INSTITUTE *for* PUBLIC SERVICE

2025 CALENDAR

2024 ANNUAL REPORT

IPS.TENNESSEE.EDU

Looking Back & FORGING AHEAD

It's likely that if you have heard me speak to a group that you have heard me say (maybe more than once), "You don't have to be sick to get better." It seems as I travel the state and hear about all of the good work of our agencies, that our employees are taking this phrase to heart. The institute's agencies' programs continue to grow stronger every year. Our state and local governments, first responders and business and industry are the beneficiaries of this growth.

In fiscal year 2024, we continue to post significant customer-reported economic impact at $2,071,673,716. We had 685,809 total clientele contacts. We welcomed 22,376 participants to our training courses and answered a record 127,849 requests for assistance. We've grown to almost 200 employees statewide, and we've continued to add new programs to address local and statewide challenges.

Our Substance Misuse and Addiction Resource of Tennessee (SMART) initiative was formed several years ago at the UT System level to address the state's opioid epidemic. In 2022, SMART became part of the Institute for Public Service (IPS) to give them access to our already strong local government relationships. Since then, SMART has grown from one to six employees and has provided technical consulting on criteria for spending opioid lawsuit settlement money to 75 counties. We are proud to share an update on SMART with you in this annual report.

Another growing initiative is a partnership our Center for Industrial Services (CIS) has with the Tennessee Office of Reentry and several regional workforce boards. In another exciting new program, CIS consultants taught Manufacturing Skills for Success in almost 20 correctional facilities across the state. The purpose of the program was to equip justice-involved individuals for manufacturing jobs once they are released.

These are just a few programs we've highlighted for the past fiscal year. I hope you will review the other great work we have going on across the state. We strive to help our stakeholders grow, learn, operate efficiently and effectively, and serve with backing from the state of Tennessee, the UT System, local governments, and federal grants. For that, we are extremely grateful. We've started fiscal year 2025 strong and look forward to continuing that momentum through the next year.

Thank you for your continued support.

Dr. Herb Byrd III
Vice President, IPS

FY2024

IMPACT FIGURES

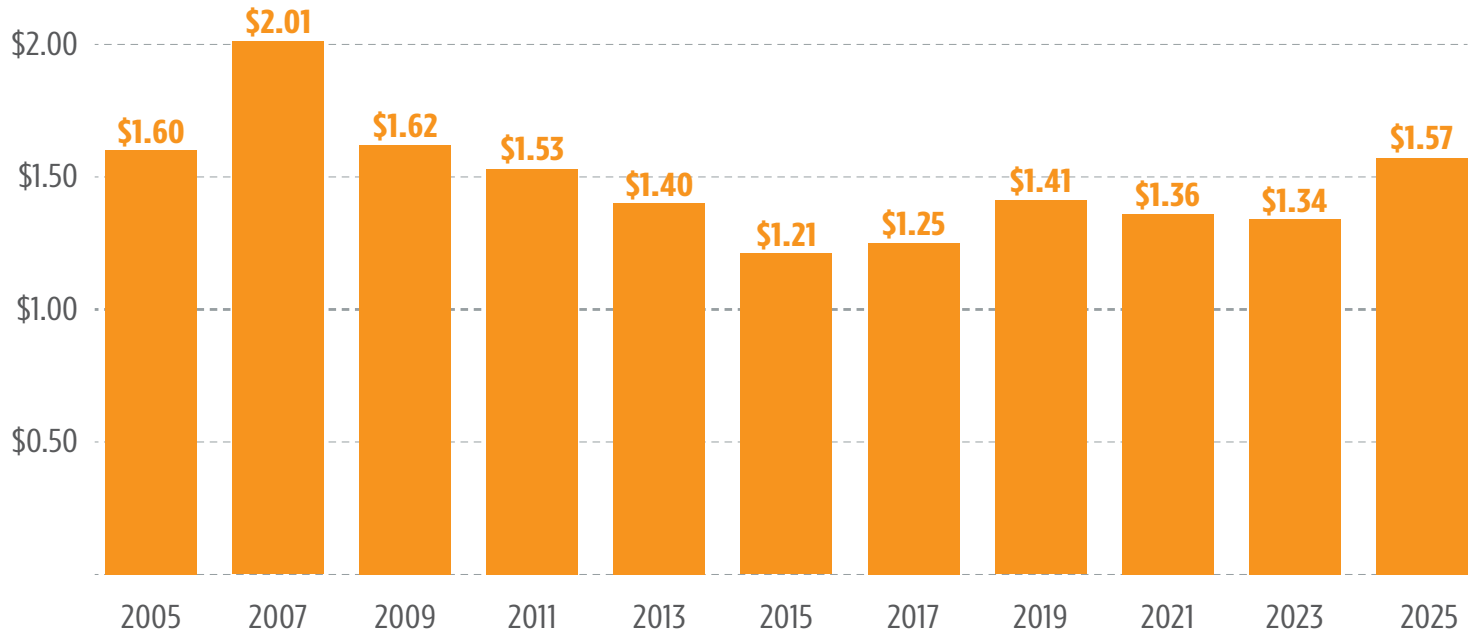
TRAINING PARTICIPANTS
22,376

REQUESTS FOR ASSISTANCE
127,849

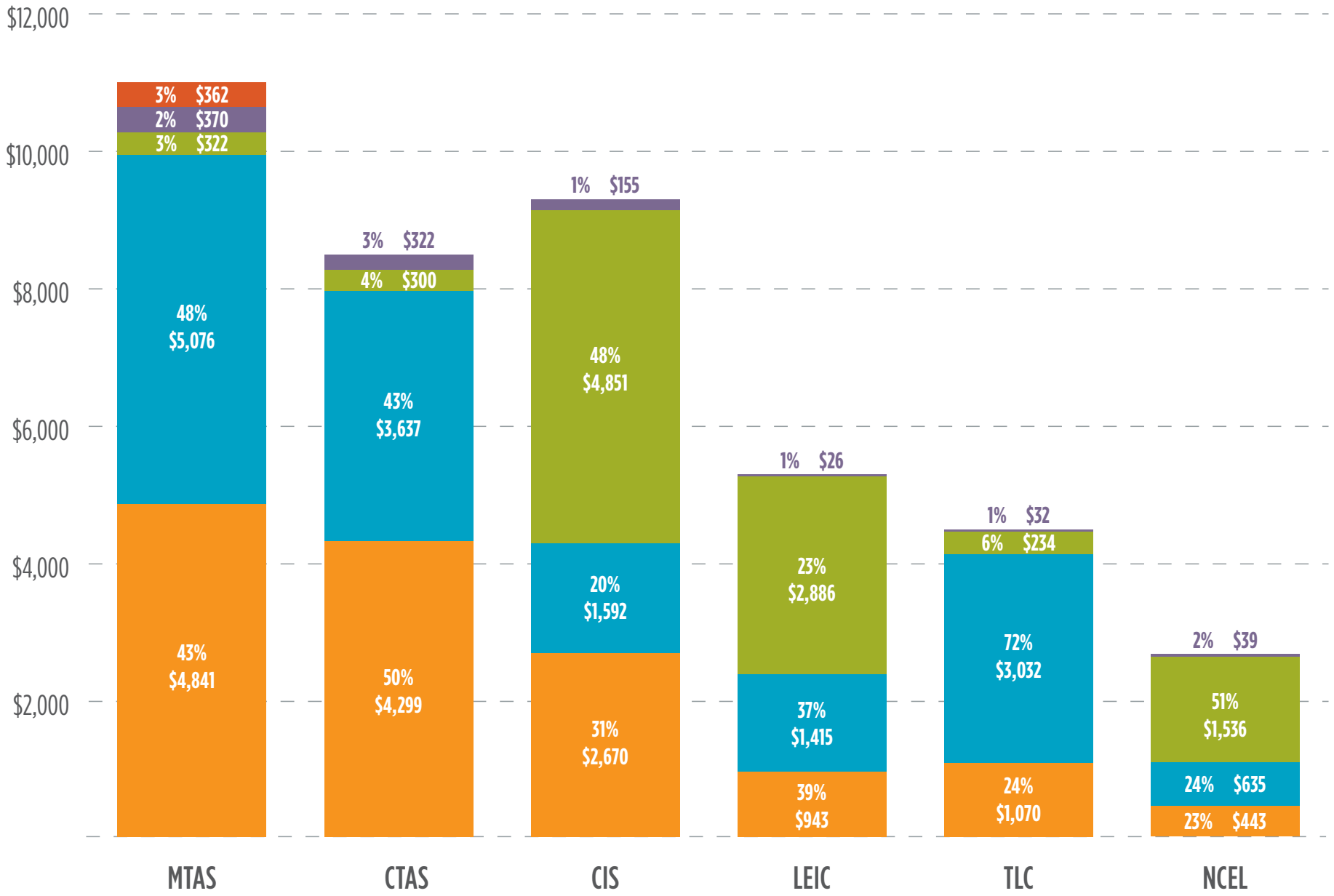
CONTACTS
685,809

ECONOMIC IMPACT
$2,071,673,716

IPS LEVERAGE RATIO
External Funds Generated Per $1 State Appropriation



FUNDING SOURCE BY IPS AGENCY



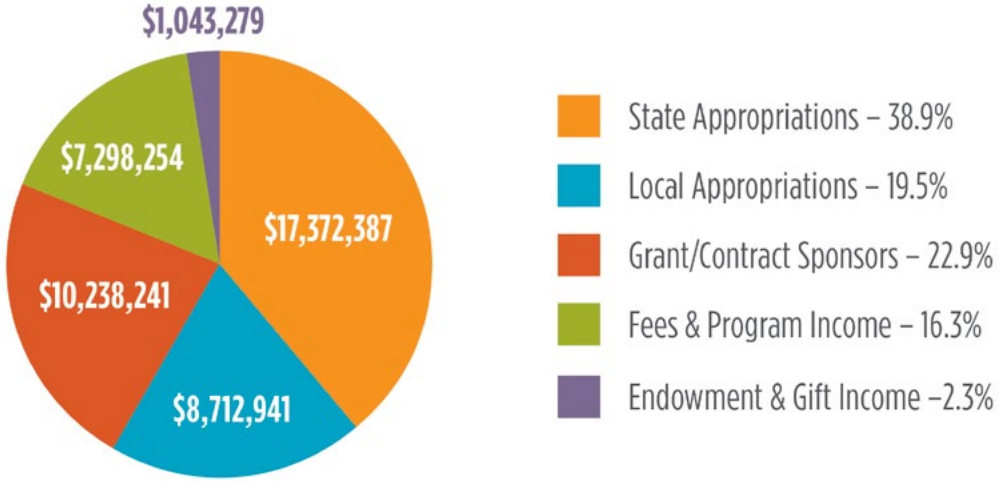
FY2024 PROPOSED BUDGET

REVENUES
$44,665,102

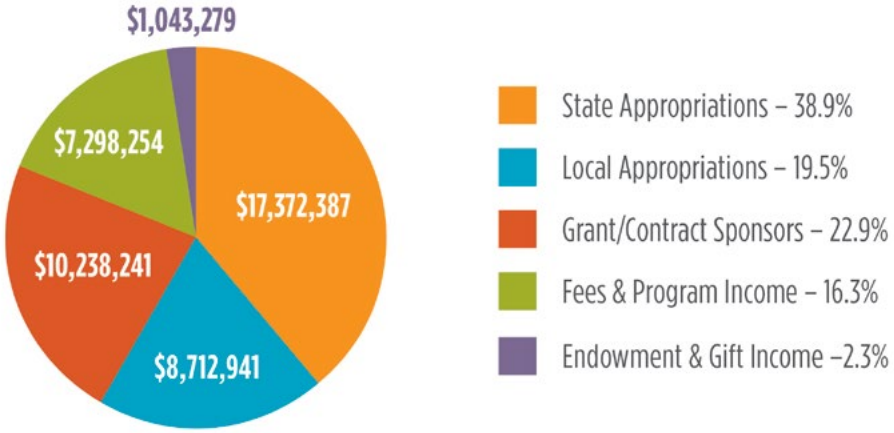
EXPENSES
$44,040,046

SURPLUS
$625,056

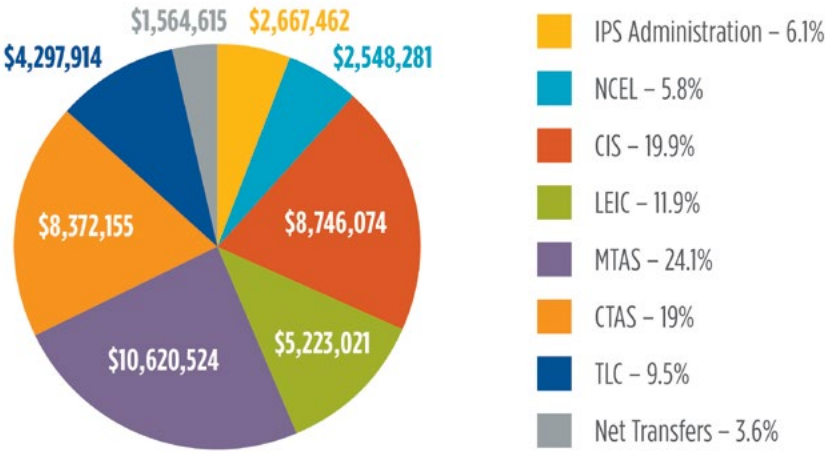
EXPENSE BY IPS AGENCY



REVENUES

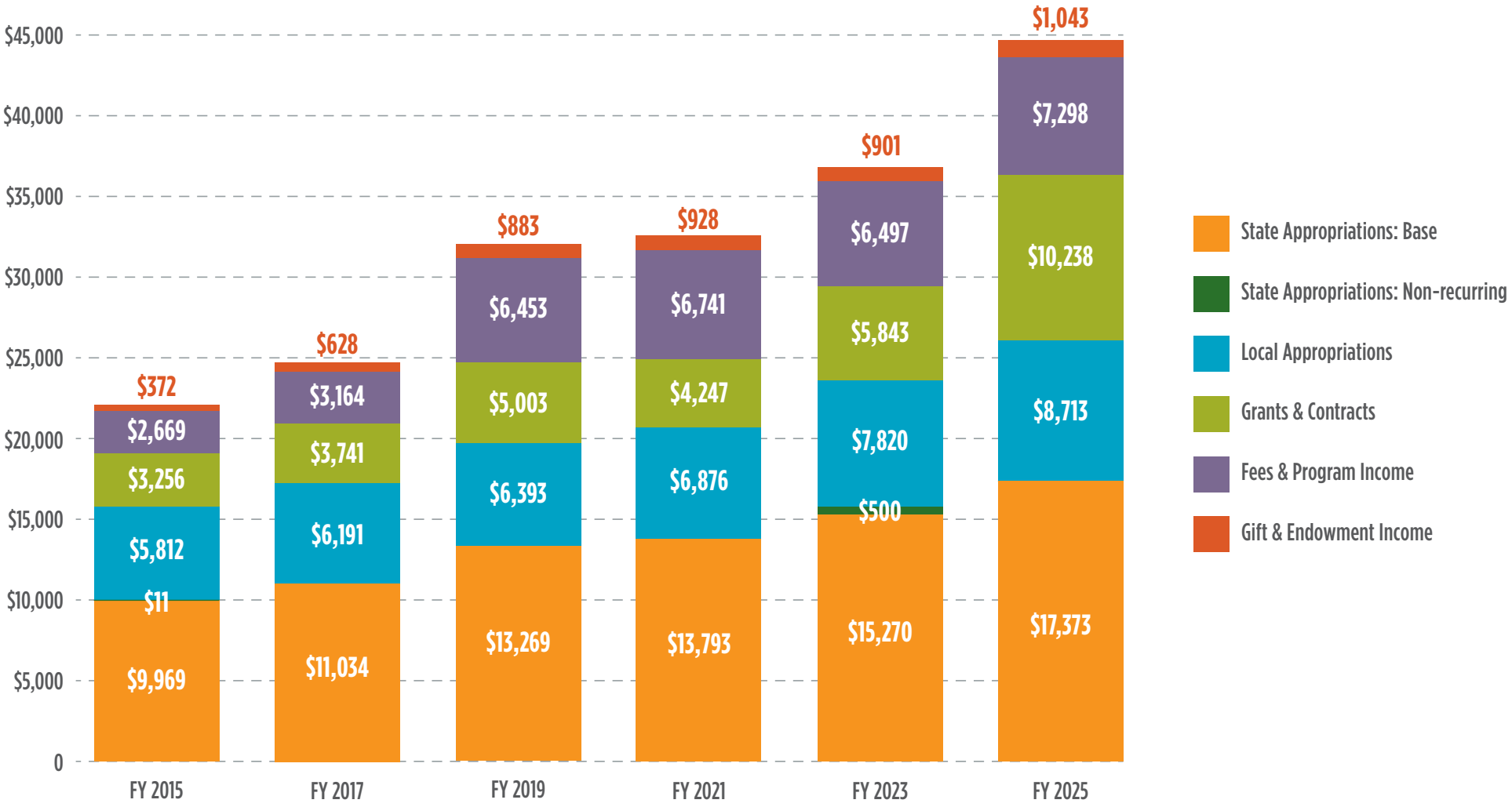


EXPENSES



CHANGE IN IPS FUNDING SOURCES

Over 10 Years



DEVELOPMENT REPORT

FY24 SCHOLARSHIPS, INTERNSHIPS AND EMPLOYEE RECOGNITION

SCHOLARSHIPS

The **Mary & Jack Jinks Scholarship Endowment**, named in honor of retired IPS Vice President Dr. Mary Jinks, is an academic scholarship open to eligible current IPS employees, former employees (with 10 or more years of service) or retirees and/or their future generations or other legally qualified dependents.

2024 Scholarship Recipients:

- Olivia Roberts, daughter of Chris Roberts, UT Knoxville
- Bailey Huff, daughter of Amanda Shappard, UT Martin
- Parker O'Hara, son of Justin and Stephanie O'Hara, UT Knoxville
- Evan Tourville, son of Jennifer Tourville, UT Knoxville

STAFF AWARDS

The **Thomas and Diane Ballard Excellence in Public Service Award** is for eligible, non-exempt staff within the Institute for Public Service. This award recognizes employees with attributes including a positive attitude, dependable attendance and communication skills.

2024 Recipient:

- Russell Harris, CIS

AMERICAN JOBS CENTER
HELPS TURNS DREAMS INTO REALITY

Navigating the transition from educational aspirations to a fulfilling career can be challenging. Shaelyn Ward, MSN, RN, the director of patient care services at Parkwest Medical Center in Knoxville, is a testament to how American Job Center (AJC) services can play a pivotal role in bridging this gap.

Ward recounts her journey, showcasing how the East Tennessee AJC's support was instrumental in her becoming a successful healthcare professional.

Nearly a decade ago, Ward was at a crossroads. With a clear passion for healthcare but unsure of where to start, she faced the daunting task of turning her aspirations into reality. It was during this uncertain period that a friend introduced her to the American Job Center, an encounter that would change her life.

"I knew I wanted to be a nurse, but I didn't really have any direction from there," she said. "So I just literally stumbled into the main lobby and was like, 'Hi, I need some help,' and kind of went from there."

Upon walking into the AJC, Ward found more than just career advice. She was met with a wealth of resources and a dedicated mentor who provided both practical and emotional support.

"I didn't really have funds. So it was super helpful, really just having somebody to kind of help with what your next steps are," Ward said. This mentor helped Ward navigate the complexities of entering a nursing program at Lincoln Memorial University, offering guidance and resources to help with financial assistance that covered not just tuition, but also crucial expenses like National Council of State Board of Nursing (NCLEX) exam fees.

Balancing full-time work with nursing school, Ward faced numerous challenges. The support from AJC was not just financial; it extended to personal mentorship. "It was basically like a mentor. We talked on the phone a lot," Ward recalls. This continuous support helped her stay focused and motivated, proving invaluable as she juggled multiple responsibilities.

Shaelyn Ward, MSN, RN

LEARN MORE BY LISTENING TO OUR PODCAST.

JANUARY

Visit cis.tennessee.edu for more information.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1 New Year's Day	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20 Martin Luther King Jr. Day	21	22	23	24	25
26	27	28	29	30	31	

COPS DE-ESCALATION GRANT

ENHANCING OFFICER TRAINING AT NO COST

The University of Tennessee Law Enforcement Innovation Center (LEIC) is offering a unique opportunity for law enforcement professionals through the U.S. Department of Justice Community Oriented Policing Services (COPS) Office De-escalation Training Center grant. This grant provides specialized de-escalation training at no cost to Tennessee and regional law enforcement officers. It is designed to equip officers with essential skills to manage volatile situations safely and effectively.

Three distinct programs are available under the grant:

- **De-escalation for Leadership:** A one-day course tailored for law enforcement leaders, this program emphasizes the role of leadership in fostering a de-escalation culture within departments.
- **Applied Verbal De-escalation Tactics:** A comprehensive two-day course, this program is designed to provide officers with the practical verbal techniques needed to de-escalate high-stress situations.
- **Applied Verbal De-escalation Tactics: Train the Trainer:** This three-day intensive program prepares officers to become trainers within their own agencies, ensuring the ongoing dissemination of de-escalation tactics.

These courses are part of a broader initiative to reduce the use of force, promote community safety, and improve interactions between law enforcement and the public. Through the COPS De-escalation grant, LEIC is empowering law enforcement personnel across the country to adopt strategies that prioritize peaceful resolutions in challenging situations.

Program Manager Jeff Lindsey (standing, left) and Training Specialist Donnie Ross (seated at computer).

FEBRUARY

Visit leic.tennessee.edu for more information.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1
2	3	4	5	6	7	8
9	10	11	12	13	14 Valentine's Day	15
16	17 President's Day	18	19	20	21	22
23	24	25	26	27	28	

SMART INITIATIVE

A YEAR IN REVIEW

Since launching the opioid settlement technical assistance program, the SMART Initiative has served 75 Tennessee counties, with services ranging from region-specific funding projections to guiding the formation of local task forces.

In 2024:

- Two of the counties SMART served, Jefferson and Roane, received awards for their abatement processes from the Johns Hopkins Bloomberg School of Public Health.
- SMART hosted summits in each grand division of Tennessee, engaging city and county officials and treatment, prevention and harm reduction organizations.
- SMART and its partners won four new federal and state grants to launch projects that will chart vetted recovery resources in an interactive statewide map. The map will help identify recovery-ready workforce development opportunities in economically-distressed counties, identify zip-code specific prevalence and risk factors for youth substance use, and improve access to medications for opioid use disorder through drone delivery technology.
- SMART's policy analysis and research has been accessed thousands of times nationwide, including publication in the North Carolina Medical Journal.

Looking ahead to 2025, SMART is hosting a substance use-focused Tennessee Family Impact Seminar to deliver the latest scientific evidence on timely policy issues to the state legislature during the 2025 legislative session.

SMART Initiative Executive Director Jennifer Tourville (left) and Substance Use Consultant Sarah McCall.

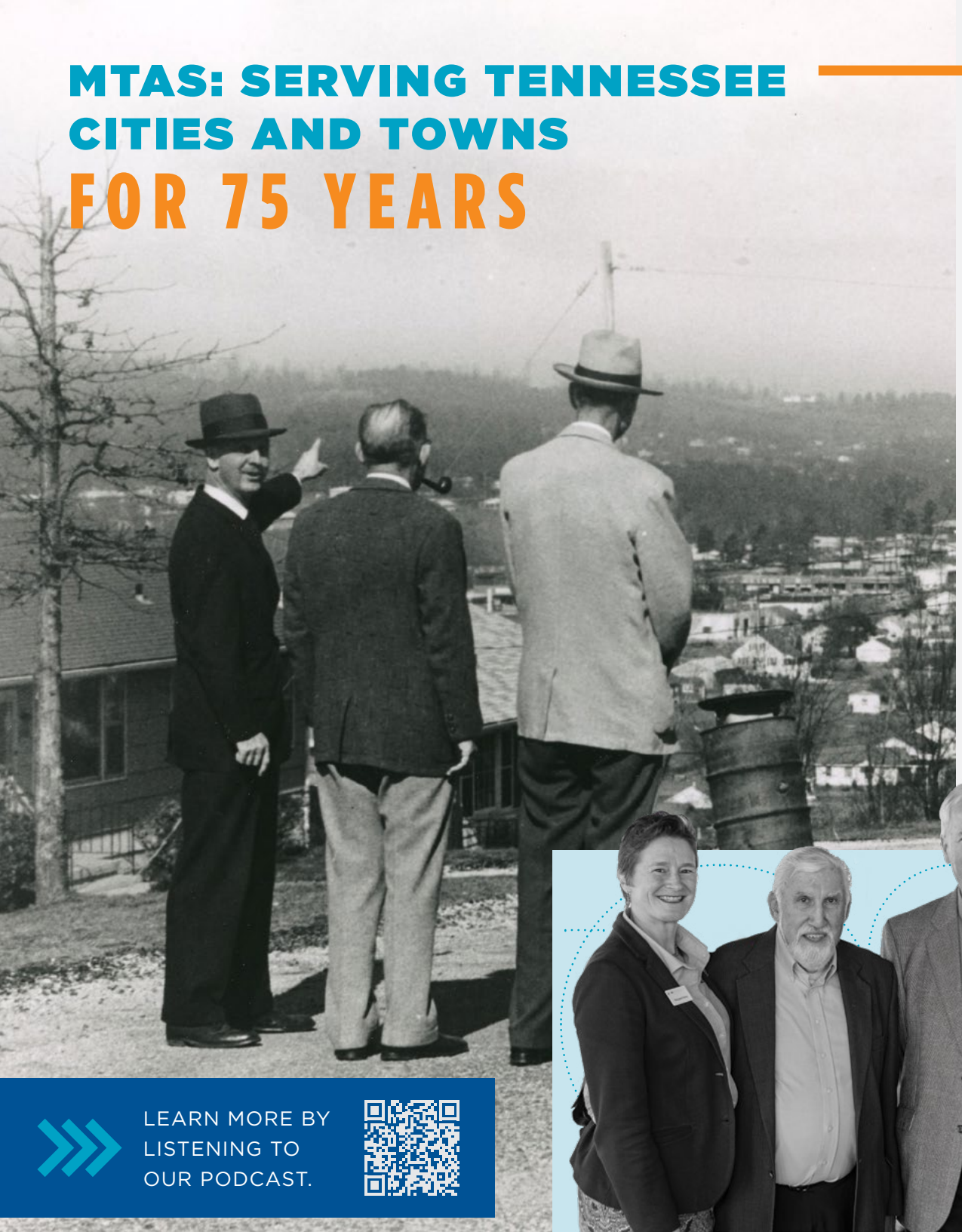
LEARN MORE BY LISTENING TO OUR PODCAST.

MARCH

Visit smart.tennessee.edu for more information.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1
2	3	4	5	6	7	8
9 Daylight Saving Time Starts	10	11	12	13	14	15
16	17 St. Patrick's Day	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

MTAS: SERVING TENNESSEE CITIES AND TOWNS FOR 75 YEARS



In what would create a unique and effective partnership that would stand the test of time, Herb Bingham, executive director of the Tennessee Municipal League (TML), introduced legislation that created a progressive concept of an agency to provide technical advice and assistance to municipalities in Tennessee. The Municipal Technical Advisory Service (MTAS) was established by the Tennessee General Assembly in 1949 specifically to provide technical consulting services to cities and towns in Tennessee and continues to thrive 75 years later.

Over the years, MTAS added to the original services offered (municipal management, public works and finance) by establishing an extensive municipal information library, fee-based codification services and an extensive training program for municipal officials and employees. In total, MTAS provides consulting services in the areas of finance and accounting, human resources, legal assistance, municipal management, ordinance codification, public safety (fire and police), public utilities, public works and training.

"MTAS has existed 75 years because of a solid legislative foundation that set a purpose that is meaningful and useful to the 345 municipalities of this state," said MTAS Executive Director Margaret Norris. "I appreciate the cities and towns for their support and continued use of our services."

Far left: Early MTAS Consultants Vic Hobday, Bob Lovelace and Murphy Snoderly. Left: MTAS executive directors Margaret Norris (2017–present), Mike Tallent (2007–2011), Bob Schwartz (1989–2007), and C.L. Overman (1983–1989).

LEARN MORE BY LISTENING TO OUR PODCAST.

APRIL

Visit mtas.tennessee.edu for more information.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2	3	4	5
6	7	8	9	10	11	12
13 Passover Palm Sunday	14	15	16	17	18	19
20 Easter	21	22	23 Administrative Professionals Day	24	25	26
27	28	29	30			

MANUFACTURING SKILLS BOOTCAMP

Justice-involved individuals from close to 20 Tennessee detention facilities will have the skills they need for manufacturing jobs thanks to a collaboration among the University of Tennessee Center for Industrial Services (CIS), the state of Tennessee's Office of Reentry (TOOR) and the Northwest and Southwest Tennessee workforce boards.

Skills for Success—Manufacturing Program is an initiative designed to equip participants with the essential skills to thrive in the manufacturing sector. The program was developed and licensed by the Purdue University Manufacturing Extension Partnership. The Tennessee MEP, operated by CIS, provided training for more than 200 participants in 15 West Tennessee and three East Tennessee detention facilities.

The program provides a comprehensive, 10-day boot camp for entry-level workers. Each day focused on essential manufacturing skills such as workplace skills, print reading, measurement and quality tools, aimed at bridging the skills gap in the manufacturing industry. Through these workshops, participants acquire fundamental manufacturing skills and earn their OSHA 10 for General Industry lifetime card, and a completion of training certificate from CIS, enhancing their employability and safety awareness in the workplace. This multifaceted approach ensures that graduates are well-prepared to meet the demands of modern manufacturing environments, significantly boosting their prospects for long-term career success and stability in the industry.

"I have benefitted from all of the topics, but I believe I've gotten the most out of learning about lean manufacturing. I knew nothing about it until this class," said an individual who completed the program.

CIS's Tennessee MEP team with Office of Reentry partner.

LEARN MORE BY LISTENING TO OUR PODCAST.

MAY

Visit cis.tennessee.edu for more information.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1	2	3
4	5 Cinco de Mayo	6	7	8	9	10
11 Mother's Day	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26 Memorial Day	27	28	29	30	31

CUSTOM PROGRAM DEVELOPED FOR CHILD WELFARE SPECIALISTS

After witnessing the success of the Certified Public Manager (CPM) program, the Tennessee Department of Children's Services (DCS) approached the Naifeh Center for Effective Leadership (NCEL) about developing a similar program for its employees.

For more than five years, NCEL has developed the personal growth and leadership skills of local, state and federal government employees through its CPM program. In fiscal year 2024, NCEL partnered with DCS to launch a leadership program for its child welfare specialists.

Sixty child welfare specialists are participating in the program with a monthly class in Jackson, Nashville and Knoxville. The courses include leadership in public organizations, crisis leadership and de-escalation, civility, respect and engagement, conflict for case managers, team building and motivation, delegation and outcome thinking. The participants also take Gallup Clifton Strengths and the Change Leadership/Teambuilding CPI 260 self-assessments.

In addition to a year of classwork, participants must complete a capstone project to achieve the certification. Capstone projects focus on improving the quality, efficiency and effectiveness of the participants' departments.

Some of the capstone topics for this cohort include:

- Educating the public on how to make a referral for child abuse or child neglect cases.
- Reducing the juvenile recidivism rate by July 2027 by implementing DCS transitional living homes for juveniles with a focus on positive social skills, career exploration, and academic support.
- Creating a database that includes nicknames and street names to help identify alleged perpetrators in sexual abuse and human trafficking cases.
- Reducing burnout within child welfare by discovering the root causes and providing impactful, success-driven and empathetic solutions.
- Reducing caseload ranges of 10 to 15 per case manager.

JUNE

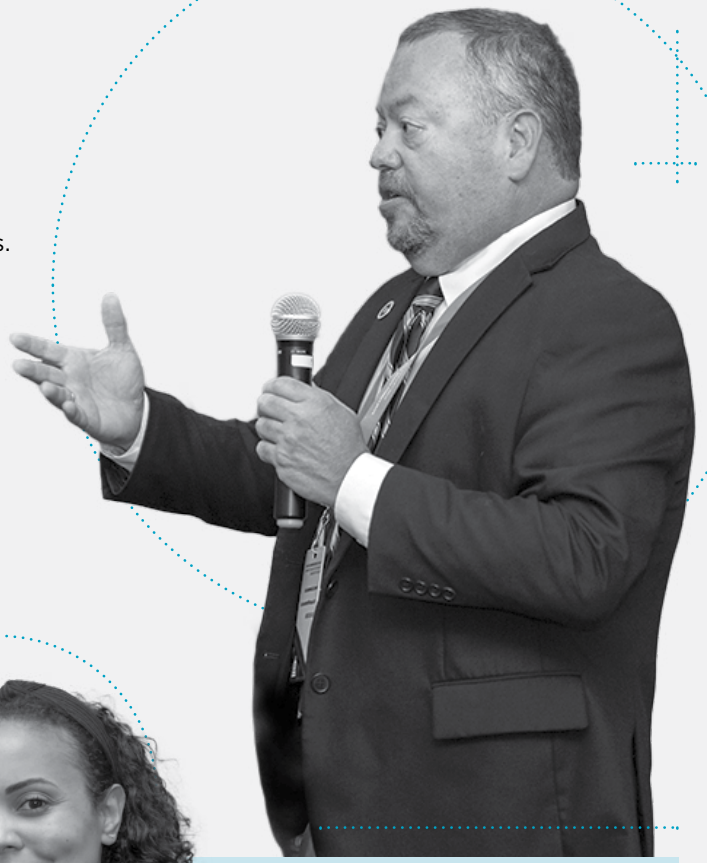
Visit leadership.tennessee.edu for more information.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3	4	5	6	7
8	9	10	11	12	13	14 Flag Day
15 Father's Day	16	17	18	19 Juneteenth	20	21
22	23	24	25	26	27	28
29	30					

COUNTY OFFICIALS
ORIENTATION PROGRAM

The County Technical Assistance Service welcomed nearly 100 newly elected county officials to Franklin for its biennial County Officials Orientation Program (COOP).

This session of COOP hosted 52 assessors of property and 42 highway superintendents. The program provides county officials, both newly elected and re-elected, with important information to help prepare them to assume office on September 1. Topics covered during the program include county offices and authority, oaths and bonds, personnel issues, ethics, conflicts of interest, open meetings and records.



Left: COOP participant Curtis Johnson with CTAS Executive Director Jon Walden, County Government Consultant Melisa Kelton and Manager of Training and Technology Services Nikki Ballentine. Above: Property Assessment Consultant Joe Griffin.

JULY

Visit ctas.tennessee.edu for more information.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2	3	4 Independence Day	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

METRO ADDRESS AVAILABLE IN SEVERAL LANGUAGES

As Metro Nashville works to continue to comply with Title VI, officials are trying to make access to government as easy as possible. One barrier to accessibility was removed for the first time in the Mayor's State of Metro Address.

As he began his remarks, Mayor Freddie O'Connell thanked the "Spanish and Arabic language interpreters who are helping us reach more of our community. This is the first time a State of Metro address has been offered in multiple languages. Fifteen years after the successful Nashville for All of Us campaign, we're continuing to take steps to be a welcoming city."

The Tennessee Language Center (TLC), an agency of the University of Tennessee Institute for Public Service (IPS), supplied simultaneous interpreters in Spanish and Arabic, the two most spoken languages in Tennessee after English. Simultaneous interpretation is a specialized skill even among interpreters, as it requires listening and speaking at the same time. Marcela Pinilla and Luciana Prestes provided the Spanish interpretation, and Hebba Abouelsaad and Husein Al-Obaidy provided the Arabic interpretation. The interpretation was available by calling a specific number for each language to access the live stream, and a recording was published on YouTube after the address.

The project was made possible through the work of TLC's Training Specialist Richard Ponce de Leon and Project Manager Genna Linton who collaborated closely with the mayor's office and the interpreters preparing for the event. Funding was provided in partnership with the County Technical Assistance Service (CTAS), also an agency of IPS.

Spanish interpreters Marcela Pinilla and Luciana Prestes with TLC Training Specialist Richard Ponce De Leon.

Arabic interpreters Hebba Abulsaad and Husein Al-Obaidy.

AUGUST

Visit tlc.tennessee.edu for more information.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1	2
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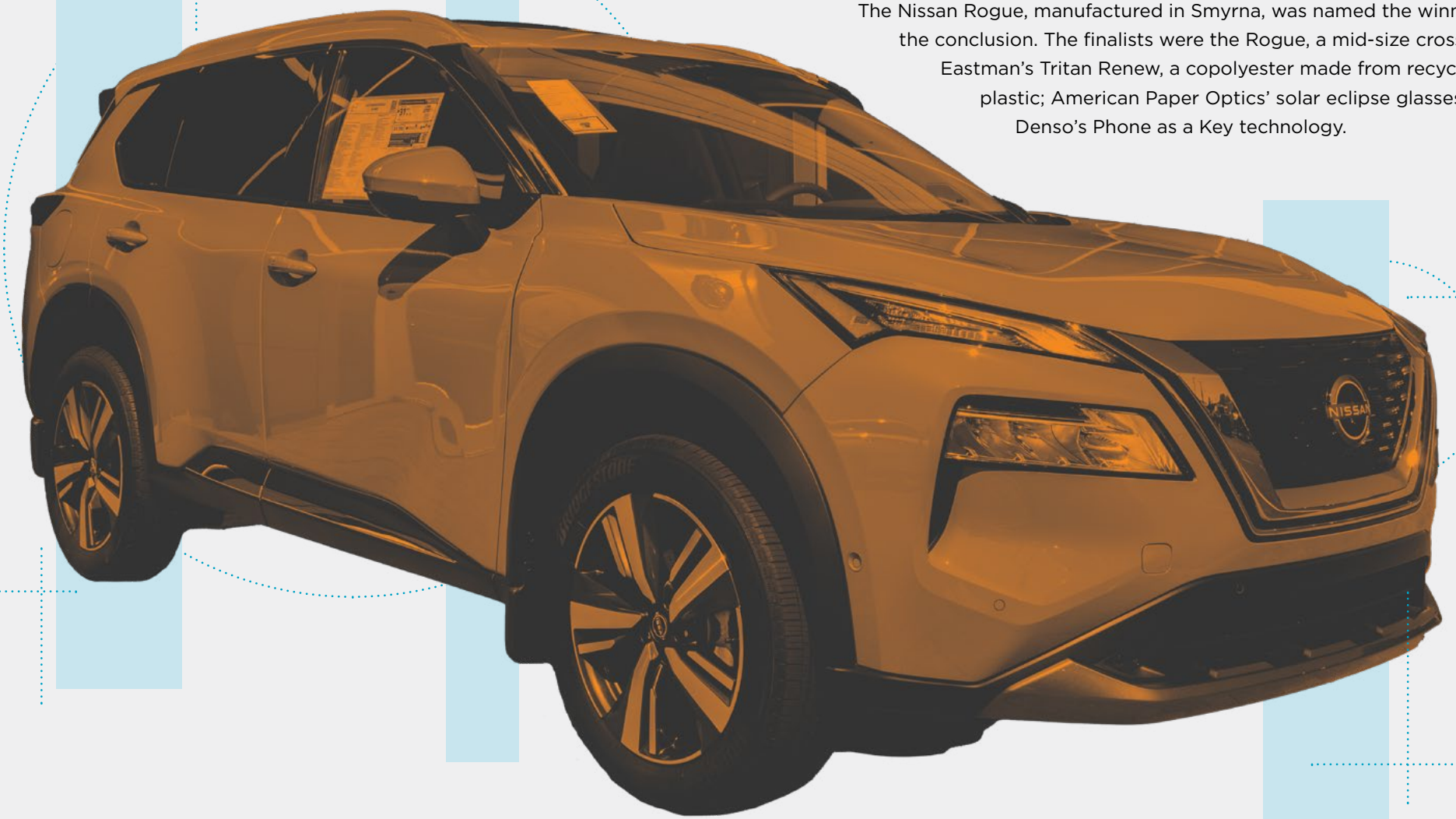
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

COOLEST THING MADE IN TENNESSEE

After 75,000-plus votes across seven weeks, the Nissan Rogue was crowned the Coolest Thing Made in Tennessee.

The Coolest Thing Made in Tennessee contest was the idea of partners, the Center for Industrial Services, the Tennessee Manufacturing Association, the Chattanooga Regional Manufacturer's Association and the Small Factory Institute of Tennessee. The aim of the contest was to highlight the state's manufacturers and their products. More than 100 products were nominated.

The Nissan Rogue, manufactured in Smyrna, was named the winner at the conclusion. The finalists were the Rogue, a mid-size crossover; Eastman's Tritan Renew, a copolyester made from recycled plastic; American Paper Optics' solar eclipse glasses; and Denso's Phone as a Key technology.

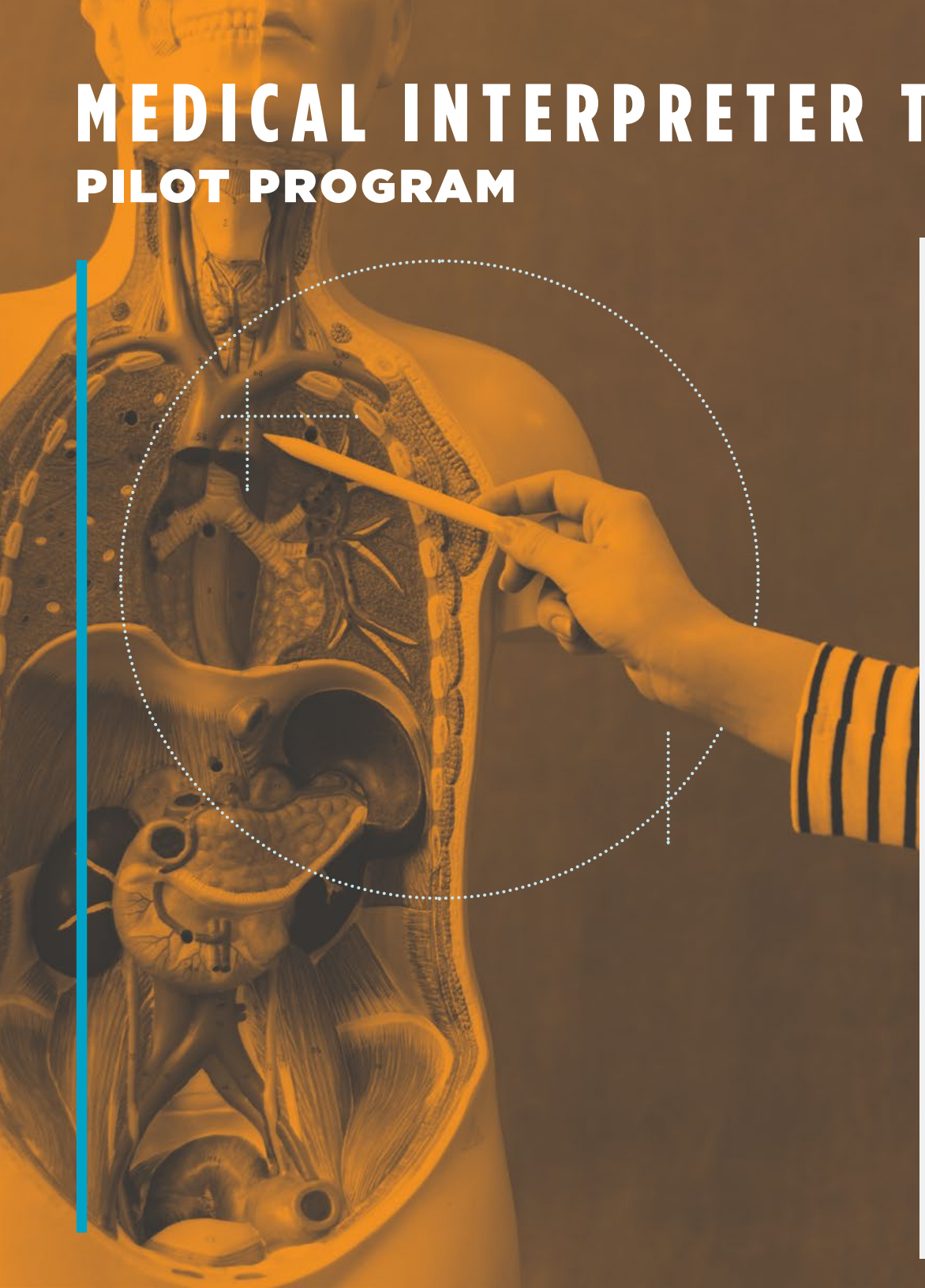


SEPTEMBER

Visit cis.tennesee.edu for more information.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1 Labor Day	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

MEDICAL INTERPRETER TRAINING
PILOT PROGRAM



The Tennessee Language Center (TLC), in partnership with GEAR UP Nashville, has launched a pilot program providing medical interpreter training to high school students at Maplewood High School in Nashville. This new initiative offers professional-level medical interpretation skills to 15 Spanish-speaking students, preparing them for critical roles in healthcare settings while still in high school.

Maplewood High School, located in North Nashville, serves a significant population of Spanish-speaking students. Recognizing the demand for medical interpreters in healthcare settings—especially for Spanish-speaking patients—this program aims to leverage students' bilingual abilities to open doors to rewarding career opportunities. GEAR UP, a federally funded program that supports low-income and first-generation students, joined forces with TLC to provide these students with a specialized skill set in the medical interpreting field.

Through the program, students are trained in professional standards of medical interpretation, focusing on the development of strong bilingual communication skills and a deep understanding of medical terminology in both English and Spanish. These skills will help students serve as a bridge between healthcare professionals and patients, ensuring better health outcomes for Spanish-speaking communities.

Upon completion of the course, students will not only have gained a valuable new skill set but will also be ready to pursue certification at the national level, preparing them for employment in the field right out of high school or giving them a head start in their post-secondary education.

OCTOBER

Visit tlc.tennessee.edu for more information.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2 Yom Kippur	3	4
5	6	7	8	9	10	11
12	13 Columbus Day	14	15	16 Boss's Day	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31 Halloween	

LEADERSHIP TRAINING
FOR AGRICULTURE, FORESTRY INDUSTRIES

It's time for Tennessee agriculture and forestry industries to develop new crops of leaders in their fields.

The Naifeh Center for Effective Leadership, an agency of the University of Tennessee Institute for Public Service (IPS), the UT Institute of Agriculture (UTIA), the Tennessee Department of Agriculture and other partner agencies have developed the Tennessee Agriculture and Forestry Leadership program (TAFLP). TAFLP provides leadership and networking opportunities for farmers, foresters and the agriculture community.

"The farm community is the backbone of rural Tennessee. It's exciting to bring our Naifeh Center's expertise in executive and community leadership to support food, fiber and forestry producers in this personal growth experience. In turn, we expect the participants in the program, with the tools, skills and network it provides, to have a meaningful impact on rural vitality across the state," said IPS Vice President Herb Byrd III. "The partnership and support of the Tennessee Department of Agriculture, Tennessee Farm Bureau, UTIA, Farm Credit Mid-America, Tennessee Farmer's Co-op and other commodity groups demonstrates a strong commitment to rural leadership."

NOVEMBER

Visit leadership.tennessee.edu for more information.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1
2 Daylight Saving Time Ends	3	4	5	6	7	8
9	10	11 Veteran's Day	12	13	14	15
16	17	18	19	20	21	22
23 30	24	25	26	27 Thanksgiving	28	29

THE FLOW OF PROGRESS

In the picturesque landscape of East Tennessee, the town of Bean Station embarked on a transformative project to upgrade its community infrastructure by creating a wastewater utility.

This initiative reflects the town's commitment to environmental stewardship and showcases the collaborative effort involving various partners, including the University of Tennessee Municipal Technical Advisory Service (MTAS) and the town's municipal neighbor, Morristown.

For years, Bean Station aspired to establish its own wastewater collection system but faced hurdles primarily linked to funding. Recently retired MTAS Utility Consultant Brett Ward noted several conversations with the town that dated back well over 20 years.

The tide turned with the allocation of American Rescue Plan Act (ARPA) funds, enabling the vision to better protect surface and ground water resources, and to provide wastewater collection and treatment for both current and future residential and commercial customers. The ARPA funds were complemented by developer capital contributions, cumulatively amassing over $2 million dedicated to this infrastructure project. The cooperation and involvement of Morristown's Utility Commission was also critical as they agreed to operate the utility and to receive and treat the system's wastewater.

The role of MTAS has been pivotal, providing guidance throughout the process. From participating in critical meetings, reviewing and creating ordinances, providing financial projections for the new system, and coordinating with state agencies and other partners, MTAS expertise facilitated forward momentum for the Bean Station project.

DECEMBER

Visit mtas.tennessee.edu for more information.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15 Hanukkah Begins	16	17	18	19	20
21	22	23	24	25 Christmas Day	26 Kwanzaa	27
28	29	30	31			

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