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Proposal Workshops Offer Solutions

CTAS Offers New Capital Budgeting Course

Crisis Management in Law Enforcement

the EXCHANGE

A newsletter of
THE UNIVERSITY of TENNESSEE
Institute for Public Service

Fire Protection Improves for Mt. Juliet, Wilson County

The Wilson County Emergency Management Agency provides fire protection, emergency medical services, and emergency planning services to all of Wilson County and to the city of Mount Juliet. Jerry McFarland is the director of this busy agency, which falls under the jurisdiction of County Mayor Robert Dedman.

Recently, the county and the city requested a study of their current fire protection and recommendations for the growing county's fire-safe future. Institute for Public Service (IPS) fire management consultants Ray Crouch Sr. of the Municipal Technical Advisory Service (MTAS) and Kevin Lauer of the County Technical Assistance Service (CTAS) came together and took a comprehensive look at the legal background and establishment of the Wilson County agency, as well as many aspects of its operation.

The study reviewed the current fire stations and provided maps of coverage of the existing fire protection zones; the study recommended fire station locations that would provide the most efficient use of fire apparatus and firefighters. Crouch and Lauer looked at each existing fire truck, evaluating the condition and service function of the vehicle. They recommended which vehicles should remain in service and developed a suggested replacement schedule.

Staffing of fire stations is a critical but expensive component of fire protection. Lauer and Crouch reviewed staffing and recommended a continuation of the "combination" staff approach—that is, using some career firefighters and some part-time and volunteer firefighters to provide the personnel for both fire protection and EMS delivery. The organizational structure of the department was

(continued on page 2)

CTAS Offers Points for Three Star Certification

The County Technical Assistance Service (CTAS) recently joined forces with the Tennessee Department of Economic and Community Development to offer points for achieving Three Star Program certification.

The Three Star Program helps local communities achieve excellence in community and economic development. A community must meet basic criteria for certification, including having an active economic development organization and a five-year strategic plan that addresses basic components such as community leadership, health care, existing industry retention and expansion, and education. After meeting the basic criteria, communities accumulate points in optional components to earn Level I, II, or III certification. There are currently 87 certified Three Star communities (83 county programs and four city programs) in Tennessee.

(continued on page 2)

Yes2Kids Builds a Better World for Our Youth

This year marked the eighth annual Yes2Kids conference, a collaboration between UT's Law Enforcement Innovation Center and the Tennessee Department of Education's Safe Schools and Learning Support Center. The 2007 conference was held in Franklin in February with 550 people in attendance.

The conference was sponsored by the Tennessee Department of Mental Health & Developmental Disabilities, Tennessee Department of Health, Tennessee Voices for Children, and other organizations.

Michael Thompson, Ph.D., opened the conference with a keynote address on the gender achievement gap. The consultant, author, and psychologist specializes in children and families and has worked with schools across the United States and abroad. Closing keynote speaker Sandra McBrayer, 1994 National Teacher of the Year, shared inspirational stories and ideas from her award-winning work in founding the first successful school for homeless youth.

Conference participants had an opportunity again this year to view the Whitwell Middle School's Holocaust documentary project "Paper Clips." The documentary is a powerful testament to the impact a simple history lesson can have on the lives of an entire community. (For more information, visit www.marionschools.org/holocaust/.)

Yes2Kids attendees have the chance to question leading educators on issues affecting children today.

Representatives from after-school programs participated in greater numbers in 2007 than past years. Additional workshops were developed to showcase programs that can be adapted for communities new to providing extended-care services for their students. Workshops featured presentations from community agencies, program directors, and nationally recognized speakers. This year's hot topics included

- Youth development
- "Cyber-bullying"
- Addressing depression and bi-polar disorders
- Getting kids motivated through movement
- Understanding learning differences
- Cultural competency enhancement
- After-school learning
- Disproportionality of minority youth
- Building assets and resiliency
- Preventing juvenile violence
- Dealing with stress—care for the caregiver

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Fire Protection Improves

(continued from page 1)

reviewed and modifications were recommended.

Training, water supplies, fire prevention, and codes enforcement were some of the other important features of the study.

By following the study recommendations, the city of Mount Juliet will save more than $2 million per year in operational costs, yet have the same or better fire protection as cities in their population group. Wilson County will save almost $2 million the first year alone if the city builds a new fire station and purchases a ladder truck to serve both city and county residents.

Mt. Juliet Mayor Linda Elam said, "The study contained several surprises that I had not anticipated, but it is a very good study, and all of us need to pay close attention to the recommendations."

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Three Star Certification

(continued from page 1)

The Three Star Program is awarding 100 points in the Visionary Development category to each Three Star community in which the county mayor/executive and 25 percent of the county legislative body earn 10 hours of training through CTAS.

There is a one-time $100 enrollment free for the CTAS Three Star Certification program. Eligible courses are the Tennessee County Government Handbook and the new Basic Principles of Economic Development course, which will be offered online and in the classroom.

It provides a global perspective of economic development, explaining how it is measured, how it is changing, and what communities must focus on to be economically competitive.

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SMALL BUSINESS SOLUTIONS

PROPOSAL WRITING WORKSHOPS ARE A SUCCESS

The Tennessee Small Business Innovation Research (SBIR) Proposal Assistance Center offered proposal-writing workshops in February for Tennessee's small businesses and entrepreneurs.

Taught by Jim and Gail Greenwood, sessions explored a unique depth and breadth of information regarding the SBIR and Small Business Technology Transfer (STTR) programs. SBIR and STTR, both federal government programs, are designed to stimulate technological innovation and provide opportunities for small businesses, including joint venture opportunities.

The sessions examined the purpose and history of the SBIR/STTR programs as well as recent changes to each initiative. Proposal preparation and critique were a key component of each session. "We are pleased that we, along with our partners, were able to bring this important training to the small businesses and entrepreneurs of Tennessee," said David Hall, executive director of UT's Center for Industrial Services (CIS).

Participants experienced a comprehensive day of training that, though sometimes overwhelming, provided a valuable opportunity to discuss SBIR/STTR. "The Phase I workshop attendees had diverse backgrounds and technology interests, but the common thread was an interest in tapping into SBIR/STTR to develop new products and services. We think several attendees have good promise of succeeding in the SBIR/STTR programs," said Jim Greenwood of Greenwood & Associates.

Greenwood added, "The Phase II workshop participants were some of the best we've ever had—obviously interested in increasing their chances of winning Phase II awards and moving on into commercialization after that."

The Tennessee SBIR Proposal Assistance Center helps companies

- understand the SBIR/STTR proposal criteria and process,
- prepare and review proposals,
- analyze proposal responses,
- supply partnership opportunities, and
- continue product development efforts to commercialize the technologies.

Partners include the Oak Ridge National Laboratory, NNSA/Y-12 National Security Complex, Tech 2020, the East Tennessee Economic Council, the Integrated Manufacturing Technology Initiative, the Knoxville-Oak Ridge Innovation Valley, Tennessee Valley Authority, and the UT Research Foundation.

For more information on the SBIR Proposal Assistance Center, e-mail Kim Arms at kim.arms@tennessee.edu or visit www.tnsbir.tennessee.edu.

WHAT IS SBIR?

SBIR encourages small business to explore their technological potential and provides the incentive for the business to profit from the commercialization of its product. SBIR targets the entrepreneurial sector because that is where most innovation and innovators thrive. By reserving a specific percentage of federal research and development (R&D) funds for small businesses, SBIR protects the small business and enables it to compete on the same level as larger businesses. SBIR funds the critical start-up and development stages, and it encourages the commercialization of the technology, product, or service, which, in turn, stimulates the U.S. economy.

Since its enactment in 1982, as part of the Small Business Innovation Development Act, SBIR has helped thousands of small businesses compete for federal research and development awards. Their contributions have enhanced the nation's defense, protected our environment, advanced health care, and improved our ability to manage information and manipulate data.

WHAT IS STTR?

STTR reserves a specific percentage of federal R&D funding for award to small business and nonprofit research institution partners. STTR combines the strengths of both entities by introducing entrepreneurial skills to high-tech research efforts. The technologies and products are transferred from the laboratory to the marketplace, and the small business profits from the commercialization.

Small businesses must meet the following eligibility criteria to participate in the STTR program:

- American-owned and independently operated
- For-profit
- Principal researcher need not be employed by small business
- Company size limited to 500 employees

Law Enforcement Experts Discuss Crisis Management, Homeland Security Database

The Governor's Office of Homeland Security (OHS) and UT's Law Enforcement Innovation Center (LEIC) recently provided critical infrastructure protection and crisis management training to 45 law enforcement administrators from West Tennessee.

Tennessee Commissioner of Safety David Mitchell admonished the importance of crisis management and of training that helps administrators prepare for potential incidents.

Retired Federal Bureau of Investigation (FBI) Special Agent Lloyd Sigler led several blocks of instruction on managing a major crisis or critical situation and on developing a crisis plan. To illustrate crisis situation management, Sigler spoke of his experiences in critical incidents such as those at Ruby Ridge, Waco, and New York City on September 11, 2001.

Capt. Brian Tomblin of OHS shared information about the Homeland Security Information Sharing Network (HSIN). HSIN registers law enforcement professionals to give them access to information at a secure Web site. Through this online information system, they can communicate with other professionals nationwide and stay current on homeland security issues.

FBI Special Agent John Adams, assigned to the Joint Terrorism Task Force in Knoxville, discussed school safety and school crisis management from a law enforcement perspective.

Chiefs and sheriffs who completed the training in West Tennessee praised the excellent quality of the program, saying the information will assist them and their departments. Some attendees suggested such quality training in crisis management be available for line officers.

The training also was offered to administrators in Middle and East Tennessee in late February.

★★★

Ben Rodgers, Ron Woody, and Gary Hayes are CTAS government consultants offering advice on capital budget projects.

CTAS Offers New Capital Budgeting Course

Change, growth, and development are all terms that can describe capital projects. Capital projects include constructing buildings, purchasing equipment, or acquiring land. Due to the large expense and the long asset life, counties should develop a capital improvement plan for these projects.

Ron Woody, Ben Rodgers, and Gary Hayes, County Technical Assistance Service (CTAS) government consultants, developed a new training manual and course to teach county officials what should be included in a capital budget and how to review acceptable practices for a capital improvement plan. This course was offered in February and March in conjunction with the County Budgeting course and the Select County Budgeting Local Government Corporation Software Training course. All three courses fall under Category A of the County Officials Certificate Training Program.

In other training news and in response to a special request, David Connor, CTAS legal consultant, taught Ethics in Government in Knoxville in March.

Also offered in March was a Category B stress management course.

★ ★ ★

GET TO KNOW...

Nancy Gibson MTAS

Nancy Gibson is an administrative specialist in the Municipal Technical Advisory Service (MTAS) in Knoxville, where she works in the codes division. Gibson does updates, new codes, and charters.

Gibson first came to MTAS in 2004 from Pugh & Co., a CPA firm. She left in 2005 due to conflicts with MTAS moving to Oak Ridge, then returned in 2006 when the Oak Ridge scare had passed and a position was available.

Gibson says there are several things she enjoys about her job—especially that she works with her best friend, Linda Winstead. She appreciates that there are no weekend or high-stress work months like there are at a CPA firm.

Steve Lobertini, Gibson's supervisor, says, "Nancy has made a great, positive impact on the code team, code production, and morale in the short time she has been with us."

Gibson and her husband Mickey have one daughter, Rebecca. They have two dogs and six cats, and Gibson even has a slide show of her cats, "the beauties." In her spare time, Gibson enjoys antiquing, and she loves art, poetry, and music.

★ ★ ★

CTAS Welcomes New Attorney

Kristy Godsey Brown is the newest addition to the County Technical Assistance Service (CTAS) legal staff.

Brown was previously a real estate attorney at Waller Lansden Dortch & Davis LLP in Nashville. Her initial areas of responsibility for CTAS include working with the registers of deeds as well as economic development, taxation, utilities, and issues related to land use, planning, and zoning.

Brown received her law degree from Vanderbilt University Law School where she was a Dean's Scholar. She earned her undergraduate degree from the University of Tennessee, where she majored in political science.

★ ★ ★

Pam Peters CTAS

Pam Peters began working at the County Technical Assistance Service (CTAS) in March 1996. She started as a principal secretary, then was an administrative services assistant, and is now a budget assistant. Peters controls the flow of paperwork between the Nashville and Knoxville offices, including recruiting paperwork, contracts, payroll, travel authorizations, claims, registrations, logistics, and invoices. She is essentially the CTAS business office, so IRIS is her domain.

Prior to UT, Peters was a state employee who started as a file clerk and worked her way up to be an executive assistant and office manager to the director of the State of Tennessee Military Department Facilities Engineering Office. Peters left the Military Department to be a stay-at-home mom. After she decided to go back to work, Peters began working at UT's Center for Industrial Services as a part-time senior secretary; after several promotions, she was an office supervisor before she transferred to CTAS.

Peters is a graduate of Draughons Business College and has attended Tennessee State University and Nashville State Tech.

She has a twin sister, Paula, and an older sister, Joyce, who are her best friends. She is married to Tom, who she married within three months of meeting. That was 27 years ago. They have three sons: Tom, 25; Joe, 23; and Wil, 18. All have excelled in academics, athletics, and art. Tom graduated cum laude from Belmont University. Joe will graduate from Lipscomb University in May 2007. Wil graduated from Whites Creek High School last year and is now attending Laurinburg Institute to cultivate his basketball skills. Peters is proud of her sons' accomplishments, but she is more proud that they are strong, caring, Christian men.

Peters says it is an honor and privilege to work for CTAS. The people and the atmosphere are wonderful, and her job offers not only a sense of accomplishment, but also challenges and growth.

★ ★ ★

Staff Applause

Norma Wilcox

To: Norma Wilcox, CIS
From: Greg Cornett, Plant Manager
Tennessee Stampings LLC, Portland

I just wanted to say thanks for nominating Tennessee Stampings for the 2007 Excellence in Manufacturing Awards. We are in the process of another expansion with new equipment, customers, and opportunities. We also have plans for a facility in Mexico in late 2007. Needless to say, we have been blessed with an abundance of work. I have no doubt that the LEAN methodologies provided by your group at UT Center for Industrial Services helped to accelerate these opportunities. Once the dust settles here with the new expansion, we plan to place more focus on the training side of the business. I hope we will have the opportunity to work together again in the near future!

★ ★ ★

Joe Flynn

To: David Hall, CIS
From: Harry Ragsdale, President
Thermal Engineering Group Inc.

At no time in my business career have I experienced this level of competence, willingness, and support from an individual serving the public. In all ways, it has certainly been a pleasure to have had the opportunity to receive assistance from Mr. Flynn.

★ ★ ★

Terry Hazard

Gary Hayes

To: Mike Garland, CTAS
From: LaDue Bouldin, County Mayor
Grundy County

On behalf of Grundy County and myself, I want to express our appreciation to CTAS, along with Terry Hazard and Gary Hayes. On Feb. 7, our Jail/Building Committee held our first meeting in consideration of constructing a new jail. Terry and Gary were present for this meeting, and Terry did an excellent job of informing us on the process of jail construction. He also provided us with jail-planning literature. Since this meeting, the commissioners have expressed to me how impressed they were with Terry's knowledge of criminal justice and how informative his presentation was. I just wanted to make you aware of the fine work Terry is doing for us, and we look forward to his and CTAS's continued assistance as we move forward on this jail construction.

★ ★ ★

Macel Ely

To: Macel Ely, LEIC
From: Sharon Carlton, Teacher Resource
Marion County

I just wanted to let you know how much I appreciated being able to attend the two-day training for Secured and Prepared Schools. The quality of this workshop exceeded all expectations! Gregory Thomas was an excellent speaker and presenter. The first-hand knowledge from his experiences from 9-11 and the aftermath was valuable. Jeff Stiles did an excellent job with the drill and scenario exercises. My eyes were opened to the complex problems that can arise from any emergency. How a school handles each situation can result in success or failure, and this can mean life or death! The many facets of any situation, from the students, teachers, parents, and community have to be considered as a principal makes decisions. And, of course, above all is the safety of all!

★ ★ ★

John Chlarson

To: John Chlarson, MTAS
From: Anne Marshall, PARTAS

Thank you so much for your informative presentation today and your involvement in the 3rd Annual Governor's Land and Water Forum. You were an asset to our program and I thank you for sharing your knowledge and expertise. I enjoyed meeting you and hopefully we'll get to work together again in the future.

★ ★ ★

Sid Hemsley

To: Mike Tallent, MTAS
From: Mitchell Moore, City Manager
City of Athens

I just wanted to tell you how much we appreciate all of the effort and the work product produced by Sid Hemsley, MTAS legal consultant, concerning the in lieu of tax payment-municipal gas system for the City of Athens. The work was very well researched and presented in an outstanding manner. I would appreciate very much your passing along my thanks to Sid and my congratulations on a job well done.

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Donna Bridges, front row, left, completed UT's first Paralegal Program in Nashville.

CIS Offers Training Space for UT's Paralegal Program

In February, the UT Paralegal Program graduated its first class in the Nashville area.

The program is a skill-based 16-week program that explores legal terminology, tort law, criminal law, property law, business law, contract law, and other state and federal rules and regulations. The Center for Industrial Services (CIS) provided space at its Polk Avenue facility for the program.

While CIS congratulates all involved in making the program a success, CIS especially acknowledges the accomplishment of its own Donna Bridges. Bridges completed the program and is now a certified paralegal.

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Welch Featured on WBIR's "Style"

Amy Welch of UT's Law Enforcement Innovation Center (LEIC) was featured on the Knoxville NBC affiliate WBIR's "Style–A Show for You" as part of its Remarkable Women of Knoxville series.

Welch, program specialist for LEIC's National Forensic Academy (NFA), was chosen at the recommendation of Amy Blakely, media relations coordinator for the University of Tennessee. After selecting Welch, a producer from "Style" spent several days over the course of four weeks filming and interviewing her as she went about her day with NFA Session XVII.

The story aired on February 23 and focused on Welch's NFA work and the national impact of the program. Welch also appeared in-studio to answer questions about crime scene investigation from the show's hosts.

Learn more about the segment at http://www.wbir.com/life/programming/local/style/story.aspx?storyid=42632.

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What do they do?

For those interested in the day-to-day responsibilities of staff in the IPS Central Office, read ahead. In the following months, we will introduce, or re-introduce, IPS employees to the staff who support them from the Central Office. While physically located on the Knoxville campus, the Central Office supports all IPS employees statewide. Staff members are employees of IPS, not the Knoxville academic campus.

Judie Martin is the manager of operations in the Institute for Public Service Central Office. Previously with the Law Enforcement Innovation Center as a homeland security specialist, Martin joined the Central Office staff in mid-March.

As manager of operations, Martin is the human resource officer for the institute. She advises and counsels agency management teams on all human resource issues such as hiring, compensation, evaluation, discipline, and dismissal. She also leads the IPS HR Strategic Planning Team.

Martin represents Associate Vice President Dr. Mary Jinks on the IPS Employee Relations Team, attending the meetings in Jinks' stead and addressing concerns submitted by the team.

Not only does Martin help the IPS leadership team write proposals and make presentations, she tracks the institute's strategic progress through performance measures. She also manages sponsored programs, recognizes new grant and contract opportunities, and identifies potential partners for the institute.

April 2007 Calendar of Events

CIS

April 3	8-Hour Site Worker Refresher, Johnson City
April 4	8-Hour DOT Refresher, Johnson City
April 5	8-Hour Emergency Response Refresher, Knoxville
April 10	PPE & Workplace Hazard Assessment, Knoxville
April 11	TN Environmental Regulatory Overview, Nashville
April 12	PPE & Workplace Hazard Assessment, Nashville
April 17	Kaizen Facilitator Training, Knoxville
April 18	Manhole Operations & Safety Training, Murfreesboro
April 23-27	Six Sigma Green Belt (Week 1), Nashville
April 23-27	40-Hour Site Worker, Bartlett
April 24	Certified Hazardous Materials Manager, Oak Ridge
April 24	OSHA 10-Hour General Industry, Knoxville
April 26	PPE & Workplace Hazard Assessment, Jackson

CTAS

April 10-12	Capstone, Montgomery Bell State Park
April 17-18	County Government Day, Nashville
April 19	Stress Management, Franklin

IPS

April 4	TELA, Nashville
April 4-5	LGLP Alumni, Nashville
April 13	LeadershipPlenty, Knoxville
April 27	LeadershipPlenty (Equine Teambuilding), Jefferson City

LEIC

April 2-6	Intro to Cybercrime Investigation, Knoxville
April 2-6	Gangs 101 Training, Nashville
April 9-13	Advance Forensic Photography, Lynchburg, VA
April 18-19	Secured & Prepared Schools Train-the-Trainer, Knoxville
April 18-21	Advanced Forensics in Hazardous Environment–Walk Through Baton Rouge, LA
April 30-May 4	Advanced Forenics in Hazardous Environment, Oak Ridge

MTAS

April 3	Workplace Harassment & Workplace Violence, Bartlett
April 3	Planning & Organizing, KCDC
April 4	Public Safety (NIMS), Jackson
April 4	Customer Service, Bartlett
April 5	Planing & Zoning, Franklin
April 10	Human Resource Overview, Bartlett
April 10	Communication Skills, Collierville
April 10	Human Resource Overview Jefferson City, White Pine, & Dandridge
April 11	Public Safety (NIMS), Cookeville
April 11	Workplace Harassment & Workplace Violence, Red Bank (5 cities)
April 11	Employee Performance Appraisals, Bartlett
April 11-12	Motivating Your Workforce, Johnson City
April 12	Motivating Your Workforce, Kingsport
April 12	Human Resource Overview, Springfield
April 17	Public Safety (NIMS), Collegedale
April 17	Risk Management & Safe Workplace Environment, Bartlett
April 17	Communication Skills, KCDC
April 18	Public Safety (NIMS), Knoxville
April 19	Public Safety (NIMS), Johnson City
April 19	Workplace Harassment & Workplace Violence, Kingsport
April 24	Public Safety (NIMS), Bartlett
April 24	Developing Teamwork, Elizabethton & Jonesborough
April 25	Human Resources Overview, Red Bank (5 cities)
April 25-26	Conflict Management, Johnson City
April 26	Managing Change, Kingsport
April 26	Risk Management & Safe Workplace Environment, Springfield

April Service Anniversaries

Roger Adkins, CTAS	33 years
Rex Barton, MTAS	12 years
Chuck Beasley, CIS	12 years
Debra Blanchard, CTAS	20 years
Misty DePriest, CIS	3 years
Debra Dupree, CIS	9 years
Sid Hemsley, MTAS	25 years
Armintha Loveday, MTAS	29 years
Warren Nevad, MTAS	8 years
Lynn Reed, CIS	11 years
Carmen Rowe, CIS	19 years
George Smelcer, CIS	32 years
Don Stone, CIS	11 years
Brett Ward, MTAS	11 years

Recruitments

IPS CO
Leadership Program Manager, Knoxville

CIS
Manufacturing Consultant, Johnson City
Manufacturing Consultant, Nashville

CTAS
Jail Management Consultant, Nashville

LEIC
Coordinator, Knoxville (2 positions)

MTAS
Human Resource Consultant, Knoxville
Research Specialist, Knoxville
Program Resource Specialist, Nashville

Mark your calendar!

2007

IPS ANNUAL CONFERENCE

October 17-18 • Gatlinburg

The **Law Enforcement Innovation Center** is moving to its new facility in Oak Ridge.
The agency's new contact information is:
1201 Oak Ridge Turnpike
Suite 101
Oak Ridge, Tennessee 37830
Phone: (865) 946-3201
Fax: (865) 946-3214
Toll Free: (866) 449-5342

the EXCHANGE

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★ ★ ★

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The university does not discriminate on the basis of race, sex, or disability in its education programs and activities pursuant to the requirements of Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, and the Americans with Disabilities Act (ADA) of 1990.

Inquiries and charges of violation concerning Title VI, Title IX, Section 504, ADA or the Age Discrimination in Employment Act (ADEA) or any of the other above referenced policies should be directed to the Office of Equity and Diversity (OED), 1840 Melrose Avenue, Knoxville, TN 37996-3560, telephone (865) 974-2498 (V/TTY available) or 974-2440. Requests for accommodation of a disability should be directed to the ADA Coordinator at the UTK Office of Human Resources, 600 Henley Street, Knoxville, TN 37996-4125.

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