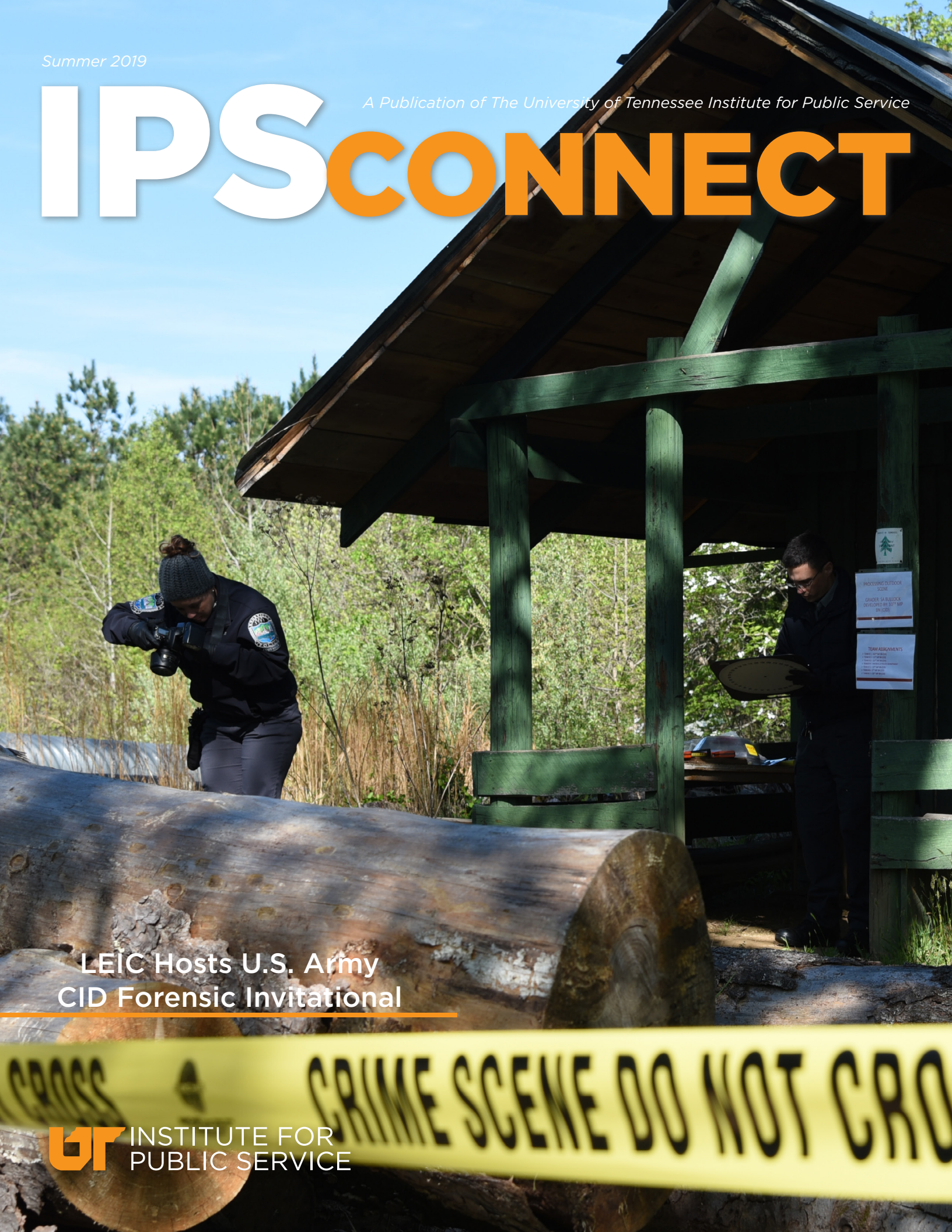


Summer 2019

*A Publication of The University of Tennessee Institute for Public Service*

# IPSCONNECT



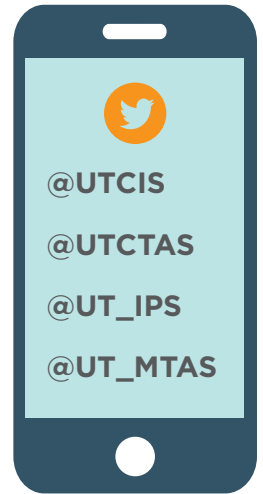
LEIC Hosts U.S. Army  
CID Forensic Invitational

**UT** INSTITUTE FOR  
PUBLIC SERVICE

CRIME SCENE DO NOT CROSS



# UT INSTITUTE FOR PUBLIC SERVICE ON SOCIAL MEDIA







## Cover Story | Forensic Invitational

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

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Lean Manufacturing



CIS Certifies Six Economic Developers

# A WORD FROM DR. BYRD

If you've been around the university the past eight years, I'll bet you have heard him say it. Probably multiple times.

As far as I know, our recently retired president, Dr. Joe DiPietro, was the first to coin the phrase.

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**"At the University of Tennessee we do three things. We educate, discover and connect."**

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The truth is, the ability to connect has been the key to our success from the very foundation of our existence. The ability of the land-grant university to connect our knowledge base across the classroom, the lab and out in the field to enable us to teach relevant information in degree programs, do cutting edge research to answer perplexing questions, and to provide solutions to customers and stakeholders of all kinds is our mission.

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**Connection is important.**

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We have long admired connected individuals for their personal and professional prowess. It's important for institutions for at least two reasons.

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**There is STRENGTH in connection that you get no other way.**

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Dr. Herb Byrd III, Vice President of Public Service

An example in our natural world is the Coastal Redwood forest. In a quick internet search you can find that this redwood is the world's tallest tree, growing to a height of more than 300 feet. Different than many tree species, the Coastal Redwood has a very shallow (5-6 feet) root system extending out not more than 100 feet from the tree. Their strength comes from the way the root systems connect and intertwine with the root systems of surrounding trees. Otherwise, the coastal winds would easily blow such a tall tree over.

In our IPS world, we connect with every part of our state through government, industry and law enforcement. Plus, our Tennessee Language Center builds connections among those who speak





Coastal Redwood Forrest

different languages through instruction, interpreting and translation. We have the privilege to work side-by-side with our clientele and stakeholders in building their strength to achieve their needs and goals. You'll read about some of these in this issue of IPS Connect.

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**Another part of connection we can't ignore is the OPPORTUNITY it brings. Connection brings opportunities for growth, new ideas, solutions to problems, innovations for greater efficiency, strategies for greater service, and literally can bring cultures together – even if they are worlds apart.**

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Back to our example of the Costal Redwood, often young trees sprout from the roots of the main tree. When the old tree reaches the end of its lifespan, these young trees have the opportunity to take off because of their connection to the extensive root system already in place.

I think this quarterly report is aptly named IPS Connect. It gives us a chance to connect you, our friends and stakeholders, to the strengths of our programs and the opportunities we're pursuing. All this, as we pursue our part of the education, research and service mission of the University of Tennessee. Let's connect!



# LEIC HOSTS U.S. ARMY CID FORENSIC INVITATIONAL

On a crisp spring morning, 17 U.S. Army forensic science technicians closely studied seven crime scenes deep in the forest of the UT Forest Resources AgResearch and Education Center's Arboretum.



Dr. Bill Bass, famed forensic scientist and LEIC instructor, and Lt. Col. Brian Bettis cut the crime tape to kick off the forensic competition.

The staged scenes were all part of the inaugural Forensic Invitational, a competition among the top agents of the U.S. Army's 10th Military Police Battalion Criminal Investigation Division (CID). The UT Law Enforcement Innovation Center (LEIC) and its National Forensic Academy (NFA) played host to battalions and teams from Fort Bragg, N.C.; Fort Hood, Texas; Schofield Barracks, Hawaii; Kaiserslautern, Germany; Joint Base Lewis-McChord, Wash.; Fort Campbell, Ky.; and the Knoxville Police Department. The Army's CID became familiar with the NFA several years ago and started sending a few forensic science technicians a year through the 10-week program.

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**“The idea for this competition came about over dinner one night,” said LEIC Executive Director Rick Scarbrough. “They are familiar with all of our facilities and expertise to help them make this a successful event. We were excited to host them and to showcase our program to even more people.”**

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The participants went through training on the first day in everything from post-blast investigation to shooting scene reconstruction to bloodstain pattern analysis. Competition started on the second day with an opening ceremony before the teams split up to investigate seven different crime scenes. The scenes tested the technicians' aptitude in various areas of forensic investigation including digital photography and bloodstain pattern analysis. A grader was stationed at each scene to keep track of time, answer questions from the investigators and grade the teams on their work.

**“The forensic science technicians program was designed to train selected CID agents to become proficient in the forensics field and be the primary trainer in their respective offices,” said Special Agent Adam Armstrong, a forensic science officer with the 10th Military Police Battalion from Ft. Bragg. The forensics invitational was developed to bring the best of the best together from each battalion to compete against one another and showcase their skill sets.”**



U.S. Army forensic science technicians investigate blood spots on the steps.

The final day featured a closing ceremony and awarding the top prize to the team from the 10th Military Police Battalion for scoring the highest in the competition

**“We thought everything went well and hope the U.S Army CID will join us again next year,” Scarbrough said.**



# LEADERSHIP DEVELOPMENT GROUPS LAUNCH 2020 SESSIONS

By Patrick Mills, Naifeh Center

The Institute for Public Service (IPS) Administrative Professionals Academy and Leadership Academy classes of 2020 have officially launched.

The Naifeh Center for Effective Leadership (NCEL) and coordinated the Administrative Professionals Academy specifically for non-exempt employees to sharpen their leadership skills. The academy will provide participants with exposure to IPS and University of Tennessee (UT) leaders, enhance understanding of university and IPS agency operations, create professional networking opportunities, offer leadership development training in relevant competency areas, and will help equip participants for future career advancement within IPS. The nine members of the inaugural class met for orientation recently in Cookeville. For additional information on the program, please contact NCEL Training Specialist Will Porter at [william.porter@tennessee.edu](mailto:william.porter@tennessee.edu).

## Inaugural Class:

Linda Arms, CIS

Doree Brown, UT President's Office

Amy Hall, LEIC

Malea Hinson, CTAS

Angie McLemore, IPS Administration

Kelley Myers, MTAS

Felicia Roberts, CIS

Alison Ross, UT President's Office

Sharon Sexton, LEIC



The IPS Leadership Academy will help prepare IPS employees to become leaders for the future and continue the legacy of providing public service to the citizens, businesses and communities of Tennessee. The goal for the 13 participants of the fifth Leadership Academy class is to expand leadership capacity within the IPS organization, provide a better understanding of the culture and structure of the UT system, and promote succession planning for IPS. For more information about the IPS Leadership Academy, please contact NCEL Training Specialist Trent Clagg at [trent.clagg@tennessee.edu](mailto:trent.clagg@tennessee.edu).

Veronica Clark, CIS

Kim Denton, CIS

Melisa Kelton, CTAS

Rex Barton, MTAS

Steve Cross, MTAS

Bill Hicks, CIS

Marlan Crawford, TLC

Brad Harris, MTAS

Gabe Looney, CTAS

Cesar Muedas, TLC

Emily Miller, LEIC

Tim Schade, LEIC

Will Porter, NCEL

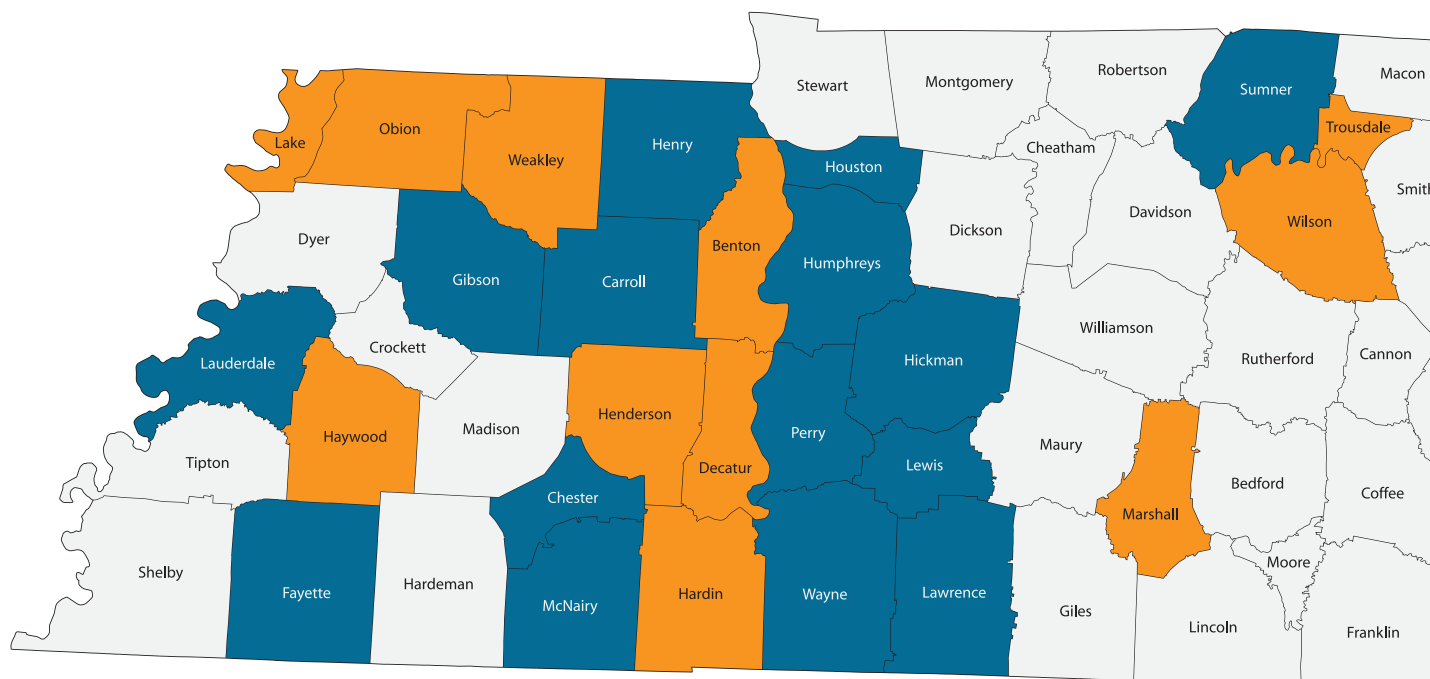




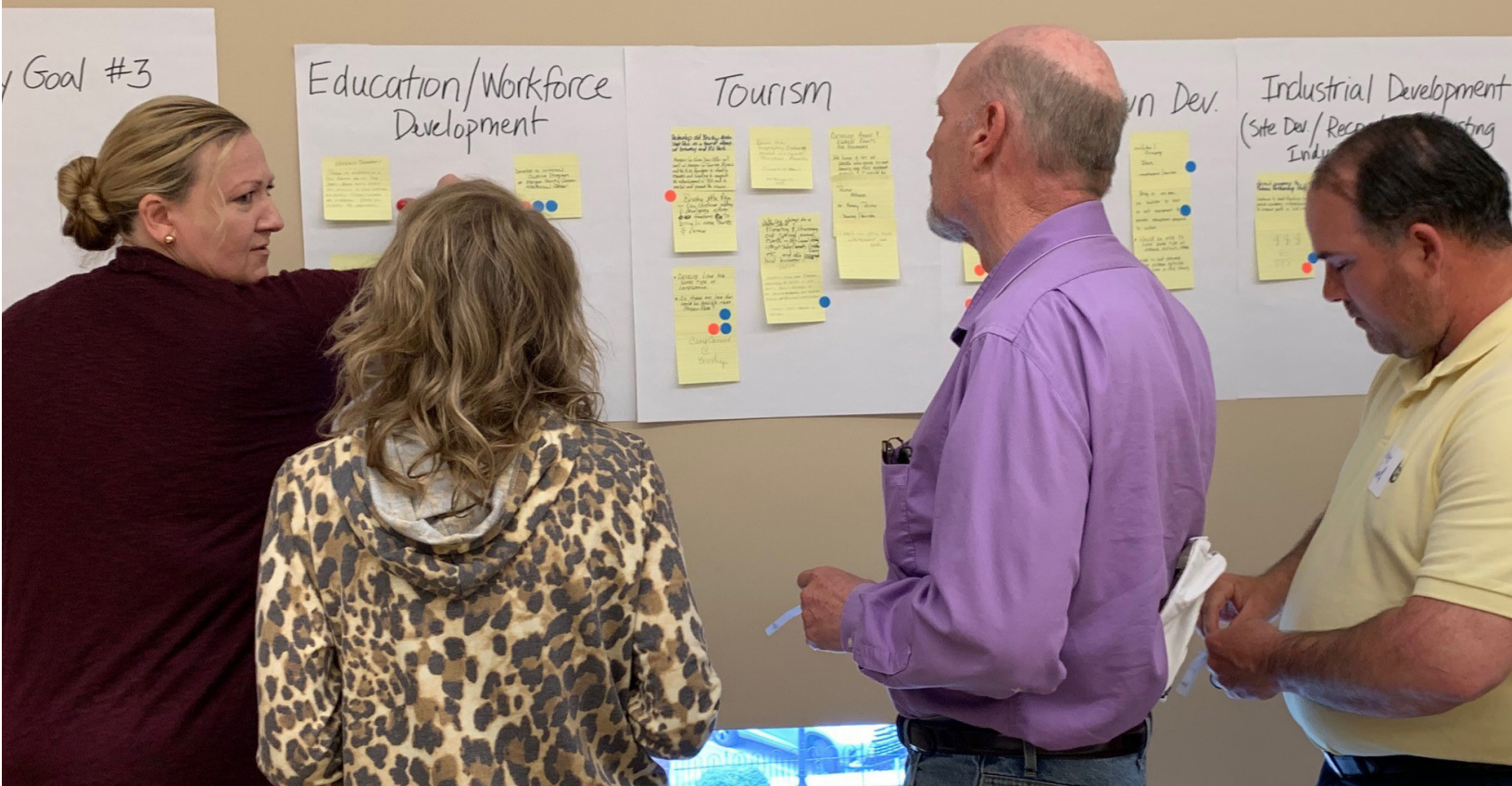
# CIS TRAVELING THE STATE TO LEAD ASSET-BASED PLANNING FORUMS

The UT Center for Industrial Services (CIS) is continuing its partnership with the Tennessee Department of Economic and Community Development (TNECD) to facilitate asset-based goal setting forums in communities across the state.

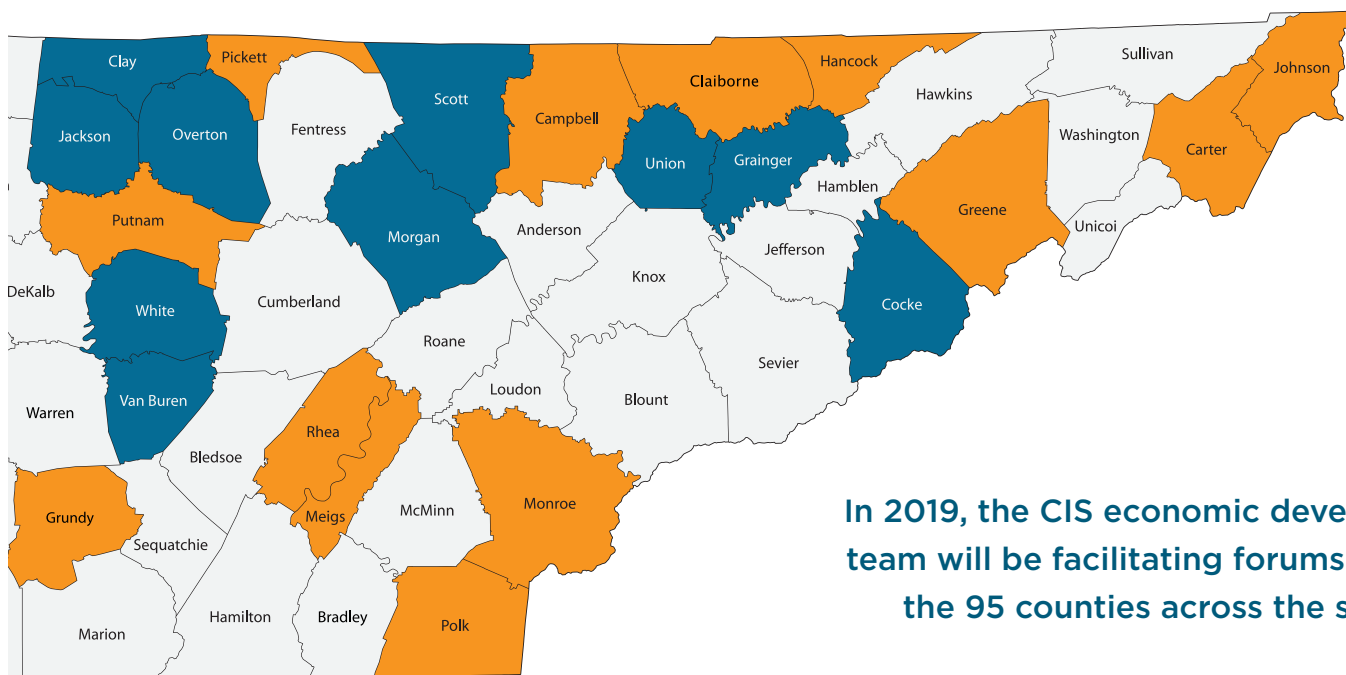
The Asset-Based Planning process, developed for TNECD by CIS, leverages each community's unique assets for economic development. This process has been incorporated into the TNECD ThreeStar Program and provides the basis for goal setting for all counties in Tennessee that participate in ThreeStar. ThreeStar is a strategic community development program developed to assist communities in preparing for a better future. The ThreeStar program incorporates asset-based planning initiatives and a two-year timeline to accomplish goals. The asset-based planning component helps communities develop goals to maximize their local assets to drive economic development. ThreeStar focuses on best practices in five key community areas, including jobs and economic development, fiscal strength and efficient government, public safety, health, education and workforce development.



● Counties completed to-date ●



Officials in Morgan County participate in one of the asset based planning forums.



In 2019, the CIS economic development team will be facilitating forums in 50 of the 95 counties across the state.

Counties scheduled for this year



# NAIFEH CENTER SCHEDULES LGLP

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By Jeff Hundley, Naifeh Center

The Local Government Leadership Program (LGLP) is a long-running program aimed at enhancing leadership knowledge and skills of elected officials and key local government leaders to improve delivery of government services. LGLP is hosted by the Naifeh Center for Effective Leadership.

LGLP began in 1991 with the goal of cultivating a visionary core of proactive government leaders. LGLP is designed to provide these leaders with the vision, knowledge, and tools they need to guide their cities and counties into the future. The program offers local government leaders an opportunity to explore ideas and strategies with each other, with LGLP alumni, and with UT faculty members. In addition, speakers and trainers from outside government share their insights and experiences.

In November 2018, Twenty Two (22) city and county officials, invited by the UT County Technical Assistance Service (CTAS) and the UT Municipal Technical Advisory Service (MTAS), attended the two-and-a-half-day program in Knoxville where they participated in sessions on ways to build an ethical culture, applying lean practices in the public sector, and change in the political landscape.

The Naifeh Center for Effective Leadership (NCEL) is looking forward to hosting the 2019 LGLP class held in Knoxville November 6-8.



Meet MRLn, the Newest Tool in Your Municipal Information Toolbox!

MRLn, the new MTAS Research Library Online, replaces MOLLY and we can't wait to show what this new tool can do for you.

In a nutshell...



the right articles, books, DVDs, forms and more.



your searches and search results to be able to repeat the search and find all of the new materials in your area of interest.



items you've located to be sent to you, suggest new materials for the library and request assistance.

View this video introducing MRLn: <https://youtu.be/OheeLDcx-J4>  
Stay tuned for an introductory webinar soon on how to make the most out of MRLn!





# UT CENTER FOR INDUSTRIAL SERVICES CERTIFIES SIX NEW ECONOMIC DEVELOPERS



(L-R): Laura Todd, Shari Brown, Tommy Lee, Mary Carpenter, Stephanie Watkins and Jonathon Connell.

The University of Tennessee Center for Industrial Services (UT CIS) graduated the 10th class recently through its Tennessee Certified Economic Developer (TCED) Program. This cohort brings the total number of Tennessee certified economic developers to 64.

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.

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### The spring 2019 TCED graduates are:

**Shari Brown**, project coordinator, J.A. Street & Associates, Blountville

**Mary Carpenter**, president & CEO, Dream Center of Tennessee, Inc. Nashville

**Jonathon Connell**, regional director, Southeast Tennessee Development District, Chattanooga

**Tommy Lee**, deputy director, Upper Cumberland Development District, Cookeville

**Laura Todd**, consultant, Downtown District Consulting, Collierville

**Stephanie Watkins**, director, Southeast Industrial Development Association, Chattanooga.

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**“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.”**

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

# TIER II REPORTING TEAM CONTINUES TO SPREAD AWARENESS

The Center for Industrial Services (CIS) team continued to travel across the state this month to spread awareness of Tier II reporting. Tier II reports are used by the Tennessee Emergency Management Association (TEMA), county emergency managers, first responders, local emergency planning committees and others to help industries and communities develop effective emergency plans to keep first responders safe.

The Tier II reporting initiative is a collaboration among the public safety teams of three UT Institute for Public Service agencies: CIS, Municipal Technical Advisory Service (MTAS) and County Technical Assistance Service (CTAS).

On April 25, Albert Tieche and Charles Gluck of CIS hosted an informational session with Dennis Wolf and Steven Cross of MTAS at the Tennessee Fire Chiefs Association Spring Conference in Gatlinburg. During this session, Tieche and his team addressed members of the industrial fire committee.

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**“Talking to the industrial fire committee is pretty appropriate because they are addressing that very thing. This class is about how to file Tier II reports and how to get that information to the first responders who need that, if and when they respond to an emergency at a manufacturing plant,” Tieche said.**

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Tieche sees the collaboration among CIS, MTAS and CTAS as an opportunity to reach audiences that CIS may not be able to reach alone.



Albert Tieche, CIS Safety Consultant

**“The interesting thing about this group is that it has city fire people, county fire people and industrial fire people as members. Those three groups don’t always overlap but they really join here in the industrial fire committee,” he said**

---

CIS hosted its first EPCRA Tier II Training Program/CIEP workshop for industry representatives, emergency managers and first responders in January. In the morning session of this workshop, participants learned how to determine if they must file an Emergency Planning and Community Right-to-Know Act (EPCRA) Tier II report, how to gather and organize the information and how to file accurately. The afternoon session of this workshop provided participants with a better understanding of the importance of the state management planning details and first responders need for accurate and timely Tier II data.

CIS will be hosting four more EPCRA Tier II Training Program/CIEP workshops this year. In order to ensure access to these training opportunities, participants can attend online as well as in person.



# NAIFEH CENTER ASSISTS WITH WOMEN IN LAW ENFORCEMENT CONFERENCE

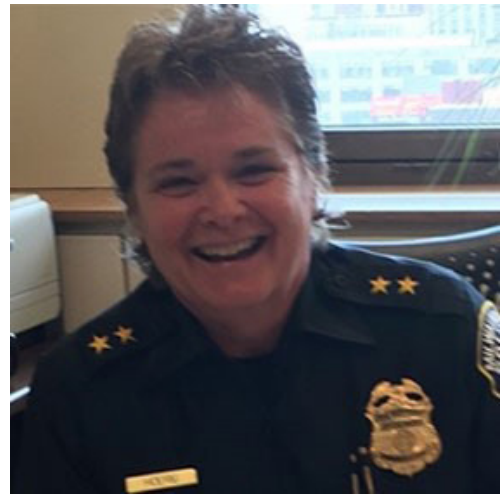
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Recently hundreds of participants attended the Women in Law Enforcement Conference at the Hutton hotel in downtown Nashville. The event was attended by law enforcement officers from all over the region including: Texas, Ohio, Louisiana, Michigan, Missouri, Virginia, Mississippi, and Georgia.

The conference was specifically for women with topics such as; evolution of a leader, living in the dash, climbing the ladder, managing challenging terrains, understanding human bias, and many more. The content was designed to equip and encourage ladies as they respond to diverse types of criminal activity. According to a recent study of Law Enforcement Officers by the Pew Research Center, 12 percent of full-time officers are female. Specifically addressing the need for a voice for women officers, Mary Hoerig, marketing director and master instructor of Fair and Impartial Policing presented a two- part presentation on understanding human bias.

“Women have a very different perspective to bring to the conversation and some women feel unable to voice those perspectives,” Hoerig said. “Giving women the facts or voice and presenting those perspectives, perpetually benefits both law enforcement and communities as a whole.”

One of the key objectives of this event is the ability for female law officers to network and make connections to other female law officers in the region.



Mary Hoerig

The Naifeh Center for Effective Leadership has found that the support from peers in like agencies has proven to be a great encouragement and motivator for participants.

“NCEL is pleased to be a part of the Women in Law Enforcement Conference this year,” said the Naifeh Center’s Training Specialist Ehren Green. “This conference helps women in different law enforcement agencies from around the United States learn best practices and further develop their leadership skills. We hope to build on the excitement of this event for our Women in Criminal Justice Symposium later this fall.”

The Naifeh Center has multiple opportunities for all types of training programs. For more information about this upcoming event or other learning opportunities, please view our website at [www.leadership.tennessee.edu](http://www.leadership.tennessee.edu).

# WEST TENNESSEE COMPANY BENEFITS FROM LEAN MANUFACTURING

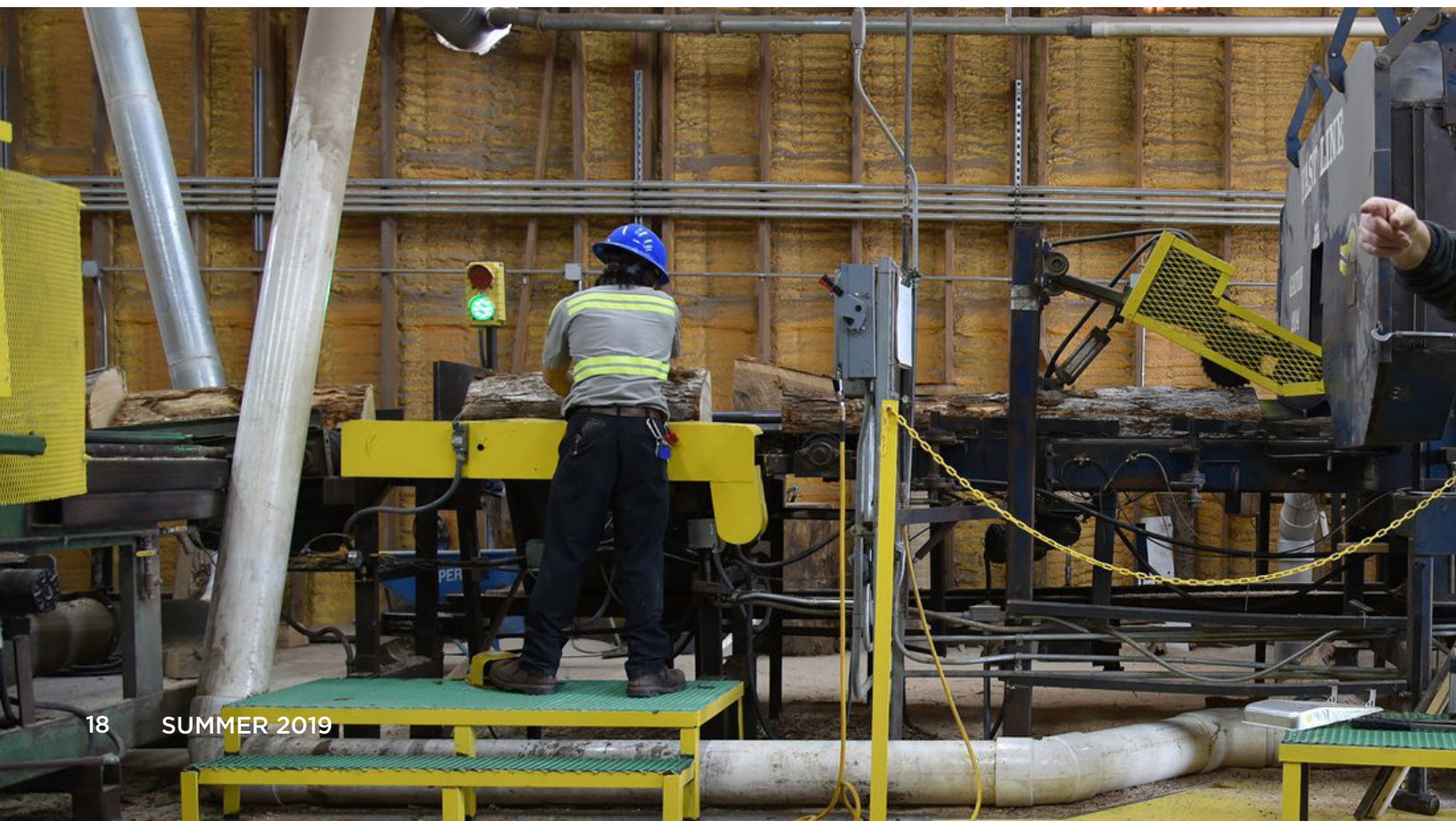
Waymon Scroggs looks at his job as “more of a craft, than it is a vocation.” Scroggs is plant manager of White Oak Stave, LLC., a sawmill business in Medon, Tenn. that has operated since 1962. In 2004, it was bought by Robinson Stave Company of Kentucky.

**“We take the logs in here, we cut them up, we air dry them, kiln-dry, then ship them to Kentucky where they make the whiskey barrels. It’s a very unique kind of business. It’s more of a craft than it is a vocation,” Scroggs said.**

Scroggs has been working in the lumber and logging industry for over 26 years and became the Stave plant manager in 2018.

**“As of two years ago we had 42 employees. Now we’re close to 80 employees and still hiring, so we’re still expanding to keep up with our new cooperage that Robinson Stave Company just built in Kentucky. Our production has expanded massively in the past year to year and a half.”**

The whiskey industry has seen an increase in demand in recent years, and White Oak Stave is expanding its business to meet that demand. With a high demand for its product and an expanding workforce, White Oak Stave and its parent company, Robinson Stave, began researching resources and training opportunities to help them improve their





businesses. They asked themselves ‘How can we get a better-quality stave into a barrel, do it faster and more efficient and how can we cut down on waste?’ That’s when Scroggs discovered UT Center for Industrial Services (CIS) and the Tennessee Manufacturing Extension Partnership.

**“My general manager sent me a link to [CIS]. He said they have a Toyota Kata class, and I said ‘well, I’ve never heard of that before’, and he knew I was very much into lean manufacturing,” Scroggs said. “I have a book here about lean manufacturing that I’ve been studying, so he said ‘well, you should go take this class’”.**

Scroggs and his assistant manager enrolled in a CIS Toyota Kata class with the help of CIS Solutions Consultant Keith Groves. With the Kata training still fresh in their minds, the team leaders quickly began integrating what they learned when they returned to White Oak Stave. Scroggs and his team realized that

they weren’t fully utilizing all of the processes and materials already available to them at their facility. They were able to incorporate the Kata principles and maximize the use of their kilns.

**“We were able to save the company four million dollars a year because of that project,” Scroggs said.**

Groves is one of nine solutions consultants in Tennessee who provide technical assistance to small and mid-sized manufacturers and businesses across the state. He serves Haywood, Madison, Henderson, Decatur, Chester, McNairy, Hardin and Hardeman counties. After Scroggs and his team began implementing the Toyota Kata principles they learned in training, Groves spent some time onsite to work with the company on its value stream mapping.

Not only did the company save money by improving its processes, CIS OSHA safety consultant Bryan Lane helped the West Tennessee business identify safety and health hazards at the facility, as well as training and program needs. Scroggs said he found this assistance to be “very beneficial.”

**“We did another project that helped us to streamline blocks getting in our mill and how to speed up production while making the wood flow through the mill better,” he said. “It’s already making a huge impact; thousands or millions of dollars. It’s well paid for itself.”**





The Naifeh Center for Effective Leadership recently hosted week one of the  
Tennessee Government Management Institute



**Naifeh Center for Effective Leadership**  
INSTITUTE FOR PUBLIC SERVICE



*Tennessee Government Management Institute*