

Winter 2018

A Publication of The University of Tennessee Institute for Public Service

IPSCONNECT



MTAS HELPS PLAN FIRE
DEPARTMENT FUTURE

INSTITUTE FOR PUBLIC SERVICE ON SOCIAL MEDIA



Naifeh Center for Effective Leadership added 2 new photos
— at [Sevierville Convention Center](#).
January 30 at 8:35am · Sevierville, TN · 🌐

Dr. Macel Ely presented to 350 Emergency Managers at the Tennessee All Hazards Emergency Management Summit in Sevierville. The Naifeh Center is excited about our partnership with EMAT.



👍 Like

💬 Comment

➦ Share



UT County Technical Assistance Service added 4 new photos.
January 19 at 10:20am · 🌐

Our County Debt Management class series kicked off today in Knoxville!



👍 Like

💬 Comment

➦ Share

Follow IPS and
its agencies on
Facebook & Twitter!



@UTCIS

@UTCTAS

@UT_IPS

@UT_MTAS

MTAS @UT_MTAS · Jan 29
First Elected Officials Academy of 2018 held January 26-27!
mtas.tennessee.edu/Library/EOA%20...



1



UT IPS @UT_IPS · Feb 8
Knoxville area hospital safety personnel practice dexterity exercises while dressed in hazmat gear in a @UTCIS class with Walter Idol.



4



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IPSCONNECT is a publication of
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1610 University Avenue
Knoxville, TN 37921
Phone: (865) 974-6621
Fax: (865) 974-1528

Dr. Joseph DiPietro
President

Dr. Herb Byrd, III
Vice President of Public Service

Charles E. Shoopman
Assistant Vice President

Steven T. Thompson
Assistant Vice President

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LEIC Finds Rare Print



17

Andre Temple Receives CFB Award

A WORD FROM DR. BYRD

Relationships are the Foundation for the Institute's Work

To all of you who are our friends, program partners, stakeholders, customers and co-workers, thank you for taking the time to share in our work and accomplishments highlighted in this issue of IPS Connect.

As this is the first issue of Connect for 2018, I'm glad that it highlights program accomplishments of some ongoing core programs as well as some new opportunities. Old and new – reminds me of the wedding tradition rhyme of British origin, its meaning, and of course some relevant thoughts about IPS.

Continuity (something old) is core to our mission. We're committed to providing the consulting, technical assistance and education that you need and have come to expect.

Optimism for the future (something new) is evident in some of the new programs you'll read about. For instance, after several years in the making, the Naifeh Center's Certified Public Manager program has initiated its inaugural cohort. CTAS is nearing its launch of the new Certified County Financial Officer program. Each agency within IPS is focused on constant improvement and program growth to better serve the needs you have today and to anticipate those that are on the horizon.

In the rhyme, "something borrowed" refers to the acknowledgement of borrowed happiness. Our borrowed foundation leads at least in part to customer happiness. Perhaps you have heard someone say "I'm standing on the

shoulders of giants." That's certainly true for many of us. While some folks like to think their accomplishments were all on their own merit, in reality most were built upon a foundation laid by others before. At the very least for IPS and our agencies much of our reputation, knowledge base, our connections, and our very mission, have grown from "giant" foresight, planning, building, funding, research and knowledge. We have borrowed a customer focus from our past and will pass that value along to others.

Fidelity (something blue) for our work means always providing research-based, up-to-date and relevant information. Perhaps it shows my age, but I remember when high fidelity sound was advertised as the standard of recordings and playback equipment. The idea was striving for high quality that was true to the original. Our offerings must also be of high quality and truthful. We must provide them in a timely and unbiased manner – even when what we share may not be the news hoped for.

The last part of the rhyme, "and a sixpence in your shoe" stood for good fortune and **prosperity**. We start and end each day striving to improve the lives of Tennesseans by encouraging good government, helping businesses and industries become more innovative and efficient, and by providing law enforcement officers cutting edge knowledge and tools. We serve as a catalyst to generate substantial economic impact to help our state and region prosper.

A wedding ceremony demonstrates the commitment of two individuals to a special relationship. At the Institute for Public Service we're grateful for the relationship we have with each of you. We promise continuity – you can count on programs designed for support and growth. We promise to strive for relevant programs today while we prepare for future needs and challenges. We'll stay true to our foundation of solid information transfer. And, we'll constantly work to be our best, so we can work together with you for a prosperous Tennessee.

Thanks for the partnership.

Herb

IPS celebrates at the TNCPE 25th Anniversary Excellence in Tennessee Awards Banquet



MEET **KELSEY SCHWEITZER**



**Kelsey Schweitzer,
County Government
Consultant, CTAS**

Kelsey Schweitzer joined the UT County Technical Advisory Service in October 2017. As a county government consultant, Schweitzer is assigned to a group of various counties to assist local government offices with issues concerning budgeting and finances, legal services, and personnel.

Prior to working at CTAS, he worked for the comptroller's office of the Tennessee Department of Treasury for six years. There, he processed external audits on local governments and other publicly-funded entities. Schweitzer says that his experience working for the state has helped him perform his job as a consultant for local county governments.

Outside of work, Schweitzer is an avid golfer and participates in other various recreational activities. His favorite sports teams to root for are the St. Louis Cardinals and the Tennessee Volunteers.

MEET **ANGIE CARRIER**

Angie Carrier joined MTAS in January 2018 as a municipal management consultant.

Carrier has extensive experience working with cities across Tennessee, including serving as city administrator for the city of White House and town administrator for the town of Dandridge. Most recently, she served as development services director for Johnson City for six years.

Carrier assists the greater Knoxville region as a municipal management consultant and provides resources to local city governments. She processes requests from local governments ranging from sample ordinances to open records requests. She said the favorite part of her job is: “Being able to provide resources to cities who genuinely need our help is very rewarding.”

Carrier enjoys outdoor activities including golfing and camping. Her favorite vacation spots are camping locations across state parks and Navarre Beach, Fla.



**Angie Carrier,
Municipal Management
Consultant, MTAS**

LEIC MAKES CONNECTION WITH OLD PRINT

A picture found in the freebie bin at Goodwill in Oak Ridge led to a connection between the Law Enforcement Innovation Center (LEIC) and a small, private university in Vermont.

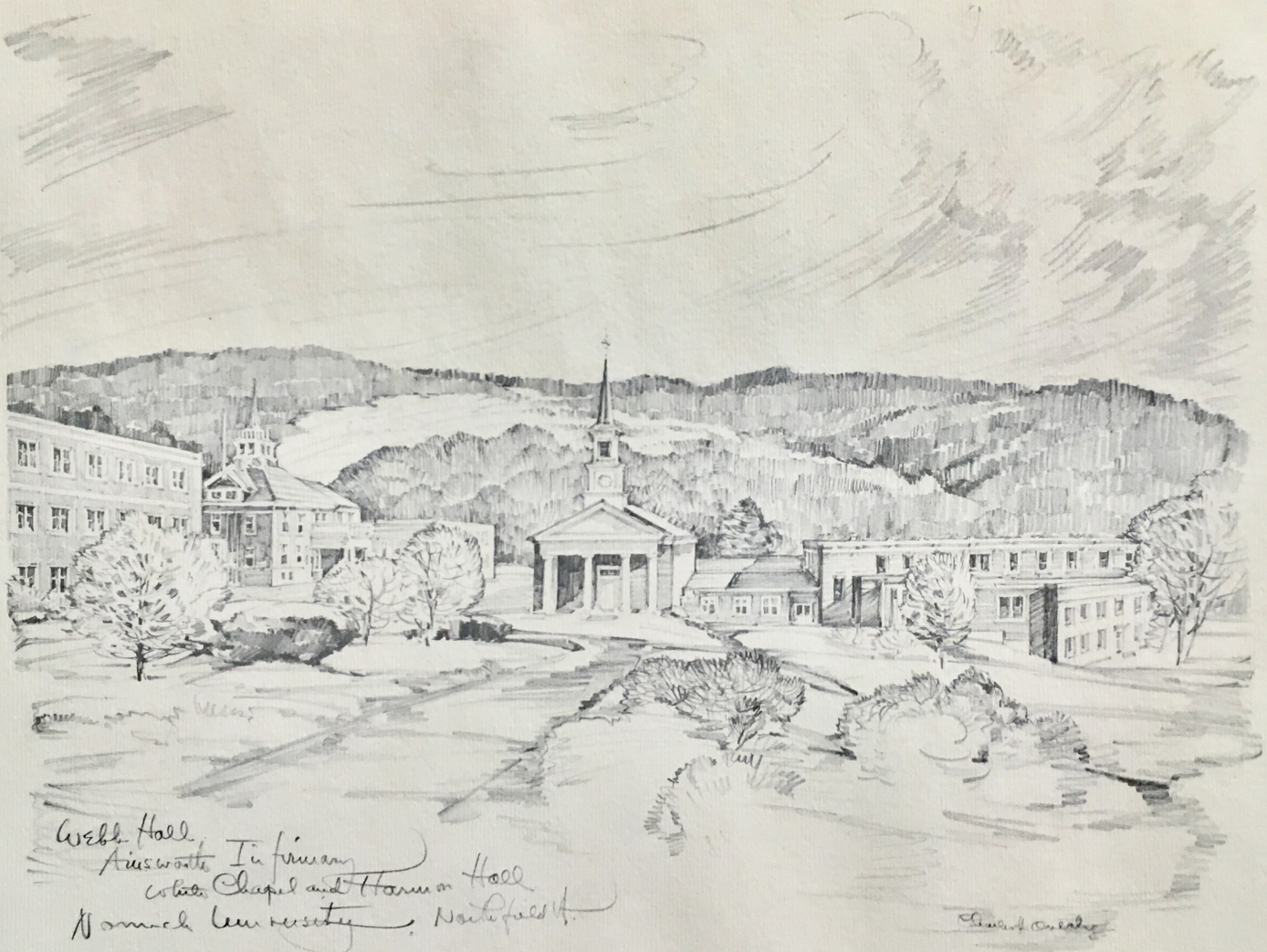
As LEIC training specialists Dan Anselment and Tim Schade were setting up the bloodstain pattern analysis houses to appear as realistic as possible, they visited several salvage and second-hand shops.

They were hunting for items that would typically be found in a house such as appliances, lamps, furniture and pictures. It was one particular picture that led to the connection.

They found a pencil drawing of Webb Hall located at Norwich University in Northfield, Vt. It occurred to Anselment and Schade that the photo might hold some significance to the university, so after some research, they forwarded it to the current president.

Several weeks later, they received a letter (pictured right) from him thanking them for reaching out and donating the print.

“John Hart confirms your discovery is in fact one of those prints, but apparently a rare one, as up until now, we had just one example of this piece depicting Webb Hall, Ainsworth Infirmary, White Chapel and Harmon Hall in our collection. Thank you so much for your thoughtful generosity in sending this piece to us.”





A History of Service. A Promise to Lead.

November 22, 2017

Mr. Daniel Anselment
University of Tennessee Law Enforcement Innovation Center
& National Forensic Academy
1201 Oak Ridge Turnpike, Suite 101
Oak Ridge, TN 37830

Dear Mr. Anselment:

I am in receipt of your transmittal letter for the pencil sketch drawing by Charles H. Overly. A quick Google search confirms just what a prolific artist he was, particularly known for his architectural sketches throughout the eastern part of the country.

Our Sullivan Museum and History Center Registrar, John Hart, tells me that while the artwork is not dated, it was most likely commissioned by then President General Ernest Harmon sometime in the late 1950s and into the 60s time frame. Apparently Overly sketched several buildings on our campus and a number of commemorative prints were made available to the public. John Hart confirms your discovery is in fact one of those prints, but apparently a rare one, as up until now, we had just one example of this piece depicting Webb Hall, Ainsworth Infirmary, White Chapel, and Harmon Hall in our collection. Thank you so much for your thoughtful generosity in sending this piece to us.

If your travels ever bring you to Vermont, I would be delighted to have you visit the Norwich University campus. An ideal time might be during our CSI Symposium held each spring. For more information, feel free to visit our website at <http://libarts.norwich.edu/csi-symposium/> to get a flavor of the 2017 symposium. 2018 symposium information will be forthcoming. Until then . . .

Best regards,

Richard W. Schneider
RADM, USCGR (Ret.)
President

drg

OFFICE OF THE PRESIDENT

158 Harmon Drive, Northfield, VT 05663-1035 • (802) 485-2065 • Fax (802) 485-2929 • rschneider@norwich.edu • www.norwich.edu

JOHNSON CITY, MTAS PLAN FOR THE FUTURE OF THE FIRE DEPARTMENT



At the request of the Johnson City Fire Department, MTAS Fire Management Consultant Steve Cross conducted a study of the department's staffing and apparatus deployment to help it run more effectively.

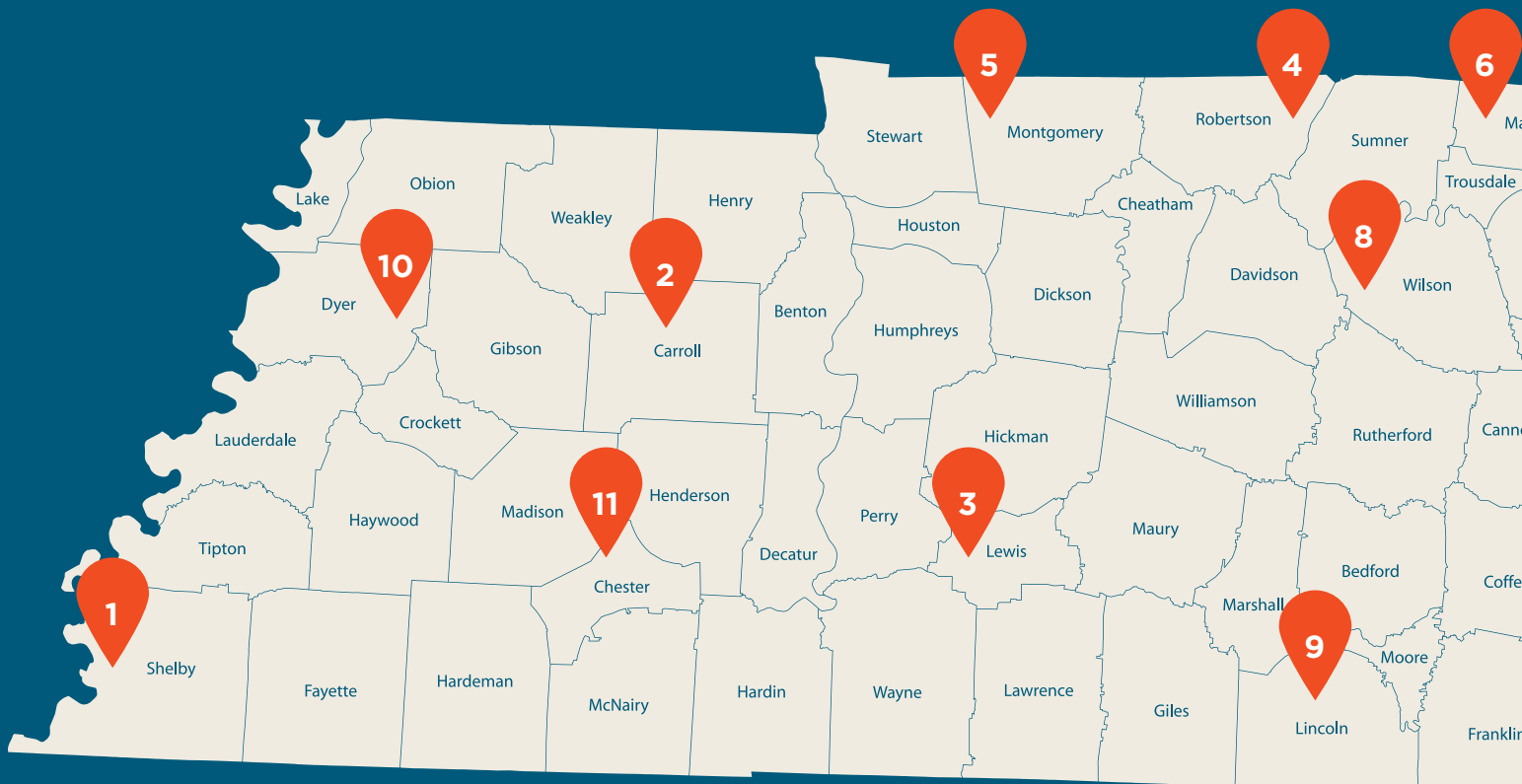
Cross worked closely with Fire Chief James Stables and other members of the fire department to collect data, determine daily operational issues, and tour the city to identify challenges the fire department has to overcome in order to provide world-class customer service. MTAS recommendations include reorganizing the rank structure of the department to a model that ensures each fire company has a supervisor and that each supervisor has a manageable span-of-control; and an apparatus deployment and response model that should take the department into the future. Cross followed up on the project with a face-to-face meeting with Stables to review each component and recommendation of the report. Finally, an offer of further assistance was provided to address concerns and recommendations with members of the city's management team.

"Thank you for your prompt and professional work on this study. In the next few weeks I will be reviewing and making some recommendations for the future. Additionally, some of your study recommendations are being implemented soon. As you know 'I am not from around here,' and this project has reinforced my interest and relocation to the great state of Tennessee, being able to work with great industry professionals like you in developing thoughtful strategies to meet community needs is important, and I look forward to future collaboration on improving the fire service delivery model for Johnson City."

--Johnson City Fire Chief James Stables



IPS IMPACT BY DISTRICT | FY17



1 | SHELBY COUNTY

With assistance from CIS' Procurement Technical Assistance Center (PTAC) several Shelby County businesses secured government contracts worth more than \$40 million. PTAC consultants work with businesses across Tennessee to help coach them through the federal government contract process.

2 | CARROLL COUNTY

Four law enforcement officials from Carroll County attended STOP Domestic Violence awareness training facilitated by LEIC. This 32-hour course provides instruction for investigating domestic violence incidents. The participants are better equipped to handle domestic violence situations as well as provide resources for victims.

3 | LEWIS COUNTY

The jail management consultant with CTAS conducted a jail needs assessment for the Lewis County sheriff and presented

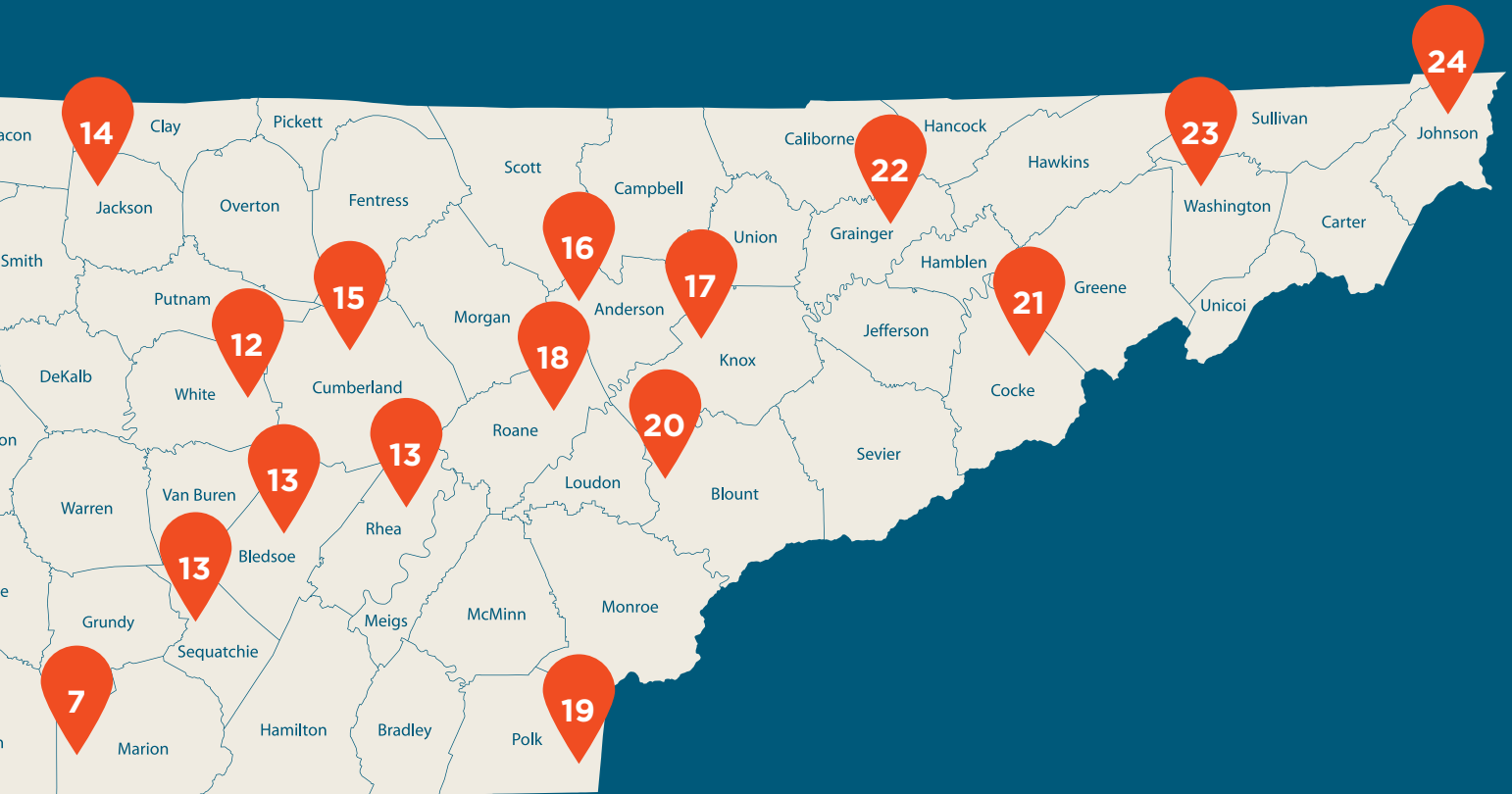
his findings. By using CTAS to conduct the study, the county was able to save \$40,000.

4 | ROBERTSON COUNTY

A Robertson County economic development specialist attended the Tennessee Basic Economic Development Course hosted by CIS. This four-day comprehensive course, accredited by the International Economic Development Council (IEDC), focuses on the fundamental concepts, tools and practices needed to be successful in today's complex economic environment.

5 | MONTGOMERY COUNTY

With assistance from CIS Procurement Technical Assistance Center (PTAC), a Montgomery County business won government contracts worth more than \$4 million. PTAC consultants work with businesses across Tennessee to help coach them through the federal government contract process.



6 | MACON COUNTY/LAFAYETTE

A municipal management consultant with MTAS worked with the city of Lafayette on revising several existing codes in its charter.

7 | MARION COUNTY

A Marion County official attended the annual Women in Public Service symposium hosted by MTAS, CTAS and the Naifeh Center for Effective Leadership.

8 | WILSON COUNTY/MT. JULIET

At the request of Mt. Juliet, the fire management consultant with MTAS assisted the city with work surrounding its improved ISO rating. He also assisted the fire department with several operational issues.

9 | LINCOLN COUNTY

The jail management consultant with CTAS assisted Lincoln County with reviewing a grant proposal to the Office of Criminal Justice Programs. The county received the three-year grant, which is for \$65,000 per year.

10 | DYER COUNTY

With assistance from CIS Procurement Technical Assistance Center (PTAC) a Dyer County business secured government contracts worth more than \$24 million. PTAC consultants work with businesses across Tennessee to help coach them through the federal government contract process.

11 | CHESTER COUNTY

A law enforcement officer from Chester County participated in the web-based crime scene investigation training offered by LEIC.

(Continued on Page 14)

12 | WHITE COUNTY/SPARTA

A fire management consultant with MTAS wrote the job description for a new fire support specialist in Sparta. He also provided information to the city on how to protect their fire stations as part of the critical infrastructure.

13 | BLEDSOE, SEQUATCHIE, RHEA AND ROANE COUNTIES

CTAS helped Bledsoe, Sequatchie, Rhea and Roane counties each save \$12,500 by maintaining and updating the CTAS Highway Program and GASB34 Asset Management software. The software allows the highway department to operate more efficiently, including maintenance analysis and scheduling, funding allocation requests, elimination of some field/site visits, and the streamlined ability to provide information.

14 | JACKSON COUNTY

A Jackson County law enforcement officer graduated from the 10-week National Forensic Academy (NFA), a program of LEIC. NFA participants are challenged in the various disciplines of crime scene investigation through classroom instruction, lab activities, and field practicums in the specialized courses.

15 | CUMBERLAND COUNTY

Two consultants with CTAS assisted Cumberland County in evaluating candidates and hiring a new fire chief and emergency services director.

16 | ANDERSON COUNTY

With assistance from CIS' Procurement Technical Assistance Center (PTAC), an Anderson County business won government contracts worth more than \$10 million. PTAC consultants work with businesses across Tennessee to help coach them through the federal government contract process.

17 | KNOX COUNTY

Two law enforcement officials from Knox County graduated from LEIC's National Forensic Academy. The academy is a 10-week training program, designed to meet the needs of law enforcement agencies in evidence identification, collection, and preservation. The goal of the academy is to prepare the crime scene investigator to recognize key elements and to improve the process of evidence recovery and submission.

18 | ROANE COUNTY

Nine employees with the city of Harriman participated in an Elected Officials Academy offered by MTAS. The academy, designed exclusively for municipal elected officials, covers various aspects of municipal leadership and is composed of two levels of courses.

19 | POLK COUNTY

Staff with CTAS worked with Polk County to amend its debt management policy in order to refund their existing debt. The previous policy would not allow the county to refund the debt from a fixed rate to a variable rate. The refund was able to save the county more than \$5.9 million.

20 | BLOUNT COUNTY

Six law enforcement officers from Blount County attended the First Line Leadership and Supervision course offered by LEIC. This training helps first line supervisors identify the roles of effective leadership, develop communication skills and motivation techniques to ensure team effectiveness and identify strategies to coach problem employees for improved work performance.

21 | COCKE COUNTY

A Cocke County economic development specialist attended the Tennessee Basic Economic Development Course hosted by CIS. This four-day comprehensive course, accredited by the International Economic Development Council (IEDC), focuses on the fundamental concepts, tools and practices needed to be successful in today's complex economic environment.

22 | GRAINGER COUNTY/BEAN STATION

At the request of Bean Station, a technical consultant with MTAS provided bid specifications and consultation for city road resurfacing projects. Her assistance was able to save the city more than \$700,000.

23 | WASHINGTON COUNTY/JOHNSON CITY

At the request of the city, MTAS conducted several sessions of the Municipal Management Academy for Johnson City employees. The courses included managing diversity in the workplace, conflict management and employee motivation.

24 | JOHNSON COUNTY

The fire management consultant with CTAS assisted Johnson County with the review and expert approval of a USDA Rural Development grant. The county received the \$170,000 grant and was able to purchase a new fire truck.



INAUGURAL CLASS KICKS OFF FOR THE CERTIFIED PUBLIC MANAGER PROGRAM

By Trent Clagg, Training Specialist, Naifeh Center

The Naifeh Center for Effective Leadership (NCEL) recently welcomed the inaugural Certified Public Manager (CPM) program class. The class consists of participants from federal, state, and local governments, and offers a transformative experience to all associated with the program. The hybrid curriculum promises to be dynamic, engaging, and very doable for busy working professionals. From the first class, the participants completed a leadership characteristic assessment called the CPI 260 that illustrates how others perceive you. This assessment lays the groundwork for the program by preparing the participants in areas that need improvement and refining.

One member of the inaugural class, Mac Purdy, director at the Williamson County Emergency Management Agency said recently, “The CPI 260 Assessment was a great way to start the program and I am excited to learn more about management and improve my leadership skills. My agency is already seeing a return on their investment because of my participation in the Tennessee CPM program. I highly recommend this program.”

CPM is a nationally accredited, public management program and certification in which participants develop and strengthen their management skills through competency-based curriculum and activities. The program can fill a training gap for staff with significant technical expertise who seek to further their knowledge of current, public management practices.

The Tennessee CPM program meets every month this year and will host a graduation in January 2019. Upon completion of the program, candidates will have completed a capstone project that focuses on an area at their agency that needs improvement. The candidate will present these projects at the last class in December. All IPS employees are invited to attend these presentations. Other CPM agencies have reported graduates implementing capstone projects with huge success. One agency in another state reported saving \$12 million in tax revenue because of the research conducted by a CPM candidate in a capstone project.

NCEL is anticipating another cohort to start in July 2018 in Nashville because of the large quantity of interest in Middle Tennessee. For more information about the program, contact NCEL Training Specialist Trent Clagg at trent.clagg@tennessee.edu or 865-974-6621.

CTAS PROPERTY ASSESSMENT CONSULTANT ACCREDITED TO TRAIN IAAO COURSES

CTAS Property Assessment Consultant Joe Griffin is now certified as an International Association of Assessing Officers (IAAO) instructor. Currently, he will teach two courses: 101 The Fundamentals of Mass Appraisal and 102 The Income Approach. Both courses are a week-long with four days of classroom work and a final exam on the last day. Participants will receive 30 hours of continuing education credits from IAAO. The Tennessee Comptroller's Division of Property Assessment (DPA) and CTAS will allow some or all of these credits, depending on the participant's occupation.



Although courses 101 and 102 are considered entry-level, some appraisal background is preferred (especially for course 102). To register for these courses, visit the Comptroller's website at <http://comptroller.tn.gov/pa/paasmcert.asp>. If you have any further questions, please contact Griffin at (931) 215-1635 or joe.griffin@tennessee.edu.



ANDRE TEMPLE RECEIVES AWARD FROM UT KNOXVILLE COMMISSION FOR BLACKS

Andre Temple, a solutions consultant for CIS, recently received the Trailblazer Award from the UT Knoxville Commission for Blacks.

The Trailblazer Award highlights significant accomplishments and the associated journey of the university's African American alumni and/or individuals currently or previously associated with UT. Each year, four notables are recognized with the aim to promote and honor African Americans who are trailblazers.

A native of Memphis, Temple received both his bachelor's and master's degree from UT Martin. He received his doctorate in education from the University of Memphis. As an advocate for fair and affordable housing, he has served as an advisor to the city of Jackson Tornado Recovery Task Force (following the 2003 tornados that struck the city), chairman of the Jackson Affordable Housing CDC, commissioner with the city of Jackson Housing Authority, member of the American Institute for Certified Planners (AICP) and Tennessee American Planning Association (TAPA). Other community involvement includes volunteering with the American Red Cross, Hart of the South Girl Scouts, Jackson Arts Council, Leadership Jackson, Southwest Human Resource Agency, Omega Psi Phi Fraternity, UTM Alumni Council, UTM Jackson Center Advisory Board, WestStar Leadership Alumni, and West TN United Way.



EMERGING LEADERS IN AUTOMOTIVE

*By Tim Waldo, Workforce Development Specialist,
CIS*

It is one thing to attract great talent. It is another thing to keep it. Tennessee's automotive manufacturers have experienced significant growth and tremendous success over the last few years. Along with this growth comes the challenge of attracting and retaining the workforce that can continually deliver high quality results. Although there are many components that make up such a magnetic workplace, without question the primary factor is a strong leadership team. Partnering with the Tennessee Department of Economic and Community Development (TN ECD) and the Appalachian Regional Commission (ARC), CIS developed and launched the Automotive Supply Chain Workforce Readiness Program to help identify and prepare up and coming leaders who can help to ensure Tennessee's continued success in this important manufacturing sector.

According to the TN ECD there are over 130,000 people employed in the automotive sector in our state. They work at more than 900 companies spread across 86 Tennessee counties, and every year

they contribute to the production of hundreds of thousands of automobiles. To continue this success and to accommodate the expected growth, leaders at all levels will need to understand today's workplace dynamics and the rapid changes that are shaping its future. It is crucial that manufacturers understand workforce needs and skill gaps. Automotive manufacturers must have highly trained leaders and supervisors with the skills to manage, retain and advance new and existing employees. They must secure needed education and training resources from the region's higher education institutions if the automotive cluster in Tennessee is going to continue to compete and grow in a global marketplace. This is where the Automotive Supply Chain Workforce Readiness Program can help.

The modern American workplace is changing at a pace unlike anything experienced in our history. Managing these variations requires that today's leaders continuously hone a more complex set of leadership skills. Skills such as emotional intelligence, team building and problem solving are just as important as the concepts of lean manufacturing, 5S and other process-centric disciplines. The Automotive Supply Chain Workforce



Readiness Program focuses on the basics of leadership to start- topics such as Essential Skills of Leadership and Communication, Motivating Team Members and Developing and Coaching Others. After the foundation is laid, the training topics shift to include Identifying Improvement Opportunities, Critical Thinking and Risk-Based Thinking – 17 topics in total that are designed to help companies establish and nurture a cadre of leaders who can engage their teams, care for them and challenge them to excel.

There are other factors to consider when it comes to the impact of leadership training on the whole labor shed. The aging workforce means that many of today's leaders will soon be retiring. The leaders that replace them need time to build their experiences. Starting from a solid foundation is crucial to their development. Also, the career expectations of the latest generation of workers requires that tomorrow's

leaders understand how to motivate and encourage these team members to give their best efforts.

Tennessee has built a strong, modern automotive manufacturing sector that shows promising signs of continued growth. An important key to keeping this vital industry strong is having talented and well- trained leaders at all levels who can effectively lead a modern workforce – frontline supervisors, team leaders, and shift leaders being among the most important. This is the focus of the Automotive Supply Chain Workforce Readiness Program (<https://tiny.utk.edu/lKbM>).

If you are a manufacturer supporting the automotive sector from a location within the Tennessee ARC region (<https://tiny.utk.edu/wfvKs>), contact CIS to discuss how this leadership training could help you in your quest to create a workplace that attracts and retains top talent.

LEIC's Dan Anselment & Emily Miller receive instructions on the new equipment



LEIC'S NATIONAL FORENSIC ACADEMY RECEIVES CUTTING-EDGE PHOTOGRAPHIC EQUIPMENT

As an integral component of the University of Tennessee Institute for Public Service's Law Enforcement Innovation Center (LEIC), the National Forensic Academy (NFA) continually endeavors to provide the most up-to-date information and technology to the nation's crime scene investigators. The NFA recently acquired several cutting-edge Fuji infrared (IR) cameras. Thanks to the recent generosity of Lumos Technology, Ltd., a forensics equipment company located in Taiwan, these state-of-the art cameras will be supplemented by two advanced photographic enhancement systems donated to the NFA by the company.

Four members of Lumos Technology recently made the long journey from Taiwan to Oak Ridge to present the systems and to discuss their capabilities and potential benefit to crime scene investigators. Greeted by NFA Consultant Dan Anselment and LEIC Program Manager Jeff Lindsey, members of the Lumos Team toured the LEIC and NFA facilities prior to their presentation and demonstration of the new equipment.

"The two systems donated to the NFA will be beneficial to the practical hands-on training that participants receive here at the NFA," Anselment said.

One of the systems, the X-Loupe ForteLite, will be used primarily to aid in the recovery and documentation of latent fingerprints utilizing IR light and IR fingerprint powders. This allows the investigator to cancel out the busy background often noticeable behind a fingerprint and provide more clarity to the print itself. For example, the investigator will be able to erase the background behind a latent print discovered on a piece of U.S. currency and leave only the fingerprint visible for future comparison to other prints by a latent print examiner.

The second system, the X-Loupe AgileLite, is a photographic device with a built-in alternate light source. This alternate light source in the device enables the investigator to take clearer digital images of enhanced latent prints processed with dye stains or images of bodily fluid stains for future comparison, analysis, and documentation.

In its quest to remain a cutting-edge training entity, the NFA is both fortunate and grateful to benefit from the generosity of organizations such as Lumos Technology. This generosity enables the NFA to provide students access and experience with today's innovative forensic science technology.



X-Loupe ForteLite System



X-Loupe AgileLite System 4x4 Barrel



LEBANON HONORS RALPH CROSS FOR YEARS OF SERVICE

(Reprinted with permission from the Jan. 22 issue of Tennessee Town & City)

A consultant with MTAS has been honored by a Tennessee city for dedication to instructing and guiding municipal and professional staff.

The city of Lebanon declared Dec. 5 as “Ralph Cross Day” in honor of the finance and accounting consultant with the Municipal Technical Advisory Service. Lebanon Mayor Bernie Ash presented Cross with a proclamation in his honor at a Nov. 17 council meeting in the city.

Cross has served for the past 18 years with MTAS, working in hundreds of cities across the state. Cross has personally taught approximately 363 of the 600

students who have prepared for the state’s Certified Municipal Finance Officer (CMFO) program.

Debbie Jessen with the city of Lebanon said Cross has provided exemplary dedication to service for the city.

“The city of Lebanon is fortunate to have had five employees certified through the state of Tennessee’s Certified Municipal Finance Officer program,” she said. “Ralph Cross was one of the main instructors who helped these employees reach a significant milestone in their careers. Ralph has been an excellent resource when our employees had accounting, legal or purchasing questions. He has kept our staff up to date on changes.”

Jessen said Mayor Bernie Ash and other members of Lebanon’s council and staff wanted to show Cross their appreciation for his work in the city.

“Mayor Ash expressed the city’s appreciation for the quality programs that MTAS offers and the exceptional staff provided to municipalities,” Jessen said.

Cross said the presentation was a complete surprise to him. He had been asked to attend the meeting to present Lebanon City Accountant Sueann Smith with her CMFO certification, but before he could do so, Cross said city officials informed him they wanted to honor him as well.

“I was completely taken aback,” Cross said. “It was a marvelous and wonderful surprise. I am just so truly honored. It really means so much to me.”





NAIFEH CENTER FOR EFFECTIVE LEADERSHIP PARTNERS WITH THEC/TSAC

By Patrick Mills, Training Coordinator, Naifeh Center

To kick off 2018, the Naifeh Center for Effective Leadership partnered with the Tennessee Higher Education Commission & Student Assistance Corporation for a two- year leadership academy with 10 cohorts serving 120 state employees. This Leadership Academy is designed to encourage lifelong learning for all employees, and to provide THEC/TSAC staff with opportunities for professional growth.

The first session of the academy was held in January for 19 executive leaders of the THEC/TSAC leadership team in Nashville. Naifeh Center Director Macel Ely facilitated the session; and the topics covered during the day included how to maximize strengths on various leadership teams, and how to utilize best practices in bridging the generational gap in the workplace. All 19 members of the team were engaged throughout the day and were excited about the opportunity to go back and learn more about their respective team's strengths.

THEC Executive Director Mike Krause had this to say about the start of the new leadership academy, “As our team continues to try to find new ways to support student success and reach Tennessee’s Drive to 55 goal, the leadership development training provided by the Naifeh Center team was priceless. They provided an opportunity for us to establish a common foundation for leadership in our agency, and the training will pay dividends for years to come.”

For more information about Naifeh Center programs please contact Patrick Mills at patrick.mills@tennessee.edu or visit leadership.tennessee.edu.

January CMFO training in the Knoxville office

