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Area Agencies Participate in Active Shooter Response Training

On a cold, wintry day in Maryville, officers from area law enforcement agencies canvassed a vacant bank building for a shooting suspect.

While the situation could have been real, as it has been recently in schools and movie theaters, this particular day was all part of the Tactical Response to an Active Shooter course coordinated by the **UT Law Enforcement Innovation Center (LEIC)** and hosted by the Maryville Police Department.

More than 29 law enforcement personnel attended this two-day training that combined classroom instruction and practical lessons in responding to a shooting suspect. "This course, which is part of LEIC's Tennessee Training Initiative, is in high demand across the state," said LEIC Curriculum Specialist Emily Miller. To date, the course has been held in Maryville, (continued on page 2)

CTAS ENERGY RETROFIT PROJECTS EXEMPLIFY INTER-AGENCY COLLABORATION

By Doug Bodary, CTAS Finance and Budget Consultant

County governments are required by state statute to maintain jail facilities. The county jails serve to protect the citizens through the incarceration of dangerous criminals who are serving sentences or are awaiting trial. Because the jail inmates are confined, this creates an "always on" operation that must be funded by the county taxpayers. This prolonged use of county-owned facilities creates a large utility bill for the taxpayers. In many Tennessee counties, the cost to operate the county jail is the largest cost to the local taxpayer next to the county public school system. This expense did not go unnoticed by **UT County Technical Assistance Service (CTAS)** field staff, who are in the unique position to assist both the county financial/budgeting staff and



Doug Bodary



Terry Hazard



Kim Raia



Lynn Reed

the county sheriff with issues facing county government.

CTAS field staff noted that in many of Tennessee's counties, the county jails tended to be the last in line for any type of upgrades and were in desperate need of repairs. CTAS realized the opportunity to assist the counties in identifying needed facility upgrades, providing energy use surveys, assisting with the preparation of capital project plans to include payback schedules based on energy savings, and assisting with budgeting for these upgrades through low interest loans or available capital.

CTAS assisted numerous counties in energy related projects. In Middle Tennessee, CTAS consultants Doug Bodary, Terry Hazard and Kim Raia assisted Rutherford, Sumner and (continued on page 3)

IN THIS ISSUE

CIS Delivers Economic Development Training

Cities Meet to Review Benchmarking Data

Nordyne Standardizes Work through TWI Services

Employee Engagement Survey to Be Administered in May

CIS Delivers Economic Development Training

The University of Tennessee Center for Industrial Services (CIS) presented a successful Managing Economic Development training course at the UT Conference Center in Knoxville. Instructor Dr. David Kolzow delivered the 10-hour course to 30 participants from across Tennessee.

"We were very pleased with the turnout," said Erin Ketelle, CIS economic development specialist and director of the Tennessee Certified Economic Development (TCED) program. "Participants came from local, regional and state economic development organizations; local government; and companies. Misty Depriest from CIS and Marty Spears from the County Technical Assistance Service (CTAS) also participated in the training."



The Managing Economic Development course is part of the TCED program that CIS has developed in partnership with economic development professionals throughout the state. "There is a great deal of interest in the TCED program, as evidenced by the phone calls and e-mails

I've received over the past few months from economic development professionals and elected officials," Ketelle said. "The enrollment that we're seeing in recent and upcoming courses indicates a strong demand for a certification program in economic development."

If customer satisfaction is an indication of TCED's future success, then the program is on the right track. (continued on page 4)

Area Agencies Participate in Active Shooter Response Training

(continued from page 1)

Franklin and Newport and is scheduled for Gallatin, Germantown and Mt. Juliet.

The course attracts a variety of law enforcement personnel from school resource officers to patrol officers to SWAT team members and experienced officers. Tony Barnes, who is the instructor for the course, said the challenge in teaching it is making the curriculum fit the variety of personnel who attend.

"The course covers a broad scope," he said. "I think about what I would want to know as a student. The lesson starts from the time the agency gets the call (about an active shooter). We start with the lecture and move in to tactics. The lecture and practical can be applied to all locations, schools, malls, etc."

Robert Brookes, who is a security contractor, attended the class in Maryville. "In a police department, you don't get a lot of this type of training," he said. "In the academy you just run over these situations, and you have to take the initiative to get this training on your own. Everybody can benefit from this training. I have 10 years of experience, but I can get something out of it because I don't have the ability to practice this in my work. Some of the officers have received this type of training before, but they have no experience in a live situation."



Instructor Tony Barnes (left) works with a participant in the Tactical Response to an Active Shooter course.

Two participants get practical training in working stairwells in an active shooter response.

CTAS ENERGY RETROFIT PROJECTS EXEMPLIFY INTER-AGENCY COLLABORATION

(continued from page 1)

Trousdale Counties in energy efficient projects for their county jails. They were assisted in the energy analysis part of the projects by Lynn Reed, a consultant with the [UT Center for Industrial Services](#). The IPS team worked together with county officials to identify more than \$157,000 of potential annual energy savings. Many of the identified savings were related to items in the facilities that were slated for repair/replacement already. After Reed performed the energy surveys on the facilities, the CTAS consultants assisted all three counties with the preparation of TDEC Clean Tennessee Energy Grant applications (that would pay up to 50 percent of the cost of the projects).

CTAS also helped the counties with preparation of TVA Energy Right Solutions Custom Incentive applications, which would provide the counties with cash incentives for reduction of energy usage. These incentive payments would help offset the costs of the needed upgrades even more.

Finally, CTAS Law Enforcement Consultant Hazard reviewed Tennessee Correction Institute (TCI) guidelines to ensure

that interior lighting and other proposed upgrades met TCI standards for jails. Raia assisted with the calculations of carbon and greenhouse gas reduction estimates associated with the energy upgrades, as well as recommendations for the replacement equipment to minimize landfill/environmental impact.

All three counties are currently in the midst of these energy efficiency retrofit projects, and the CTAS and CIS team will continue to provide assistance to the county officials to see the projects through to success. In the end, these projects will help local communities with reduced jail costs, reduced greenhouse gas emissions, and extending the life of the jail facilities. These projects are an example of the different divisions of the [UT Institute for Public Service \(IPS\)](#) (CTAS, CIS, the [Municipal Technical Advisory Service](#), the [Law Enforcement Innovation Center](#), and the [Naifeh Center for Effective Leadership](#)) working together to achieve the IPS mission ... connecting people and solutions to improve efficiency and performance of government and businesses and increase the prosperity and competitiveness of Tennessee. ■



The [UT Law Enforcement Innovation Center \(LEIC\)](#) in partnership with The University of Tennessee Chattanooga recently recognized graduates of the 12th session of the Southeastern Command and Leadership Academy (SECLA). SECLA is limited to upper-level command staff personnel, and covers such topics as ethics and integrity, leadership and management, human resource management and organizational change.



Cities Meet to Review Benchmarking Data



Group reviews fire data led by MTAS Consultant Dennis Wolf.

Service area representatives from cities participating in the Tennessee Municipal Benchmarking Project recently held the largest data review meeting in the project's 10-year history to compare initial results from this year's data collection process.

Hosted by the city of Franklin, 68 participants from cities across the state met in individual service groups to compare data, discuss measurement techniques and to share experiences. MTAS management consultants facilitated the group discussions on both performance and cost measures, and finance consultants Brad Harris and Al Major also gave a summary of the basis and application of the cost measures to the group.

Following the meeting, individual contact information from all of the participants was shared with the attendees so that they could continue the sharing of lessons learned and best practices on an ongoing basis. A draft of this year's project report will be sent to participants shortly for review, and the final report will be issued at the annual project closure meeting in mid-March.

The Tennessee Municipal Benchmarking Project is a collaborative effort among participating cities to embrace a performance measurement and management philosophy for the purpose of improving services to their citizens. Fourteen cities currently participate in the project, and several additional cities have committed to joining for the 2013 project cycle. Additional information on the project may be found at <http://www.mtas.tennessee.edu/public/web.nsf/Web/Benchmark>, or you may contact one of the benchmarking project staff:

Frances Adams-O'Brien (865) 974-9842
frances.adams-obrien@tennessee.edu

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syoung27@tennessee.edu

John Crawford (615) 812-4360
jacrawford81@hotmail.com

CIS Delivers Economic Development Training

(continued from page 2)

Student evaluations for every course have been very positive. A participant in the Managing Economic Development course, for example, wrote "I am really enjoying the program and get many ideas to use while I build my own sales network and ideas for ways to improve our own processes. The whole program is, without a doubt, the best professional development I have participated in."

The next TCED event is the Tennessee Basic Economic Development Course, scheduled for April 29 – May 2 in Nashville. The course, designed for community leaders and stakeholders who participate in the process of economic development at local, regional and state levels, focuses on the fundamental concepts, tools and practices needed to be successful in today's complex economic environment. For more information on TCED and upcoming courses, contact Kettle at erin.kettle@tennessee.edu or (615) 532-3555. ■

Nordyne Standardizes Work through TWI Services

Nordyne, a manufacturer of heating and cooling systems for companies such as Maytag, Frigidaire, Philco, Tappan and Westinghouse, recently used the [UT Center for Industrial Services \(CIS\)](#) to provide Training Within Industry (TWI) services. At the beginning of each training session, Plant Manager Aaron Tiede discussed the outcome of a past Kaizan event that resulted in the need for improved new employee training, particularly when hiring seasonal employees.

CIS Solutions Consultant Keith Groves delivered 26 TWI workshops for 64 employees in the areas of job instruction and 30 employees in the area of job relations. TWI provides leadership with lean job skills designed to standardize the workplace in areas such as safety improvements, quality, cost, delivery and productivity.

“These workshops (TWI) provide a standardized approach to job training that we expect will increase employee productivity, reduce defects and reduce new employee turnover, which will provide a significant cost avoidance for the company,” said Judy Rogers, regional human resource manager for Nordyne.

TWI was established during World War II by the U.S. Government War Production Board in the early 1940’s and was adopted by industry to develop techniques to quickly ramp up the production of war materials. Today, companies such as Toyota uses TWI as a tool to increase production, reduce training time, reduce labor-hours, reduce scrap and reduce employee grievances. ■



Keith Groves demonstrates the fire underwriter’s knot during a TWI workshop.

Intern Gets Behind-the-Scenes Lesson in Law Enforcement Training

A ride along with the Knoxville Police Department during her undergraduate years at The University of Tennessee Knoxville, has led to a semester-long internship at the [UT Law Enforcement Innovation Center \(LEIC\)](#) for Mickenzie Broyles.

Broyles met Knoxville Police Chief David Rausch when she was participating in a ride along. Following her graduation from UT Knoxville, she sent a note to the chief telling him she was planning to study criminal justice and criminology in graduate school. It was then that he mentioned LEIC to her, telling her that she should approach the center about an internship at some point.

Broyles is pursuing her master’s degree in criminal justice and criminology through the University of Memphis. From January through May, she also is getting hands-on experience in law enforcement training as an intern at LEIC.

“I’m working on everything. I’ve been involved in planning for the National Forensic Academy™, in organizing and helping to get ready for the next session,” she said. “This is a great opportunity to see first-hand the work they do.”

Upon receiving her graduate degree, Broyles said she’s not certain what she will want to do. “I feel I have so many options, so I’m not sure what I will do,” she said. “In the long-run I think I want to do something on the federal level.” ■



Mickenzie Broyles

News for IPS Employees

Reminder: Employee Engagement Survey to Be Administered in May

UT Institute for Public Service employees will receive an e-mail from vendor ModernThink on May 1 and have until May 15 to complete the employee engagement survey.

This spring's survey serves as a pulse check on progress made in response to results from the November 2011 survey administered to all University of Tennessee employees.

IPS has contracted with ModernThink to administer the same survey sent to all UT employees; however, this version will not include questions related to benefits. Contact Judie Martin or check the IPS intranet if you have any questions regarding the survey.

UT Makes Changes to Fiscal Policy for Contracting

The University of Tennessee treasurer's office released a revised policy that changes the way IPS agencies process certain contracts with companies or independent contractors.

Effective Feb. 4, the contracts fiscal policy FI0420 was published with major revisions. This policy is on the treasurer's office website at https://my.tennessee.edu/portal/page?_pageid=34,140536&_dad=portal&_schema=PORTAL&p_policy=FI0420. Several of the changes will affect the way IPS agencies process certain contracts.

- No IPS employee is authorized to sign any contract on behalf of the University of Tennessee, except for IPS Chief Business Officer Gail White, or Vice President of Public Service Mary Jinks. If you do so, you may be held personally liable.
- The new policy clarifies that numerous types of documents are contracts and fall under this policy. The title of the document is irrelevant in determining whether or not the document is a contract. For example, a "letter of agreement" or "memorandum of

understanding" or "facilities rental agreement" that require a UT signature are contracts, even though they are not called that.

- Any payout transaction that is \$5,000 or more, regardless of time period, must either be bid or processed as a contract. The previous policy had a limit of \$12,000 per year.
EXAMPLE – We are using an independent contractor for a training class in April for \$3,000 and will probably use them again in October for another \$3,000. Do I need to bid this or get a contract? No, each event should be treated separately per the Treasurer's Office, unless you are sure that you will exceed \$5,000 in a year.
- The previous policy allowed "informal written agreements" between IPS and an individual that could be signed at the agency level. The new policy does not allow such agreements; therefore, all contracts or letters of agreement with individuals who are not UT employees (not an SAE) must go through the normal contracting procedures and must be signed by an authorized signer (White or Jinks).

EXAMPLE – If we write a letter of agreement with an independent contractor, it must be signed by one of the authorized signers; however, agencies can avoid this by substituting e-mails or verbal agreements for signed agreements, if that is okay with the other party (and it is less than \$5,000).

For more information about determining whether an individual is an independent contractor or an employee, please reference the Independent Contractors Guide at <https://my.tennessee.edu/pls/portal/docs/PAGE/AAF/POLICY/FORMS/APPENDIX%20C%20-%20INDEPENDENT%20CONTRACTORS%20GUIDE.PDF>.

- The delegated contract limit is doubled from \$50,000 to \$100,000. Most contracts under this amount may be signed by an authorized signer within IPS (White or Jinks). Any contract over this amount must be signed by UT System Administration. ■

Staff Applause

Changes to CEU Policies and Procedures for IPS Training Courses

The UT Institute for Public Service (IPS) CEU approvers committee recently implemented revisions to the IPS CEU policies and procedures. These changes came as a result of the institute mainstreaming its approval process for training courses while continuing to improve practices that adhere to the International Association for Continuing Education and Training (IACET) standards for authorized providers of continuing education units.

Among those changes include the formal establishment of adding E-learning Specialist Mary Ann Moon of the UT County Technical Assistance Service (CTAS) and Training Consultant Lori Ungurait of the UT Law Enforcement Innovation Center (LEIC) as agency contacts for employees who need assistance or clarification regarding the continuing education process and the IPS course approval system. Moon will serve as the agency contact for CTAS and LEIC, and Ungurait will serve as the agency contact for the UT Municipal Technical Advisory Service (MTAS) and the UT Center for Industrial Services (CIS). Dr. Macel Ely of the Naifeh Center for Effective Leadership will continue to serve as the IPS administrator for all agencies and training courses, ensuring both IPS and IACET standards for compliance are adhered to and properly followed. Additional CEU committee members include: Bryan Lane of CIS, Martha Kelley of CIS, Chris Payne of CTAS, Kimberly Clark-Carney of CTAS, Emily Miller of LEIC, Kurt Frederick of MTAS and PJ Snodgrass of MTAS.

In addition to the changes, the IPS CEU approvers committee also has provided a course planning worksheet to assist IPS employees who are engaged in the process of developing courses and providing training to IPS customers. Both the worksheet and the revised IPS CEU policies and procedures, in its entirety, can be found on the IPS Intranet for employees wanting to become more familiar with the recent changes. ■

To: Robin Roberts, CTAS

I wanted to let you know that we recognize what a valuable employee CTAS has in **Jim Hart**. He has been a critical component in the county's process of evaluating our jail expansion/renovation. He provided the initial study and has continued to provide valuable input throughout the process so far. His knowledge and expertise in jail management is top notch. However, what I have been most impressed with is the way in which he applies this knowledge and expertise. It is refreshing to see a humble attitude coupled with the knowledge to be used to assist in bringing people together to solve problems.

Cole Bradford, Finance Director, Lincoln County



Jim Hart

To: Don Green, LEIC

Good to hear from you, by the looks of things you've done pretty good. Congrats on the continuing dedication to the world of forensic science and your most recent NFA graduating class. Just this past week I used the fact that I'm an NFA graduate three times (in two trials and a promotion interview).

Francisco Theye, Miami Police Department, NFA Session 28 Graduate



Don Green

To: Jennifer Benson, LEIC

I presented a cold case of skeletal remains found in an Alcoa creekbed when I attended session 16 of the National Forensic Academy. I've been working on this case since 2006. I just worked with forensic artist Joanna Hughes who completed a facial reconstruction. It turned out awesome! Now if I can just get some leads!

Kristopher Sanders, Detective, Alcoa Police Department



Jennifer Benson

To: Richard Stokes, MTAS

Thank you so much for making this round trip to campus to deliver another outstanding presentation to the financial administration class. Your perspective on the intersection of Finance and Human Resources is invaluable for their training. I think they can now appreciate just how vitally important it is to sustain accuracy and precision in processing payroll and benefits. I really appreciate all that you do for our graduate program. I will continue to encourage our students with an HR focus to join the IPMA-HR and to participate in that organization's upcoming presidential election!

David Folz, Professor, Political Science, University of Tennessee, Knoxville



Richard Stokes

VISIT THE IPS INTRANET EMPLOYEE NEWS AND BRIEFS PAGE FOR MORE NEWS.

IPS April Calendar and Posts

◆ CIS

- April 1 40-Hour HAZWOPER, Hazardous Waste Site Worker, Knoxville
- April 9 OSHA 10-Hour General Industry, Jackson
- April 15 Lean Certificate Series, Knoxville
- April 16 OSHA 10-Hour General Industry, Knoxville
- April 16 Hazardous and Special Waste (8 Hour), Knoxville
- April 23 OTI 501 Trainer Course in OSHA Standards for General Industry, Nashville
- April 29 Tennessee Basic Economic Development Course (TBEDC), Nashville

◆ CTAS

- April 9-11 COCTP Capstone, Montgomery Bell State Park
- April 12 Risk Management, Cleveland
- April 18 Risk Management, Franklin
- April 19 Risk Management, Jackson
- April 30 Risk Management, Knoxville

◆ LEIC

- April 25-26 Tactical Response to an Active Shooter, Jackson

◆ MTAS

- April 3 What Is an MD&A and How Do I Get One, Franklin
- April 9 Performance Management: Positive Discipline, Spring Hill

- April 10 What Is an MD&A and How Do I Get One, Morristown
- April 11 What Is an MD&A and How Do I Get One, Collegedale
- April 17-18 Tennessee Association of Municipal Clerk and Records, Murfreesboro
- April 25 What Is an MD&A and How Do I Get One, Jackson

RECRUITMENTS

◆ LEIC

Training Consultant, Oak Ridge
Training Coordinator, Oak Ridge

◆ MTAS

Municipal Management Consultant
East or Southeast Tennessee
Municipal Management Consultant
Middle or West Tennessee

◆ NAIFEH CENTER

Program Manager, Knoxville

TRANSFER

◆ NAIFEH CENTER

Macel Ely II, from Naifeh Center to MTAS, Knoxville

STATE SERVICE LONGEVITY

- Rex Barton, MTAS 18 years
- Debra Blanchard, CTAS 26 years
- Misty DePriest, CIS 9 years
- Don Green, LEIC 5 years
- Brad Harris, MTAS 1 year
- Sid Hemsley, MTAS 31 years
- Bonnie Jones, MTAS 6 years
- Armintha Loveday, MTAS 35 years
- Warren Nevad, MTAS 14 years
- Lynn Reed, CIS 17 years
- Brett Ward, MTAS 17 years

MTAS Welcomes New Employee

Lyndy Wibking has joined the **UT Municipal Technical Advisory Service (MTAS)** as a senior library associate.

Wibking has a master's degree in library science and a bachelor's degree in English, rhetoric and writing from The University of Tennessee. As an undergraduate at UT, she worked with UT's Special Collections and with the Digital Library Initiatives at Hodges Library. She also held an internship at Oak Ridge National Laboratory where she contributed to the development of a wind energy-related website and Geographic Information Systems (GIS) tool. While in graduate school, Wibking was a graduate research assistant. She maintained and updated a website using the Drupal content management system and assisted in the management of TRACE, UT Knoxville's institutional repository. Since graduation, she has worked as Interim Thesis/Dissertation consultant for the UT Graduate School.



Lyndy Wibking

At MTAS, she will be working with periodicals, MOLLY, Knowledgebase and TRACE, as well as helping out with surveys. ■

The EXCHANGE is a newsletter of The University of Tennessee
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