

Spring 2018

A Publication of The University of Tennessee Institute for Public Service




IPS CONNECT



TFLI BECOMES SIXTH
AGENCY OF UT IPS

UT INSTITUTE FOR
PUBLIC SERVICE



UT INSTITUTE FOR PUBLIC SERVICE ON SOCIAL MEDIA

 **UT County Technical Assistance Service** is at  The Park Vista...a Doubletree Hotel.
May 23 at 11:14am · Gatlinburg, TN · 

Kaley Walker, CTAS County Government Consultant for western East TN, teaches the Internal Controls 2 class at the TCSA Legislative Conference. Lots of great information for county mayors/execs, finance & budget directors, and highway officials.



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 **The University of Tennessee Institute for Public Service**
Published by Susan Robertson [?] · May 10 at 7:00am · 

Participants of the Tennessee Basic Economic Development Course hosted by our Center for Industrial Services got a behind the scenes look at Bridgestone Arena yesterday. They met up with a familiar furry face #Gnash




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@UT_MTAS

 **MTAS @UT_MTAS** · May 21

Four MTAS staffers were awarded the UT Master of Public Policy and Administration Fellows in Professional Practice at the graduate hooding and awards ceremony held at Baker Center on May 11.

Pictured are: Sharon Rollins, Rex Barton, Dennis Wolf, John Grubbs



   2 

 **UT IPS @UT_IPS** · May 10

Chris Jones with our Law Enforcement Innovation Center conducted active shooter training at a Chattanooga church.
newschannel9.com/news/local/cha...



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IPSCONNECT is a publication of
The University of Tennessee
Institute for Public Service

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IPSS1 • E13-0110-051-18

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Women In Criminal Justice



Made In America

A WORD FROM DR. BYRD

Public Service Opportunity, Obligation and Privilege

We live in the land of opportunity. In the work of public service we often refer to the work we have to do as an opportunity. I have a friend that, when you thank him for his work, always responds with “thank you for the opportunity.”

opportunity

[op-er-too-ni-tee]

1. an appropriate or favorable time or occasion.
2. a situation or condition favorable for attainment of a goal.
3. a good position, chance, or prospect, as for advancement or success.

As opportunity is defined above, perhaps we do have opportunities. Our times call for creative solutions to problems. We do have resources to bring to bear to accomplish meaningful goals, for ourselves and those we serve. We are well positioned for mutual successes.

Recently I have read the book *Tribes*, by Seth Godin (Penguin Books LTD, 2008). He says, in the mind of Flynn Berry, “you should never use the word ‘opportunity. It’s not an opportunity, it’s an obligation.’ (p. 135). Godin goes on to say, “I think we have an obligation to change the rules, to raise

the bar, to play a different game, and to play it better than anyone has any right to believe is possible.”

obligation

[ob-li-gey-shuh n]

1. something by which a person is bound or obliged to do certain things, and which arises out of a sense of duty or results from custom, law, etc.
2. something that is done or is to be done for such reasons: to fulfill one’s obligations.
3. a binding promise, contract, sense of duty, etc.

That’s an interesting thought. When we know of a service or much needed work to do, does that work change from being an opportunity to a duty? Is it now obligatory? Perhaps on some level that is true. The challenge for individuals and organizations to strive for excellence is an obligation we take to heart.

On another level, in the Institute for Public Service, I think it would be a rare occurrence if any of our public servants were to perform out of obligation or compulsion. We love what we do. We get excited when we are able to help others achieve, grow, learn,

overcome, save, profit, serve more effectively, and make Tennessee better. In fact, we count what we are blessed to do every day as a privilege.

privilege

[priv-uh-lij, priv-lij]

1. a right, immunity, or benefit enjoyed only by a person beyond the advantages of most:
 2. a grant to an individual, corporation, etc., of a special right or immunity, under certain conditions.
 3. the principle or condition of enjoying special rights or immunities.
 4. any of the rights common to all citizens under a modern constitutional government.
 5. an advantage or source of pleasure granted to a person.
-

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We are granted by the state of Tennessee and the University of Tennessee the privilege of a high calling. We serve business and government to improve the lives of Tennesseans. Meaningful work, great partners and wonderful customers are sources of pleasure that we have been granted. Thank you!

Each issue of IPS Connect is at least in part, our effort to share with you some of the achievements we have had the privilege to experience. In this issue you'll read about programs serving women in criminal justice, accomplishments of our National

Forensic Academy, and a new class of Tennessee Certified Economic Developers.

We also are able to formally introduce you to our newest agency effective July 1, the Tennessee Language Center (TLC). Commonalities of statewide reach and service mission make what was known as the Tennessee Foreign Language Institute a logical addition to UT through IPS. I know you will help me welcome TLC Executive Director Dr. Janice Rodriguez and the TLC staff to our public service family. You'll be hearing more about their fine programs in future issues.

I hope I never take for granted the privilege granted to me and our organization to live in the great state of Tennessee and to work to make it even better. With partners and co-laborers like you, who wouldn't look forward to the opportunities ahead!

Herb



Dr. Bill Bass, TBI Director Mark Gwyn and Dr. Herb Byrd III celebrate the Session XLV graduation of the LEIC's National Forensic Academy.

* All definitions were taken from Dictionary.com

LEADERSHIP ACADEMY IN NASHVILLE

By Patrick Mills



The IPS Leadership Academy made Nashville a recent stop during its year-long learning experience. During day one academy participants toured Legislative Plaza and attended Legislative Committee meetings on various topics. They also toured the CIS offices, and Dr. Macel Ely facilitated CPI 260, a personality assessment that provides deep and complex insights for use in executive recruitment and leadership development.

During day two Leadership Academy met with constitutional officers from the Secretary of State, Department of Treasury and the Comptroller of the Treasury's office. This gave participants an opportunity to better understand the culture, structure and leadership of the constitutional offices.

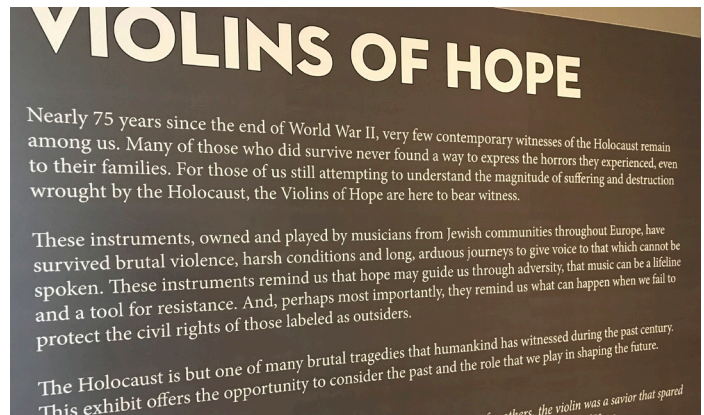
While in Nashville the class visited the Dollar General headquarters, a local fortune 500 company. IPS Leadership Academy was lucky enough to have Dollar General senior leadership speak on how they market their product and motivate their employees.



JEWISH HERITAGE MONTH IN NASHVILLE

In recognition of Jewish-American Heritage Month, the IPS Diversity Committee invited employees to participate in a talk and tour given by The Holocaust survivor Frances Cutler Hahn.

Hahn gave the lecture and tour at the Nashville Public Library. The Violins of Hope exhibit is a collection of restored instruments played by Jewish musicians in concentration camps during The Holocaust. The Nashville Symphony organized the exhibit to promote a dialogue about music, art and free expression.



TENNESSEE FOREIGN LANGUAGE INSTITUTE BECOMES PART OF UT

The Tennessee Foreign Language Institute is set to become an entity of the University of Tennessee system and the sixth agency of the UT Institute for Public Service on July 1, thanks to legislation by the Tennessee General Assembly.

The legislation eliminates the Tennessee Foreign Language Institute's governing board, transfers its resources and assets to UT and renames it the Tennessee Language Center (TLC). Under this new arrangement, the center will tailor its mission to providing language services to state and local government entities in support of industrial recruitment, economic development and provision of government services. Through its five current agencies, IPS provides technical consulting and training to state and local governments, business and industry and law enforcement.

"We look forward to adding the important resources of the Tennessee Language Center to the rich portfolio of expertise and outreach already offered by our Institute for Public Service," said UT President Joe DiPietro. "The ability to remove language barriers, whether as Tennessee competes in an increasingly globalized economy or as the state seeks to serve its increasingly diverse population, is an important asset I'm proud we can contribute."

With the mission of Serving Business and Government to improve the lives of Tennesseans, IPS welcomes the Tennessee Language Center.

"This is a great opportunity for IPS to further our mission and work in Tennessee; and expand our already robust service offerings," IPS Vice President Herb Byrd III said. "We look forward to welcoming the center staff to UT and adding 18 employees who are dedicated to public service."

The language center's staff will become full-time employees of the university, but will remain headquartered in Nashville.

"We are excited to become part of a statewide university system," said TLC Director Janice Rodriguez. "The Institute for Public Service has significant outreach across the state and that will be a tremendous asset as we provide our services to governments, industries and others."



UT CIS CERTIFIES STATE ECONOMIC DEVELOPERS

The University of Tennessee Center for Industrial Services graduated its eighth class recently through its Tennessee Certified Economic Developer (TCED) Program. This cohort brings the total number of Tennessee certified economic developers to 52.

This year's spring graduates gathered in Nashville to present their Capstone Projects, the final requirement for certification. TCED candidates completed a week-long Basic Economic Development Course in addition to a series of six core courses pertinent to economic and community development.



The TCED Program gives participants a broad-based knowledge of economic trends, tools and core components required to compete in today's global economy.

"All of our Tennessee certified economic developers made a serious commitment to achieve this designation," said Kim Denton, director of the TCED Program. "They now will be able to use this in-depth knowledge to benefit their communities and regions."

New graduates will be invited to join the TCED Alumni Group, which provides continuing education and networking opportunities several times throughout the year.

The spring 2018 TCED graduates are:

Kim Baker, CEO,

Gallatin Area Chamber of Commerce

Mandy Christenson, President & CEO,

White House Area Chamber of Commerce

Sherri Ferguson, President & CEO,

Portland Chamber of Commerce

Steve Hilton, President & CEO,

Brownsville Haywood County Chamber of Commerce

Darrell James, President,

James and Associates Engineers & Planners

Teresa Jones, former Executive Director,

Lexington-Henderson County Alliance

Iliff McMahan, Regional Director,

Northeast TN Region, Tennessee ECD

Stephania Motes, City Manager,

Town of Spring City

PHILLIPS NAMED TO UEDA BOARD

CIS Economic Development Program Manager Beth Phillips was selected to serve on the board of directors for the University Economic Development Association (UEDA). UEDA is a membership organization representing higher education, private sector and community economic development stakeholders. The organization works to expand economic opportunity in communities by leveraging research, community resources, campus planning, talent development, and technology commercialization.



TCSA HONORS LATE CTAS CONSULTANT WALKER

At their recent County Government Day, the Tennessee County Services Association and the County Officials Association of Tennessee posthumously honored CTAS County Government Consultant Steve Walker. Walker, who lost his battle with cancer in May 2017, was awarded the 2018 Outstanding Public Service Professional Award.



Walker's wife Lorie and daughters Lizzie and Torie accepted the award.

In recognizing Walker, TCSA President David Connor said:

"Steve took the passion he had for family and rolled that into his service of county governments, spending countless hours on the road and on the phone advising officials from one end of the state

to another. This posthumous award is simply a token of our appreciation for the life Steve led and the service and friendship he shared with so many of us. The impact Steve had on county governments in Tennessee is a tremendous testament to his dedication and hard work."

NAIFEH CENTER HOSTS WOMEN IN CRIMINAL JUSTICE CONFERENCE





By Trent Clagg

More than 120 women in the field of criminal justice participated in the first Women in Criminal Justice conference hosted by the Naifeh Center for Effective Leadership. The women, from across the state, listened to talks on topics ranging from cybercrime to human trafficking.

Many conferences and training development opportunities are organized for those in criminal justice, but not many are designed exclusively for females in those particular professions. Several of the participants described the need for more conferences like this and enjoyed the detailed topics.

“The Women in Criminal Justice Conference is important because it encourages women to take pride and ownership in their vital roles in the criminal justice profession, to build business relationships with others across the state, and to challenge themselves in a profession where females are the minority,” said Kim Harmon, inspector general for the Tennessee Department of Finance and Administration.

Speakers included Harmon, former Department of Safety Commissioner Bill Gibbons, Tennessee Bureau of Investigation Director Mark Gwyn and others representing TBI as well as the Federal Bureau of Investigation. Based upon feedback, participants are eagerly anticipating next year’s conference. With the challenges law enforcement officers and those working in the court systems face each day, the Naifeh center is committed to support and organize events to encourage and develop positive growth for such leaders across the state.



Co-sponsoring agencies included the Tennessee Department of Correction, Tennessee Department of Safety & Homeland Security, Tennessee Department of Commerce and Insurance, Tennessee Association of Chiefs of Police, Tennessee Wildlife Resources Agency and the TBI.

RECENT NFA GRADUATES INVESTIGATE NASHVILLE SHOOTING

A month after completing Session XLV (45) of the Law Enforcement Innovation Center's National Forensic Academy, John Terry with the Metro Nashville Police Department's crime scene unit responded to the mass shooting at the Waffle House in Antioch.

"The National Forensic Academy training was put to use following the recent Waffle House shooting here in Nashville," Terry said. "Six NFA graduates worked primary and secondary scenes related to the incident. Working the scene were: DK Connor (Lead Crime Scene Investigator at scene), Ken Wolfe, Mark Rosenfeld, Lynn Mace, Caleb Foster and myself."



Session XLV (45) in March. This session had 28 Officers, Detectives, Agents and crime scene technicians from across the United States to include: Portland, Maine, Lake Charles, LA, Germantown, TN, East Ridge, TN, Bismarck, ND, London, OH, Nashville, TN, Pierre, SD, Madison, TN, Titusville, FL, Concord, NH, Chattanooga, TN, Knoxville, TN, Elizabeth, NJ, Lenoir City, TN, Fort Stewart, GA, Johnson City, TN, Fort Bragg, NC, and Greenville, NC.

NFA graduates receive 400 hours of crime scene investigation training that they bring back to their agency and apply to their jobs.



LAUER TO SERVE ON IAFC EMERGENCY MANAGEMENT COMMITTEE

C TAS Fire and Emergency Services Management Consultant Kevin Lauer was appointed as an adjunct member of the International Association of Fire Chiefs' (IAFC) emergency management committee. Adjunct members provide subject matter expertise and represent geographic regions that benefit the committee.

"The work of this committee is of vital importance to the fire service community and to the public; the IAFC board of directors relies on the expertise of its committee members to keep us informed and to advise on national policy issues," according to the appointment letter from Thomas Jenkins, president and chairman of the IAFC board.

UT CIS FACILITATES ASSET-BASED PLANNING FORUMS IN RURAL COUNTIES

The University of Tennessee Center for Industrial Services (UT CIS) is partnering with the Tennessee Department of Economic and Community Development (TNECD) and the Tennessee Development District Association (TDDA) to help rural counties build on their assets to promote economic growth.

The Asset-Based Planning Initiative, led by TNECD as part of the Governor's Rural Task Force, brings together community stakeholders to develop project-focused goals that can be undertaken to spur jobs and investment. The initiative started in 2016 with 23 economically distressed or at-risk counties and expanded in 2017 to serve an additional 21 counties across the state. As part of the initiative, representatives from UT CIS and TDDA facilitate community forums in each of the counties to identify ways to capitalize on the county's unique economic development assets. Once the asset-based plans are completed, TNECD and other resource partners work with the counties to implement projects to advance their goals.

excited to see projects being undertaken in the first-round counties to advance the goals that were identified and are pleased to be working with an additional 21 counties to help them build on their economic assets. There is so much energy in these forums when leaders come together to generate ideas for their communities.”

Following the forums, UT CIS developed individual reports for each of the counties. The reports include a recap of the forum, short- and long-term priority goals identified by the participants and an inventory of assets identified through the planning process. A summary report identifies key themes and opportunities shared across all counties.

Many counties expressed an interest in increasing retail development and others identified the wealth of natural and cultural assets that they can leverage to promote tourism development. Counties also focused on leveraging partnerships with educational institutions and business and industry to attract and retain a competitive workforce. The need for infrastructure improvements, including broadband connectivity, was identified by many counties as key to capitalizing on economic development opportunity.

The most recent Asset Based Planning forums were in Benton, Carroll, Carter, Chester, Clay, Decatur, Grainger, Greene, Hardin, Henderson, Hickman, Houston, Jackson, Lawrence, Meigs, Monroe, Obion, Overton, Polk, Unicoi and Weakley counties. These follow 2016 forums held in Bledsoe, Campbell, Claiborne, Cocke, Fentress, Grundy, Hancock, Hardeman, Haywood, Johnson, Lake, Lauderdale, Lewis, McNairy, Morgan, Perry, Pickett, Rhea, Scott, Union, Van Buren, Wayne and White counties.



“Both rounds of the initiative have been very successful with innovative goals and ideas coming out of the community forums,” said UT CIS Economic Development Program Manager Beth Phillips. “We are

Recreation

• Big Laurel Wilderne

• Carver's Gap

• Dennis Cave Trail (2)

• Elizabethton Linear F

• Hampton Creek Co

• Jones Falls

• Laurel

• Covered Bridge

* Engage our Youth
1. Expansion of Marketing

2. Hotel

3. Purchase land

Wayfinding signage
identifying recreation sites

We Don't Market Ourselves

need to market

Develop Literature
Brochure listing
Carter Co. Recreation
Areas to Promote
Coastal

Downy
+ Attractions
Concern

Develop better
tourism information
to point to outdoor
assets.

associated with
available recreation

Restore Holston
Mtn Fire
Tower work
with Forest
Service

(6) Falls

MADE IN AMERICA

By David Goddard. Photography by Shawn Poynter.

Reprinted with permission from Tennessee Engineer magazine.

Like many businesses, Krawlers Edge started as a hobby.

As his expertise in restoring Broncos grew to include custom builds, Thomas Kincer and his sister Sabrina Kincer Stallings refocused the business—named with a “k” to honor their last name—as a full-time endeavor.

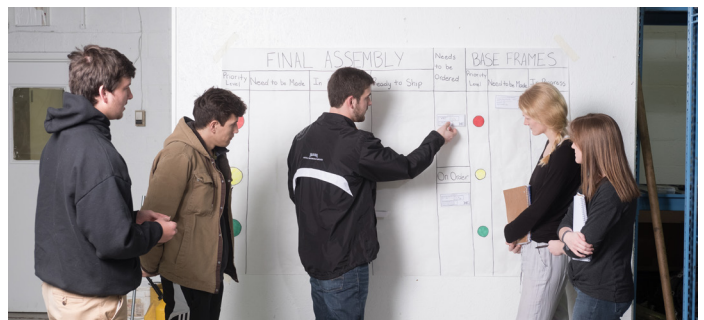
Their focus is on first generation Broncos, those built between 1966 and 1977 and considered a classic by enthusiasts. Refurbished models from that era can sell for well more than \$100,000, placing Krawlers Edge in a niche market. As their business picked up, the duo sought out advice on how to more efficiently manage their inventory.

“We grew up with a dad who was always involved in business, very entrepreneurial,” said Kincer Stallings. “When we really got going, we turned to the Small Business Association and they pointed us to the UT Center for Industrial Services (CIS).”

CIS Solutions Consultant Bill Hicks connected the pair to the UT Knoxville Department of Industrial and Systems Engineering (ISE) and Assistant Professor of Practice Floyd Ostrowski, who assembled a student team of seniors and sophomores to the project. Hicks created a project plan for the students and CIS provided \$1,000 toward the project. Lean manufacturing—the process of streamlining production and stripping inefficiencies without sacrificing quality or output—has long been a departmental and CIS specialty and is a critical focal point of the students’ project.

“We went in and examined a lot of what they did, from taking inventory to where they placed their supplies,” said team member Abbi Harr. “It’s lean manufacturing to the extreme.”

Prior to the students’ involvement, Krawlers Edge had no formal system of monitoring their parts or stock, sometimes only knowing to order more parts if they ran out.



FIRE MANAGEMENT CONSULTANT DENNIS WOLF EARNS CFO DESIGNATION

“We designed a whole new supply chain for them,” said Joe Pettey, another team member. “We’re now helping them work on scheduling deliveries and thinking of things from an efficiency standpoint.”

The students reorganized stations on the floor so parts storage is now adjacent to assembly, and a new highly visible interactive board now tracks inventory so employees know to place refill orders prior to the depletion of stock. These changes have been particularly helpful since the company recently opened a satellite warehouse for parts storage and early frame development.

In addition to fully rebuilding Broncos, Krawlers Edge has also seen a sharp increase in demand for both the standard and highly customized chassis they create, providing yet another opportunity for the ISE students to apply their supply chain knowledge.

A known issue with classic Broncos is frame corrosion. By using materials that weren’t available 50 years ago, Kincer is able to provide his customers a far more reliable option for restoration or retrofitting. Frame production has already increased from one a month to three, with an eventual goal of scaling up to 15 a month, making the help UT’s students provide even more vital.

“We have the coolest projects with the best kids,” said Ostrowski. “People want to hire graduates with experience, and, along with our college’s co-op and internship program this is a way for them to do that.”

Ostrowski designed the course to introduce students to the project during their sophomore year. That way, even when the project’s current seniors graduate in May, future student groups have valuable insight that may continue to help Krawlers Edge run as efficiently as possible and help implement new innovations as they arise over the coming years.

MTAS Fire Management Consultant Dennis Wolf was re-designated as a Chief Fire Officer (CFO) by the Commission on Professional Credentialing (CPC). This designation, which is the highest level of certification for fire department personnel, will be valid for a period of three years. The CFO designation is evaluated in four areas: Professional Development, Professional Contributions, Active Association Membership, and Community Involvement. The CPC awards the CFO designation only after an individual successfully meets all of the organizations stringent criteria. Wolf is one of only 1,304 CFO's worldwide, and of only 24 in Tennessee.

Wolf became a volunteer firefighter after graduating high school in 1974. His professional career was with the Germantown Fire Department, where he started as a volunteer in 1977. He holds a bachelor’s degree in fire administration from the University of Memphis, and a master’s degree in fire service leadership from Grand Canyon University. He is also a graduate of the National Fire Academy’s Executive Fire Officer Program.

Wolf has been an active member of the Tennessee fire service community for over 44 years, and holds the designation of Chief Emergency Medical Services Officer (CEMSO) from the CPC. After retiring from the Germantown Fire Department as fire chief in August 2011, Wolf was hired as the fire management consultant for the UT Municipal Technical Advisory Service (MTAS), where he provides consulting and teaching services to cities and fire departments across Tennessee.

“Chief Wolf first earned the credential in February 2003,” says Debbie Sobotka, deputy director for the center for public safety excellence, which awards the designation. “He is entrenched in the CPC model of continuous improvement. This is quite an honor.”

For additional information regarding the CPC, please visit <https://cpse.org/>.

CIS Solutions Consultant Bill Hicks and IPS HR/Operations Manager Tomi Rogers
tour a Knoxville manufacturing facility

