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The Exchange Newsletter

Institute for Public Service (IPS)

8-2012

The Exchange August 2012

The Institute for Public Service

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Recommended Citation

The Institute for Public Service, "The Exchange August 2012" (2012). *The Exchange Newsletter*.
https://trace.tennessee.edu/utk_exchange/67

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IPS Develops New Five-Year Strategic Plan

Following planning sessions and feedback from employees, customers and members of agency advisory councils, the [UT Institute for Public Service \(IPS\)](http://www.ips.tennessee.edu) and its agencies have finalized strategic plans for 2012-2017.

The agency plans are the foundation for the IPS plan, which in turn supports the outreach and economic development initiatives in the University of Tennessee system's new five-year plan (<http://president.tennessee.edu/strategicplan/>). The final IPS strategic plan, as well as how it aligns with the overall UT system plan, can be found on the IPS website under the About Us tab (<http://www.ips.tennessee.edu/?id=28>). The individual agency strategic plans can be found on their respective websites.

"I'm confident that we've developed a strong, working strategic plan," said Dr. Mary H. Jinks, vice president of public service. "The daily activities and work plans of all IPS employees will drive the success of the goals and initiatives in this plan for the benefit of our customers and the communities of Tennessee."

The goals for the new plan are to promote good government; strengthen economic vitality, build individual and organizational capacity and
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Abdulaziz Almunaie (left) and Ebraheem Aklandari of Kuwait graduated as the second and third international students of the NFA program.

NFA™ Graduates Two More International Students

When many first-time visitors come to America, they want to see the usual tourist spots such as Walt Disney World and Las Vegas. During their first extended trip to the U.S., Ebraheem Aklandari and Abdulaziz Almunaie of Kuwait made those stops and became the second and third international students to participate in the [UT National Forensic Academy™ \(NFA\)](http://www.ips.tennessee.edu/nfa), a program of the [Law Enforcement Innovation Center \(LEIC\)](http://www.ips.tennessee.edu/leic).

Aklandari and Almunaie, employees with the General Department of Criminal Evidence within the Kuwait Interior Ministry, graduated from the 10-week, in-residence crime scene investigation program. Aklandari not only graduated, he was recognized with the Dr. William Bass Award, which is given for being the top student in the class, as voted on by fellow participants.

"I've been going to crime scenes for 12 years, but I learned a lot of new things here," Aklandari said. "I've learned a lot about bloodstain patterns, photography, fingerprint processing, arson and explosives."
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UT Center for Industrial Services Receives Grant from Economic Development Administration

The University of Tennessee (UT) was among 10 universities to receive an economic development grant from the U.S. Department of Commerce Economic Development Administration (EDA). U.S. Acting Commerce Secretary Rebecca Blank announced \$1.2 million in EDA grants to universities in eight states as part of the University Center Economic Development Program, a partnership to leverage university assets to promote American innovation and strengthen regional economic ecosystems.

The University of Tennessee University Center (UTUC), which is led by the [UT Center for Industrial Services \(CIS\)](#), will integrate the research and technology assets of the university system and key centers of innovation in the state to enhance regional innovation and economic growth across Tennessee. Each of the university center grants is \$645,000 over the five-year grant period.

"We are pleased to continue our partnership with EDA to leverage the resources of the UT system and its partners to enhance economic development in our state," said Dr. Paul Jennings, CIS executive director. "The strength and depth of the resources that exist at our educational institutions and other research centers across the state, combined with Tennessee's regional organizational infrastructure, present a unique opportunity to accelerate innovation within the state's regional economic ecosystems."

As part of CIS, the UTUC is uniquely positioned to leverage resources from within the UT system as well as from state, regional, and federal economic development partners.

The UTUC focuses on cultivating regional innovation capacity, helping companies innovate and expand, and advancing entrepreneurship and technology commercialization. The programs and activities of the UTUC are structured to align with the economic development strategies of the state of Tennessee, its nine development districts and other key regional economic development initiatives. Collaborative partnerships with state and regional organizations will allow the UTUC to extend university resources to communities, companies, and entrepreneurs in all parts of the state.

EDA-funded university centers conduct applied research, provide technical assistance to public and private-sector

organizations and conduct other activities with the goal of enhancing regional economic development. They offer a full range of services tailored appropriately to each region's needs and the institution's strengths. University center business solutions include basic and applied research, market research, feasibility studies, product development, strategic and financial planning, seminars and training and management consultations. These services enhance business productivity, streamline operations, increase quality and cut costs. ■

Tennessee Municipal Benchmarking Project – Working to Ensure “Apples to Apples” Comparisons

by Frances Adams-O'Brien, MTAS

Between June 18 and June 28, [UT Municipal Technical Advisory Service \(MTAS\)](#) staff devoted hours to the hard work of clarifying the validity of measures collected for the Tennessee Municipal Benchmarking Project (TMBP).

Service area representatives from the participating cities in the areas of fire, human resources, residential refuse, building code and property maintenance code enforcement, and planning and zoning joined MTAS benchmarking staff and consultants for two-hour telephone conference calls in each service area. Approximately 85 people have participated in these four calls.

Each call used the entire two-hour time allotment and participants were engaged and interactive in each call. MTAS consultants Sharon Rollins, Richard Stokes, Dennis Wolf and Ron Darden provided excellent technical expertise on these calls. Benchmarking staff Frances Adams-O'Brien, Sarah Young, John Crawford and intern Stuart Starr facilitated the discussion, provided recordkeeping assistance and gave updates on program status. These telephone conference calls included some of the highest level detail to date in refining the data collection process.

These meetings will help TMBP staff in its efforts to arrive at "apples-to-apples" data comparisons across many of Tennessee's most high performing cities. ■

Company Calls on CIS to Assist with Equipment Testing

Intersoft Corporation had used the [UT Center for Industrial Services \(CIS\)](#) in the past to evaluate products and conduct tests. When an Intersoft customer requested some compliance changes in the company's equipment, Intersoft once again called on CIS because of its familiarity with the process and expertise.



Intersoft Corporation of Tullahoma focuses on an extremely niche market by designing and producing custom units for original equipment manufacturers (OEM) in the automatic identification electronics market. Most major players in the Radio Frequency Identification (RFID) component parts supply chain concentrate specifically on the generic high volume components because of the high development cost and small production quantities of the custom components making for little competition in the United States for custom design and build. OEM companies do not generally have the expertise to design and produce, thus creating the opportunity for Intersoft Corporation to emerge with capability and stability to develop unique designs and produce the parts in quantities as needed.

A major customer desiring to expand its sales to Europe advised Intersoft that the company "must move its equipment to European Community Compliant or they would resource the business." Intersoft Corporation had the internal capability and stability to make the necessary modifications; however to verify the process

changes, the circuit boards had to be tested with equipment that was not in house at Intersoft. Numerous laboratories conduct the tests, which when worked into their schedule may take three to six weeks and cost \$4,000 to \$14,000. If any modifications are required, the test must be rerun.

CIS coordinated with the electrical engineering department at UT Chattanooga and loaned Intersoft Corporation a spectrum analyzer so the company could perform necessary tests in house. Once the spectrum analyzer was in house at Intersoft, the company was able to redesign the product and incorporate the changes within a three-day period. Intersoft made the necessary changes almost immediately across the board to all products being shipped to the OEM manufactured for both its domestic and international sales. Sales of this product are now up 53 percent from the prior year.

"If we had not made the changes, we definitely would have lost the business with this customer and sustained a drop in sales instead of an increase," said Thierry Legrain, president of Intersoft Corporation. "If we had not utilized CIS to assist us in borrowing the spectrum analyzer to conduct CE compliance tests internally, the product development cycle would have been much more costly and longer, delaying revenue that has been generated from the sales of an earlier introduction of European Community Compliant product." ■

In Memorium: Margaret Hoes

Margaret Hoes, a long-time employee of the UT Center for Industrial Services (CIS), passed away at the age of 92. She retired from CIS in 1985.

Hoes, who served as administrative assistant to former CIS Executive Director Reuben Harris, attended the University of Cincinnati and enlisted in the U.S. Navy in 1944. She met her husband while serving at the naval base in Norfolk, Va.

Hoes lived in Coalmont at the time of her death. She is survived by her daughters Maggie Gambrell, Martha Hedgepath and Edna Avra, seven grandchildren and four great-grandchildren. ■

MTAS Consultant Helps Train Tomorrow's Human Resource Leaders



Richard Stokes

Recently, [UT Municipal Technical Advisory Service \(MTAS\)](#) Human Resources (HR) Consultant Richard Stokes, PHR, IPMA-CP, teamed up with several HR veterans to provide the International Public Management Association for Human Resources (IPMA-HR) Certification training program to HR professionals at

the first-ever joint Central and Southern Regional IPMA-HR Conference.

Developing Competencies for HR Success was a four-day program designed to transform organizations by encouraging and implementing the 20 competencies contained in the IPMA-HR Competency Module. The program adds value to participant's organization and helps staff gain expertise by focusing on the roles of the business partner, HR leader and the change agent. This was achieved through discussions, exercises and assessments using the IPMA-HR model as a vehicle for dialogue about change happening within and around the HR community.

The conference was held in June in St. Louis. Other facilitators for the program included Fagan Stackhouse, HR director, Charleston County, S.C.; Patrick Parsons, executive director of HR, Illinois Central College; and Jim Stratton, (retired) director of non-academic human resources, University of Wisconsin-Madison. All facilitators were trained and certified by IPMA-HR as Certified Competency Trainers.

The business partner module explored topics such as: Becoming a Business Partner, Transitioning to the Role of Business Partner, The Consulting Process and Collaborative Role, Communications and Levels of Listening, Risk Taking and Focusing on Performance. The HR leader module looked at: Defining and Exercising Leadership, Building Teams and Coaching Staffs, Leadership and Decision Making, Ethical Behavior, Inspiring and Promoting Diversity and Resolving Disputes and Reaching Consensus. Finally, the change

agency module explored topics such as: Foundational Understanding of Change, Creating an Atmosphere for Change, Managing Change and Being a Change Agent. In all, 42 participants received the certification training. ■

NFA™ Graduates Two More International Students

(continued from page 1)

Alkandari and Almunaie said the 10 weeks they were at the academy was full, and they enjoyed their experience.

"Everybody was so helpful. The instructors, and Mandy (Johnson) and Jennifer (Benson) were great," Alkandari said. "Our English was bad when we first got here, but everybody was so great and helpful. I've been in the U.K. and France before and they were always trying to correct me – the people here didn't do that."

The two students found out about the academy through a government contractor and were encouraged to apply for the program. They both said they would encourage others to attend the academy. In fact, their department is considering sending more employees to the NFA for training.

While they stayed busy during the weeks of the academy, they did find time to experience more of the U.S. Before they arrived in Oak Ridge, they visited Disney World, and after the academy they were bound for Las Vegas. During their free time they visited Nashville and Washington, D.C. They also went home one weekend with a fellow NFA student, who took them to a lake in Hamilton County.

"That was my first time swimming in a lake," Alkandari said. "Where we are from, we swim in the sea."

In 2007 a student from Iceland graduated from Session 18 of the academy. ■

MTAS Staff to Learn More about Chattanooga Redevelopment

Taking advantage of already being together for the IPS Annual Conference, the [UT Municipal Technical Advisory Service \(MTAS\)](#) consulting staff will meet in Chattanooga the day prior to the conference to study three significant economic development and redevelopment projects in the downtown area.



In the morning, Mayor Ron Littlefield will describe the redevelopment of the downtown district known as Southside in a short presentation followed by a walking tour of the area. Once a severely economically depressed area directly adjacent to the downtown business core, Southside continues transforming into a thriving area of commercial and residential development and redevelopment.

During lunch, Jed Marston, vice president of marketing and communications for the Chattanooga Area Chamber of Commerce, will present the story of the recruitment of Volkswagen to Chattanooga and describe the many components that were involved in making those efforts the success that it is today.

The day will conclude at the Tennessee Aquarium when a panel of people convened by UT Chattanooga alumnus Kim White, president of the River City Company, will describe the project resulting in the development of the Chattanooga riverfront. The panelists all played significant roles in that development project. The short panel presentation will be followed by a walking tour of Riverfront Park and the district surrounding the aquarium.

While the development and redevelopment success stories in Chattanooga over the past three decades are numerous, the three to be highlighted during the day will provide an interesting and informative glimpse of one city's success and how other cities may benefit through the knowledge gained by the MTAS staff during the Chattanooga field visits. ■

IPS Develops New Five-Year Strategic Plan

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ensure organizational excellence throughout the institute. Throughout the five-year plan, IPS will use various methods to communicate measurement of the goals.

In addition to the overall plan, a number of cross-agency teams exist to work the strategic plans developed for internal processes and programmatic teams. Such teams include business processes, information technology, public safety, environmental and economic development. ■

Ducktown and Franklin Switch to Solar

Two Tennessee Renewable Energy and Economic Development Council (TREEDC) member cities recently began the quest to save energy by becoming involved in solar alternatives. Franklin and Ducktown have installed solar development projects. As a result of these endeavors, both cities will earn revenue and be better stewards of the environment.

“This project is a public/private partnership that allows the city of Franklin to generate revenue and generate renewable energy that lowers its carbon footprint,” said Ron Merville, president and CEO of Energy Source Partners. “Franklin will lead by example as a city committed to being a better steward of their resources and their environment.”

According to [UT Municipal Technical Advisory Service \(MTAS\)](#)

Consultant and TREEDC Director Warren Nevad, Franklin should be commended

for being a municipal role model in creative solar financing when the city does not have to provide upfront investment. Franklin is leasing an acre of land at the wastewater treatment facility to Nashville-based Energy Source Partners, who designed, permitted, funded and installed the ground-mounted 200-kilowatt array.

“A unique aspect of this project is that the city used land that otherwise would be worthless and parlayed that into revenue generation property,” Nevad said.

Franklin did not commit any funds, nor will it be responsible for maintaining the system. All of the power generated from Franklin’s solar array is sold back to TVA and transmitted to the electric grid, with the revenue being split 80/20 in favor of Energy Source Partners. Once the company has been paid off, the revenue will be split 80/20 in favor of the city.



Franklin is considering adding solar to additional municipal properties as well.

Ducktown’s project is a 28-kilowatt solar photovoltaic system on city property. The solar development project team, consisting

of Ducktown’s employees, Mage Solar, PV Racking, DC Electrical, TREEDC, Southeast Tennessee Development District and Farmer-Morgan, was able to construct a

28-kilowatt system on city-owned land adjacent to an old landfill.

The system is expected to produce an average of \$8,000 per year for the city at a cost of \$100,000 funded through an Energy Efficiency Community Development Block Grant. In the future, Ducktown plans to build a 200-kilowatt solar farm and is working to become completely dependent on solar. According to Nevad, Ducktown proves that no city is too small to become a giant in renewable energy. Ducktown was recently given the award for Excellence in Renewable Energy by the Tennessee Municipal League (TML). ■

Staff Applause



Mary H. Jinks

To: Dr. Mary H. Jinks, IPS

I just wanted to take a moment to thank you for your kind hospitality on my visit to the campus on June 6. I enjoyed the overview about the university's Institute for Public Service and the important role it plays in local government, leadership development and law enforcement training. You truly provide a valuable service to our community.

Sen. Becky Duncan Massey, District 6

To: Jim Thomas, MTAS

I would like to compliment **Gary Jaeckel** on the service that he provides to our city. We have had several complex matters lately and thrown a lot his way over the past several months. Gary is always timely and thorough and we appreciate that.



Gary Jaeckel

Ken Wilber, Mayor, City of Portland



Josh Jones

To: Josh Jones, MTAS

Thank you for helping me deal with an issue with Public Chapter No. 1098, 4-56-106-(e), (1) which deals with any restriction of the state procurement council's authority to make recommendations to the governor. I am pleased to be able to discuss this issue with other members of the Tennessee Association Purchasing Professionals and the East Tennessee Purchasing Association.

Steve Hillis, Support Services Manager, City of Alcoa



Brett Ward

To: Brett Ward, MTAS

Thank you for the advice you gave to our city about the use of membrane sewage treatment plants. I learned that water treatment plant contracts should never be awarded without a pilot study of this membrane technology. Thank you to you and to **Melissa Ashburn** for the information.



Melissa Ashburn

Susan Arnold, Attorney, City of Dayton

IPS August Calendar of Events

◆ CIS

- Aug. 1 Industrial Air Regulations, Knoxville
- Aug. 7 8-Hour Site Worker Refresher (HAZWOPER), Bartlett
- Aug. 7 8-Hour Emergency Response Refresher, Bartlett
- Aug. 14 OTI 511 Occupational Safety and Health Standards for General Industry, Knoxville
- Aug. 14 8-Hour Site Worker Refresher (HAZWOPER), Nashville
- Aug. 21 8-Hour DOT Refresher, Nashville
- Aug. 22 Hazardous and Special Waste (8-Hour), Nashville
- Aug. 22 16-Hour DOT, Nashville
- Aug. 27 8-Hour Site Worker Refresher (HAZWOPER), Knoxville
- Aug. 28 16-Hour DOT, Knoxville
- Aug. 28 8-Hour Emergency Response Refresher, Collierville
- Aug. 28 8-Hour Site Worker Refresher (HAZWOPER), Collierville
- Aug. 30 8-Hour DOT Refresher, Knoxville

◆ LEIC

- Aug. 13-17 Forensic Digital Photography, St. Louis, MO
- Aug. 27-31 Crime Scene Mapping, Parsippany, NJ

◆ MTAS

- Aug. 1 Conflict Management, Germantown
- Aug. 1 Payroll, Benefits and Pensions, Loudon
- Aug. 1 Payroll, Benefits and Pensions, Lebanon
- Aug. 1 Payroll, Benefits and Pensions, Martin
- Aug. 2 Making Effective Decisions, Germantown
- Aug. 16 Municipal Legislative Update, Jackson
- Aug. 16 Payroll, Benefits and Pensions, McMinnville
- Aug. 16 Payroll, Benefits and Pensions, Jackson
- Aug. 23 Municipal Legislative Update, Knoxville

RECRUITMENTS

- ◆ **CIS**
Safety and Environment Consultant, Nashville
Field Solutions Consultant (2)
Productivity Resource Consultant
- ◆ **CTAS**
Information Specialist, Nashville
Administrative Intern, Nashville
- ◆ **MTAS**
Assistant Director, Knoxville
Finance Consultant

NEW HIRE

- ◆ **MTAS**
Sharee Brewer, Finance Consultant, Martin

PROMOTIONS

- ◆ **IPS CO**
Steve Thompson, Assistant Vice President
- ◆ **MTAS**
Jim Thomas, Executive Director

DEPARTURE

- ◆ **MTAS**
Summer Johnston, Administrative Specialist

RETIREMENT

- ◆ **CIS**
Mike Simmons, Field Consultant

STATE SERVICE LONGEVITY

Macel Ely, IPS CO	9 years
Gina Guinn, LEIC	10 years
Gary Hayes, CTAS	32 years
Brett Howell, CTAS	17 years
Don Johnson, CTAS	23 years
Donna Kelley, LEIC	2 years
Keith Ridley, CIS	13 years
Ben Rodgers, CTAS	7 years
Dennis Wolf, MTAS	1 year



THE CHATTANOOGAN HOTEL

IPS ANNUAL CONFERENCE AUGUST 8-10 CHATTANOOGA

The EXCHANGE is a newsletter of The University of Tennessee Institute for Public Service
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