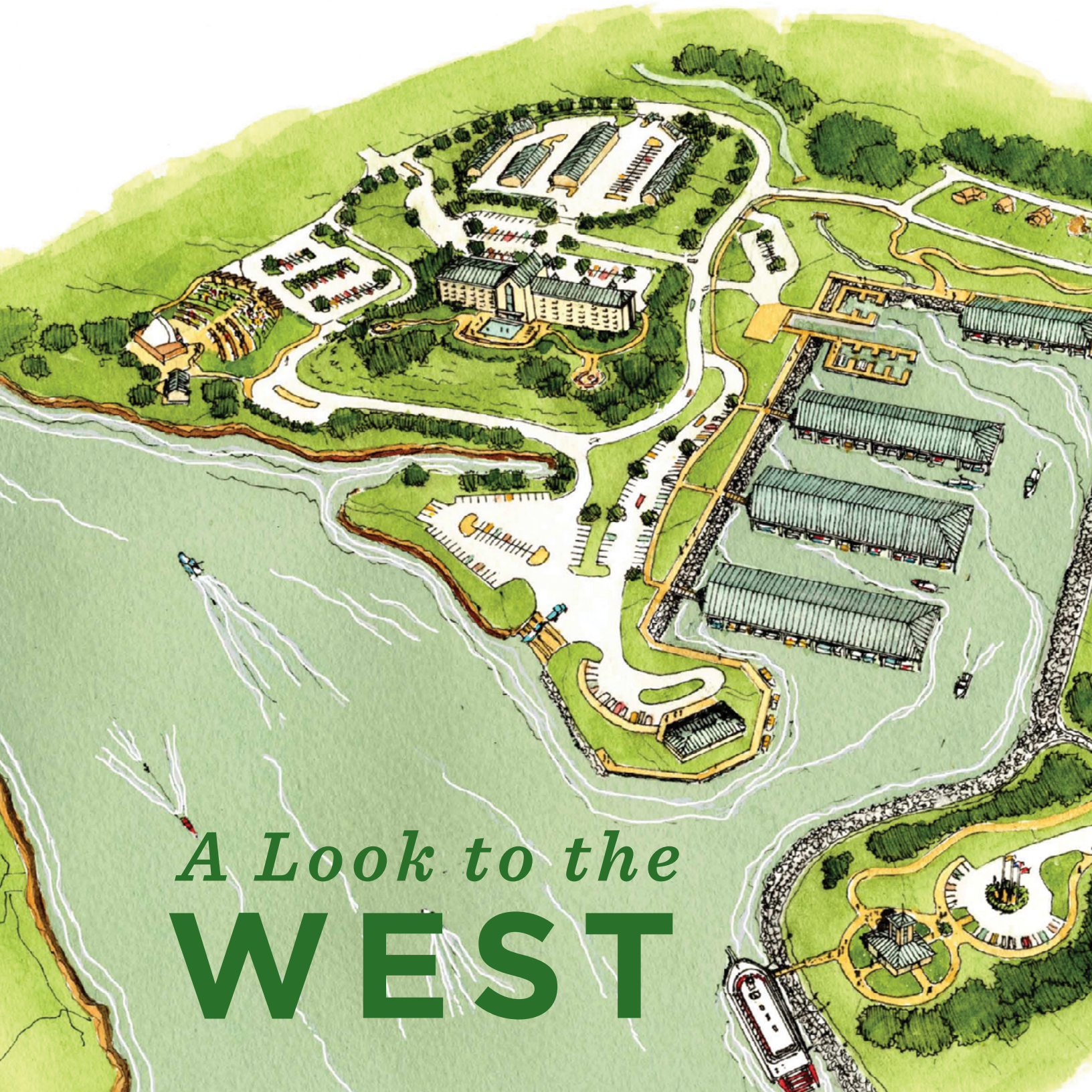


BRIGHTER TENNESSEE



A Publication of the UT Institute for Public Service



A Look to the
WEST



Naifeh Center for Effective Leadership Executive Director Kim Harmon, UT System President Randy Boyd and recent graduates of the Certified Professional Manager program met in Martin in February. Photo courtesy Nathan Morgan, UT Martin.

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ips.tennessee.edu
1610 University Avenue
Knoxville, TN 37921
Phone: (865) 974-6621
Fax: (865) 974-1528

Randy Boyd
President, UT System

Dr. Herb Byrd, III
Vice President of Public Service

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A Word from Dr. Byrd



I believe it's one of the most aptly named marketing campaigns the university has initiated. The Everywhere you Look, UT campaign started in 2019 with two murals. The first is on a water tower near the Old City in Knoxville. The second covers a grain bin in Sharon (in West Tennessee). Since then, 52 murals have been painted in 48 Tennessee counties with a goal to have murals in all 95 of our counties by 2030. If you watch for them when traveling the state, you'll see the message on barns, silos and buildings, including our own Law Enforcement innovation Center facility on Oak Ridge Turnpike. Between the Institute for Public Service (IPS), the Institute of Agriculture, the Health Science Center and each undergraduate campus, UT is active and working in all 95 Tennessee counties. We love the campaign because it illustrates the statewide presence and impact of UT.

This year, each issue of Brighter Tennessee will highlight Everywhere you Look, IPS. We start off by focusing on our employees and projects in West Tennessee. With offices in Martin, Memphis and Jackson, anywhere you look in West Tennessee, you're likely to run into one of our consultants or trainers.

Our staff have worked hard to expand training course offerings in West Tennessee. The County Technical Assistant Service (CTAS) increased Certified County Financial Officer program enrollee numbers in Memphis. The Naifeh Center's Certified Public Manager (CPM) program graduated more participants from West Tennessee than in any prior

year of CPM. A requirement of the CPM program is to complete a capstone project that is typically focused on participants' organizations or local government. In 2023, the economic impact of capstone projects in local communities was \$21.8 million! The Municipal Technical Advisory Service (MTAS), Law Enforcement Innovation Center (LEIC) and Tennessee Language Center (TLC) have also been busy with classes in West Tennessee.

Our Substance Misuse and Addiction Resource of Tennessee (SMART) Initiative partners with CTAS and MTAS to advise local government officials and non-profit organizations about the use of their opioid settlement funds. Just recently, SMART hired a consultant in Jackson who will cover the West Tennessee region. They now have a consultant in each of the state's three grand divisions to advise local governments and other entities working to mitigate the negative impact of addiction and substance misuse.

Anywhere you look in Tennessee, our employees are actively working to achieve the IPS mission of serving business and government to improve the lives of Tennesseans. I hope you will spend some time in the pages that follow to read about some of the great work we are doing in the western part of our state.

Dr. Herb Byrd III, Vice President

LISTEN UP



Listen to In Touch with Tennessee, the podcast of the Institute for Public Service.

Through interviews with our expert consultants and trainers who advise Tennessee's state and local governments, industries and law enforcement, we highlight how the institute makes an impact across the state.

You can find In Touch with Tennessee at ips.tennessee.edu/podcasts, on Apple Podcasts and on Google Podcasts.

Recent episodes include:

- Bridging Language Barriers in Community Service: Second Harvest Food Bank's Journey
- Exploring the Evolution of HR Practices in Tennessee



WE'RE HERE FOR YOU

from West to East

Meet IPS employees located in West Tennessee

MTAS



JOHN CHLARSON
Public Works Consultant,
Jackson



DANA DEEM
Municipal Management
Consultant, Martin



YOLANDA DILLARD
Training & Development
Consultant, Memphis



DAVID MOORE
Police Management
Consultant, Martin



DONALD PANNELL
Fire Management
Consultant, Memphis

CTAS



MIKE GALEY
County Government
Consultant, Martin



KELSEY SCHWEITZER
County Government
Consultant, Jackson



RACHEL ELLINGTON
Training Consultant,
Jackson

SMART



COURTNEY COLLIER
Substance Use Response Consultant,
SMART Initiative, Jackson



ERIC SPENCER
Finance & Accounting
Program Manager, Martin



KAY STEGALL
Finance & Accounting
Consultant, Martin



PETER VOSS
HR Consultant,
Memphis



RICK WHITEHEAD
Municipal Management
Consultant, Jackson



STEVE WYATT
Utility Operations
Consultant, Jackson

CIS



BERNADETTE FULLER
Solutions Consultant,
Memphis



KEITH GROVES
Manufacturing Consultant,
Jackson

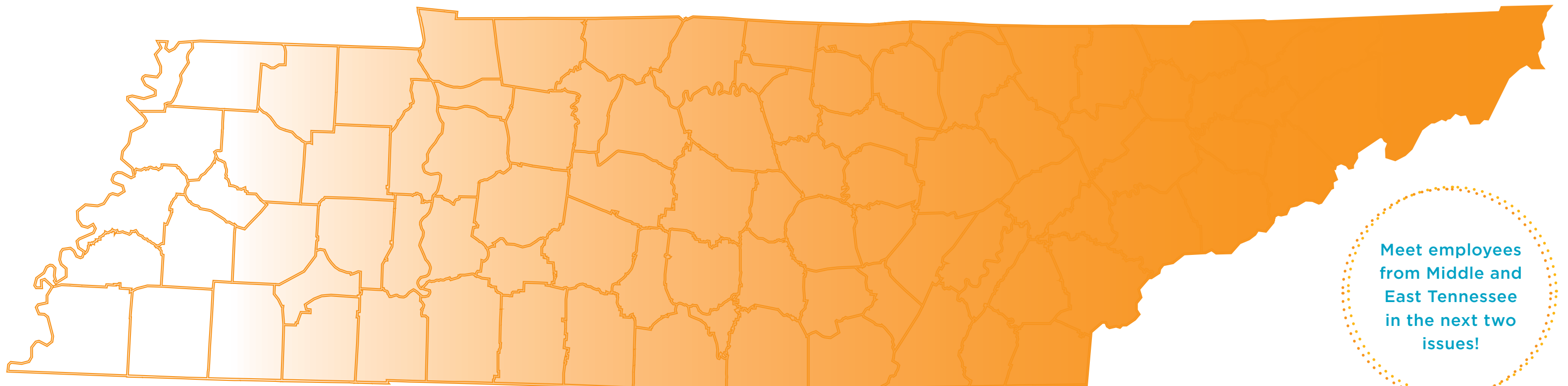


ANDRE TEMPLE
Solutions Consultant,
Jackson

**IPS
ADMINISTRATION**



BRIDGETTE HODGE
Administrative Specialist,
Jackson



Meet employees from Middle and East Tennessee in the next two issues!

CERTIFIED PUBLIC MANAGER PROGRAM

*Brings Growth to
West Tennessee*

Unprecedented growth of the Certified Public Manager (CPM) program's West Tennessee cohort not only means expanded professional development opportunities for the region's local government leaders, but in some cases has led to substantial economic impact projects for local communities.

CPM is an in-depth and competency-based leadership development program for managers from state and local government organizations, universities, business and industry. The Naifeh Center for Effective Leadership operates the nationally certified program for Tennessee. The year-long program has cohorts in Jackson, Nashville and Knoxville.

"The Tennessee Certified Public Manager program has had a record-breaking enrollment period for 2024. Currently, the class is the largest it has ever been, and part of that is the growth in West Tennessee," said Naifeh Center Program Manager Trent Clagg. "After COVID hit, the program had to scale back in West Tennessee, but all of that has changed. Due to excitement about the program and



Savannah City Manager Blake Walley's CPM capstone project was a feasibility study on improving and expanding the city's marina. Image by A2H.

desire for professional development in the state, our West Tennessee cohort is the largest yet, and we have had to move to a larger room to accommodate the influx of participants! I am excited about the potential economic impact that will be revealed as a result of this larger class."

Dresden Mayor Mark Maddox completed the program several years ago and said it was a wonderful development opportunity for him.

"If you think it's for you, it is for you," Maddox said. "You will learn a lot, and you will get to apply what you learn. This is a program that trains leaders, if they will listen; if they go through the activities and will reflect on their practice. This is an investment in human capital."

Each of the CPM participants has to complete a capstone project before graduating from the program. Through the projects, participants often find solutions for improving their organizations and local communities. One such example is Savannah City Manager Blake Walley's project.

For his capstone, Walley conducted a feasibility study to improve and expand an existing city marina. The city had a long-term vision to position itself for potential job growth and recreational opportunities. The feasibility study was the starting point to add a new marina park because of the city's location on the Tennessee River. The park will include a hotel resort, an amphitheater, public access to the river, a recreational park, sites for restaurants and a large parking lot for recreational vehicles.

"We are in the permitting phase now with TVA," Walley said. "This will mean the world to Savannah. It gives us a place to put in boats and for boats to get gas along the river. The hotel has already broken ground because they already had plans to build in the area."

Walley enrolled in the program because he saw it as an opportunity to grow his leadership skills, and he saw the potential to help him grow as a city manager.

CPM participant Steve Sonos was an assistant chief with the Bartlett Police Department, an organization he'd worked with for 20 years. However, he was considering growth opportunities within the city. He was attending a city council meeting when he heard there might be an open position at city hall.

"I knew if I was going to move up, I needed to make this move," Sonos said. "I saw on the ICMA (International City/County Management Association) site where I could use the CPM (to move into city government). I saw CPM as a way to build my resume and to ascend into a new role."

Sonos said CPM offered him "a better general knowledge of how city government works," and it broadened his leadership knowledge.

He completed CPM in 2022, and in January 2023, he was named the chief administrative officer for the city of Bartlett.

For additional information on the CPM program, or to learn how it could benefit your career, please visit the Naifeh Center online at leadership.tennessee.edu.

*If you think
it's for you,
it is for you.*

-Dresden Mayor Mark Maddox



COUNTY FINANCE OFFICERS TRAINING EXPANDS STATE FOOTPRINT

CCFO Program Manager John Sutton teaches a class at the Institute for Public Service main office in Knoxville.

Building relationships and making connections across the state has led to the largest enrollment in the short history of the Certified County Finance Officer (CCFO) program since it began in 2018. During 2022-2023 term, 170 individuals graduated from the program.

CCFO, a program of the County Technical Assistance Service (CTAS) in partnership with the Tennessee Comptroller of the Treasury, will have more than 230 students this year with classes in Memphis, Jackson, Pulaski, Nashville, Knoxville, Cookeville and Kingsport.

“You have to make connections and maintain relationships,” said CCFO Program Manager John Sutton. “We’ve been connecting with past and future CCFO students

by attending numerous professional governmental accounting conferences sponsored by the Association of Government Accountants and TN Government Finance Officers Association, among others. We are definitely leveraging our CTAS county government consultants’ existing relationships in these areas.”

West Tennessee is one area where the program has seen tremendous growth.

“We were previously using the Shelby County Sheriff Department’s small training room, which will seat about 14 students,” Sutton said. “CTAS County Government Consultants Mike Galey and Kelsey Schweitzer were teaching an Internal Controls class for

the Memphis/Shelby County School System (MSCS), and school officials offered to let us use their facility to provide more training.”

CCFO Training Consultant Rachel Ellington worked with Leon Pattman and Veda Bankhead from the MSCS to plan to use their training space, which will accommodate more than 40 students.

“When we expressed interest in utilizing the MSCS training facilities to accommodate a larger class, the department requested more information about the program for their own employees. They secured us a training space and enrolled eight employees from the school system,” said Ellington. “They were excited to

have a resource for county-specific training, as many of their employees come from a private sector background.”

Previously, the CCFO team typically hadn’t worked with many county school systems, Sutton said. They made it a point of emphasis about three years ago by leveraging connections with CTAS, sponsoring a booth at the annual TN Association of School Business Officers conference. They have seen their efforts pay off with increased interest and enrollment from this group, who previously had no such training offered to them. This is significant since the typical county school system makes up about 60% to 65% of most counties’ total overall budget.

Sutton said the CCFO team, which includes Training Consultants Brandon Marks, Ellington and Kelley McNeal, also made inroads in the last cohort with Metro Nashville. This year, Metro Nashville has 40 employees enrolled in the program.

“A couple of years ago the Tennessee Comptroller’s Office of Local Government Audit started sending about 10 of their staff auditors to our CCFO program,” Sutton said. “We’ve also been slowly attracting the school budget finance people from both city and independent school districts and some budget and finance consultants from the Tennessee Department of Education.”

In addition to expanding the in-person classes, the CCFO program recently launched an online training program, Basic County Finance, for new and entry-level government finance employees. Each of the 11 online courses are approximately 60 minutes in duration. The online course attracted 40 students in the first six weeks.

For additional information on the CCFO program, or to apply, visit ctas.tennessee.edu/training/ccfo.



APEX Accelerator

Holds Opportunities Conference for West Tennessee

A recent virtual Procurement Opportunities Conference hosted by the Center for Industrial Services' Tennessee APEX Accelerator (previously known as Tennessee PTAC) allowed more than 130 small business owners and employees throughout the state to learn more about how to successfully bid on contracts with government entities as well as prime contractors. The two-day event included training from experts in the government contracting field on best practices. Attendees also heard directly from representatives of prime contractors and state and local government entities to learn how to find out about and qualify to bid on upcoming contracting opportunities.

The conference was co-sponsored by the Mid-South Minority Business Council Continuum (MMBC Continuum), Memphis Medical District Collaborative and Women's Business Center South (WBC South).

"The West Tennessee Procurement Opportunities Conference was an extremely successful event," said West

Tennessee APEX Accelerator Counselor Veronica Clark. "The Tennessee APEX Accelerator provided attendees with a wealth of knowledge, training and networking during the two-day meeting."

Melba Chester, director of core development with the MMBC Continuum said, "The West TN Procurement Opportunities Conference touched on industry resources that small business owners need to be successful. The APEX Accelerator is a world-class organization that understands the needs of small businesses, provides the resources and is an exceptional advocate. This was definitely time well spent for me!"

Eban Madyun, director of operations at Memphis-based logistics contractor Nurlogi, attended the conference and said the event was "an exceptional training seminar that provided valuable insights and practical tools for professional growth."

Learn more about this program at apex.tennessee.edu.

GEARING UP FOR ECONOMIC GROWTH

MTAS Enjoys Long-Standing Partnership with West Tennessee Mayor's Group



From left: outgoing WTMA President Henderson Mayor Bobby King. With him, on the right is, incoming WTMA President Milan Mayor B.W. Beasley.

The West Tennessee Mayor's Association (WTMA) traces its roots to the early 1950s. The political leadership of the 110 cities in West Tennessee wanted to come together and speak with one voice about issues that affected their communities.

Municipal Technical Advisory Service's (MTAS) partnership with the WTMA began in the early 1990s. This was a natural fit, as part of MTAS's mission is to provide education and technical assistance to Tennessee municipalities.

Most recently, MTAS has been working hand-in-hand with WTMA and other city leaders to prepare for Ford's big project, Blue Oval City, to be located at the Memphis mega-site in Haywood County. This project represents

the largest investment in Tennessee history and is estimated by the Tennessee Department of Economic and Community Development to produce over 27,000 new jobs in West Tennessee. Ford is expected to begin production of the next generation of the F-150 pickup truck at Blue Oval City in 2025.

WTMA recently traveled to Ford headquarters in Dearborn, Michigan, to thank Ford officials for their tremendous investment in Tennessee. During this meeting, Ford officials expressed an interest to meet with West Tennessee officials to discuss workforce development, among other issues. Ford officials will travel to West Tennessee soon to visit with mayors and state officials.

New Course Shines a Light on

FIELD TRAINING



LEIC Training Specialist Ashley Ferris (far left) oversees a learning scenario during the first FTO training course in Oak Ridge.

The Law Enforcement Innovation Center (LEIC) will take one of its new training courses to Union City this spring.

The new Field Training Officer (FTO) course will help equip officers tasked with training recruits fresh from the academy in the application of legal knowledge, scene management, documentation and much more. Training new recruits in this area is a critical need in law enforcement today. In addition to a new Field Training Officer course, LEIC rolled out a new Human Trafficking: Investigation and Prosecution course. These two new courses are currently funded by the Office of Criminal Justice Program's Violent Crime Intervention Fund,

which allows LEIC to provide this education at no cost to Tennessee law enforcement agencies.

This FTO course covers roles and responsibilities of the positions, effective communication and feedback, leadership, strategies for patrol success, characteristics of effective officers, and a thorough explanation and application of the San Jose FTO Grading Model (a seven-tiered scale to grade the trainee's performance). This course also addresses practices in officer safety and guidance on when intervention is necessary to prevent any safety, legal or ethical issues. It combines lectures and student activities, which include scenario-based learning. The scenario-based training allows students to apply



Ashley Ferris (center, standing) and Karin Betz (right, standing) give classroom instruction for the first FTO course.

what they have learned in instructing, providing feedback, grading, and intervention during an evolving role-playing activity based on realistic types of police calls.

The course is led by LEIC Training Specialist Ashley Ferris, who is a retired Lakewood (CO) Police Department agent, retired Tempe (AZ) Police Department Sergeant Karin Betz and retired Knoxville Police Department Sergeant Thomas Clinton.

The Human Trafficking: Investigation and Prosecution course provides the state-required annual two hours of Human Trafficking education for law enforcement and takes this education to the next level. It offers eight hours of education through a victim-centric focus on endangered youth, poly-victimology, digital data collection, labor trafficking, the nexus of drug and human trafficking, and preparation of human trafficking cases for prosecution.

The course is led by Dr. Rich Schoeberl with the University of Tennessee Southern; Senior Investigator David Gonzales with Hope for Justice and Slave-Free Alliance; Senior Investigator Bill Loucks Jr. with Hope for Justice; Hope for Justice U.S. Program Director Sarah Butler, Esq.; and Dr. Tony Mottola, retired sergeant detective of the New York Police Department. Together, they bring over 115 years of law enforcement experience and many awards emphasizing their subject matter expertise.

Feedback on this course has been outstanding, highlighting its ability to debunk many misconceptions about human trafficking while also underscoring how prevalent an issue it truly is, even in local communities.



Making World Languages More Accessible

Tennessee Language Center Expands Japanese Classes to Shelby County

Since 2021, the Tennessee Language Center (TLC) has been able to offer world language classes across the state of Tennessee through an online platform. Online classes are great for flexibility, and for some students, they are a great way to learn a new language. However, some students want the experience of an in-person class.

TLC has been offering in-person language classes to students in Middle Tennessee for almost 40 years. With more and more students from East and West Tennessee taking online classes, TLC wanted to offer the experience of an in-person class to those students as well.

“Some students do very well in an online class as we aim to develop a virtual classroom community and make class time highly interactive,” said TLC Director of World Languages Brian Barnett, “But some students prefer the camaraderie of being in a class that meets in person. For some learners, it is easier to be distracted when taking a class online, so they prefer the in-person class because it keeps them more focused.”

The TLC world languages team decided to look at the Memphis area to expand in-person offerings. After researching what it would take to offer in-person classes in West Tennessee, the logistics were challenging. Finding an affordable space and qualified, high-quality teachers was necessary before they could move forward. Through contacts with the Japanese-American Society of Tennessee, and annual participation in the Memphis Japan Fest, TLC was able to identify and hire a Japanese

teacher, Akemi Sommer. Japanese is the second most popular language taught by TLC.

Finding a low-cost or free classroom space to keep the class cost as low as possible for students took longer. A solution was finally achieved by partnering with the UT-TSU Extension Shelby County Agricenter International.

TLC reached out to County Extension Director Chris Cooper to see if they could use or rent space at the Agricenter. He was very supportive of the idea, and TLC was able to launch the first in-person class in West Tennessee for our Fall 2023 term. The in-person Japanese Beginner 1 class had 13 students enrolled and had excellent attendance and participation during the nine-week course. Every student who completed the end-of-term survey stated they were “very satisfied” with the quality of instruction. One student reported, “This class made Japanese easier to understand and really connect to. I definitely would want to take another class with Akemi-san again.”

The partnership continued with the Agricenter for the Winter 2024 term. This time, it is a Spanish Beginner 1 class with six students that meets on Wednesday evenings for two hours.

“We are so thankful for Chris and the Agricenter in West Tennessee,” Barnett said. “We look forward to the partnership, and our in-person classes, continuing.”

HELPING CITIES OPERATE AT PEAK CAPACITY

MTAS Leads Weekend Retreat for Memphis City Council



MTAS Finance and Accounting Consultant Kay Stegall (far right) spoke on municipal budgeting at the Memphis City Council retreat.

Because public service is not a traditional 9-to-5 job, Municipal Technical Advisory Service (MTAS) consultants often answer the call to serve even on weekends!

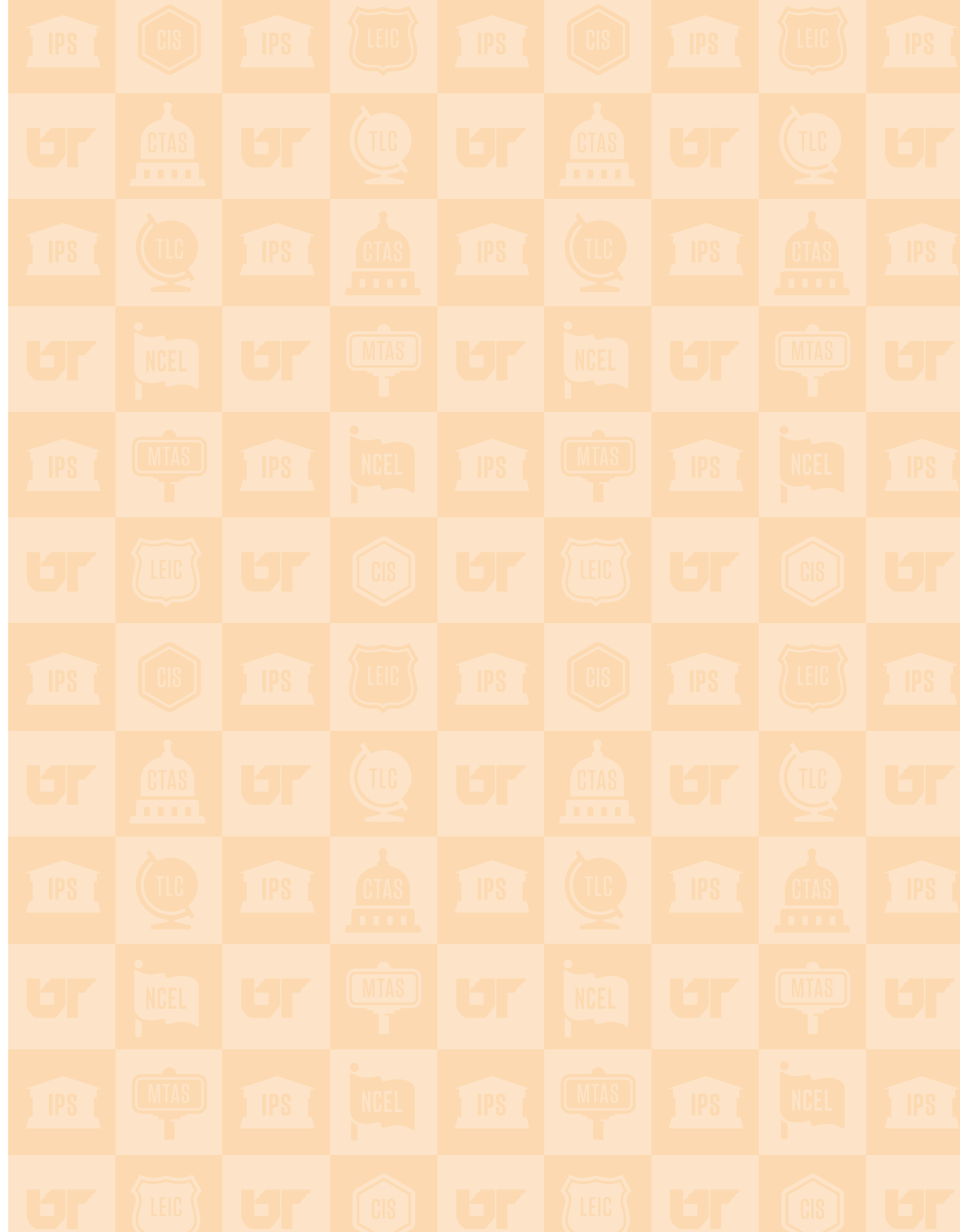
The Memphis City Council recently hosted a Saturday retreat for council members, council staff and other stakeholders to connect and learn about their roles and responsibilities. In January of 2024, the 13-member governing body welcomed three newly elected members. The retreat took place at the historic Memphis Museum of Science and History (formerly the Pink Palace Museum).

Memphis City Council Chief of Staff Brooke Hyman invited MTAS to present the Budgeting and Ethics class. MTAS Finance and Accounting Consultant Kay Stegall shared her 30-plus years of municipal budgeting experience highlighting key elements that council members need to know for overseeing the city’s nearly \$800 million budget for this fiscal year. MTAS Legal and Codes Program Manager Abb Oglesby presented an interactive session via Zoom on Ethics, including conflicts of interest.

“We learned about the grant process—the do’s and don’ts when it comes to grants; the do’s and don’ts when it comes to ethics and people,” said Chairmen JB Smiley Jr. “When we look at city officials, we just see them in the capacity as a government official, but we’re also individuals who have various roles in the community. Sometimes those things conflict, and when it conflicts, we learn how to recuse—when to step back.”

He also said the meeting helps with cooperation among the council as budget season approaches, highlighting the Memphis City Council’s primary responsibility of presenting the city’s budget to the public.

“When I look at this body—and I’ve been pretty consistent on it—this council will move different than any other council. We will be more direct; we will be taking actionable roles in government,” Smiley said. “Usually, at least when I’ve served in the past years, we kind of sat back and allowed the mayor to administrate every single thing. This council won’t do that. You can expect a lot of programming from this Memphis City Council. You can expect this council to be deeply involved in the budgeting process.”





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