BRIGHTER TENNESSEE





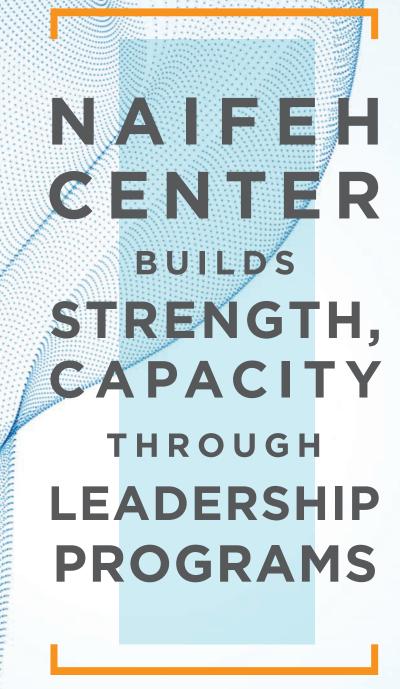








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CONTENTS

ON THE COVER

Naifeh Center Builds Strength, Capacity Through Leadership **Programs**

- CTAS Drives Development of **Asphalt Plant for Obion County**
- Class Seven Completes IPS Leadership Academy
- **SMART Initiative Hosts East** Tennessee Mayors for Opioid Summit

MTAS Brings Leadership **Training to Elected Officials**













A Word from

Dr. Byrd



If you visit Amazon, the original e-commerce peddler of books, and search the topic of leadership, you'll find over 60,000 results. A Google search on the same topic culminates in more than 394 million results!

Leadership is a hot topic these days; but the UT
Institute for Public Service (IPS) and its agencies have included the subject in the curriculum for more than 50 years. Our Naifeh Center for Effective Leadership was formed in 2009 to serve as the hub of leadership training for IPS. The Naifeh Center maintains a strong partnership with the Tennessee Department of Human Resources to facilitate the Tennessee Government Executive Institute, the Tennessee Government Management Institute and the newly formed Tennessee Government Professionals Institute. These programs help develop and strengthen the leadership skills of state officials. The Naifeh Center also manages IPS's internal leadership training, including the IPS Leadership Academy.

The Law Enforcement Innovation Center (LEIC), in addition to its world-class forensic training, provides a tiered approach to leadership development for law enforcement personnel. Completing all three levels of the leadership training will earn the participants a certification in Law Enforcement Leadership. LEIC's flagship leadership program is the Southeastern Leadership Academy (SELA).

The topics for local government officials training are not centered around leadership, but there is a leadership component to the Municipal Technical Advisory

Service's (MTAS) Elected Officials Academy and the County Technical Assistance Service's (CTAS) County

Official Orientation Program (COOP). CTAS's COOP recently hosted more than 1,000 newly elected county officials who will soon assume their leadership roles.

Building the leadership skills of customers is our number one priority, and to offer them the best curriculum, we also stress professional development for our staff. We cultivate the skills of our leadership team members in programs like the UT Leadership Institute and the UT Executive Leadership Institute. In 1987, Max De Pree authored Leadership Is An Art, which looks at leadership as a kind of stewardship, stressing the importance of building relationships, initiating ideas and creating a lasting value system in an organization. That same premise is a perfect description for the institute and our agencies. We are positive stewards of state funds and the UT brand as we serve our customers. Our business is about building relationships and serving our customers, and we are always looking for innovative ideas to provide the best for our customers as we stand on a foundation of strong values.

Dr. Herb Byrd III, Vice President

Www Herbert Bard



he roads will be smooth for the Obion County
Highway Department now that they have their own
asphalt plant.

Obion County first engaged the County Technical Assistance Service (CTAS) about 10 years ago to help them look at the costs to produce their own asphalt. At that time, the county and CTAS concluded that building its own asphalt plant was not feasible due to the cost of producing asphalt plus the low usage numbers, said CTAS County Government Consultant Mike Galey.

In the early 2000s, Tennessee had a state law against local governments owning asphalt plants. However, with the support of counties and the Tennessee Comptroller, the law was changed in 2005, and Hardeman County put its own asphalt plant into place in 2007. When the law was changed, it included a clause that counties must undergo a financial feasibility study with CTAS before building an asphalt plant.

In addition to Hardeman County, there are only a few local governments that have their own asphalt plants.

Currently, counties take a backseat to state projects when working with road building companies to get their roads

resurfaced, which can result in lengthy delays, Galey said. Fast forward five years from when talks first started, and Obion County again started to look at the cost of building a plant to produce their own asphalt.

"Having their own plant allows them to put down asphalt anytime they want, depending on the weather," Galey said. Obion County started producing its own asphalt around the first part of August and has produced 1,400 tons since the middle of the month, said Kevin Dunn, general foreman for the Obion County Highway Department and manager of the asphalt plant.

"Our issue here has always been being able to get asphalt," Dunn said. "There was only one company in the county, and they were tied up with the Interstate 69 project. In the last five years, the talks about having our own plant intensified because we were having issues even getting asphalt. We have 700 miles of county roads and only two gravel roads in the county. The residents are happy that we are now able to produce asphalt for our roads."

Not only does the new plant address the convenience of securing asphalt when they need it, but the county is also able to produce asphalt at \$85 a ton when they were paying \$117 a ton to buy asphalt.

"The strength of any organization is a direct result of the strength

of its leaders."

NAIFEH CENTER BUILDS STRENGTH, CAPACITY THROUGH LEADERSHIP PROGRAMS

his quote from John Maxwell not only illustrates the importance of developing a strong team but also highlights one of the strategic reasons why the Institute for Public Service (IPS) invests in and supports programs such as the IPS Leadership Academy and the Administrative Professionals Academy.

These two leadership development programs were designed to help IPS employees become more knowledgeable and effective leaders, but they subsequently help build the strength and capacity of IPS as a whole. Both programs are managed and facilitated by the Naifeh Center for Effective Leadership.

For over 10 years, IPS Leadership Academy has brought together employees from each IPS agency to create small learning cohorts that visit each UT campus and IPS agency. The program offers leadership content and assessments, mentoring and activities aimed at expanding leadership knowledge and capacity. The goal of the program is for graduates to increase their knowledge and understanding of all IPS agencies and the UT system, as well as build their professional skill sets and networks.

"Through the IPS Leadership Academy, I have learned so much about the university and the people who keep the system going. I also know more about our institute and how each agency serves the state of Tennessee," noted Tanya Washington, training specialist with the Naifeh Center, about her experience in the academy. "Our group discussions on leadership topics are top-notch. Still, the

best part of the program is spending time with people I otherwise may not have met for several more years."

Building on the successes of the IPS Leadership Academy, IPS developed the Administrative Professionals Academy (APA) in 2019. Much like IPS Leadership Academy, APA offers leadership and professional development opportunities. Participants engage in activities, projects and training sessions designed to increase individual leadership knowledge and competence in topic areas such as self-awareness, conflict management, customer service, communication, public speaking and problem solving.

"APA taught us a lot about self-reflection, as well as how to be better, more efficient and empathetic. I would recommend it to anyone looking to lead up," said Felicia Roberts, CIS employee and APA graduate. Since its initial cohort, APA has grown to not only include UT and IPS employees but also participants from Tennessee state agencies and other IPS customers.

In addition to internal leadership training, the Naifeh Center serves as the institute's hub for leadership training for state government personnel. The Naifeh Center has had a long partnership with the Tennessee Department of Human Resources to manage the state's Tennessee Government Executive Institute (TGEI) and the Tennessee Government Management Institute (TGMI). Both are two-week programs that help strengthen the leadership skills and capacity of state officials. The Tennessee Department of Human Resources also tapped the Naifeh Center to help develop its new Tennessee Government Professionals Institute, which graduated its first cohort in early summer 2022.

Learn more at leadership.tennessee.edu







Top photo: The recent Administrative Professionals Academy class. Middle photo: The Naifeh Center brings in speakers from across the state and nation to offer leadership training. Bottom photo: Members of the 2022 Leadership Academy class made a stop in Nashville.

MTAS

BRINGS LEADERSHIP TRAINING

to Elected Officials



magine what could happen when 25 elected officials are together in one room. A spirited group of officials representing municipalities across the state participated in MTAS's Elected Officials Academy (EOA) Level II in Gatlinburg as part of the Tennessee Municipal League's pre-conference programming.

The academy has two levels and targets both newly elected and experienced municipal officials. EOA Level I focuses on foundational topics of municipal leadership, such as charters, forms of government, ethics, open meetings, public records, municipal finance and more. EOA Level II aims to help elected officials deepen their knowledge of municipal operations through the lens of understanding their roles and responsibilities in governing their municipalities.

This year's EOA Level II topics included police services, public works, human resources, risk management and fire service. The presenters were MTAS Police Management Consultant David Moore, MTAS Public Works Consultant John Chlarson, MTAS Human Resources Consultant John Grubbs, Loss Control Consultant Judy Housley with Public Entity Partners and MTAS Fire Management Consultant Steven Cross.

Collectively, the group represented more than 50 years of municipal experience! It is no surprise that they freely shared their opinions, colorful stories, laughs and, of course, asked lots of questions. The atmosphere in the room was lively, and it was gratifying to watch genuine connections form between so many different personalities.



MTAS did an outstanding job presenting material needed by elected officials. These facilitators are all subject matter experts and are the team that we routinely rely on for clarification of complex issues.

Their professionalism is unparalleled. The EOA II classes were not only informative but also clear, concise and interesting. I strongly recommend that all elected officials invest the time to further their understanding of how a city should be effectively run.

- Mayor Judy Watters, Rossville



Top photo: Newly elected city officials participated in the Elected Officials Academy facilitated by MTAS at the Tennessee Municipal League Conference. Bottom photo: MTAS Police Management Consultant David Moore led a class at the Elected Officials Academy.



CLASS SEVEN COMPLETES

IPS LEADERSHIP ACADEMY

he IPS Leadership Academy completed its 2021-2022 cohort in August with a final session in Knoxville and graduation ceremony.

The group spent several days in Knoxville and Oak Ridge. They visited the Law Enforcement Innovation Center (LEIC) in Oak Ridge where they learned about the operations, programs and facilities at LEIC. Participants also saw a demonstration of the active shooter simulator. LEIC's 300-degree, virtual shooting simulator helps law enforcement officers practice making better decisions on when to use force. The simulator offers 400 different video scenarios for participants. For this training, the officers use actual firearms that are fitted with a non-

permanent drop-in laser recoil kit, as well as having a Taser or less lethal option.

While in Oak Ridge, the group also engaged in discussions on ethical and positive leadership and participated in a workshop on personal professional branding.

The 18-month program culminated with a graduation ceremony at Jackson Terminal in downtown Knoxville with a keynote address from ESPN auto racing and football commentator Dr. Jerry Punch. Punch challenged the graduates to continue their leadership journeys and to recognize daily opportunities to lead that are often overlooked.



SMART Executive Director Jennifer Tourville greets East Tennessee mayors at the Criminal Justice and Opioid Summit.

SMART INITIATIVE

Hosts East Tennessee Mayors for Opioid Summit

ince moving to IPS, the Substance Misuse and Addiction Resource for Tennessee (SMART)

Initiative has broadened in scope to engage with Tennessee in a manner consistent with the IPS agencies. The Mayors' Criminal Justice and Opioid Summit the SMART Initiative hosted perfectly illustrates this engagement.

The mayors of the 16-county region of East Tennessee, alongside sheriffs and law enforcement officials, as well as representatives from regional recovery and treatment programs participated. Dozens of community leaders also were in attendance.

The summit featured several notable guest speakers, including treatment advocate Dr. Stephen Loyd, chief medical officer of Cedar Recovery, who spoke about a

medication program within the criminal justice system in Jefferson County. Karen Pershing spoke on behalf of the Prevention Alliance of Tennessee about the costeffectiveness of primary prevention, and Kristen Zak, deputy director of the Opioid Response Coordination, discussed the importance of providing continuity of treatment to incarcerated individuals.

Following these presentations, Loyd was joined by Circuit Court Judge Duane Slone, Candace Allen of the McNabb Center, and Sheriff Jeff Coffey on a panel to discuss the program in Jefferson County in greater detail. The panel answered the attendees' questions, many of which revolved around the implementation of similar programs in their own counties.



IPS Vice President Herb Byrd III and SMART Executive Director Jennifer Tourville discuss substance misuse with Jefferson County Sheriff Jeff Coffey.

A second panel on county jail to work and housing programs followed, featuring Trent Coffey, executive director of Scott County's STAND; Ida McElhaney, probation services director in Sevier County; Sharon Reid, director of Hamblen County Services for McNabb Center; and Ravi Dantuluri, president of Integrity House in Knox County. County Technical Assistance Service (CTAS) Jail Management Consultant Jim Hart moderated both panels, facilitating the Q&A.

These presentations were well-received, and the summit ended with a dynamic anonymous poll that automatically populated responses on the screen. There was significant enthusiasm for implementing more outcome-driven programs like the ones discussed by the panels, and attendees were given the chance to voice

their priorities and concerns in a public forum without specifically identifying themselves. As might be expected, community leaders' largest concerns were funding and sustainability, as well as combating stigma and notin-my-back-yard attitudes among constituents. This fostered overwhelmingly positive conversations that persisted long after the event itself reached its conclusion. Numerous people stayed to continue talking and planning for the future.

For the SMART Initiative, this is only the beginning.

SMART is producing and publishing policy briefs and is working on diversifying their communications to other forms of publications. Expect more events like the Mayors' Summit, as well as other forms of community outreach.

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