2010



ANNUAL REPORT

THE UNIVERSITY of TENNESSEE

MUNICIPAL TECHNICAL ADVISORY SERVICE

... in cooperation with the Tennessee Municipal League

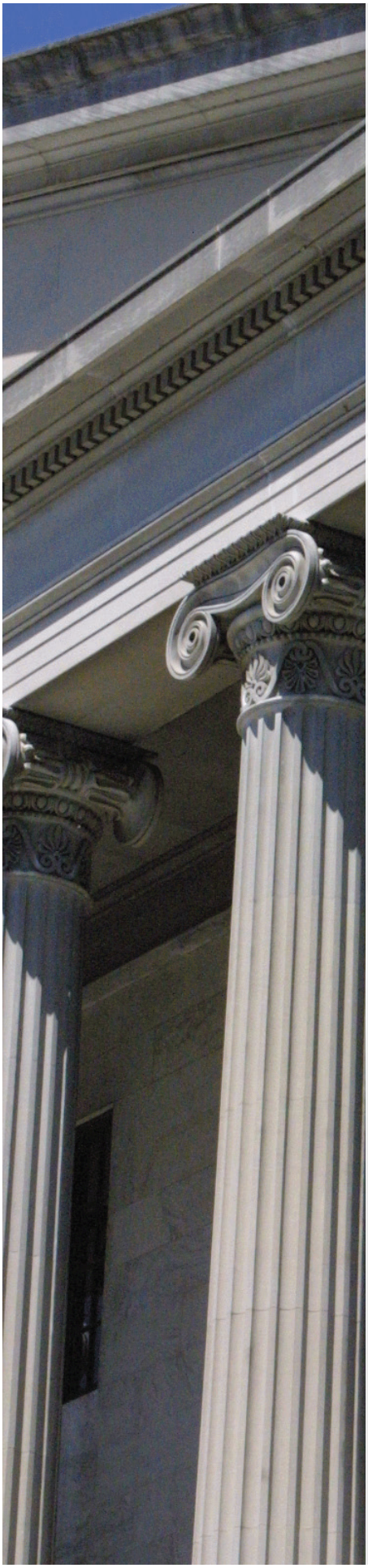


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The Municipal Technical Advisory Service annually completes more than 1,000 major municipal management projects and provides an average of 6,000 other services. MTAS also produces publications on a wide range of municipal topics, houses a technical reference library in Knoxville and serves as a clearinghouse for information on a broad range of municipal issues. In addition, MTAS provides extensive training programs for elected officials and their staff.

Introduction

This annual report provides an overview of 2010 accomplishments of each of the functional areas of the organization including technical consulting, management consulting, information technology consulting, legal and codes consulting and training consulting and programs.

MTAS consultants, most with prior experience in local government, deliver technical assistance upon request to the municipal governments in Tennessee. Consultants maintain face-to-face, telephone and e-mail contact with city officials and provide information, recommendations and in-depth studies. This personal touch is a critical and unique part of MTAS' efforts to provide cities with practical assistance when needed.

With this annual review of MTAS' work in 2010, we hope to highlight some of the specific ways that MTAS has furthered the municipalities in Tennessee.

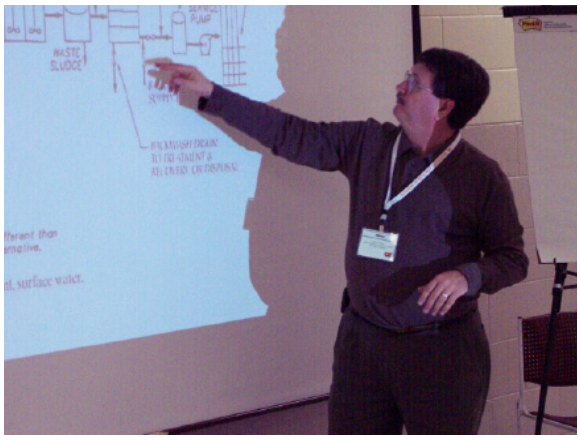












Letter from the Executive Director

Welcome to the inaugural edition of the annual report for the Municipal Technical Advisory Service (MTAS), an agency of the University of Tennessee Institute for Public Service.

Every great organization must work under a great vision and deliver quality services, and at MTAS, we have a vision and a passion for service to the cities and towns of this state. Our consultants and staff work hard every day to help communities resolve problems and deliver services by leveraging university expertise to meet community and workplace needs. We support good government and the staff and leadership in these communities through quality consulting, research and training, and we improve expertise and professionalism in these same communities.

In 2010, We Provided Great Service

Over the past year we have enjoyed success in our efforts and services to the municipalities of Tennessee and to the service, education and research components of the University of Tennessee. In many ways, MTAS meets both the basic and the extraordinary needs of these cities and towns.

As you will see in the pages that follow, this agency:

- Completed a survey of the customers of MTAS — the municipalities, associations, and state agencies — to help chart future services and changes.

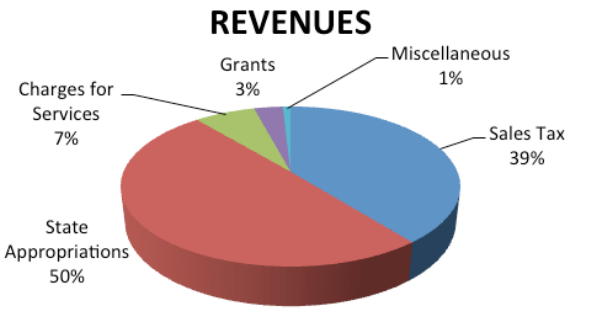


STEVEN T. THOMPSON
Executive Director
The University of Tennessee
Municipal Technical
Advisory Service

- Completed 328 technical or specialized projects resulting in economic development benefits totaling $11,600,000 for the state.
- Developed a new focus on the changing landscape of health care in this country, particularly on how this issue impacts cities and counties as employers, with an addition to the Web site called the "Health Care Corner."
- Developed statewide workshops on the National Pollutant Discharge Elimination System.
- Supported 21 municipal professional associations and outside organizations by serving as officers of associations, providing training, making presentations at organization events, writing articles for association journals and newsletters and/or providing research and other assistance.
- Conducted 1,547 visits to Tennessee cities through nine management consultants, completed 295 "projects" (each taking more than 8 hours) and 3,907 "activities" (each taking less than eight hours), and touched nearly 12,000 Tennessee city government officials and employees in 2010. These projects ranged in complexity and sensitivity, including facilitation of council strategic planning sessions and organizational structural and efficiency studies.
- Contributed to the well-being of this state with more than $14,747,940 in economic impact.

MTAS 2010 Financial Overview

In 2010, MTAS brought in roughly $5.5 million in revenues and spent approximately $5.1 million. The agency's revenues primarily come from the 1 percent of local option sales taxes from cities and direct appropriations from the state of Tennessee. Charges for services such as training, code preparation, benchmarking and publications made up about 7 percent of the budget. The remaining 4 percent of revenues came from two grants and a management contract.



As with most cities, the majority of the expenditures in the MTAS budget are dedicated toward paying people. In 2010, 86 percent of the expenditures were spent on wages, salaries and benefits. The next largest expense item was travel, coming in at 5 percent. The remaining 9 percent was divided among such necessities as phone services, copying and postage, rentals, repairs and maintenance, contracted services, professional services, operating supplies and miscellaneous items.

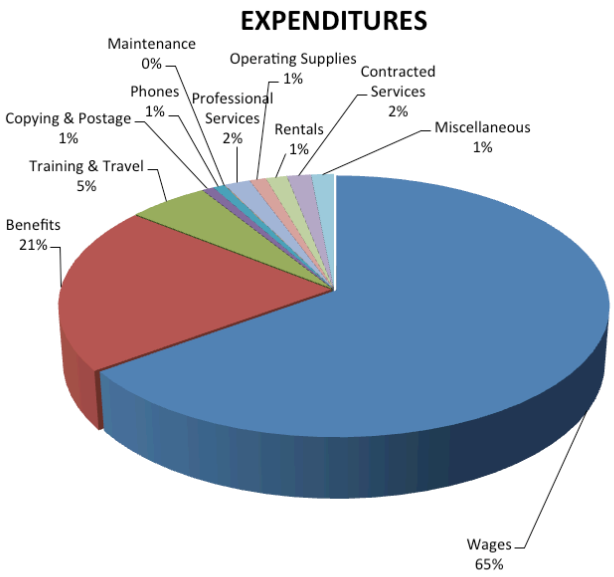
Like many of the cities it serves, the stagnant sales tax growth also had an impact on MTAS. Positions were left unfilled, and cutbacks were made wherever possible. MTAS is hopeful for a brighter economic future, but is prepared for a gloomier reality if need be.

And in 2011, We Have Taken on New Initiatives

MTAS has continued to provide technical advice and research to help cities and towns meet their missions and charter commitments to the residents, and the 2010 survey shows support for the hard work of the MTAS staff and consultants. We meet clear needs in these communities with our focus on the basic services of local government.

In addition to the basic and extraordinary services that MTAS has historically supported, the direction and services of the agency continue to evolve and change. The survey and discussions support a more active role in the development of planning and economic development initiatives for the agency. This agency is working with state agencies and with the departments and colleges of the University of Tennessee to leverage university resources to support better cities and towns. The university offers depth and expertise in landscaping, streetscaping, planning, urban tree management, architecture and community engagement, to name just a few of the resources applicable to modern communities, and over the next year and more these resources will be considered and applied as appropriate for different cities.

Economic development and vitality efforts will continue to evolve as the state changes, and there certainly may be opportunities for increased and better retail and mixed use development in appropriate locations and designs. Retail, office and housing strategies are in limited use in Tennessee, and these strategies and master planning and design initiatives are appealing to some of the cities that we serve.



The MTAS focus for 2011 is to identify how to genuinely make a clear improvement in Tennessee cities with service and measurement changes while maintaining the day-to-day assistance with research and services that cities have relied upon in the past.

MTAS is largely a data-driven organization, and collects an extensive amount of data on the requests and needs of local governments. These data help MTAS adjust to and develop solutions for the issues facing cities and towns, and are summarized in this report. The information in this annual report is certainly not all-inclusive, and will evolve and improve. We hope that the discussions and data provided in this report also will stimulate your thoughts on how the services of MTAS and of Tennessee cities can improve. I invite you to visit our Web site at www.mtas.tennessee.edu or to contact any of our staff for additional information.

On behalf of the staff of the Municipal Technical Advisory Service, we have enjoyed the past year, and we look forward to even greater success and service in the coming years.



Steven T. Thompson
Executive Director
The University of Tennessee
Municipal Technical
Advisory Service

Information Technology

MTAS provides information technology consulting services to Tennessee cities in areas such as policy development, staffing, job descriptions, innovative technology development and network infrastructure.

The team also provides internal IT support for MTAS staff, database development, Web site development, end user IT training as well as support for intrastate and multi-state professional information technology groups.

The information technology staff is Lisa Shipley, information and technology program manager, and Justin O'Hara, information technology consultant.

Jim Deanda, information services director with the city of Sevierville, says, "Thanks to Justin and the folks at MTAS, we are getting more done faster and with fewer errors."

> "Justin and MTAS have provided crucial information related to our technology infrastructure in a timely manner. Their assistance has saved our technology department many hours of research. We appreciate all the hard work they put into providing a much-needed and valuable service to our community."
>
> **ROB OGLE**
> IT Director, Pigeon Forge

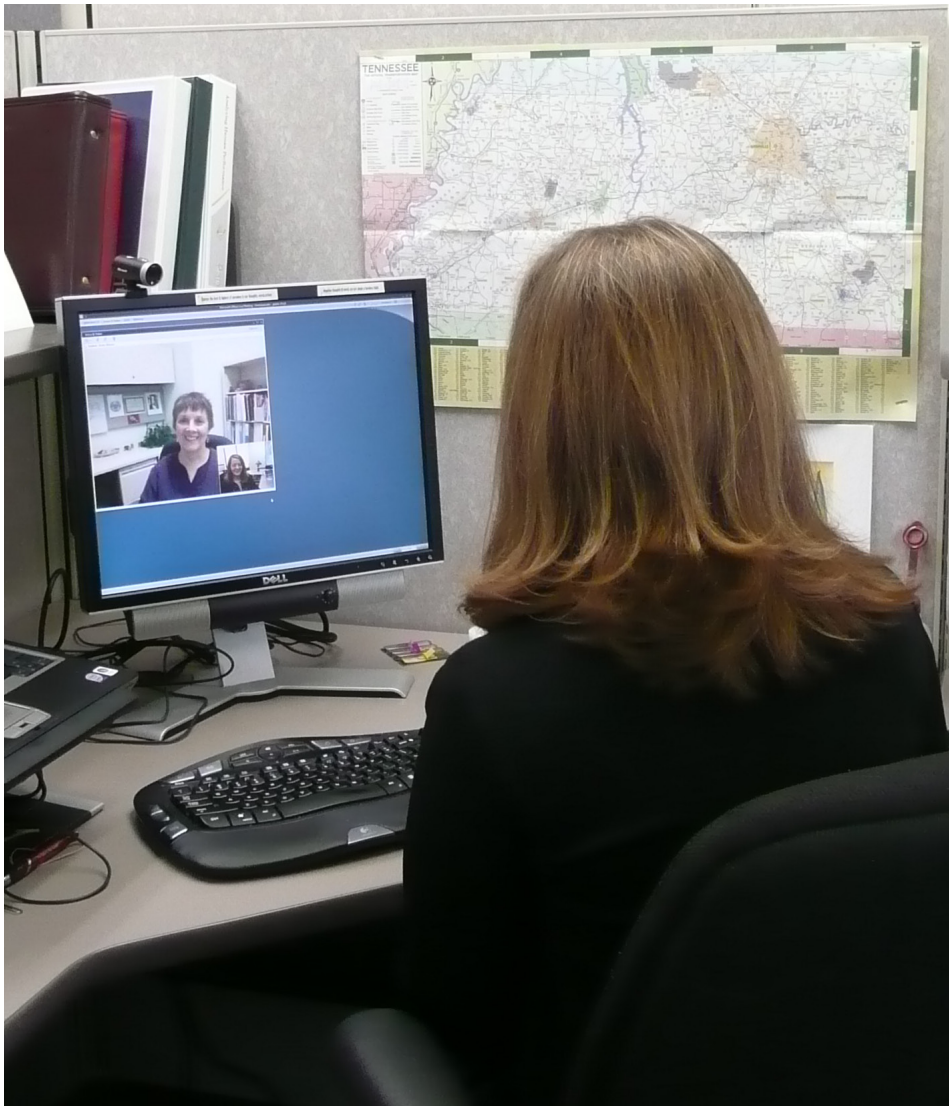


MTAS Executive Director Steven Thompson, left, receives support from Information Technology Consultant Justin O'Hara.

LOGITT

LOGITT (Local Government Information Technology in Tennessee) is an organization promoting continually improving technology resources with membership across Tennessee.

Support from both MTAS and the UT County Technical Assistance Service (CTAS) has taken many forms, including provision of legal advice during the establishment of bylaws for the organization, membership in and guidance for the organization's steering committee, organization and sponsorship of regional group meetings, issuing surveys to assist peers in learning from one another, and by taking part in LOGITT presentations at the Tennessee Digital Government Summit held annually in Nashville.



MTAS uses Microsoft's Live Meeting software to conduct face-to-face meetings among staff teams for monthly technical training of staff, for collaboration on training documents with staff members across the state and for meetings with association groups.

> "The 2009 Summit presentations provided by LOGITT with MTAS' participation had the top quality rating at the conference.
>
> In summary, MTAS has taken a vital role in assisting the LOGITT organization since its inception. This partnership has proven particularly fruitful because LOGITT and MTAS share many of the same interests and objectives in bolstering local government's capabilities to serve the citizenry across the state.
>
> **AL THOMAS**
> Director of Information Technology,
> Johnson City and LOGITT Steering Committee"

Finance and Accounting Consulting

Finance and training consultants had a busy and productive year in 2010. In addition to providing core technical services to municipal finance directors, city recorders and clerks across the state, they were busy developing training materials for required classroom instruction for more than 100 participants during the year.

The finance and accounting consultants are:

Gail Cook (Knoxville)
Ralph Cross (Nashville)
William Haston (Nashville)
Al Major (Knoxville)
Dick Phebus (Martin)
Kay Stegall (Martin)



The MTAS training team provides consulting and support services to deliver workplace training and development opportunities for elected officials and employees of Tennessee cities.

> The knowledge gained from attending the CMFO classes has better prepared me to ensure compliance with state laws governing municipal finance.
>
> **ROLAND McELRATH**
> CMFO Participant and Finance Director, City of Memphis

MTAS Provides Training for Municipal Finance Officers

The genesis for this program was provided in legislation signed into law during the 106th General Assembly of the state of Tennessee. The Municipal Finance Officer Certification and Education Act of 2007, which was passed by a near unanimous vote in the legislature, requires that each city have in its employ at least one certified municipal finance officer (CMFO) or other official or employee that has oversight responsibilities relative to the municipality's financial operations.

The CMFO program is administered by the State Comptroller's Office. In supporting the 2007 legislation, the State Comptroller hoped to promote accountability for public funds by municipal governments. MTAS was charged with both the development of program materials and providing in-class instruction for the participants.

Michelle Vincent, CMFO participant and finance director in Collegedale, said, "I have gone from viewing this class as just something that is required to something that affects my job as finance director."

The classes for the CMFO program began in 2009 with MTAS offering six of the 11 required courses during that year. In January 2011, 97 finance officers, representing 86 cities and one utility district received their CMFO certificates from State Comptroller Justin Wilson and Vice President of the Institute for Public Service Dr. Mary Jinks at a graduation ceremony held in the House Chamber on Capitol Hill.

Legal Consulting

MTAS attorneys provide services to help cities deal with the complexities of today's municipal legal environment. Services offered include writing legal opinions, reviewing and drafting legislation, preparing and revising city charters, and drafting ordinances and resolutions. One attorney heads a team that produces municipal codes. The MTAS legal consultants are:

Melissa Ashburn (Knoxville)
Stephanie Allen, Codes (Knoxville)
Sid Hemsley (Knoxville)
Josh Jones (Nashville)

Legal consultants focus on providing support to city attorneys, mayors and other city officials, and employees with duties that are crucial to the functions of Tennessee cities. The assistance includes advice and guidance to avoid liability and attain compliance with various state and federal laws and regulations, written legal opinions, publications on various legal issues impacting Tennessee cities, and delivery of training programs. One legal consultant, based in Nashville, also provides legislative review to the Tennessee Municipal League, reviewing the thousands of bills introduced in state legislature every year, and offering advice on whether proposed legislation is helpful or harmful to Tennessee cities.

The primary work of all legal consultants involves answering questions and helping city officials and employees understand the laws with which they must comply. It is often the smallest cities that benefit most from this service, as they do not have access to legal services and guidance.

> "I truly appreciate all your e-mails and phone conversation. Thank you for taking the time to assist me with all my questions. MTAS is such a wonderful resource for cities."
>
> **STACEY AUSTIN**
> City Recorder, Baxter

One legal consultant supervises the Codes Department, consisting of four employees, and provides legal review of new codes and updates of existing codes. The Codes Department strives to produce municipal codes for Tennessee cities at a fraction of the cost charged by private code publishers. The Codes Department further maintains city charters, updates those charters annually, makes approximately 330 charters available on the MTAS Web site, and maintains approximately 240 city codes at the cities' request.

Association Support

Legal consultants provide support to the Tennessee Municipal Attorneys Association, the Tennessee Fire Academy Fire Chief Orientation Program, the Administrative Office of the Courts (AOC) Municipal Judges Conference, and further provide training and support to municipal court clerks under contract with the AOC.



MTAS attorneys provide services to help cities deal with the complexities of today's municipal legal environment.

Municipal Management Consulting

Municipal management consultants have been part of the organizational structure from its beginning.

Municipal management consultants are field-based, working on-site in cities, responding to requests for service and meeting with officials in response to specific city needs. They also encourage best practices and author publications.

MTAS has nine full-time management consultants serving 346 cities in Tennessee. These consultants work primarily from each of four offices — Jackson, Nashville, Knoxville and Johnson City.

David Angerer (Jackson)
Ron Darden (Nashville)
Dana Deem (Nashville)
Pat Hardy (Johnson City)
Gary Jaeckel (Nashville)
Ronnie Neil (Jackson)
Warren Nevad (Knoxville)
Margaret Norris (Knoxville)
Melanie Purcell (Knoxville)
Rick Whitehead (Jackson)

Following is an example of a project undertaken by MTAS management consultants in 2010.



Municipal management consultants are field-based, working in on-site in cities, responding to requests for service and meeting with officials in response to specific city needs.

Loudon Strategic Planning

In November of 2010, the city of Loudon held municipal elections. Three of five council seats were newly elected, including the mayor, Judy McGill Keller. Mayor Keller contacted MTAS before taking office to ask about how to get everyone working together in the same direction and toward the same goals. The answer was strategic planning.

Mayor Keller swiftly shifted into action and scheduled a two-day retreat for the council shortly after the new council was sworn in. The retreat agenda included creating a mission statement; examining the influences, internally and externally, that have an impact on the city government; then developing a vision statement and crafting goals and objectives to achieve that vision while staying true to the mission.

Management Consultant Margaret Norris facilitated the meeting and wrote a summary report that she submitted to the council. At the January council meeting, the governing body accepted the report and began taking steps to ensure the plan got underway. Driven by the plan, the council has been eager to accomplish the newly set goals and to provide a better quality of life for the residents and businesses of Loudon.

In Mayor Keller's own words, "Margaret did a great job! She was able to help us formulate goals, something we could not have done without her leadership. She was also able to get everyone to express their ideas. We all felt safe in the environment she created. Since the session our strategic plan has come up many times — we want to be sure we are on track with it. It's something we are all very proud of."

> "TREEDC has presented a wonderful opportunity for city officials in Memphis to keep abreast of renewable energy. Through our involvement in TREEDC, we have been able to create new strategic partnerships with community stakeholders. We are grateful for this MTAS initiative, and we appreciate the assistance and support Management Consultant Warren Nevad has given to TREEDC. He has kept us at the forefront of renewable energy opportunities for local governments in Tennessee."
>
> **EDMUND FORD JR.**
> Memphis Council Member and
> TREEDC Advisory Board Member

Association Support

Many management consultants provide support services to a variety of Tennessee professional associations including the Tennessee City Management Association (TCMA), Tennessee Renewable Energy Economic Development Council (TREEDC), Tennessee Risk Management Association (TRMA) and the West Tennessee Mayor's Association.

The support provided by management consultants is essential to the success of each of these organizations.

Current TCMA President Robert Wherry (city of Lakeland City manager) commented, "The assistance of MTAS has been crucial to the success of our association. The support provided to TCMA by David Angerer and Pat Hardy has been fantastic. We are very proud of our association and what we've been able to accomplish, and much of the credit is shared with MTAS. Thanks for all of your help over the years."

In 2010, MTAS management consultants

- made 1,547 visits to Tennessee cities;
- completed, 295 "projects" (each taking more than eight hours) and 3,907 "activities" (each taking less than eight hours); and
- touched nearly 12,000 Tennessee city government officials and employees.

Technical Consulting

The technical consulting team consists of staff who specialize in municipal fire management, human resources, police management, public works and utilities.

MTAS employs the following technical consultants:
Rex Barton — Police Management Consultant
Ray Crouch and Gary West — Fire Management Consultants*
Bonnie Jones and Richard Stokes — Human Resource Consultants
John Chlarson and Sharon Rollins — Public Works Consultants
Brett Ward and Steve Wyatt — Utility Consultants
**as of this printing, both positions are currently vacant*

HUMAN RESOURCES

MTAS human resource consultants help cities keep current on laws and regulations and develop job descriptions, employee performance evaluations, and personnel rules and regulations using MTAS-generated models. Each year MTAS publishes salary information of Tennessee municipal officials.

PUBLIC SAFETY

Public safety management consultants are trained and experienced in various aspects of law enforcement and fire protection. Whether the question is where to build a fire station, how many public safety officers are needed per shift, a mutual aid assistance program or how to develop a police training manual, MTAS' fire and police management consultants provide guidance.

PUBLIC UTILITIES

Utility operations specialists help cities deal with water and wastewater treatment regulations. They assist with rate studies, plant operations and optimization, bio-solids disposal, and industrial pretreatment programs.

PUBLIC WORKS

Public works consultants typically offer technical assistance that supplements the services of private consultants and city engineers. Consultants handle questions on solid waste management, stormwater and drainage issues, sidewalks, streets and pavement management, equipment purchases, recycling, fleet management and more.



MTAS technical consultants provide specialized services in fire management, human resources, police management, public works and utilities that impact Tennessee cities.

MTAS Health Care Corner

After enactment of federal health care reform in early 2010, MTAS decided to be proactive and provide continual information in the complex area of health care reform.

In spring of 2010, MTAS convened a team to produce a creative solution to this large issue facing all employers. Human Resources Consultant Bonnie Jones took the lead on the creation of a blog-style news feature for the Web site, the "Health Care Corner."

> "This is absolutely fantastic. Thank you, MTAS."
>
> **RITA BROWN**
> Human Resources Director
> City of Athens

The "Health Care Corner" provides Tennessee municipalities with up-to-date information on the recently passed health care legislation.

Counties have taken notice as well, with Knox County government contacting MTAS regarding reproduction of the blog.

Cities such as Gatlinburg have submitted questions quickly and efficiently simply by clicking on the "Do you have questions link" where the question as well as the response one viewed by all blog visitors in the Health Care Reform FAQs link.

Statewide Workshops Held on the National Pollutant Discharge Elimination System

MTAS, in cooperation with the Tennessee Department of Environment and Conservation (TDEC), the U.S. Environmental Protection Agency (EPA), and the Tennessee Stormwater Association (TNSA), presented statewide workshops in July 2010 that addressed the re-issue of National Pollutant Discharge Elimination System (NPDES) Phase II Permit for MS4's (Municipal Separate Storm Sewer Systems).

> "The Workshop equipped participants with a knowledge and understanding of the preliminary program requirements for the New Phase II Municipal NPDES Permit for Stormwater Management and enabled them to prepare an action plan for submitting permit applications."
>
> **ROBERT KARESH**
> MS4 Program Manager, TDEC

This major collaborative effort impacted about 90 cities and counties. The majority of those cities are in the 10,000-plus population range. Presenters from MTAS were John Chlarson, public works consultant, and Sid Hemsley, legal consultant.

Association Support

In 2010, technical consultants provided support to more than a dozen municipal associations and outside organizations by serving as officers of associations, providing training at organization events, writing articles for association journals, and other assistance.

John Chlarson was awarded the Frank Kirk Meritorious Service Award at the Tennessee Chapter of the American Public Works Association's (TCAPWA) Annual Conference in Nashville in October 2010. In presenting the award, TCAPWA President Calvin Clifton said, "John has shown outstanding dedication to the enhancement of quality, efficiency and cost-effectiveness of services provided by public agencies."



TCAPWA President Calvin Clifton presents MTAS Public Works Consultant John Chlarson with the Frank Kirk Meritorious Service Award.

In 2010, MTAS technical consultants

- completed 328 projects;
- completed 1,634 activities;
- made more than 20,300 contacts;
- worked ~ 13,000 hours directly with customers; and
- generated more than $11,600,000 in economic impact.

Training Team

The training team provides consulting and support services to deliver workplace training and development opportunities for elected officials and employees of Tennessee cities. MTAS training programs include the Elected Officials Academy, the Certified Municipal Finance Officer program, the Municipal Administrators Program, and the Municipal Management Academy.

Gary Petree — Training Program Manager
P.J. Snodgrass — Training Consultant
Kurt Frederick — Training Consultant
Elaine Morrisey — Administrative Support Assistant
Sandy Selvage — Administrative Aide



The MTAS training team provides consulting and support services to deliver workplace training and development opportunities for elected officials and employees of Tennessee cities.

Elected Officials Academy (EOA)

2010 marked the 10th year that elected officials and city administrators have participated in this program to gain valuable information and insights necessary for good governance in their cities. The training is divided into two levels requiring a minimum of 10 hours training in each level. MTAS delivered EOA training in 18 separate cities across the state in 2010.

Certified Municipal Finance Officer (CMFO)

CMFO is a certification program including a series of 11 day-long training sessions delivered over the course of two years. This program provides valuable in-depth knowledge and skills required for municipal accounting and financial management. Last year was the second year of a two-year cycle, and 97 individuals representing 86 cities and one utility district completed the program in December for graduation in January 2011.

Municipal Administration Program (MAP)

The goal of this program is to provide training on timely topics affecting public service at the municipal level. The training is normally developed and delivered by subject matter experts from state and federal agencies as well as from the MTAS staff. Session topics in 2010 included updates on legal acts affecting cities, safety issues for public works departments, energy code compliance, work zone safety training, stormwater management, overview of new state legislation, Hot Topics update in human resource management, drug fund management, and planning and zoning regulations.

Based on observations from trainers in the CMFO program as well as feedback from focus groups and customer responses, in 2010 MTAS developed a new four-hour course in basic accounting and bookkeeping skills that will be delivered in 2011.

Municipal Management Academy (MMA)

MMA serves as basic management training for the new manager or as a refresher course for the experienced manager in local government. The program structure includes three separate levels, each level requiring 32 contact hours in training sessions. In 2010, MTAS delivered MMA training to municipal employees in Chattanooga, Cleveland, Collegedale, Columbia, Farragut, Johnson City, Knoxville, Lakeland, McMinnville and Mt. Juliet.

Ten employees completed Level III of MMA in Johnson City in 2010. Level III is a capstone event lasting four to six months in which small groups develop research or work projects related to their work environment. Projects approved by the city manager and worked by the participants to complete Level III training included improving information for the building permit process, assessing building security at juvenile court, identifying new training for employees in the water and sewer department and reviewing the employee wellness program.

In 2010, the MTAS training team coordinated and delivered 458 training events for its customers that equaled 18,942 hours of training and had a total attendance of 6,103.

Learning Management System

The vendor contract for Solution Point, the IPS Learning Management System, expires in 2011. The training team invested many days of effort in the open bid process. Eleven vendors delivered system demonstrations for review under the Request for Information (RFI) phase. Following the RFI phase, the team worked with IT and training teams from other IPS agencies to map the various processes performed by the LMS in order to identify desired system improvements. This information strengthened the Request for Proposal (RFP) phase and resulted in a highly competitive review and selection process. A new contract is pending, and preparation for a system conversion project is underway for spring 2011.

Pioneer Academy

Pioneer Academy was a special project funded with a grant from the Tennessee Department of Economic and Community Development to help extend training at no cost to local officials in cities and counties where local officials have not participated in training over a period of years. Through this special project, MTAS provided training to 35 municipal officials in 14 cities in economic development, planning and zoning and retail development. The program also included the Level I component of the Elected Officials Academy.

> "Normally, we'd have to go to Chattanooga or Cookeville for training, but it was very beneficial to have the training brought to us."
>
> **DANIEL CRABTREE**
> Mayor, Town of Palmer

Tennessee Association of Municipal Clerks and Recorders (TAMCAR)

MTAS works in conjunction with the TAMCAR to facilitate the Certified Municipal Clerk Institute and the Master Municipal Clerk Academy sessions twice a year. These educational sessions allow municipal clerks and recorders from all 346 cities and towns in Tennessee to receive job-related training to satisfy certification requirements as outlined in Tennessee state law as well as requirements of the International Institute of Municipal Clerks (120 required hours). In 2010, 124 clerks and recorders attended the institute and 108 attended the academy.

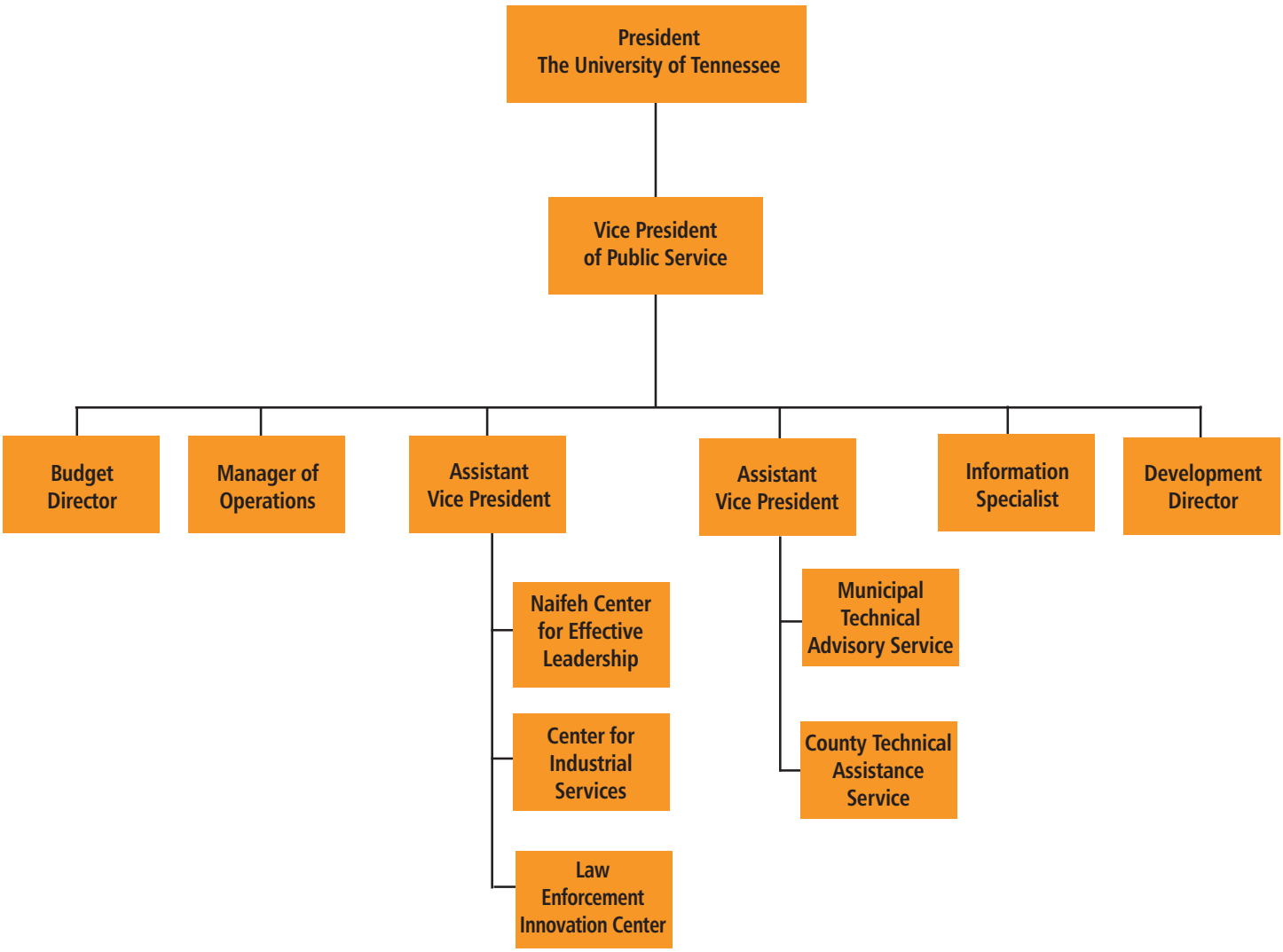
In 2010, 15 municipal clerks and recorders completed six institutes (or the equivalent of 105 hours) that meets the 100 hours of state certification required by the Tennessee secretary of state.

Organizational Charts

MTAS is an agency of the University of Tennessee Institute for Public Service. These organizational charts reflect the current structure of MTAS and where the agency resides within the university as of Jan. 1, 2011.

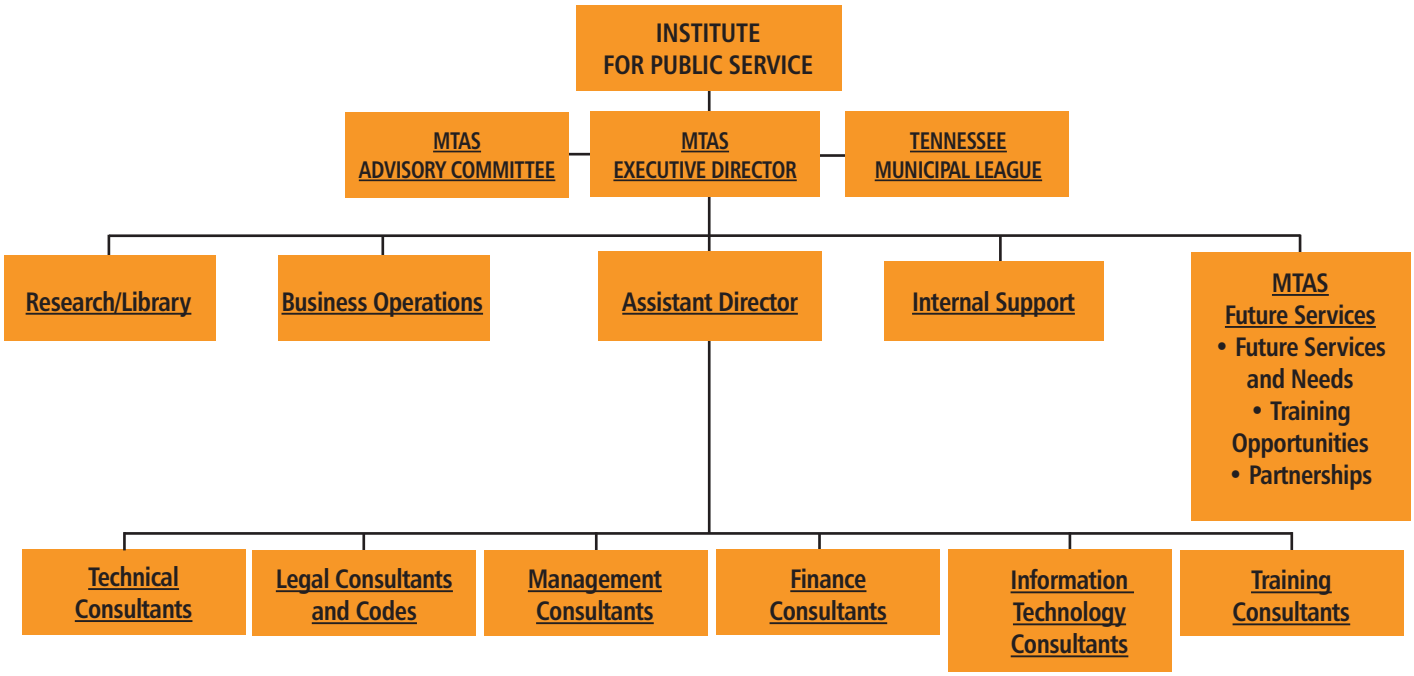
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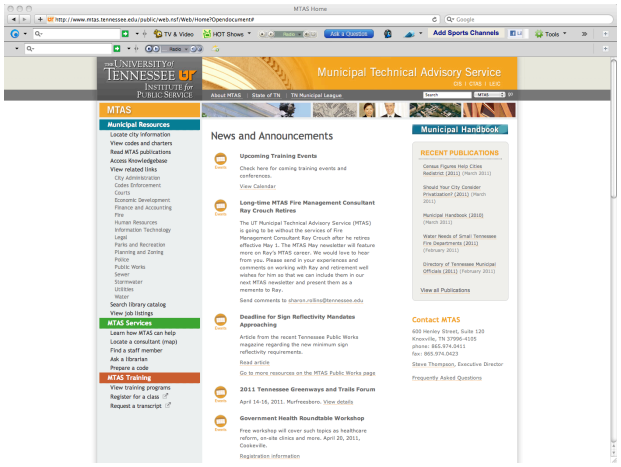
MUNICIPAL TECHNICAL ADVISORY SERVICE



MTAS Web Site

The MTAS Web site is your resource for information on municipalities in Tennessee. You will find everything from codes and charters, publications and directory information to consultant reports, sample job descriptions and more. Here are a few of the highlights.

Municipal Resources

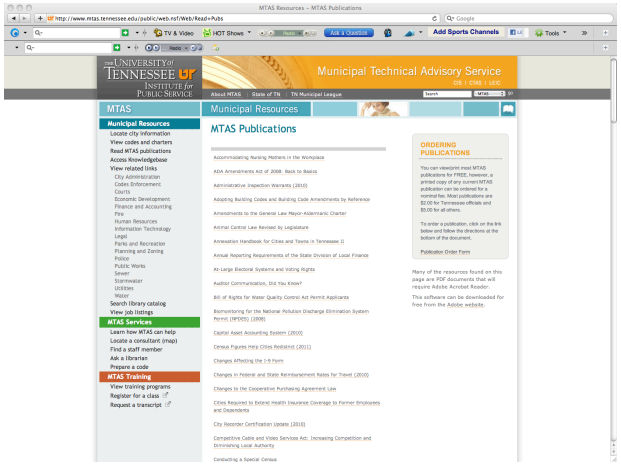


- **Locate City Information.** Listing of cities and their contact information, population, grand division, department heads and more.

- **View Codes and Charters.** Codified ordinances for 221 Tennessee cities are available in PDF format on the Web site. Charters in PDF format for all 347 cities are also available.

- **Read MTAS Publications.** MTAS publishes information in many formats such as our quick and short Hot Topics, the more in-depth Technical Bulletins and our full length publications. Our publications cover the complete range of municipal topics from animal control to zoning. All current publications are available in the publications database for download, printing or reading in PDF format.

- **Access Knowledgebase.** This is a searchable database of electronic sample documents including ordinances, resolutions, legal opinions from MTAS attorneys, job descriptions, survey results and more.

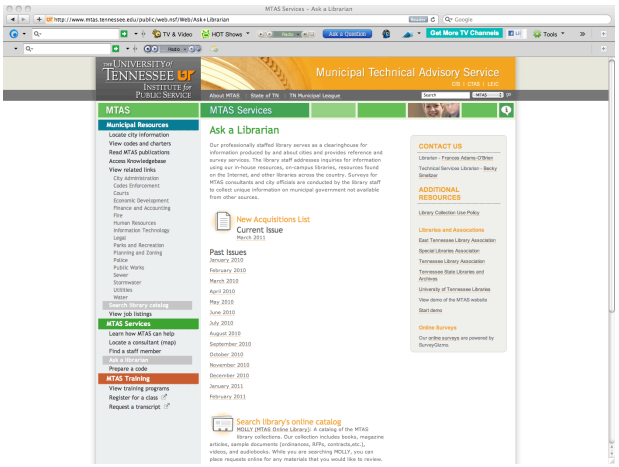


- **View Related Links.** We have pulled together links to information on city administration, codes enforcement, courts, economic development, finance and accounting, fire, human resources, information technology, legal, parks, planning and zoning, police, public works, utilities and stormwater.

- **Search Library Catalog.** Search and request materials online from the MTAS library collection using MOLLY on the Web. Our collection of approximately 8,700 titles includes print and audiovisual materials across the spectrum of local government.

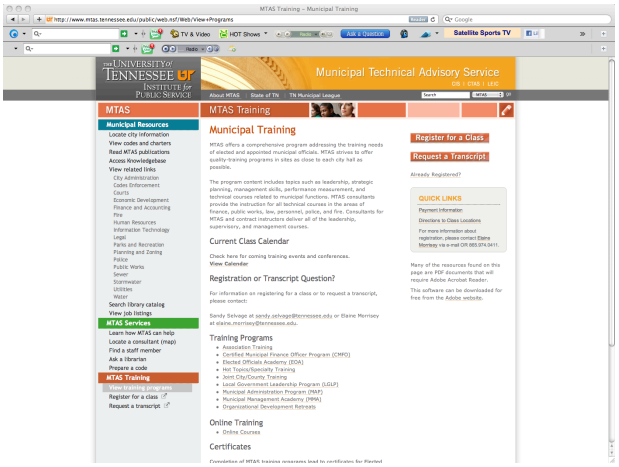
- **View Job Listings.** Here you can find job vacancies that cities have asked us to post on our Web site. You may also request that a notice be posted here, and there is no charge for this service.

www.mtas.tennessee.edu



MTAS Services

- **Learn how MTAS can help.** Description of MTAS services and how we can help you.
- **Locate a Consultant and Find a Staff Member.** Contact information for MTAS staff members and consultants.
- **Ask a Librarian.** Contact the library staff for surveys, to borrow materials, etc.
- **Prepare a Code.** MTAS offers, on a fee-for-service basis, experienced in-house legal and administrative personnel to provide codification services to Tennessee municipalities. You can find information on this service under "Prepare a Code."



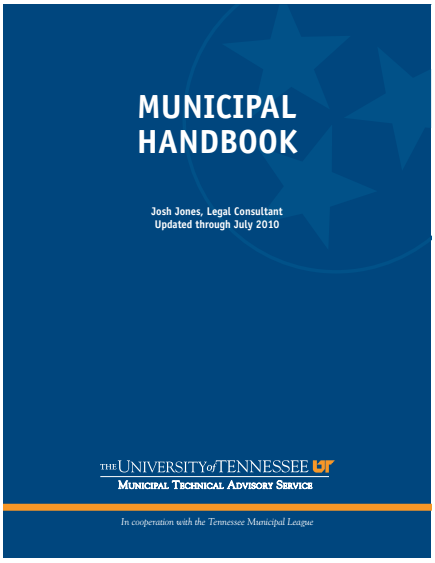
MTAS Training

MTAS offers many unique and pertinent classes that cover the current topics of the day. A current class calendar is made available as well as information on how to register for a class and get a copy of your transcript can be found in this area of the web site.

Also on the MTAS Web Site

Municipal Handbook

If you have a question about your municipality's operations, it's probably been answered here. From accounting to zoning, and everything in between, the *Municipal Handbook* gives you guidelines, citations and examples pertaining to every municipal department. Look for a blue box link to the latest version of the *Municipal Handbook* in the top right corner of the Web site.



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