

2018 ANNUAL REPORT

All qualified applicants will receive equal consideration for employment and admission without regard to race, color, national origin, religion, sex, pregnancy, marital status, sexual orientation, gender identity, age, physical or mental disability, genetic information, veteran status, and parental status, or any other characteristic protected by federal or state law. In accordance with the requirements of Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, and the Americans with Disabilities Act of 1990, the University of Tennessee affirmatively states that it does not discriminate on the basis of race, sex, or disability in its education programs and activities, and this policy extends to employment by the university. Inquiries and charges of violation of Title VI (race, color, and national origin), Title IX (sex), Section 504 (disability), the ADA (disability), the Age Discrimination in Employment Act (age), sexual orientation, or veteran status should be directed to the Office of Equity and Diversity, 1840 Melrose Avenue, Knoxville, TN 37996-3560, telephone 865-974-2498. Requests for accommodation of a disability should be directed to the ADA Coordinator at the Office of Equity and Diversity.





We serve Tennesseans. Through the work of our six agencies, we travel the state consulting with and training state and local government officials, law enforcement personnel and manufacturing and industry employees. As a result, Tennesseans see efficient and effective governments, safer communities and thriving businesses and industries.

Fiscal year 2018 was further proof that our dedicated staff is committed to our mission to serve business and government to improve the lives of Tennesseans. In FY18, our employees answered more than 33,300 requests for assistance, and trained 17,734 state and local government officials, law enforcement personnel and manufacturing and industry employees. Our UT Institute for Public Service agencies also helped businesses generate \$1.4 billion in economic impact while creating or retaining more than 14,800 jobs.

I'm always pleased to share with you in the annual report, and any other time I have your attention, some of the successful projects our agencies completed during the previous fiscal year.

We are well into implementation of our strategic plan with teams working on several goals including developing a succession plan to align with the university's version of succession planning; and identifying a state-of-the-art training facility in each of the state's grand divisions. I hope you'll read the plan's update in this report to find out more about our other strategic plan goals.

From the Naifeh Center for Effective Leadership's newest endeavor - the Certified Public Manager program - to the County Technical Assistance Service's role in certifying county finance officers, we rolled out two new training programs to promote leadership and effectiveness at the local government level. To further strengthen the government employee base, our Municipal Technical Advisory Service (MTAS) and the city of Memphis partnered to develop and facilitate training for city employees.

The Law Enforcement Innovation Center's STOP Domestic Violence training provides the latest techniques to law enforcement personnel in investigating domestic violence incidents to improve the chances of prosecution.

MTAS benefits Tennessee's municipalities in a number of ways including the Tennessee Municipal Benchmarking Program, which you will read about in this report. Cities benchmark themselves against other cities in various areas such as parks and recreation and utilities, etc., enabling them to focus on continuous improvement so they can better serve their residents

Skills of the employee base also is a trending topic among the state's private sector employers. Recognizing this, the Center for Industrial Services (CIS) developed the Workforce Status Review (WSR) to help companies evaluate workforce skills, engagement and retention.

One of the biggest stories to share occurred on the first day of fiscal year 2019 when the Tennessee Language Center became a part of our institute. The Tennessee General Assembly adopted legislation transferring the Tennessee Foreign Language Institute's resources and assets to UT and renaming it the Tennessee Language Center. This as a great opportunity for IPS to further our work to expanded audiences across the state. I hope, in coming months and years, you will learn more about the center and have a chance to use its translation, interpretation or teaching services.

Public service is a calling for our employees, and we demonstrate that each day throughout the state. We appreciate your continued support of our mission to serve business and government to improve the lives of Tennesseans

TOTAL CONTACTS

TRAINING PARTICIPANTS

218,218

17,734







ECONOMIC IMPACT \$

JOBS CREATED
OR HELPED
RETAIN

REQUESTS FOR ASSISTANCE

14,828

33,357



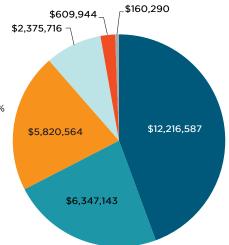


1,472,264,192

FY18 IMPACT

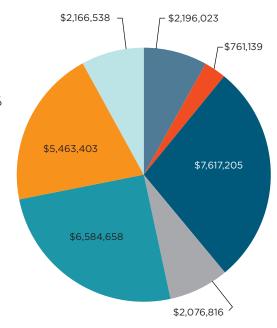
REVENUE

- State Appropriations 44.4%
- Local Appropriations 23.1%
- Sponsored Projects & Program Income 21.1%
- Fee Income 8.6%
- Endowment Income 2.2%
- Gifts (for current expenditures) 0.6%

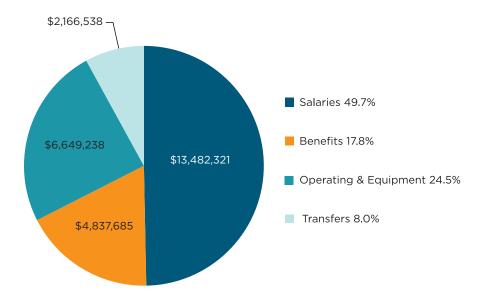




- IPS Administration 8.1%
- Naifeh Center 2.8%
- CIS 28.1%
- LEIC 7.7%
- MTAS 25.3%
- CTAS 20.1%
- Transfers 8.0%



FY18 FINANCIALS







Tim Ellis began his career in local government management 32 years ago. Now the Goodlettsville city manager, Ellis says he's a lifelong learner and is always looking for opportunities to advance his public sector management knowledge. When he heard that 2018 would launch the Naifeh Center for Effective Leadership's inaugural Certified Public Manager (CPM) Program, he was very interested. But, he admits he did wonder how the program would be different from others. Now as he nears the end of the year-long class, he has no regrets with signing up.

"The CPM program has far exceeded my expectations. It provides a fresh, new approach to learning; the program administrator has been phenomenal; and the class instructors have brought a new way of learning to many different subjects."

The CPM program is nationally accredited and is designed to prepare managers for careers in local, state and federal government. In its first year, there are 15 program participants from across Tennessee who meet one day a month in Knoxville, as well as take online classes. Ultimately, they complete 300 hours of curriculum. At the end of the program, participants complete a capstone project centered on a creative method to make their agencies more effective and/or efficient.

"The kickoff and first year of this program is a dream come true," explains Macel Ely, Naifeh Center director. "The efforts in support



of this program are so worthwhile because we're seeing public managers developing themselves and finding better ways to help their counterparts and government entities work together."

There are approximately 20 instructors who teach four modules of the program, which are focused on: 1) daily operations 2) development planning 3) collaborating across management levels and 4) strategic leadership and public organization.

Ellis says one of the greatest takeaways from his experience with the program is certain tweaks to his management style and an implementation of various procedures that have enhanced operational efficiencies for Goodlettsville. "I expect that as the program comes to an end that I will be implementing other operational procedures in early 2019."

He will present his final project in mid-December with a graduation ceremony at the Tennessee Capitol in early January.

"I would recommend the CPM program to anyone with any role in government. It has provided me with a fresh perspective on learning and professional development, and is definitely not the normal, everyday classroom learning experience," he says. "However, it takes commitment to be successful in the program. It is hard, but rewarding."

The Tennessee CPM program recently received full accreditation from the national Certified Public Manager Consortium.

The CPM program is designed in conformance with the requirements of the National Certified Public Manager® Consortium. In 2019, the program will be offered in both Knoxville and in a new location, Nashville. Meeting dates are already set and the cost is \$3,500. For more information, visit http://www.leadership.tennessee.edu/home/leadership-programs/ certified-public-manager/.



Domestic Violence Course Encourages Holistic Approach to Help Victims

Domestic violence may be more prevalent than you think. In 2017, the Tennessee Bureau of Investigation reported 77,846 offenses flagged as related to domestic violence (DV). Females accounted for 71.5 percent of all DV victims and 81 murders were DV related.

The Law Enforcement Innovation Center (LEIC) hopes those statistics will continue to decrease as its STOP Domestic Violence Program is offered to front line officers, victim advocates, judicial members, prosecutors, social workers, and medical professionals. Launched in 2015, STOP is a four-day, 32-hour POST (Peace Officers Standards and Training) certified course that provides instruction for investigating DV incidents. It is delivered across the state with funding from the Tennessee Office of Criminal Justice Programs and is free for participants. Eight deliveries of the program are slated for the 2018-2019 fiscal year.

Jeff Lindsey, LEIC's program manager, says he was a deputy in East Tennessee in the early 1980's. "The way we handled domestic violence back then compared to now is very different. Intervention has come a long way and we've learned we have to be proactive," he explains.

"The biggest beneficiaries of this course are frontline officers and rural agencies that don't have the resources, in-house expertise, and capacity to seek training elsewhere," says Lindsey. "However, larger counties do participate and can also gain insight about the current state of the law, best practices, and how to interface with advocates."

This aspect of building a conversation with the victim advocates is what Chris Jones, a training specialist with LEIC and coordinator of the STOP curriculum, thinks is so invaluable.

"We want to bridge the gap and take a holistic approach to all people involved in a domestic violence case," he says. "Victims are 60 percent more likely to leave the offender if they can be taken to a safe place by an advocate. More and more, first responders are using a lethality screening for domestic violence cases, which is something we cover in one of the program modules. It's a tool used to indicate potential violence and helps officers connect victims to advocates."

Jones explains that research shows there's a direct correlation between DV and violent crimes. "Most of the homicide and violent crime offenders have a slew of domestic violence charges. In fact, statistics show that approximately 80 percent of domestic violence is hereditary. So, if you focus on domestic violence early, you can reduce violent crime."

Rick Scarbrough, the executive director of LEIC who once served as an instructor in the STOP program, says Jones is continuously updating the program to ensure it remains current and effective. "It's a great starting point to combat domestic violence."

To participate in an upcoming course, contact Chris Jones: chris.jones@tennessee.edu, (865) 946-3202.







The Tennessee Language Center (TLC) joined the Institute for Public Service in July 2018 after operating since 1986 under a different name, the Tennessee Foreign Language Institute. TLC provides a wide variety of language services to private citizens, businesses, nonprofits, and essentially, anyone who wants to improve his/her intercultural communications.

"The services we offer at TLC are more relevant now than ever," says Maegan Phan, TLC's marketing and communications director. "We live in an increasingly global world. Tennessee continues to show a dramatic shift where an increasing number of people need to learn English. Language is a connection point and helps build bridges between people and communities."

Nearly half a million people in Tennessee speak a language other than English. Tennessee is also home to many foreign businesses. To help support statewide language needs, TLC offers individual and group foreign language classes; English as a Second Language (ESL); ESL to Go; interpretation and translation services; professional development for interpreters; culture and diversity training for businesses; as well as an internationally recognized certificate program for teaching ESL.

"Our ESL to Go program is especially unique in that we offer a mobile classroom that we take to neighborhoods and areas where there is a great need for recently arrived refugees to learn English," explains Phan. "Also, we partner with businesses in our communities when their workforces need language training."

In addition, TLC offers telephonic interpretation 24/7 in more than 200 languages. "When you imagine moving to a new country where you

don't speak the language, it would be incredibly challenging. That is the reality of many people living in Tennessee today. Our services help Tennessee communities and businesses communicate vital information to individuals who otherwise may be left out of the conversation. Without these language services, they would not be able to fully participate at work or in society, in general," says Phan.

Lindsay Smith says she has been involved in nearly every program TLC offers. Formerly a project manager and employee of TLC, she teaches Russian to TLC students and personally graduated from the TESL (Teaching English as a Second or Foreign Language) program in June.

"One of the most differentiating aspects of TLC is that there are so many comprehensive language-based services available. So, you don't have to go to multiple places or through several programs to find the services you need," she explains.

"For adults in Tennessee, there aren't a lot of language program options that people can conveniently and affordably utilize," she adds. "I encourage everyone to learn a new language because it helps connect us with people and the world. Research also shows that studying and speaking multiple languages is a healthy brain exercise. Bilingualism is even linked to possibly delaying the onset of Alzheimer's. My Mom is about to retire and I am encouraging her to take some classes when she has more time."

To utilize or recommend TLC services to those interested or in need of language and translation services, visit languagecenter, tennessee, edu.

TLC TIDBITS

- Spanish is the most requested language, followed by Arabic for interpretation and translation.
- Tennessee is home to the largest Kurdish population outside of Kurdistan.
- Adults studying a second language can learn more and even faster than children in a classroom environment due to their well-developed native language and cognitive maturity.
- Seven of Tennessee's top 10 international markets for tourism are non-English speaking countries.
- Tennessee is home to 967 foreign-based businesses that employ more than 147.000 Tennesseans.
- You don't need to be fluent in a language to have a great
 conversation! Fluency vs. Proficiency may sound like semantics but it's
 not. It's a big difference in terms of how long it will take you to reach
 your learning goals! (Hint: The path to proficiency is a lot shorter.)
- In partnership with the Nashville Convention and Visitors Corporation and the Metro-Davidson Transportation Licensing Commission, TLC created and launched Taxi Pro, a 24-hour training course in hospitality, tourism, working with people with disabilities, map reading, and the taxi trade. Approximately 85 percent of Nashville-area taxi drivers are foreign-born. They also often act as a city's first ambassadors. All taxi drivers in Nashville are required to pass an English language test, then attend and pass Taxi Pro before securing a taxi permit. Classes are held at TLC.
- In 2017, Tennessee Language Center fielded more than 7,200 requests for on-site interpretation in 50 languages, resulting in over 16,000 hours of in-person interpretation.



TLC TIDBITS

The following are the top 15 non-English languages spoken in Tennessee:

- 1. Spanish
- 2. Arabic
- 3. Chinese
- 4. Vietnamese
- 5. Korean
- 6. French
- 7. Laotian
- 8. Amharic

- 9. German
- 10. Gujarati
- 11. Japanese
- 12. Tagalog
- 13. Hindi
- 14. Russian
- 15. Persian/Farsi

Center for Industrial Services Helps Companies Attract and Retain a Healthy Workforce



In summer 2018, Bayer's senior manager of operational excellence Joseph Noble, learned that the **Center for Industrial Services (CIS)** was looking for local industries to participate in its newly developed Workforce Status Review (WSR).

"We thought it would be a good partnership and it was something we wanted to pursue," Noble says.

Within a few weeks, preliminary discussions began and CIS led Bayer through a WSR that included CIS setting up a voluntary online survey and interviewing a dozen Bayer employees.

"One of the findings of the survey was that we could improve in some of our training areas to attract and retain employees. For example, based on survey findings, we're looking at gamifying our training," explains Noble, who says that certain aspects of the training will look and feel more like a video game. "Also, we are putting together a workforce strategy that we can hopefully move forward with in 2019."

Executive Director Paul Jennings says CIS offers a unique niche in workforce development for Tennessee manufacturers. "Our focus is on the company. We want to help each manufacturer develop a workplace that will attract and maintain the workforce it needs to be successful."

For example, CIS offered employees at Takahata, an automotive plastic injection supplier in Helenwood, four different classes, including an International Automotive Task Force (IATF) internal audit course, an IATF knowledge course, a statistical process control course, as well as a leadership training course.

"The classes were invaluable to our company and helped increase employee knowledge and camaraderie," says Mike Slaven, Takahata's business planning manager. "CIS diligently worked with us regarding the course schedules and content to accommodate our needs."

Jennings says CIS works with approximately 700 companies annually, of which roughly 300 are manufacturers. In addition to manufacturers, CIS customers include small businesses, economic developers, government agencies, and utility districts. CIS' expertise addresses six service areas: manufacturing excellence; health, safety and emergency preparedness; economic development; government procurement; and energy efficiency and environment.

Jennings explains that CIS draws on a robust network of subject matter experts to assist customers throughout Tennessee. "The reason I do what I do is because of the opportunity to help companies succeed. For example, when we help our customers retain and develop employees, this creates stronger communities and families. When you look at all of the downstream impacts of what we offer, it's very satisfying and rewarding," shares Jennings.

For more information about CIS, visit cis.tennessee.edu.





Memphis recognized a need to equip its employees with additional opportunities for leadership development. The city came to the **Municipal Technical Advisory Service (MTAS)** requesting mid-level leadership training courses for its employees.

MTAS partnered with the city's Professional Development Institute (PDI) to create a series of certificate programs: the Management and Leader Certificate Program, the Administrative Certificate Program and the Professional Certificate Program.

Memphis Talent Management Learning Supervisor Ciara Webb says the programs were needed to introduce soft skills training for city employees to fulfill certain competencies that are required by their roles. Since the start of these programs, the city has received positive feedback from their employees.

"Many of our employees have never been through an academy-style program, but they were very impressed by the structure and intensity of the program," said Webb.

These three programs gave trainees the opportunity to develop their professional and leadership skills for the workplace. Before the start of these programs, training was provided to city employees by request only. Now with over 40 hours of learning opportunities available through these programs including topics in municipal management, public administration and budgeting and financing, employees could attend courses in person and online to maximize their potential for success.



"The city of Memphis has seen progress and advancement since the start of these programs", said MTAS Training and Development Manager Abb Oglesby.

The first cohort of the Management and Leader Certificate Program, consisting of managers, supervisors and team leaders, graduated in May 2017. After the success of this program, MTAS and PDI introduced two more programs: the Administrative Certificate Program and the Professional Certificate Program.

"As a result of this success [from these programs], we would like to continue working with MTAS in the future," said Webb.



Tennessee Cities Use Benchmarking to **Improve Services**

The city of Brentwood is one of 12 Tennessee cities participating in the Tennessee Municipal Benchmarking Project (TMBP), now in its 16th year as a program of the **Municipal Technical Advisory Service**. Brentwood Assistant City Manager Jay Evans says Brentwood has made operational changes as the city maximizes opportunities to compare data with other member TMBP cities and see where there's room for improvement.

"We noticed another city processing considerably more job applications per employee. We inquired about their practices and now we use an electronic platform for employee recruitment. Since implementing the platform, our efficiency has gone up as well as the quality of our applicant pool," he explains.

Michael Walters Young, who serves as the budget and strategic innovation manager for the city of Franklin, says that benchmarking allows organizations of any size to use measured, accurate data to compare how efficiently and effectively their services are being delivered.

"Having over a decade of data in many service areas to compare against, the city of Franklin has been able to target specific aspects of how we deliver services, analyze our processes, and make focused improvements. The TMBP has made a difference in our budgeting, our service delivery, and our strategic planning. In a climate where resources are always scarce and funding streams are constantly being challenged in government, cities like Franklin can stay ahead of the curve by applying practical, data-based solutions that stem from the TMBP."

MTAS Librarian Frances Adams-O'Brien, who serves as the TMBP project director, says some of the cities creatively customize TMBP data. For example, the city of Knoxville is building its own dashboard and tracking its performance regarding blighted properties with both TMBP benchmarks and their own in-house performance data.

"The TMBP is a culture changer," she explains. "Cities start asking other

cities questions about how they're doing things and then they learn from each other. The data is merely the start of the conversation."

TMBP members collect data in 11 service areas, including: building code, enforcement, employment benefits, finance, fire, human resources, information technology, parks and recreation, planning and zoning, police, property maintenance code enforcement, plus refuse collection and disposal/recycling (residential).

Each year, data is collected between September 1 and October 31. The data review period runs through December. Then, TMBP members collaborate on the data at an annual meeting. Participating cities contribute \$4,000 annually to be a part of the TMBP.

Laura Ogle-Graham, TMBP's project coordinator, says the TMBP is excited to welcome new members. "This is one of the best performance tools for cities to have in their toolboxes. Benchmarking is the tip of the iceberg when it comes to performance management. It's exciting to watch as our TMBP members share performance data and learn from each other. It's what makes our Tennessee cities even better."

If you're interested in exploring membership with the TMBP, visit www.mtas.tennessee.edu/tennessee-municipal-benchmarking-project or contact Laura Ogle-Graham at (865) 974-7441.







Throughout fiscal year 2018, the County Technical Assistance Service trained more than 6,000 county employees in everything from accounting and financial reporting principles to general county government operations.

CTAS's most recent program, a joint effort with the Tennessee Comptroller of the Treasury, provides training specifically for county financial officers. The Certified County Finance Officer (CCFO) program helps employees understand how county governments are structured in Tennessee and enhances their skills in order to carry out their responsibilities for the fiscal affairs of their county or department. CTAS administers the educational program and testing to achieve the CCFO designation. The Comptroller's Office has been designated as the certification authority.

CTAS held the first CCFO classes in June 2018 in Knoxville. The agency hosts the CCFO classes across the state.

"With our CCFO program, our orientation program and our County Officials Certification Training Program, we are reaching a number of county officials across the state," said CTAS Executive Director Robin Roberts. "With the orientation program we are preparing a group, many of them have never held office before, for everything from their swearing in, to office operations to important dos and don'ts."

Shortly after the start of the CCFO program, CTAS hosted close to 1,000 newly elected county officials at its County Officials Orientation Program (COOP). This year, roughly 650 new county commissioners were voted into office, and about 400 of them attended COOP. A new state law mandates training for county commissioners during the first eight years of their service, and the orientation program is included in

that training.

COOP, which is held every four years, provides county officials, both newly elected and re-elected, with important information to help prepare them to assume office. Topics include county offices and authority, oaths and bonds, personnel issues, ethics, conflicts of interest, open meetings and records.

The orientation program started in 1974 when there was a large turnover in county government. CTAS had a short time to organize the event, yet 200 newly elected officials attended, according to former CTAS Director Jim Westbrook.

The 12-hour program hosts clerks of court, county clerks, registers of deeds and trustees for orientation during the first part of the week. County commissions, county mayors/executives and highway officials meet during the second part of the week. Each of the officials is directed to the CTAS website after the conference to find a checklist specific for their specific offices.

In addition, CTAS hosts a one-week sheriff school in cooperation with the Tennessee Sheriff's Association. The school is mandatory for all newly elected sheriffs. The new sheriffs must also attend the one-week jail administration school.







With six micro goals behind them, the Institute for Public Service is deep into its five-year strategic plan, and well into undertaking work on additional initiatives.

Shortly after the plan launched, employees were appointed to sub-goal teams that fell under the four main goals of the plan – IPS funding will meet expanding customer needs by 2022; IPS will deliver best-in-class customer-focused education and technical assistance; IPS will develop a diverse and highly skilled workforce that embodies the values of integrity, accountability and professionalism; and IPS will communicate its impact, value and story.

Two of the recently completed msub-goals, have moved from the planning stages to the operational stage:

Sub-Goal: Subject matter experts (SME) are highly effective instructors and consultants based on annual performance reviews.

The planning team developed an evaluation form for subject matter experts, created an onboarding process and discussed professional development opportunities for the subject matter experts.

SUB_Goal: Establish an external and system-wide marketing strategy. The planning team developed a strategy to market IPS and its agencies both within the state and within the UT System. One aspect of the strategy will be to conduct a review of the institute's branding.

Other teams are still in the planning stage and making progress toward wrapping up their work:

Sub-goal: By 2022, increase the number of diverse hires to better reflect the demographics of Tennessee, and create and sustain a climate within IPS where employees know that equity and

inclusivity are valued.

Among the many items this group has achieved are: producing a list of diverse, job-related organizations that staff can join; developing a printed piece that focuses on the IPS intern diversity program; and assembling a list of diversity professional organizations to reach out to when seeking to fill open IPS positions.

Micro goal: Increase non-appropriation revenue by at least 5 percent annually or more by 7/1/2022

The team continues its work to help revise the goal for IPS nonappropriated revenue growth during the next three years. To help in that process and to support agency interests in anticipating customer service demands the team is developing a recommended framework for IPS agencies to better define future customer service demands.

Sub-goal: Each grand division will have state-of-the-art education facilities by 2020

This team visited various top-notch training centers around the country to define what they are looking for in a facility. In addition to working on that definition, they also are identifying pricing and possible locations in each area of the state.

Sub-goal: Develop a succession plan for all key positions by 2020

The team is continuing its work by updating the UT Succession Planning model. They will also incorporate a discussion on the standard operating procedure document, research the original intent behind it and will discuss a success measure for the process we expect implementation and a plan for key positions by June 2019.



We appreciate the generosity of all of our donors. From our employees to customers and stakeholders, we are grateful for their support and investment in our mission.

IPS had a total of 131 donors in last year's family campaign. We improved from 73 percent participation for the Family Campaign in the previous year to 91 percent in 2018, and four of the agencies within IPS reached 100 percent participation:

Family Campaign

	Total Employees	# of Contributers	% Participation
CIS	41	32	78%
CTAS	33	29	88%
LEIC	10	10	100%
MTAS	44	44	100%
NCEL	3	3	100%
IPS Admin	13	13	100%
Totals:	144	131	91%

Thank You to Our Donors

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Dennis Wolf

John Rose

Tim Schade Five donors wished to Schwab Charitable Fund remain anonymous.

"Building people and the innovative tools they need to be their best is the major reason my wife and I support the Family Campaign with our regular contributions. Our support of the scholarships and projects of the Jinks Scholarship and the Jinks Innovation Fund have immediate impacts on customers served by both CTAS and IPS, as well as our employees. I believe my family's contributions make a difference. That is why we give."

Brett Howell, CTAS

"Supporting young adults in their academic endeavors and helping them achieve their goals of becoming college graduates is why I donate to the Mary and Jack Jinks Scholarship fund."

Susan Robertson, IPS Administration

"Many people know that I began my career as a MTAS intern. The executive director at the time took a chance on a fresh faced graduate student; and that action forever changed my life for the better. I have supported the intern program through the family campaign for years – how could I not?"

Margaret Norris, MTAS

"Karen Holt was a professional colleague and friend who never tired in advancing the worth and value of public service. Karen was a bright, thoughtful attorney who chose to move beyond providing legal counsel and embrace leadership roles that allowed her to more directly shape the assistance and educational opportunities afforded to public sector

leaders and their employees. The Dr. Karen Holt Public Service Diversity Internship Endowment affords one more way to recognize and continue Karen's commitment to assuring the very best talent is available to serve the public."

Chuck Shoopman, IPS Administration

"I wanted to tell you that my time with the (City of Knoxville) Office of Neighborhoods was very well spent. I have learned so much about the internal processes of local government and about the complex problem all local governments face about how best to include public opinion in decision making. I also made many valuable connections to government employees and partners which will benefit me down the road. Finally, this position has helped me to find an opportunity for more permanent employment with the City of Knoxville. My new position is still in the negotiation phase but I wanted you to know that this internship helped me to find a job in a field that I love. None of this would have been possible without your generous donation."

> Hope Ealey, Summer 2018 Public Service Intern, (Mentor - Angie Carrier, MTAS)



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