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The Exchange Newsletter

Institute for Public Service (IPS)

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7-2009

## Exchange July 2009

Institute for Public Service

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## MTAS Benchmarking Project Brings Out the Best in 13 Cities

A record 13 cities participated in the annual Tennessee Municipal Benchmarking Project at the University of Tennessee (UT) [Municipal Technical Advisory Service \(MTAS\)](#) in 2009.

This was the seventh year of the benchmarking project, which covered fiscal year 2008. The project marked specific measures and cost data for police, fire, and solid waste collection; this year it also included measures on employee and retiree benefits. Participating cities ranged in population from 13,334 to 155,554 with a wide variety of service levels and practices, particularly in solid waste collection and disposal.

"Benchmarking is a critical part of performance measurement as it provides comparative data by which to analyze trends and situational conditions," said Melanie Purcell, MTAS assistant director. "Multi-community benchmarking provides the broadest scope of data and many opportunities for best practices to be explored for applicability to individual communities." ■



## Investigators Get UT Help During Gallatin Bone Search

When a Sumner County man found a human skull, he called police. The police called the University of Tennessee.

William Browning, 19, found a human skull while clearing old farm equipment from rural property near Gallatin. The Gallatin Police Department (GPD) and the Sumner County Sheriff's Office responded to investigate.

For Crime Scene Investigator Danny Deyhle and Lt. Lamar Ballard at GPD, the skull discovery meant a bone scattered scene that would require special resources and management. Ballard instinctively called the [University of Tennessee \(UT\) National Forensic Academy \(NFA\)](#) for advice on identifying and processing the scene. Ballard had completed Session 4 of the UT NFA in 2002, and he knew the university would have the resources needed for the investigation.

UT NFA Specialist Nathan Lefebvre referred Ballard to Dr. Lee Jantz at the UT Knoxville Department of Anthropology, and soon anthropology staff and students were on the way to the scene to help search for more remains and potential evidence. Anthropologists from Middle Tennessee State University assisted in the search as well.

Ballard knew he could count on UT's advice due to the connections he made during the 10-week academy. "With the UT NFA training, we knew exactly what to do and how to manage the crime scene," he said.

In addition to Ballard, Deyhle (UT NFA Session 8, 2004) and GPD Evidence Technician Melissa Proctor (NFA Session 22, 2008) are UT NFA alumni. "I was

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# Training Guides Police Through Mandates



Realizing that many police chiefs and supervisors are not aware of legal and administrative mandates of state and local governments, the UT [Municipal Technical Advisory Service \(MTAS\)](#) and the Tennessee Law Enforcement Training Academy are partnering to change that.

The two organizations will hold a 32-hour training course beginning July 6 in Signal Mountain. The Law Enforcement Management and Administration class will provide police managers with the tools to effectively manage these regulations. Some police managers rise through the ranks to become chiefs or command officers and are not adequately prepared for the administrative requirements of the job. The

class will give officers the knowledge and ability to deal with these duties effectively and proactively.

Course topics include personnel law, overtime regulations, internal investigations and budgeting and financial management. ■

## CIS' Flynn Testifies Before Senate Small Business Committee

Joe Flynn, program manager of the [Procurement Technical Assistance Center \(PTAC\)](#) at the [University of Tennessee \(UT\) Center for Industrial Services \(CIS\)](#), testified before the U.S. Senate Small Business and Entrepreneurship Committee in May 2009 regarding how the committee could assist entrepreneurs and effectively distribute an additional \$10 million in federal assistance to businesses wanting to work with or sell products to government entities. His testimony is archived at <http://sbc.senate.gov/hearings/20090521.cfm>.

Serving as a solid liaison between governments and businesses, PTACs offer a perfect economic development solution to government agencies, business entrepreneurs, and citizens who depend on government procurement opportunities to sustain and grow their communities.

In 2008, Tennessee PTAC clients reported receipt of 397 awards valued at more than \$780 million. Those awards meant the creation or retention of 15,605 jobs in the state of Tennessee.

The PTAC is an affiliate of the UT Center for Industrial Services, which is one agency of the statewide UT Institute for Public Service. ■

## Investigators Get UT Help During Gallatin Bone Search

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confident Deyhle and Proctor knew how to properly process the scene because of their training at the NFA," said Ballard.

Ballard praised the UT NFA as one of the most innovative training opportunities available to law enforcement officers. Realizing the uniqueness of the training, Ballard saw to it for Deyhle and Proctor to attend the academy. "Those 10 weeks of training are equal to a lifetime of law enforcement experience," said Ballard.

With just two years as an evidence technician, Proctor said, "I think I would have been intimidated by such a task, but I felt completely comfortable due to the NFA training I received in 2008."

"With UT's assistance, we were able to expedite the search of the area within hours of initial contact with Dr. Jantz. The quick response and knowledge of the team shows the professionalism of the UT Department of Anthropology," said Ballard.

Jantz is one of the UT NFA's most notable instructors and is the coordinator of the UT Forensic Anthropology Center. "When you attend the NFA, you are learning from the top experts in each field," said Deyhle.

The UT NFA is a program of the UT Law Enforcement Innovation Center at the statewide UT Institute for Public Service. ■

## Johnson City Readies Managers

After three years of using the University of Tennessee (UT) Municipal Technical Advisory Service (MTAS) Municipal Management Academy (MMA) training and development program, Johnson City is prepared to replace a high number of city employees who will be retiring in the next five years.

Several years ago, Johnson City's Pete Peterson, city manager, and Ed Fennell, human resource director, analyzed the staff's employment history and determined that 18 percent of the city employees would be eligible to retire within a year to 18 months. One third of the staff would be eligible to retire within five years or less.

Because retirements normally come from the ranks of the most seasoned and experienced employees, they needed a human resource sustainment plan — a depth chart of human capital that could help fill vacancies at every level of supervision and management in the organization.

Peterson said the realization of just how many good people could leave in retirements stunned him and caused him to worry about the future of the organization.

"I don't worry about it anymore," Peterson said. Johnson City now has a pool of 150 on-board employees trained for service at higher levels of responsibility in public service. ■

## CTAS Welcomes New Legal Intern

The University of Tennessee (UT) County Technical Assistance Service (CTAS) recently chose Vanderbilt University law student Joy Anderson to fill a five-week internship with the CTAS legal department. Anderson does research and drafts legal memoranda, attends legislative sessions and committee meetings, and assists the legal staff.

Anderson graduated magna cum laude from Oakwood University in Huntsville, Ala., with a bachelor's degree in English and professional writing. She was a member of the Dean's list all semesters, editor of the school's yearbook and secretary of the Zeta Lambda Psi sorority.

Anderson is the recipient of Vanderbilt's Chancellor's Law Scholarship. She will begin her second year of law school in the fall. In her free time, she enjoys photography and weight training. ■



Joy Anderson

## IPS Marks Progress in Strategic Plan

The University of Tennessee (UT) Institute for Public Service (IPS) has set its strategic plan for 2009-2013, and it's easy to see how employees' every day activities add up to meet IPS' goals. The Exchange will highlight progress toward these goals throughout the new fiscal year.

### PROMOTE GOOD GOVERNMENT IN TENNESSEE

- CTAS has met with more than 200 county officials in Jackson, Johnson City, Franklin, Dunlap and Oak Ridge to explain the obligations and restrictions for federal stimulus funding.
- LEIC is helping the Tennessee Association of Chiefs of Police with efforts to develop a state accreditation process for police departments.
- MTAS personnel have learned Lean principles from CIS and are taking the efficiency principles into cities.

### STRENGTHEN ECONOMIC DEVELOPMENT IN TENNESSEE

- MTAS has presented a course on retail economic development in six locations across the state, advising cities how to attract retailers to their communities.

### IMPROVE THE QUALITY OF LIFE IN TENNESSEE

- For nearly 10 years, MTAS has worked with East Ridge on solid waste issues. At last, the city is beginning to implement some recommendations. The city has been able to drop its tax rate due to the greater efficiencies that have resulted.

### ENSURE THE EFFECTIVENESS AND EFFICIENCY OF IPS SERVICES

- Talk about a ripple effect. The Manufacturing Extension Partnership (MEP) at CIS is in the Top 10 of the nation's MEPs for customer referrals that generate new business and customers for CIS.

The complete UT IPS strategic plan is available online at [www.ips.tennessee.edu/strategicplan](http://www.ips.tennessee.edu/strategicplan). ■

# Engineering Professor Receives Honors

Dr. Rupi Sawhney was recently honored as a nominee for the Chancellor's Academic Outreach Award and as a 2009 Research Fellow at UT Knoxville. The Academic Outreach Award goes to a faculty member who helps fulfill the university's land-grant mission of using intellectual capital to benefit residents of the state.

Sawhney, a professor in the department of industrial and information engineering, often collaborates with consultants from the UT [Center for Industrial Services \(CIS\)](#) to work with industries across the state.

"Dr. Sawhney has an amazing ability to create projects that have big economic benefits for CIS clients while fully engaging his students in the process," said Bill Wiley, program manager for CIS' Manufacturing Research and Development Institute. "This gives them real life manufacturing problems to solve using their academically acquired skills. His technical expertise and easy manner make him a customer favorite."

Currently, a group of Sawhney's students is working with CIS to help Camel Manufacturing and its vendors — all of whom have a role in producing military tents — assess its supply chain. The research will help the manufacturers determine how to keep the supply chain going during war times when the tents are needed most.

Sawhney, a native of Iran, received his bachelor's, master's and doctoral degrees from UT. In 1993, he received a Lean Manufacturing Fellowship from the National Institute for Standards and Technology through his work with the Tennessee Manufacturing Extension Program. ■

## Statewide UT Library Access Now Available for Employees

Faculty, staff and students at University of Tennessee campuses across the state can now borrow library materials at any UT campus by presenting the identification card from their home institution.

Previously, borrowers needed to obtain a special card at their home institution's library circulation desk before visiting another UT campus for materials.

An employee recommended the change as another step toward overall efficiency and increased resource sharing between campuses. ■



Each day, the UT Institute for Public Service works with local government, law enforcement and business leaders across the state to promote good government, strengthen economic development and improve the quality of life in Tennessee.

Consultants and staff bring their talents and the expertise of university faculty, resources, and research to communities and businesses statewide, near to and far from academic campuses, and in both urban and rural areas. To learn more about the university's public service impact across Tennessee, check out recent activities by county at [www.ips.tennessee.edu/map.html](http://www.ips.tennessee.edu/map.html). ■

## IPS Annual Conference Set for Sept. 9-10



(above) The Ben Hur House, Museum of Appalachia



(left) The Loveless Barn

The UT Institute for Public Service (IPS) Annual Conference will take place in September.

IPS employees will attend either the Knoxville-area conference on Wednesday, Sept. 9 at the Museum of Appalachia in Anderson County or the Nashville-area conference on Thursday, Sept. 10 at the Loveless Barn in Davidson County. The conference will be from 10:30 a.m. to 2:30 p.m. and will include lunch, a speaker and awards.

IPS employees have until July 6 to make award nominations on the IPS Intranet under the Awards tab. Award explanations and a list of past winners also are on that page. ■

# MTAS Offers Deliberative Dialogue Moderator Training

The UT Municipal Technical Advisory Service (MTAS) partnered with the Howard H. Baker Jr. Center for Public Policy at UT Knoxville to offer training to develop skills for deliberative dialogue moderators in April. A gift from the Kettering Foundation made the training possible.

Deliberative dialogue is a step-by-step process that brings participants together to discuss community issues. Face-to-face and eye-to-eye, participants deliberate and consider the opportunities and costs of public policy decisions. Moderators master the process and return to their communities with a practical tool to engage local citizens.

"This is a proven technique for encouraging community engagement in a thoughtful and civil manner," said UT Institute for Public Service Assistant Vice President Karen Holt, who attended the training. "We hope to be a part of the effort to train persons who can lead these kinds of dialogues across Tennessee."

Community leaders may develop discussion topics locally or chose from the extensive library of Kettering's National Issues Forums.

The training is especially beneficial to those who work in local planning, economic development, civic engagement and student development.

Training attendees represented UT Institute of Agriculture; UT Knoxville Public Administration Department; Knoxville Chamber of Commerce; Girl Scouts of Tanasi Council; UT Office of Equity and Diversity; UT Institute for Public Service; UT Institute for a Secure and Sustainable Environment; Rhodes College; and City of Knoxville Planning Commissioners. ■

## MTAS Consultants Review Spring Hill Operations

University of Tennessee (UT) Municipal Technical Advisory Service (MTAS) Utility Consultant Steve Wyatt and Municipal Management Consultant Ron Darden have completed the first phase of the comprehensive management review for the city of Spring Hill.

Wyatt and Darden reviewed the operation and management of the water, wastewater and billing functions during the first phase and outlined 27 recommendations for improving the management and operation of the utility systems.

The consultants have scheduled a meeting with the board of mayor and aldermen at a board study session to review the report and its recommendations. ■



Steve Wyatt



Ron Darden



T4 teaches transit staff to recognize suspicious items.

## UT, KAT Team Up to Keep Transit Passengers Safe

The University of Tennessee (UT) Law Enforcement Innovation Center (LEIC) trained 18 transportation and law enforcement personnel to respond to threats of terrorism in the mass transit environment. The Knoxville Area Transit (KAT) hosted the training.

**Transit Terrorist Tools & Tactics** (T4) teaches transit security, local law enforcement, government officials, private security officers and others how to respond to the threat of a terrorist attack in a mass transit environment.

Topics covered during the three-day course include behavioral assessment, emergency planning, threat and vulnerability assessment, and an introduction to various types of technology that can be used to help transit agencies prevent terrorist attacks.

T4 is certified by the U.S. Department of Homeland Security and has been delivered by LEIC in larger cities nationwide, including New York City, Los Angeles, Chicago and Honolulu. The program is fully funded by the U.S. Department of Homeland Security through the National Domestic Preparedness Consortium. ■

# Staff Applause



Patricia Burke



Deidra Phillips



John Chlarson



Ray Crouch



Ralph Cross

## TO: PATRICIA BURKE, CTAS

I just wanted to say thank you for a great job at the May Capstone for the County Officials Certificate Training Program (COCTP). It was a lot of fun. Keep up the good work. Thanks for everything.

Jeanette Meek

Chester County Personal Property Assessor



## TO: DEIDRA PHILLIPS, LEIC

I recently attended the Transit Terrorist Tools and Tactics (T4) course in Nassau County, N.Y., and I found the three-day course extremely interesting, informative and useful. The instructors did a great job, they were well prepared and knowledgeable. The classroom portion was to the point, and the hands-on portion was interesting and useful. I would definitely recommend this course to others.

Jim Duggan

New York Fire Department



## TO: MIKE TALLENT, MTAS

I would like to express my appreciation for the great job **John Chlarson** does assisting the city of Lawrenceburg. In my short tenure as city administrator he has, on several occasions, provided us invaluable information. His solutions/recommendations are always informative, challenging and practical. The city of Lawrenceburg appreciates the efforts of all MTAS consultants and values their opinions.

William McLain, City Administrator,  
Lawrenceburg



## TO: RAY CROUCH, MTAS

I commend you on a job well done. You have prepared an exceptional report. You have not only answered my question but gone above and beyond to answer more questions. This report will help me not only in the training of my department, but will help my department be better prepared to serve our community in an effective manner!

Dale Allen, Assistant Fire Chief,  
New Johnsonville Fire Dept.



## TO: MIKE TALLENT, MTAS

I know all too often people are only too anxious to contact you when they are upset with someone, but I believe they should be just as anxious to let you know when a great thing is going on. I wanted to take a moment to let you know how appreciative I am to have a resource to go to like **Ralph Cross**. I know you have many other equally wonderful people on staff at the UT Municipal Technical Advisory Service (MTAS), but Ralph is a stand-out. I have gone to him many times with questions in the years I have been with the city of Mount Pleasant. In every instance, Ralph was prompt to return my phone calls, spent all the necessary time to answer my questions completely, and never made me feel silly for asking them in the first place. In the recent Certified Financial Management Officer training, I have learned to appreciate him even more. I feel certain that if he were not willing to give of himself the way he has in the tutoring classes before test dates and now during the testing sessions, many of us, including myself, would find it difficult, if not impossible, to pass these courses. While I am at it, I will also tell you that MTAS itself is a resource that a dollar value could not be established for. I feel so blessed to have it at my fingertips.

Debbie McMullin, Finance Director,  
Mt. Pleasant



# Staff Applause



Frances  
Adams-O'Brien



Warren Nevad



Richard Stokes

## TO: FRANCES ADAMS-OBRIEN

I received your e-mail and I appreciate your time and responsiveness. We appreciate everything that your office does for the town of Cornersville and the professionalism that is so visible in every employee that we meet.

Scotty Brock, City Recorder, Cornersville



## TO: MIKE TALLENT, MTAS

I would like to take this opportunity to express my gratitude for the fine job Municipal Management Consultant **Warren Nevad** did during our candidate forum on May 14 in Kingston. Warren's skill as facilitator made a public meeting, with potential to become contentious, very informative and an excellent public service to our citizens.

W. Troy Beets, Mayor



## TO: RICHARD STOKES, MTAS

The Town of Arlington would like to express its sincere gratitude to you for providing your expertise in training our staff to better understand its responsibility with performance evaluations. We are also grateful for your assistance with our recent classification and compensation study. The service that the UT Municipal Technical Advisory Service (MTAS) provides municipal government is vital to the day-to-day operations and the citizens in the communities.

Catherine D. Durant, Recorder,  
Town of Arlington



## Get to know ...

Steve Austin, legal consultant, joined the UT County Technical Assistance Service (CTAS) in January 2003. He is the primary legal consultant for county trustees, sheriffs and jail administrators.

Prior to working for CTAS, Austin served as an assistant attorney general for the state of Tennessee in the Criminal Justice Division, handling federal and state capital case litigation. He received his law degree from the University of Memphis in 1989 and his bachelor's degree from Embry-Riddle Aeronautical University in 1986.

The majority of Austin's professional life has been in the U.S. Marine Corps; he retired in August 2000 at the rank of major after 23 years of service. His decorations include the Meritorious Service Medal, Navy/Marine Corps Commendation Medal and the Navy/Marine Corps Achievement Medal.

Austin is an avid photographer. In his spare time he likes to take pictures and process them on his home computer. ■



Steve Austin



# IPS July Calendar of Events

## ◆ CIS

July 15 Industrial Air Regulations, Knoxville

## ◆ CTAS

July 21 Tax Relief Workshop, Jasper  
 July 22 Tax Relief Workshop, Lebanon  
 July 24-29 National Association of Counties (NACO) Annual Conference, Nashville  
 July 27-31 Tennessee Sheriffs' Association Annual Family Conference, Sevierville  
 July 28 Tax Relief Workshop, Jonesborough  
 July 29 Tax Relief Workshop, Clinton  
 July 30 Tax Relief Workshop, Maryville  
 July 31 Tax Relief Workshop, Dayton

## ◆ LEADERSHIP

July 19-24 Tennessee Executive Leadership Academy Training, Fall Creek Falls

## ◆ LEIC

July 7-9 Transit Terrorist Tools and Tactics (T4), Dallas  
 July 10 National Forensic Academy Session XXIV Graduation, Knoxville  
 July 14 Life Skills Training (Wilson County Schools), Lebanon  
 July 20-22 Regional Community Policing Institute Gang Investigation, Blountville  
 July 20-24 Digital Photography, Pelham, Ala.  
 July 21-23 Transit Terrorist Tools and Tactics (T4), St. Joseph, Mo.  
 July 21-23 Campus Crime Prevention, Knoxville

## ◆ MTAS

July 7 Municipal Administration Program, Lakeland  
 July 8 Municipal Administration Program, Jackson  
 July 14 Municipal Administration Program, Johnson City  
 July 15 Municipal Administration Program, Knoxville  
 July 16 Municipal Administration Program, Franklin  
 July 21 Elected Officials Academy Level II, Livingston  
 July 23 Municipal Administration Program, Collegedale

## RECRUITMENTS

### ◆ CTAS

Legal Consultant, Nashville  
 Coordinator II, Nashville

### ◆ IPS CO

Development Director, Knoxville

### ◆ MTAS

Training Consultant, Knoxville  
 Municipal Management Consultant, Knoxville

## DEPARTURES

### ◆ CIS

Jane Basham, IT Specialist, Nashville

### ◆ LEIC


Susan Frant, Curriculum Development Specialist, Oak Ridge

### ◆ MTAS

Ken Cox, Training Consultant, Knoxville

## STATE SERVICE LONGEVITY

John Collier, CIS . . . . . 2 years  
 Janet Hails, LEIC . . . . . 4 years  
 Jeff Metzger, CTAS . . . . . 2 years  
 Chris Payne, CTAS . . . . . 10 years  
 Dwaine Raper, CIS . . . . . 2 years  
 Chuck Shoopman, IPS CO . . . . . 18 years  
 Izetta Slade, MTAS . . . . . 10 years  
 Kay Stegall, MTAS . . . . . 6 years  
 Albert Tieche, CIS . . . . . 16 years  
 Jennifer Ward, MTAS . . . . . 1 year  
 Judy Wilhite, IPS CO . . . . . 31 years




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