

Brighter Tennessee



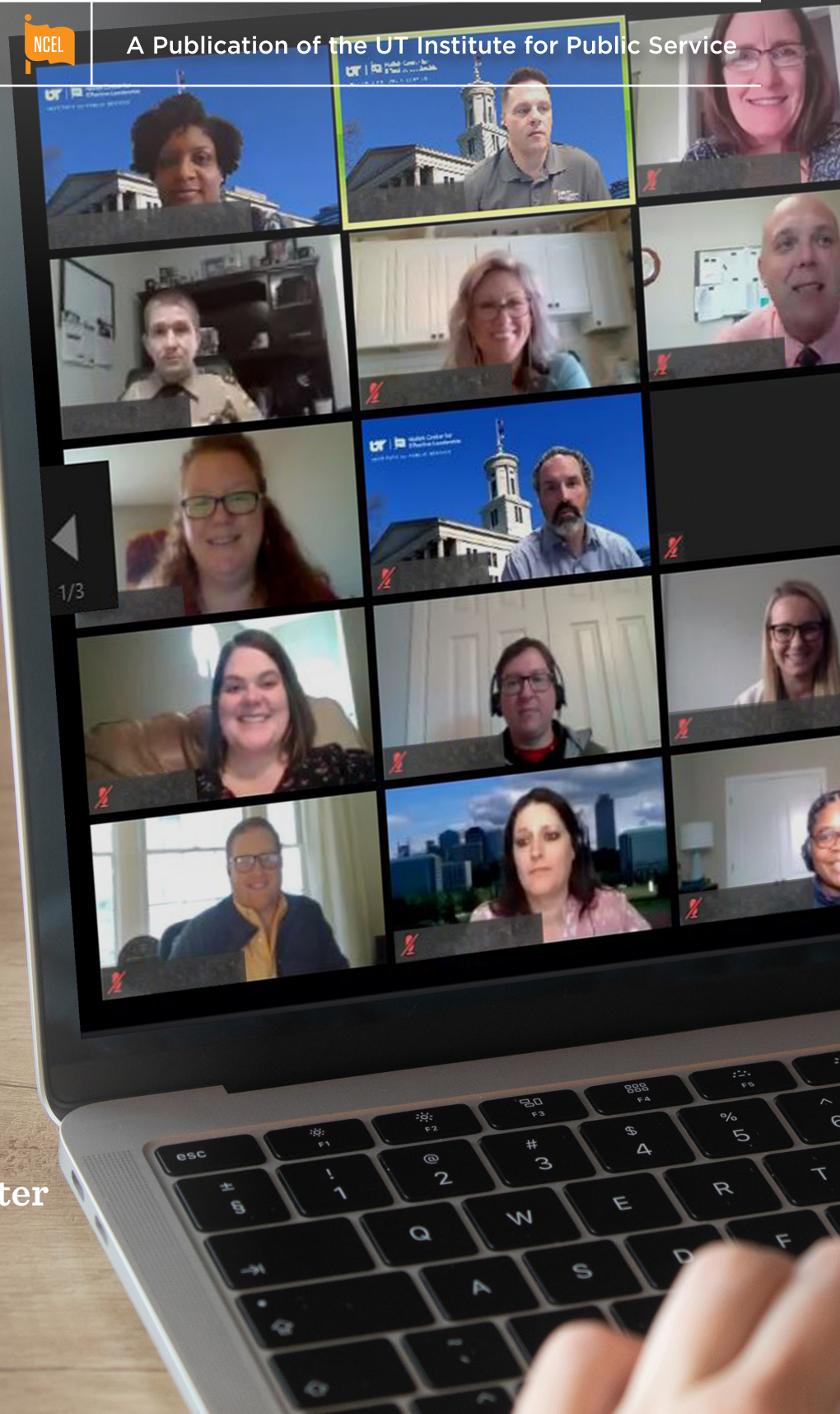
A Publication of the UT Institute for Public Service

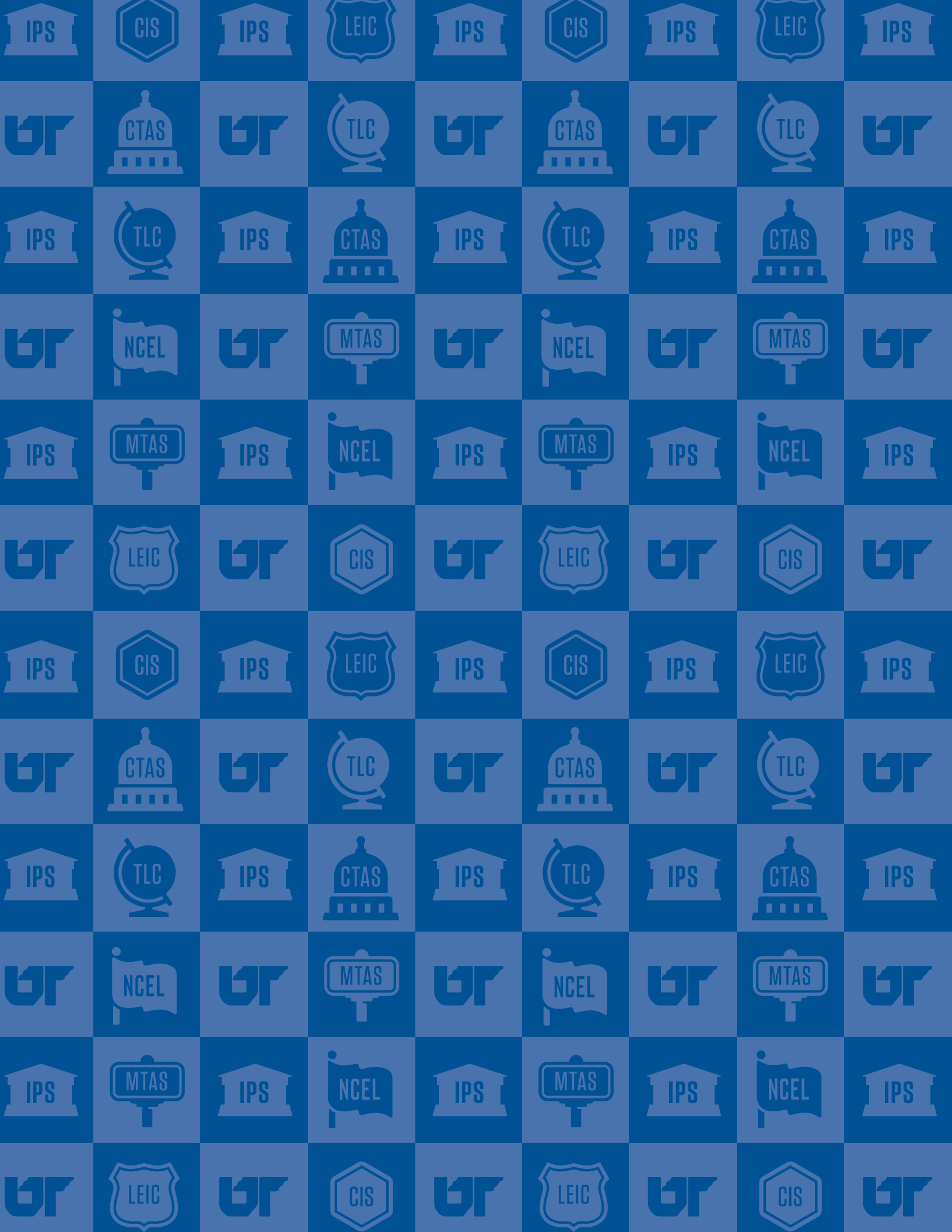
Working Remotely:

How IPS Serves Customers Online

Inside:

CTAS Begins New Chapter with Interim Director







Cover Story | Working Remotely

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

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Vice President's Message

A Word from Dr. Byrd

After almost two months of working remotely, the majority of our Institute for Public Service (IPS) workforce was back in our offices on June 1. First, I want to say thank you to each and every employee who quickly made the move to working at home, and who continue to show dedication to their jobs even though working conditions were different.

March, April and May were strange times for most of us. Following UT System guidelines and ultimately the stay-at-home orders implemented by Gov. Bill Lee, all organizations from schools to churches to shopping malls had to close and shift to new operating models.

IPS agencies were no exception. In-person classes were cancelled, postponed or shifted to an online format. The Naifeh Center for Effective Leadership (NCEL) was preparing for orientation for its Tennessee Government Management Institute (TGMI) when everything changed. The NCEL staff quickly shifted the orientation to an online session. The Law Enforcement Innovation Center (LEIC) was readying its space for the upcoming session of its 10-week National Forensic Academy (NFA) class, but postponed it – twice. They hoped they would get to start the session on June 29.

The Center for Industrial Services (CIS) economic development team was prepping course materials for its Basic Finance Course set for March 18-19 when everything started to change. That course was

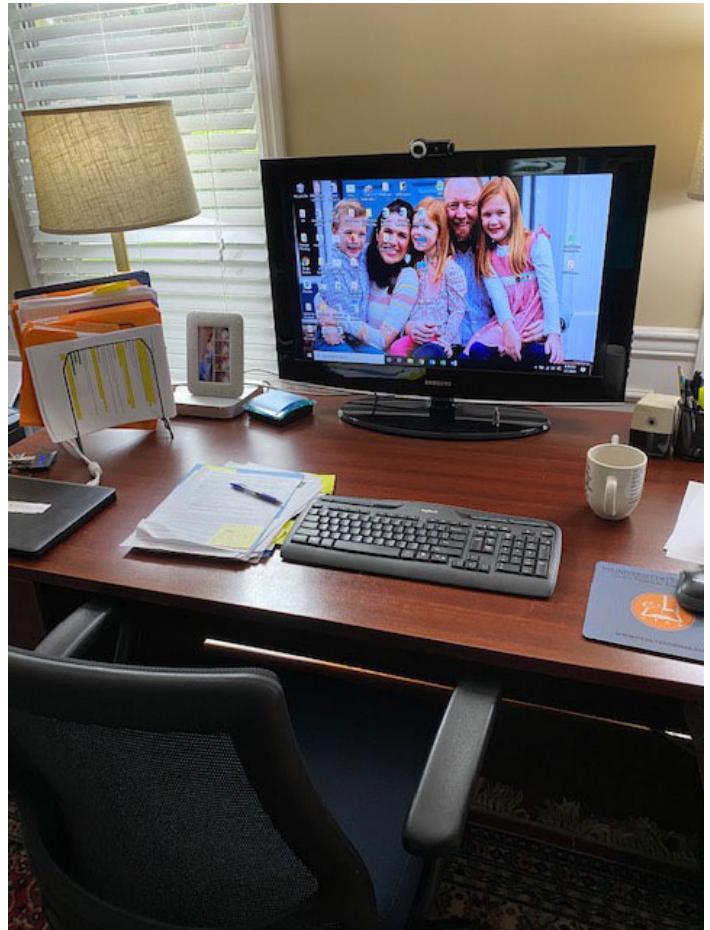


re-scheduled to July, but CIS will hold its June 24-25 Management Economic Development Course online.

The County Technical Assistance Service (CTAS), Municipal Technical Advisory Service (MTAS) and Tennessee Language Center (TLC) quickly put plans into place to take some of their training online. TLC also conducted interviews for new interpreters through online meetings. I always knew our employees had great capacity for service, but this demonstrates how truly flexible and resilient they are!

Their adaptability has been also showcased as we began our transition back to our offices and some face-to-face work in early May – MTAS consultants started making field visits on May 5 and CIS conducted phone assessments with more than 100 manufacturers. As our phased return to our offices continues, increased flexibility will likely be the norm. For example, the IPS Annual Conference as we know it will not happen this year. Instead, we will use the set aside time for agency staff meetings and professional development opportunities. Now, bottles of hand sanitizer occupy almost every countertop around our offices, we are starting to build a solid wardrobe of face masks; and we're urged to keep our minimum of six feet of social distance from co-workers and other people we encounter.

As far out as we can forecast, “normal” will continue to change and evolve. I continue to be proud of our mission and how each employee has invested in what we CAN DO to serve our customers during this time. I'm confident that as we return to our offices we will continue to prove the dedication to our mission of Serving Business and Government to Improve the Lives of Tennesseans.



Home offices of several IPS employees





CTAS's Hart Gives Recommendations to Tennessee, U.S. Jails

In light of the COVID-19 outbreak and concerns for inmates and staff at Tennessee jails, the president of the Tennessee Sheriff's Association requested from County Technical Assistance Service (CTAS) Jail Management Consultant Jim Hart a document of recommendations. Hart collaborated with the Tennessee Corrections Institute to develop *Back to Normal: Considerations for Returning Jails to Pre-COVID-19 Operations*.

Montgomery County Sheriff John Fuson, who serves as president of the state sheriff's association, wanted something for sheriffs to consult as they started to move back to normal jail operations. Because of the COVID-19 outbreak and actions taken by courts, jails and law enforcement, state jails saw a reduction of almost 9,600 inmates from Feb. 29 through May 6.

Upon completion of the document, it was given to the Tennessee Sheriff's Association for distribution across the state, to the Tennessee Corrections Institute to share with jail administrators and was posted to the CTAS website.

Since the release of the document it's been shared/used by a number of groups around the country:

- The Pennsylvania Commissioner of Corrections
- Miami-Dade Corrections
- Orange County (Orlando) Corrections
- Arizona Insurance Pool
- American Jail Association
- National Jail Leadership Command Academy
- National Institute for Jail Operations
- National Institute of Corrections
- Colorado Jail Association

Naifeh Center Shifts to Online for TGMI

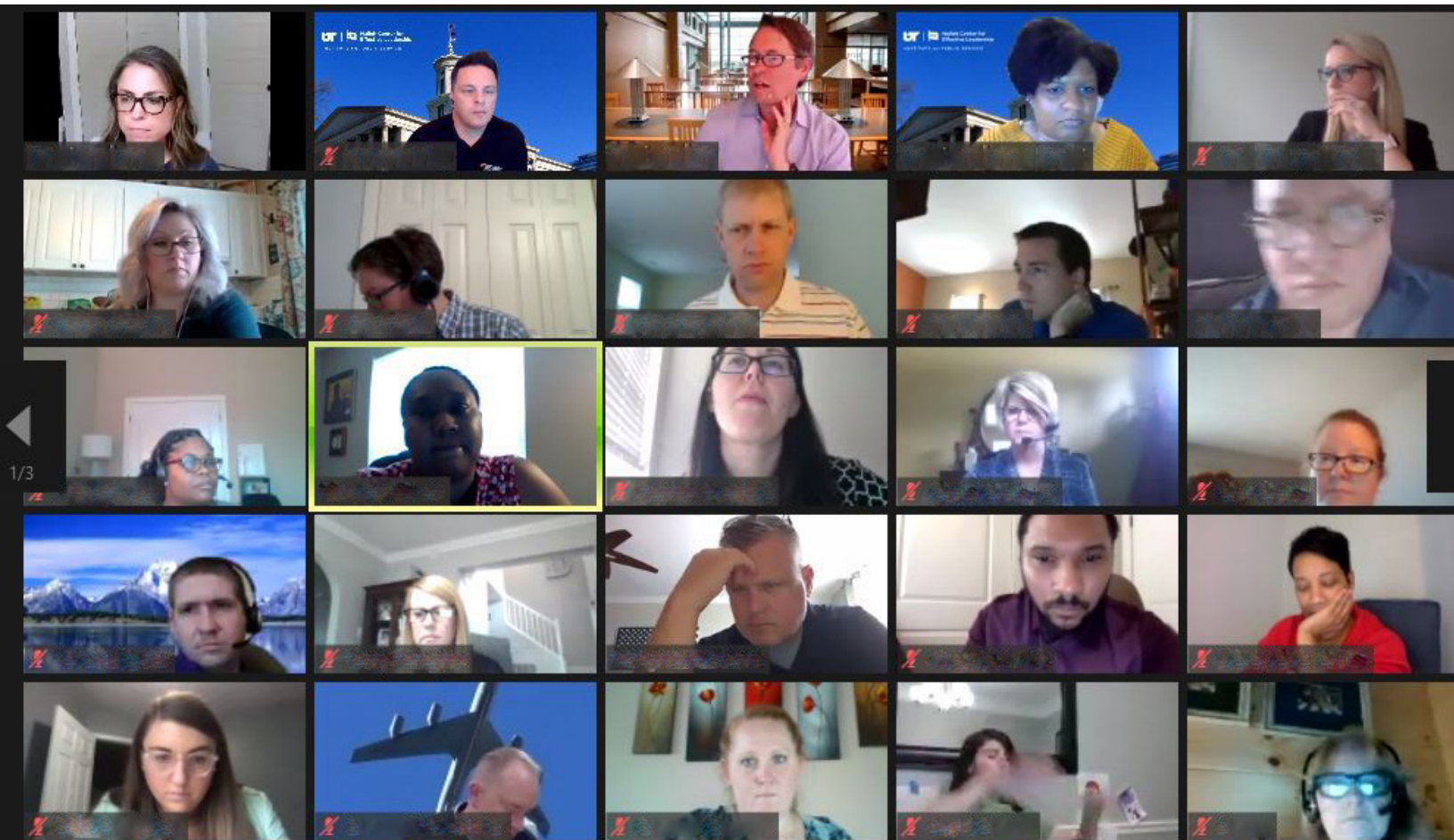
A global pandemic altered plans for the 2020 Tennessee Government Management Institute (TGMI) class, but the Naifeh Center for Effective Leadership (NCEL) staff and facilitators were determined to execute a program with high standards.

The NCEL facilitators said participants are an eclectic group of engaging, energetic leaders who are willing to adapt. In response to social distancing requirements, the first week of classes were all online. Sessions were held through Zoom, beginning with a tutorial of the platform. The curriculum also included online coursework to earn a certificate in Leading While Working Remotely.

The Class of 2020 remained engaged throughout the week, using the chat function and sharing ideas in breakout rooms. They bonded over music and debated college football. This groundbreaking cohort has bragging rights. They are the first virtual TGMI class ever and plan to be the best class ever! This is the 20th year of the TGMI program. Platinum has been identified as the modern 20-year anniversary gift. The element can be described as strong, steadfast and durable. Through their dedication to learning and their commitment to public service, this TGMI class has earned the platinum status that is associated with 20 years of TGMI.

The TGMI program began in 2000 and was designed to focus on developing mid-level management within Tennessee state government. The content for the institute was designed to meet specific competencies relevant to developing strong leaders. Through collaboration with the Tennessee Department of Human Resources, the Naifeh Center works tirelessly to make sure that TGMI is a success. A key piece of TGMI is the networking component that serves to help break down silos in state government by encouraging cross-department collaboration. The content, collaboration and connection components have worked together to make TGMI one of the flagship programs of both Tennessee state government and the University of Tennessee.

To the right: NCEL's Tennessee Government Management Institute (TGMI) participants





“The silver lining of virtual consultations is that because I am not spending as much time in the field, I now have much more time to meet virtually with area manufacturers. As a result, it has enabled me to have more quality conversations than ever.”

- CIS Solutions Consultant Kevin Cooper

IPS Employees Make the Switch to Virtually Serve Customers



MTAS Municipal Management Consultants Angie Carrier and Pat Hardy met virtually with customers from the cities they serve.

Following the lead of the UT System, the Institute for Public Service (IPS) leadership team made the decision in mid-March to discourage out-of-state travel to conferences. At that time the leadership team began meeting weekly as the rate of COVID-19 diagnoses was continuing to increase in Tennessee.

On March 23, the decision was made for all IPS employees to work remotely, postpone in-person training classes and curtail face-to-face customer meetings. However, that did not stop employees from continuing to do their jobs, albeit using alternative methods.

The Naifeh Center for Effective Leadership (NCEL) was facing an orientation session for its annual Tennessee Government Management Institute (TGMI). TGMI, a program run in collaboration with the Tennessee Department Human Resources, is a two-week course for 50-plus state managerial-level employees to sharpen their leadership skills. The orientation session was originally set for Nashville and during the first week the participants were scheduled for courses in Chattanooga. However, with some quick planning by NCEL staff, both the orientation and first week of classes were moved to online.

The Tennessee Language Center (TLC) was about to begin its new language courses in April, but had to shift them from a classroom to online format because of UT and IPS making the decision to cancel face-to-face meetings, and a mandated shutdown ordered by Tennessee Governor Bill Lee.

The County Technical Assistance Service (CTAS) and Municipal Technical Advisory Service (MTAS) also quickly moved instructor-led, in-person classes to an online format. CTAS offered live virtual training and a self-paced recorded online course entitled The County Government Environment.

It wasn't just training that looked a little different for IPS employees and customers. TLC interviewed interpreter candidates online and consultants with other agencies conducted customer meetings via Zoom.

"I really miss my weekly face-to-face meetings with clients, talking about their challenges and seeing those challenges and disruptions on the shop floor. This has always helped me to better understand a manufacturing need through seeing it, rather than just talking about it," says CIS Solutions Consultant Kevin Cooper. The nine Solutions Consultants at CIS work with Tennessee manufacturers to identify their needs and help them develop solutions.

"The silver lining of virtual consultations," he goes on to say "is that because I am not spending as much time in the field, I now have much more time to meet virtually with area manufacturers. As a result, it has enabled me to have more quality conversations than ever. By talking to more people than before I have a better perspective of the challenges facing us all."

The Procurement Technical Assistance Center (PTAC) at CIS has been very happy with their temporary switch to online trainings, though. PTAC assists businesses in their government contracting journeys.

"COVID-19 forced the Tennessee PTAC to change how we do business. Through virtual Zoom trainings and webinars, we have been able to provide advance topics such as Bid Estimating and Proposal Writing across the state," says Veronica Clark, one of the three PTAC counselors at CIS.

"Small businesses no longer have to decide if they will attend a training or not. They are able to still do business and gain knowledge on how to do business with the government. Therefore, we have been able to deepen our reach across the state." by local entities to improve economic development opportunities.

Walden Named Interim Director of CTAS

CTAS Manager of Information Technology & Environmental Services Jon Walden was named Interim Executive Director effective May 1. Walden follows Robin Roberts, who retired April 30 after 25 years with CTAS.

Walden began at CTAS in October 1993. Prior to joining CTAS, he was a programmer analyst at Columbia State Community College. He has a bachelor's degree in computer science from Tennessee State University.

Walden is well-known and respected among customers and well-liked among staff. CTAS staff said he has already shown a willingness to embrace change and push them to become a better version of themselves, with the COVID-19 pandemic acting as a catalyst.



TLC Provides Translation for United Way Covid-19 Response Fund



**United Way
of Greater Nashville**

Through a grant from the Tennessee Foreign Language Institute (TFLI fund), the Tennessee Language Center (TLC) was able to pay a team of translators to translate a Covid-19 Response Fund resource offered by United Way of Greater Nashville.

TLC translated the resource into Arabic. Another organization handled the Spanish translation.

Housed at United Way and chaired by former Senator Dr. Bill Frist, founder of NashvilleHealth, the COVID-19 Response Fund supports nonprofit agencies that are helping individuals and families impacted economically by the coronavirus outbreak. Funding is available for nonprofits and faith-based organizations helping those impacted by COVID-19. The funding's focus is organizational support for agencies and direct assistance for individuals and families through basic needs, childcare, crisis support, domestic violence support, food security, healthcare, immigration services, personal protective equipment, rent/mortgage assistance and utility assistance.

Budgeting for Your City in These Tough Economic Times

By Al Major, MTAS Finance and Accounting
Consultant

Well, this is certainly a different year with a downturn in the economy outside of our control. Revenue shortfalls, furloughs and general cutbacks are on our budget minds. What to do?

First, consider your city revenues. Sure, they are down, but by how much and for how long? At this time of the year we are considering budget amendments. Normally, the revenue estimates are simple annualizations of actual receipts. (Dividing year-to-date revenues by the number of months and multiplying by 12 months). That will not work for FY 2020 since revenues are not as consistent as usual.

Still, some revenue revisions down are worth considering. In many cases, you can look at the same month last year to get an actual dollar change from year-to-year. This would give you some idea as to the percentage drop in revenues for the last months in FY 2020. The state shared taxes generally run two months behind. It wasn't until March that coronavirus began to get national attention and economic things began to slow, which means that your state shared revenues would not drop due to the coronavirus until your May 2020 revenues-which we have not seen yet. We can expect June to see a larger, full month drop.



Because local and state sales began dropping in the latter part of March, we would expect that receipts for May will be down some and June to be down more due to a full month of a shelter-at-home economics.

Room occupancy taxes will be especially hard hit. Few people are traveling so lodging tax revenues are way down. Still, two months behind means that actual June receipts will be much lower, if not close to zero. Next year travel-related tax revenues will improve from zero, but we should still expect these revenues to be down for the FY 2021 budget as well. It would be wise to plan on a 25 percent drop for FY 2021.

Gas taxes and state street aid are based on gallons sold, rather than price per gallon. I know people are not traveling much, but with the price of gas so low, the gallons sold may be higher than expected although still lower. We could see these taxes to be close to normal.

Property taxes will not change much unless our statewide recovery is low. Plan on a negligible reduction for the FY 2020 year. Property taxes in FY 2021 should be fine unless we have a more extended downturn in the state economy as well as a resulting rash of bankruptcies.

FY 2021 will be the last year for a state income tax (Hall Income Tax). The tax rate drops from 2 percent for this year and to 1 percent for FY 2021. Revenues from this tax are hard to estimate because it is based on the investments of taxpayers which they can change at any time. Also, the tax filings date has been delayed until July 15, 2020 and your percentage of those taxes will be sent out later than usual.

Other revenues are mostly local and therefore not as easy to generalize. It is possible that smaller communities will be less impacted than metro areas which means that their ability to rebound will dictate their future revenues.

This leaves the other half of the budget equation- expenditures. You are in control of this. Now is the time to reduce cash capital spending and extraneous expenditures. New debt for necessary capital improvements will leave your cash available for other items although you would have new debt service in FY 2021. Even repairs and maintenance can be deferred for a time. While not easy to do, we have seen furloughs in some cities already.

This leaves your fund balance to supplement revenue shortfalls. Those of you with a healthy fund balance, such as an amount over a year's worth of revenue, should be fine. Those with a weak fund balance will have very little wiggle room for those unexpected expenditures. You cannot wait for things to happen. Plan and cut expenditures now as things will get worse before they get better.

If you would like assistance or have questions with any of this information, please contact your MTAS consultant: <http://www.mtas.tennessee.edu/staff>

CIS Customer Helps Provide Masks for First Responders

Per Vivo Labs

Simple Solutions for Complex Problems



When Per Vivo Labs, a Center for Industrial Services customer, learned in late 2019 that one of the largest suppliers of surgical gowns had to recall 2.9 million gowns due to contamination, they jumped into action.

Per Vivo Labs is a veteran-owned small business in Kingsport. They make textile-based medical devices used to detect and treat heat stroke. The proprietary textile can sense an elevated body temperature and transform to promote cooling. Per Vivo Labs President Russ Hubbard envisioned the project while serving in the U.S. Army. He served with the Army Special Operations Command in both Iraq and Afghanistan.

"I knew coming out (of the Army), that we were going to launch this," Hubbard said. They primarily sell their product to the U.S. Army and first responders.

When Hubbard found out the surgical gowns were recalled and learned that other personal protective equipment was about to become scarce, he started thinking how his company could help.

"We are already set up to cut textiles so we did an inventory of our material," he said. "The textile wasn't the same, but we found filter material and made masks to carry a filter."

Hubbard looked at areas in East Tennessee that were going to have problems securing masks as COVID-19 rates began to increase. He provided the masks to first responders and to others who work with the public.

"We distributed them and still do to this day," Hubbard said. "We were able to work with these organizations to get them over the hump."

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TLC's ESL-to-GO Program Assists Students and Educators

ESL to Go, a grant-funded program that is part of the Tennessee Language Center (TLC), has been able to provide free English classes to over 1,700 students in the Nashville area with the help of generous funders including the Dollar General Literacy Foundation. ESL to Go was recently awarded another year of funding from Dollar General.

The Dollar General Literacy Foundation was established in honor of Dollar General's co-founder, J.L. Turner, who was functionally illiterate with only a third-grade education. Since the foundation's inception in 1993, they have awarded more than \$182 million in grants to literacy programs including ESL to Go. TLC is thankful that ESL to Go's refugee students are among the 11 million students who have been impacted by the Dollar General Literacy Foundation's generosity!

ESL to Go was founded in hopes of helping refugees overcome barriers to attending classes, with transportation being at the top of the list.

ESL to Go uses a "classroom on wheels" in the form of a Ford F-650 truck equipped to be a fully functioning classroom to take English classes to the areas where refugees live. ESL to Go also works closely with local refugee resettlement agencies, community organizations, apartment complexes, and churches who allow ESL to Go to use free

classroom space, so TLC-trained teachers are able to meet with refugee students close to their homes.

TLC's Teaching English as a Second Language program has trained 57 cohorts of teachers who have gone on to teach English students both locally and internationally, including for ESL to Go. Recently, ESL to Go has expanded class offerings to include virtual classes in order to continue helping students access classes during the time of social distancing.

CIS Benefits State Manufacturers During COVID-19

The UT Center for Industrial Services (CIS) will receive federal Coronavirus Aid, Relief, and Economic Security (CARES) Act funding to expand services to manufacturers. CIS will directly contact over 1,500 manufacturers across the state to gather information on the impact of COVID-19 on operations, workforce, sales and needs.

CIS will help companies identify their technical assistance needs resulting from the COVID-19 pandemic; and will use CARES funding to provide these services to a limited number of manufacturers at no cost to them. Potential services could include: back-to-work safety planning, supply chain risk mitigation, workforce systems, process improvement, and other topics that address specific company needs.

“Manufacturing is more important than ever during these challenging times. We’re fortunate to have the opportunity to help manufacturers adopt proven business solutions and keep their workforce safe,” says CIS executive director Paul Jennings.

CIS is receiving CARES Act funding because of our longstanding partnership with the NIST Manufacturing Extension Partnership. CIS has housed Tennessee’s MEP since 1994.

Also, CIS has been able to support businesses and communities across Tennessee through reduced-fee technical assistance during COVID-19.

A grant CIS received in 2019 has allowed the agency to provide technical assistance to four Tennessee food manufacturers at no cost. The environmental management and energy efficiency experts at CIS have worked with these food manufacturers across the state to identify environmental and energy savings opportunities at their facilities. The CIS team believes that by identifying these opportunities, the manufacturer can make project investment decisions that improve wastewater operations, increase energy efficiency and reduce carbon emissions.

In addition to this service, the CIS Health, Safety and Emergency Preparedness team is offering no cost, virtual consultations with manufacturers to discuss strategies and plans for creating and implementing customized COVID-19 preparedness and response plans. The agency’s Health, Safety, and Emergency Preparedness consulting team is staffed with safety and health professionals with training in emergency preparedness and backgrounds in plant safety and health.

CIS is committed to ensuring that manufacturing businesses in Tennessee get the assistance they need during this challenging time. Each consultation covers how to develop a COVID-19 Preparedness and Response Plan, strategies for business continuity and guidance on effective disinfection strategies for manufacturing plants

Steps to Becoming a Federal Contractor

Establish business model and legal entity

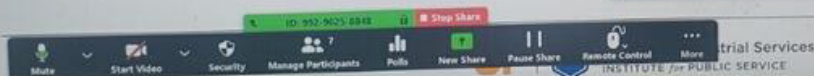
Prepare for government registration (EIN/TIN, DUNS number, bank account)

Research on Beta.sam.gov and USAspending.gov

Register with the System for Award Management



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