interim
Executive Director

connected and proud. Watching our cities come together in celebration is a highlight of the season for me, and I'm grateful to work alongside so many who make these moments possible.

Thank you for all you do to make these celebrations happen. Your efforts help strengthen the bond between cities and the people they serve, reminding us that service is not only about meeting needs, but also about creating experiences that bring us together.

Wishing you and your families a joyful holiday season and a bright start to the new year!

Beyond City Limits: Why Municipal Fire Departments Respond Outside Their Jurisdictions

When city-owned fire engines and firefighters cross the municipal boundary with lights flashing and sirens sounding, some residents may wonder, “Why is our city fire department responding outside the city limits?”

For municipal leaders, understanding the reasons and the value behind these responses is essential to sound policy, budgeting and regional cooperation. Public safety does not have geographic boundaries. Fires, vehicle accidents, hazardous spills and natural disasters do not respect jurisdictional lines. A structure fire just beyond the city border can threaten city property within minutes. A highway crash outside of town may involve city residents or commuters travelling to or from work.

For these reasons, municipal fire departments frequently respond beyond their official service areas under statewide mutual aid or automatic aid agreements. These cooperative arrangements are vital for ensuring that help arrives quickly, regardless of where an incident occurs.

Mutual aid and automatic aid can be regional safety nets. Mutual aid, along with automatic aid authorized through proper agreements, forms the backbone of regional emergency response across Tennessee. They allow neighboring fire departments, (municipal, volunteer and county) to share personnel, equipment and expertise when needed.

These agreements are not just good-will gestures; they’re strategic tools that:

- Enhance regional readiness by ensuring adequate resources for large or complex incidents.
- Reduce response times through pre-arranged dispatch protocols.



Donald Pannell
MTAS Fire Management
Consultant



Steven Cross
MTAS Fire Management
Consultant and Technical
Consulting Program
Manager

- Provide reciprocal support, such that when a neighboring department helps your city today, your department can assist them tomorrow.

This shared approach builds resilience across communities and ensures that emergencies are met with the right resources at the right time.

For municipal leaders, the question isn’t whether to help; it’s how to manage that help responsibly. Out-of-city responses come with real considerations:

- Municipal Insurance Service Office Public Protection Classification (ISO): A municipality should always document its primary coverage area with the state of Tennessee and the ISO as the corporate limits of the city or town. Municipalities that include mutual or automatic aid coverage areas into their primary coverage area may realize a negative impact on the municipal ISO classification, thus, potentially costing municipal property owners more dollars for property insurance coverage. With proper administrative controls, these risks are mitigated.

Beyond City Limits, cont.

- **Fiscal Accountability:** Each response uses fuel, equipment and personnel time. City officials should ensure that interlocal agreements for aid include clear cost recovery provisions or reimbursement clauses, especially for prolonged or specialized incidents.
- **Legal Authority and Liability:** Departments must be properly authorized and obtain proper insurance coverage to operate outside their jurisdiction. Well-drafted interlocal agreements and adherence to state mutual aid statutes provide that protection.
- **Maintaining City Coverage:** Supporting a neighbor should never compromise the safety of city residents. Effective automatic and mutual aid systems should include backfill procedures to help maintain adequate protection levels at home while assisting others.

When municipal resources are routinely used outside the municipal limits, there can be many concerns raised by the city property owners. Residents favor communication and transparency from their municipal leaders. When citizens understand that out-of-city responses strengthen the entire region's safety net and that fiscal accountability is addressed, they see it as an investment in mutual security instead of a strain on local resources.

Today's emergencies are increasingly complex, from wildland fires encroaching on suburban areas to multi-agency hazardous materials events. No single jurisdiction can handle every scenario that could face them alone.

Municipal fire departments bring professional staffing, training and specialized equipment that often make them key players in regional response systems. By collaborating with neighboring jurisdictions and emergency response partners, cities help create a cohesive network of protection that benefits everyone.

When done correctly, emergency responses outside the municipal limits demonstrate leadership beyond boundaries. These responses are not acts of overreach but rather regional leadership. They show a commitment to partnership, preparedness and public service that strengthens the entire region.

If you are providing aid or just considering it, please reach out to one of your fire management consultants to assist.

Municipal Contacts

[Donald Pannell](#)

MTAS Fire Management Consultant

[Steven Cross](#)

MTAS Fire Management Consultant and
Technical Consulting Program Manager

County Contact

[Marc Alley](#)

Emergency/Fire Management
Consultant with our sister agency,
County Technical Assistance Service

A Year of Firsts: CMFO Program Wraps Up 2025 with Innovation

The Certified Municipal Finance Officer (CMFO) program comes to a close this year, and what a year it was! We had multiple firsts for the program in 2025. We implemented the first entirely online examination process with new software. As with any software conversion, it was not always smooth, but students were very understanding and rolled with the punches. Thank you to all the 2025 students for your patience with this process!



Kay Stegall
MTAS Finance and
Accounting Consultant

The next first was offering all classes in virtual format in addition to our monthly in-person option. We hope that our efforts to adopt innovative technology and delivery methods opened the program to individuals who could not otherwise participate. Finally, we had our first complete redesign of program guides and PowerPoint presentations, resulting in materials that are more consistent and accessible.

Please spread the word that 2026 CMFO classes begin January 2026. View the [2026 schedule](#). If you or anyone you know are interested in joining the program, simply complete the form below to be added to our email list.

Best wishes for the holiday season!

**COMPLETE THE PROGRAM
INTEREST FORM**



MTAS Advisory Board Welcomes New Members

The Municipal Technical Advisory Service (MTAS) Advisory Board plays a vital role in guiding MTAS's outreach and service efforts across Tennessee. Established to provide advice and counsel to the MTAS executive director, the board ensures that MTAS remains responsive to the needs of local governments and continues to deliver high-quality technical assistance.

PURPOSE

The advisory board exists to offer strategic input on MTAS's public service initiatives, helping shape programs that strengthen municipal operations and governance throughout the state.

COMPOSITION AND ORGANIZATION

The board is composed of 15 voting members, including:

- **Four standing members** representing key statewide organizations:
 - The vice president of the University of Tennessee Institute for Public Service
 - The executive director of the Tennessee Municipal League (TML) or appointee
 - The president of Public Entity Partners or appointee
 - The president of the TML Bond Fund or appointee
- **Eleven members-at-large**, who are elected or appointed municipal officials from across Tennessee's three grand divisions. These members represent a broad range of municipal services, including but not limited to city management, emergency services, finance, public works, human resources, law and technology.

Members serve three-year terms, with appointments made by the MTAS executive director. This structure ensures geographic diversity and a wide range of expertise to support Tennessee's municipalities.

MEET OUR NEW MEMBERS



Kristine Brock: *assistant city administrator/chief financial officer, Franklin*

Kristine has served in public finance since 1999, holding leadership roles in Tennessee and Georgia. She is a Certified Public Finance Officer and

serves on GASB's Governmental Accounting Standards Advisory Council. Her expertise spans budgeting, debt management and financial policy.

Raquetta Dotley: *city council member, Chattanooga*



Raquetta is the first African American woman elected to Chattanooga City Council for District 7 and later served as chair. She champions equitable growth and neighborhood revitalization and leads community initiatives through

her roles with the Net Resource Foundation and Westside Missionary Baptist Church.

Kevin Owens: *city administrator, Fayetteville*



Kevin L. Owens, a Nashville native raised in Birmingham, holds degrees from Xavier University, Talladega College and a master of public administration from Clark Atlanta University. With nearly 30 years in city administration,

he has led major projects like Birmingham's Bus Rapid Transit and secured EPA Brownfield grants for Tuskegee. He also serves in leadership roles with civic and professional organizations, including the Birmingham Parking Authority and COMTO.

MTAS Advisory Board Welcomes New Members, cont.



Blake Walley: *city manager, Savannah*

With over a decade of experience in urban planning and economic development, Blake holds degrees from Birmingham-Southern College and Auburn University and is

a Certified Public Manager. He is active in state leadership and community engagement initiatives, including youth sports and local cultural events.

LOOKING AHEAD

The MTAS Advisory Board's diverse expertise and commitment to public service ensure that MTAS continues to meet the evolving needs of Tennessee municipalities. By fostering collaboration and sharing best practices, the board helps MTAS deliver innovative solutions and strengthen local governance across the state.

We extend our sincere gratitude to all board members who dedicate time from their full schedules with their respective cities and provide invaluable input to MTAS. Their commitment has a lasting impact on the success of MTAS and the communities we serve.

MTAS Advisory Board Members 2025-2028

Herb Byrd	UT Institute for Public Service	Vice President (standing member)
Michael Fann	Public Equity Partners	President/CEO (standing member)
Anthony Haynes	Tennessee Municipal League	Executive Director (standing member)
Wade Morrell	Tennessee Municipal Bond Fund	President (standing member)
Sheryl Ely	City of Knoxville	Director of Parks & Recreation
Kevin Owens	City of Fayetteville	City Administrator
Julian McTizic	City of Bolivar	Mayor
Kristine Brock	City of Franklin	Assistant City Administrator/CFO
Raquetta Dotley	City of Chattanooga	City Council
Blake Walley	City of Savannah	City Manager
Kim Foster	City of Paris	City Manager
Jill Holland	SWTTDD	Local Government & Special Projects Coordinator
Kay Senter	City of Morristown	Vice-Mayor
Seth Sumner	City of Cleveland	Assistant to the City Manager
Carlton Cobb	City of Portland	Director of Public Works

Natural Gas Usage and Its Impact on Municipal Customers

Many Tennesseans may not realize how significant natural gas is to their everyday lives, or to the essential services provided by their local governments. For municipal gas systems and public utilities, understanding how natural gas is measured, traded, and consumed helps ensure reliability, affordability and transparency for the communities they serve.

Natural gas is a clean-burning energy source primarily composed of methane (CH_4). In its refined form, it is almost 100% methane and is widely used for heating, power generation, manufacturing and vehicle fuel. Across Tennessee, many municipal utility systems deliver natural gas safely and efficiently to homes, businesses, schools and public facilities.



Steve Wyatt
MTAS Utilities Operations
Consultant

Natural gas is traded as a commodity on the New York Mercantile Exchange (NYMEX), where prices are based on energy content rather than physical volume. Common units used in trading include:

- Gigajoule (GJ) = 947,817.12 British Thermal Units (BTUs)
- Dekatherm (Dth) = 1,000,000 BTUs
- One MMBtu (Million British Thermal Units) = approximately one Dekatherm



Natural Gas Usage and Its Impact on Municipal Customers, cont.

To put this in perspective, one BTU is the amount of heat required to raise the temperature of one pound of water by one degree Fahrenheit, a small measure that adds up quickly when heating buildings or fueling entire communities.

While trading uses energy-based units, municipal utilities and customers are billed based on cubic feet of gas delivered. Providers convert energy content into volume to determine customer usage:

- 1 Mcf (one thousand cubic feet) =
MMBtu ÷ 1.037
- 1 MMBtu = 0.96432 Mcf

(These conversion factors can vary slightly depending on the gas composition.)

This conversion process is vital for municipalities, as it affects billing accuracy, rate design and cost recovery. Understanding these relationships helps local utilities' leaders to communicate more effectively with customers about rate structures and energy efficiency.

According to the U.S. Energy Information Administration (EIA), total U.S. natural gas consumption reached 33,104,609 million cubic feet in 2024. The breakdown includes:

Residential	4,397,467 million cubic feet
Commercial	3,337,007 million cubic feet
Pipeline and Distribution Use	1,262,357 million cubic feet
Lease and Plant Fuel	1,977,497 million cubic feet

For municipal systems, these numbers underscore both the scale and importance of local natural gas distribution networks. Reliable supply and strategic management are essential to maintaining affordable energy for residents, businesses and public institutions.

Municipal gas systems play a key role in balancing cost stability, public safety and environmental responsibility. By understanding how natural gas is traded, measured, and consumed, city leaders and utility professionals can make data-informed decisions about purchasing strategies, infrastructure investments and customer communication.

Natural gas is a vital community service. As an affordable energy option for various sectors, it can ensure residential customers' comfort while also promoting economic growth and stability across Tennessee and the nation.

Preparing for Tennessee's New Population Estimates Program

by Tim Kuhn, Director, Tennessee State Data Center, UT Boyd Center for Business and Economic Research

Did you miss our November 10 webinar about Tennessee's [new population estimate program](#)? If so, you'll want to [review the meeting materials](#) and watch the video to make sure that your municipality is ready for the new law that changes how state-shared revenues are distributed.

The session, which included background on the law, showed how cities and towns can check that data used to produce population estimates are accurate. It also covered two programs to help

communities address important errors in their building permit reports and incorporated area boundaries.

NOTE FROM MTAS

MTAS encourages all cities to make sure that your building permit data is accurately reported to the U.S. Census Bureau via the Building Permit Survey, as this information is an important part of the formula to create population estimates for each municipality.

Read more information on [Building Permit Survey](#).



The Importance of Timesheets in Local Government

In the public sector, timesheets play a critical role in ensuring transparency, legal compliance and accurate payroll processing. Employees who are classified as non-exempt under the Fair Labor Standards Act (FLSA) are required to record their work hours daily, which helps guarantee proper compensation for overtime and supports labor law enforcement. Even exempt employees, who typically do not receive overtime, may be required to track their time when working on federally funded projects or grants that demand detailed documentation of labor costs.¹ Exempt employees' hours may also be tracked for FMLA eligibility purposes and for monitoring spend for taxpayer funds under the public purpose doctrine.

To improve efficiency and reduce errors, many municipalities are adopting electronic timekeeping systems. These systems allow employees to clock in and out using secure methods such as biometric verification, GPS-based geofencing and mobile devices.² By automating time tracking, local governments can better manage employee



Peter Voss
MTAS Human Resources
Consultant

schedules, prevent time theft, and maintain accurate records for audits and internal reporting.

Accurate timekeeping is not only a matter of policy, it's a safeguard against financial and reputational risk. A recent investigation into a small Tennessee town revealed how poor oversight and manual tracking led to incorrect benefit payments and internal control failures.³ This example highlights the need for modern, secure systems that support accountability and responsible use of public funds. As cities continue to modernize, reliable time tracking is essential for effective service delivery and fiscal integrity.

¹ The Fair Labor Standards Act (FLSA) requires employers to [maintain accurate records](#) of hours worked and wages paid for non-exempt employees.

² Examples of electronic timekeeping systems used in municipalities include ExecuTime by [Tyler Technologies](#), [NEOGOV Time & Attendance](#), and [Pyramid TimeTrax Sync](#).

³ [Case study](#) from the Department of Defense Inspector General highlights timesheet fraud due to weak internal controls.

AI and Tennessee Municipal Governments

Artificial intelligence (AI) is rapidly becoming one of the most widely discussed tools in both the public and private sectors. In simple terms, AI refers to computer systems that can perform tasks that typically require human intelligence—drafting text, analyzing data, recognizing patterns, answering questions or summarizing long documents. While the technology behind AI can be complex, the goal for local government is straightforward: to make day-to-day work more efficient and to support better decision-making.

For Tennessee's cities and towns, AI has real potential to strengthen local operations. Municipal staff can use AI to rewrite public communications in plain language, prepare summaries of lengthy reports, analyze budget data, identify trends in service requests or even generate first-draft policy research. These tools can help Tennessee officials save time on routine administrative work, allowing them to focus more on community engagement, long-term planning and direct service to residents. Municipalities across the country are also beginning to explore AI-enabled customer-service chatbots, workflow automation and tools that support the development of internal training materials.



Abb Oglesby
MTAS Legal and Codification
Program Manager

As with any emerging technology, Tennessee municipalities should also be aware of privacy and data-security considerations. AI tools often learn from the information entered into them, so officials should avoid providing confidential, sensitive or personally identifiable information. It's important for cities to review vendor privacy policies, understand where data is stored, and consult with their IT and legal departments before adopting AI tools for regular use. Some companies are now developing secure, government-focused AI platforms, but due diligence remains essential.

MTAS will continue monitoring AI developments across Tennessee to help local governments use this technology safely, responsibly and effectively.



Introducing Brain Bites: New Online Courses

Feed your brain! MTAS is offering new online, micro-learning courses!

Brain Bites cover essential workplace learning topics and provide an engaging mix of video and animation. These micro-learning courses take less than 30 minutes, so they're a quick and easy way to get up to speed on new skills and information.

- Brain Bites: Leading Effective Meetings
- Brain Bites: Cyber Security Awareness—Real Stories
- Brain Bites: Modern Workplace Communication
- Brain Bites: Staying Safe Online
- Brain Bites: Workplace Violence Prevention
- Brain Bites: A Beginner's Guide to Computers
- Brain Bites: Time Management
- Brain Bites: Navigating Stress and Anxiety
- Brain Bites: Computer Basics
- Brain Bites: Organizing Your Files
- Brain Bites: Email Management
- Brain Bites: Developing Emotional Intelligence—Personal Competence
- Brain Bites: What is Copilot?
- Brain Bites: Secrets of Chats and Conversations in Teams
- Brain Bites: Empathy: The Key to Active Listening
- Brain Bites: Managing Interruptions and Procrastination
- Brain Bites: Windows 11 Essentials
- Brain Bites: Ergonomics Unleashed

Explore these new offerings in [K@TE](#)! After logging in, find them on the welcome page under Free Online Courses, or search Brain Bites in the upper-right search bar.

CREATE A K@TE ACCOUNT



Igniting Excellence: Administrative Professionals Kick Off a New Training Program

This fall, MTAS piloted a new certificate program designed especially for municipal administrative support staff! A total of 24 administrative professionals representing Farragut, Friendsville, Graysville and Knoxville participated in the new Administrative Professionals Bootcamp.

This four-course program addresses the professional and skill development needs of administrative support staff. Topics cover professional awareness, customer service, conflict management, communication and productivity.

The Administrative Professionals Bootcamp will be offered statewide in 2026! Stay tuned for new offerings to be announced in our weekly e-newsletter, MTAS Training News, next year. Don't receive the newsletter? [Sign up here](#).



Johanna Owenby
MTAS Training and
Development Program
Manager

WHAT PARTICIPANTS SAID

“

*I absolutely loved the course.
It gave me a lot to think about
when it comes to personal and
professional development.*

*Excellent program! I very
much enjoyed it!*



Your Feedback Matters

We are committed to delivering training programs that truly make a difference for our participants and the communities they serve. To help us measure and improve the impact of our offerings, we use the Net Promoter Score (NPS).

This simple yet powerful metric asks one key question: “How likely are you to recommend MTAS courses to a friend or colleague?” Your feedback gives us clear insight into what’s working and where we can improve, ensuring our programs continue to meet your needs and support your learning goals.

**22**

TOTAL SESSIONS

**103**

RESPONSES

**82**AVERAGE NPS
ACROSS ALL SESSIONS*

*Continuing municipal education sessions delivered between July and October 2025

News From TREEDC

COOKEVILLE BREAKS GROUND ON NEW ENERGY DEPARTMENT FACILITY

TREEDC member city of Cookeville has broken ground on a new Energy Department headquarters, a \$23.3 million project that will consolidate the City's Electric and Gas divisions into one location. City officials said the move will improve efficiency, strengthen customer service and generate long-term savings for ratepayers. The headquarters will be built on city-owned property along West Davis Road, next to the current Energy Division facility. Once construction is complete, the current Electric Division building will be renovated and incorporated into the project to form a single campus housing both gas and electric services.

Cookeville Mayor Laurin Wheaton said the project reflects the city's commitment to modernizing utilities. "Today we are making history once again with the groundbreaking of the new Energy Department headquarters," Wheaton said. "This project reflects our city's commitment to not only improving and expanding our facilities, but also to delivering long-term benefits for our ratepayers and increasing the efficiency of our Gas and Electric Department. I could not be prouder of the vision and hard work that brought us to this moment."

Congratulations to Cookeville!



From left: Peter Metts and Patrick Greer of AEI; Tim Huddleston of W&O Construction; Carl Haney, Energy Department director; James Mills, Cookeville city manager; Vice Mayor Luke Eldridge; Mayor Laurin Wheaton; Councilman Eric Walker; Councilman Chad Gilbert; and Joe Nichols and Phillip Staton of Clinton Engineering.



Warren Nevad
MTAS Municipal
Management Consultant

TREEDC CONDUCTS TRAINING AT THE UNIVERSITY OF TENNESSEE MTAS RURAL COMMUNITY DEVELOPMENT INSTITUTE

TREEDC members Tennessee Department of Office of Energy Programs, Tennessee Department of Environment and Conservation, and Greeneville/Greene County Emergency Management presented updates at the University of Tennessee Municipal Technical Advisory Service (MTAS) Rural Community Development Institute (RCDI).

A total of 20 municipal officials representing eight cities learned more about how community resiliency and renewable energy interact with sound rural economic development projects. Congratulations to Dr. Chris Shults, MTAS grants and training specialist, for organizing a very successful training institute.



Greeneville/Greene County Emergency Director Heather Sipe conducts community resiliency training at RCDI.

Kudos to Some Outstanding MTAS Staff!

WARREN NEVAD, MTAS MUNICIPAL MANAGEMENT CONSULTANT

We're happy to announce that Warren has received the Dr. Joe Johnson Legacy Award from the TN Renewable Energy & Economic Development Council (TREEDC)—the organization's highest honor. This award celebrates members who embody the same giving spirit and dedication that Dr. Johnson demonstrated to the University of Tennessee community for over 60 years. Dr. Johnson helped found TREEDC in 2008, and Warren has carried that vision forward ever since.

As TREEDC's director, Warren has been the driving force behind connecting Tennessee municipalities with renewable energy technologies and fostering collaboration across the state. His passion and leadership have made a lasting impact on communities and sustainability efforts.

Join us in congratulating Warren for this well-deserved recognition!

JOHN CHLARSON RECEIVES PRESTIGIOUS APWA ROGER CLARK AWARD

UT MTAS Public Works Consultant John Chlarson has been honored with the APWA Roger Clark Award by the Tennessee Chapter of the American Public Works Association (TCAPWA). This award, named in memory of Roger Clark—a respected former director of public works in Kingsport—recognizes individuals for their outstanding service, leadership and long-standing dedication to the public works profession and TCAPWA.

Presented annually at the TCAPWA Conference and featured in Tennessee Public Works Magazine, the award also serves as the chapter's nomination for the APWA Special Service Award. "John is a true professional dedicated to serving our municipalities. This is a well-deserved honor," said Steve Cross, technical program manager.

Congratulations to John for his exceptional commitment to supporting Tennessee municipalities!



Dunlap Mayor and TREEDC President Dwain Land and Nevad at the recent TREEDC Annual Conference



What's on Your Training Wishlist for 2026?

As we look ahead to 2026, it's the perfect time to reflect on your organizational or personal growth goals. What skills or knowledge will help you lead with impact next year?

[Share your top three training wishes](#) with us.

Your input will help us shape meaningful development opportunities for you.

Stay current on all MTAS training opportunities! [Sign up for our weekly training news](#), delivered to your inbox every Wednesday.

Other Conferences and Learning Opportunities

[Tennessee Municipal League Legislative Conference](#)

March 2-3, 2026 | Nashville

[Tennessee City Management Association Spring Conference](#)

April 22-24, 2026 | Murfreesboro

[TAMCAR Spring Conference](#)

April 8-10, 2026 | Franklin

Upcoming MTAS Training

[Making the Shift to Leadership](#)

Congratulations! You've been promoted into your first leadership position. One of the biggest challenges for new leaders is managing the transition from peer to leader and effectively supervising friends and former team members. This session will present some approaches to make the shift from peer to leader easier.
January 15, 2026 | Knoxville (in-person)

[Elected Officials Academy: Municipal Foundations](#)

This program familiarizes municipal elected officials with foundational aspects of municipal governance. Topics cover foundations and structure of municipal government, charters and codes, ethics, open meetings, public records, effective meetings, and municipal finance.
January 27-29, 2026 | Online

Municipal Leadership Program

Imagine being able to communicate effectively, confidently influence people and drive performance within your team. The MTAS Municipal Leadership Program is designed to equip leaders at all levels with knowledge, tools and strategies to excel in their roles. Topics include Communicating for Results, Managing Performance and Influencing People.

[Sweetwater City Hall](#)

February 26, March 5, March 12, March 19, 2026

[Chattanooga Police Services Center](#)

March 5, March 12, March 19, March 26, 2026

[Mount Carmel City Hall](#)

March 31 (online), April 7, April 14, April 21, 2026

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