



INSTITUTE *for* PUBLIC SERVICE



Serving BUSINESS AND GOVERNMENT
to *Improve the Lives* of Tennesseans

Welcome

2020



Fiscal year 2020 started out like any other at the Institute for Public Service. Like many of you, by mid-March our dedicated team of public servants engaged to quickly shift our way of doing business to continue service to our customers across the state. Our six IPS agencies were still able to collectively answer 38,831 requests for assistance and reach 265,189 contacts for the year.

The Procurement Technical Advisory Center consultants with the Center for Industrial Services (CIS) advised small, veteran-, women- and minority-owned businesses on how to negotiate the government contracting process. Many of these businesses, including Siler Excavating, secured contracts, totaling close to \$1 billion, with various government agencies. In total, IPS customers reported \$1.43 billion in economic impact. Projects included developing a solid waste bid package for the city of McKenzie to helping a Coffee County company re-define its business model by examining its customer and product base and product volumes. Through these and projects like these, businesses reported that the work helped create or retain more than 15,000 jobs.

I think most of you will agree with me if I say that the latter half of fiscal year 2020 was unlike any other. We took notice as the first cases of the novel coronavirus in the U.S. and subsequently in Tennessee were announced. Throughout March 2020, the IPS leadership team met weekly to set plans in motion for employees to work remotely, and for agencies to continue to provide training and consulting services virtually. Changes to how we delivered services were required to continue providing our services and to keep our employees and customers safe from infection.

For the first time in the 20-year history of the Tennessee Government Management Institute (TGMI), the Naifeh Center for Effective Leadership (NCEL) converted both weeks of the institute to an online format. CIS' economic development team also moved the week-long Tennessee Basic Economic Development Course online with 53 participants from Tennessee and five other states, including Maine. The County Technical Assistance Service (CTAS), Tennessee Language Center (TLC) and Municipal Technical Advisory Service (MTAS) also moved their training courses online. Combined, our agencies provided training in FY20 for 29,239 participants, close to 5,000 more participants than they trained the previous year!

While COVID-19 presented obstacles for everyone, I'm proud that our IPS employees were flexible and capable enough to continue to provide the same great service to our customers across the state. Our trainers and field consultants said they prefer face-to-face meetings, but they are glad that they could accommodate customers virtually when they had to.

I hope you will enjoy this new format of our annual report and reading more about some of our projects in fiscal year '20. I also hope that you will be with us throughout 2021 as we celebrate the 50th anniversary of the Institute for Public Service!

A handwritten signature in black ink that reads "Dr. Herb Byrd III". The signature is fluid and cursive, with a stylized "B" and "I".

Dr. Herb Byrd III
Vice President

FY2020

IPS Impact for the State of Tennessee

IMPACT



\$1.43 Billion
In Economic Impact



29,239
Training
Participants



40,275
Requests for Assistance



268,594
Total Contacts

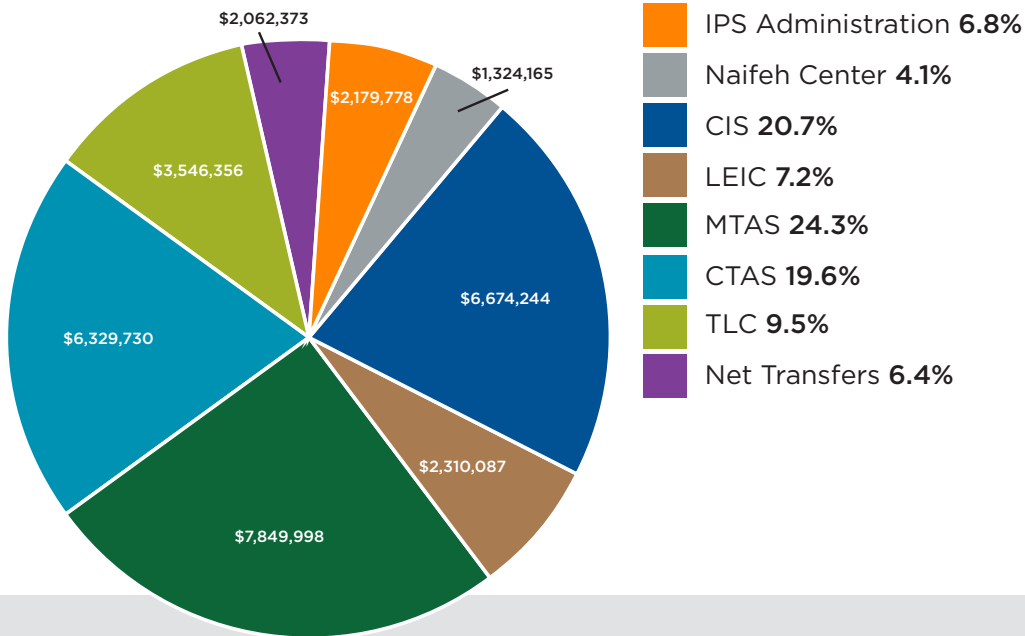


15,017
Jobs Created or Retained

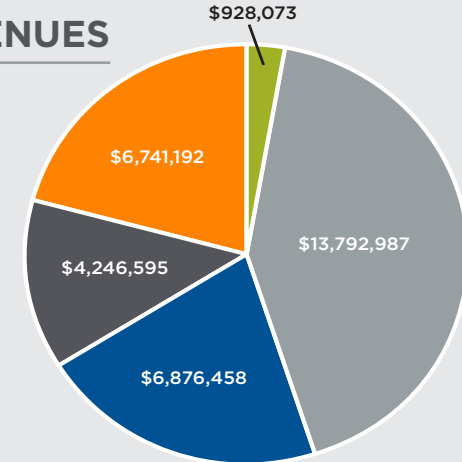
FY2021 Budget

REVENUES	\$32,585,305
EXPENSES	\$32,276,731
NET	\$308,574

EXPENSES BY AGENCY

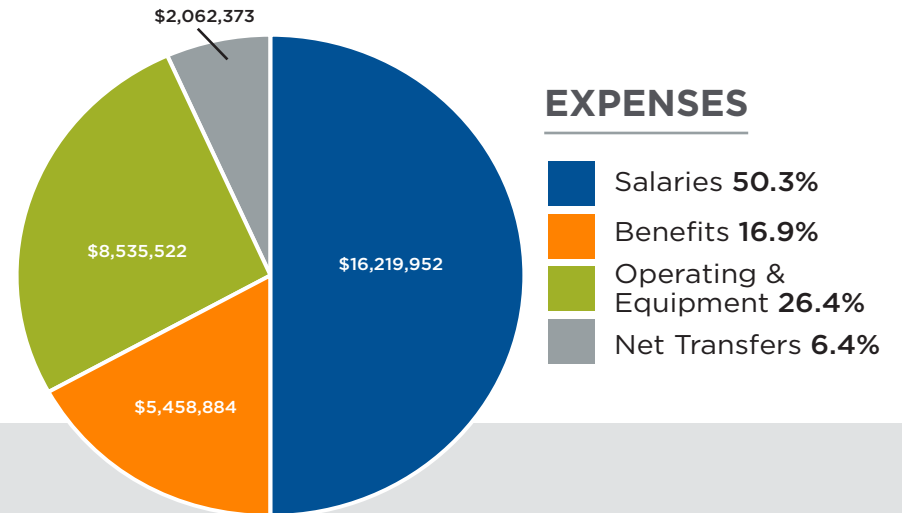


REVENUES



- State Appropriations 42.3%
- Local Appropriations 21.1%
- Grant/Contract Sponsors 13.0%
- Fees & Program Income 20.7%
- Endowment & Gift Income 2.8%

EXPENSES

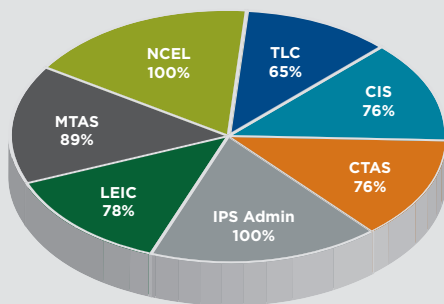


DEVELOPMENT AND IPS

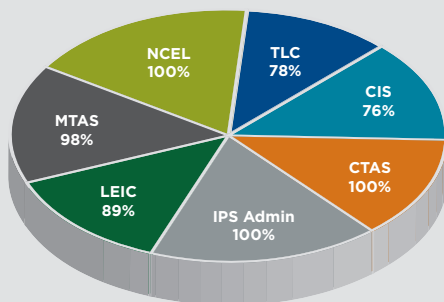
Gifts and Direction

The staff, families and supporters of the Institute for Public Service have maintained and expanded the culture of giving, with successful programs and increasing donations. Participation is also increasing.

**2020 FAMILY CAMPAIGN
STAFF PARTICIPATION**



**2019 CAMPUS CHEST STAFF
PARTICIPATION**



In Brief:

The Family Campaign is the in-house fundraiser to support endowments, services and staff of the university. In the 2020 campaign we raised \$73,974 in support of 32 different funds, with 1,718 gifts from 172 people and companies. The top five endowments and funds supported include the following:

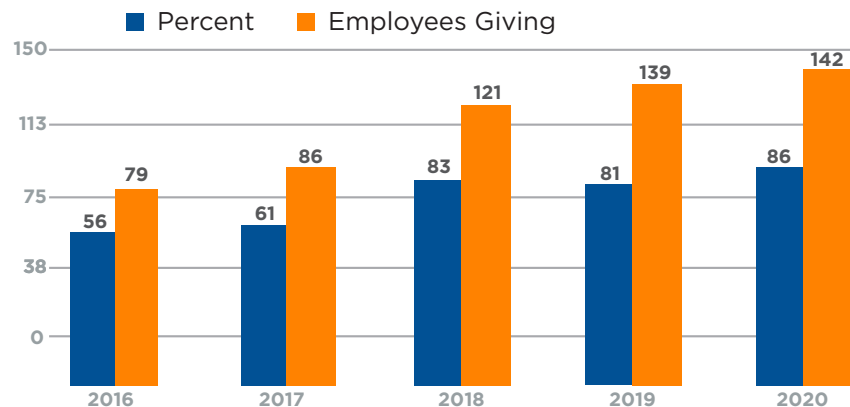
- Muscatello, Rodgers Internship Endowment
- IPS-Gift Fund
- CTAS Special Support Fund
- Mary & Jack Jinks Endowed Scholarship
- IPS Employee Assistance Gift

IPS families and staff also supported 57 different university projects and endowments, including:

- McClung Museum Support Fund
- Student Life Emergency Fund
- UT Gardens, Knoxville Support Fund
- WUOT Gifts
- WUTK FM Gift Fund

The Campus Chest campaign supports community charities to the benefit of our families, neighbors and communities.

This year 93 percent, or 149 members of our staff, gave through this community campaign. We also exceeded our goal for funds raised, raising more than \$34,625 for critical neighborhood services.



TO OUR DONORS AND SUPPORTERS - THANK YOU!

FY20 IPS ANNUAL REPORT ■ 2021 CALENDAR AT A GLANCE

JANUARY

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
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10	11	12	13	14	15	16
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31						

FEBRUARY

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14	15	16	17	18	19	20
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28						

MARCH

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28	29	30	31			

APRIL

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
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MAY

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JUNE

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20	21	22	23	24	25	26
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JULY

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
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18	19	20	21	22	23	24
25	26	27	28	29	30	31

AUGUST

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	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	31				

SEPTEMBER

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
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19	20	21	22	23	24	25
26	27	28	29	30		

OCTOBER

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10	11	12	13	14	15	16
17	18	19	20	21	22	23
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31						

NOVEMBER

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

DECEMBER

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	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	31	

A large industrial facility, likely a manufacturing plant, with a high ceiling and yellow overhead cranes. In the foreground, a worker wearing a yellow hard hat and a dark shirt stands between two massive, circular, metallic machine components. The components have blue electric motors attached to them. The worker is looking up at the machinery. The background shows more industrial equipment and the structure of the building.

2021

JANUARY

Strengthening the Economy

CIS technical assistance and training resulted in \$1.3 billion in customer-reported economic impact in fiscal year 2020.

The economic impact includes increased sales, reduced costs, capital investment and new jobs. In fiscal year 2021, CIS plans include an advanced manufacturing initiative to grow investment in technology and a rural manufacturing initiative to strengthen the defense supply chain.

JANUARY

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1 NEW YEAR'S DAY	2
3	4	5	6	7	8	9
10	11 MLK JR. DAY	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

2021 FEBRUARY

Mending Police, Community Relations

The University of Tennessee Law Enforcement Innovation Center (LEIC) launched a training program to minimize biased-based policing in the law enforcement community.

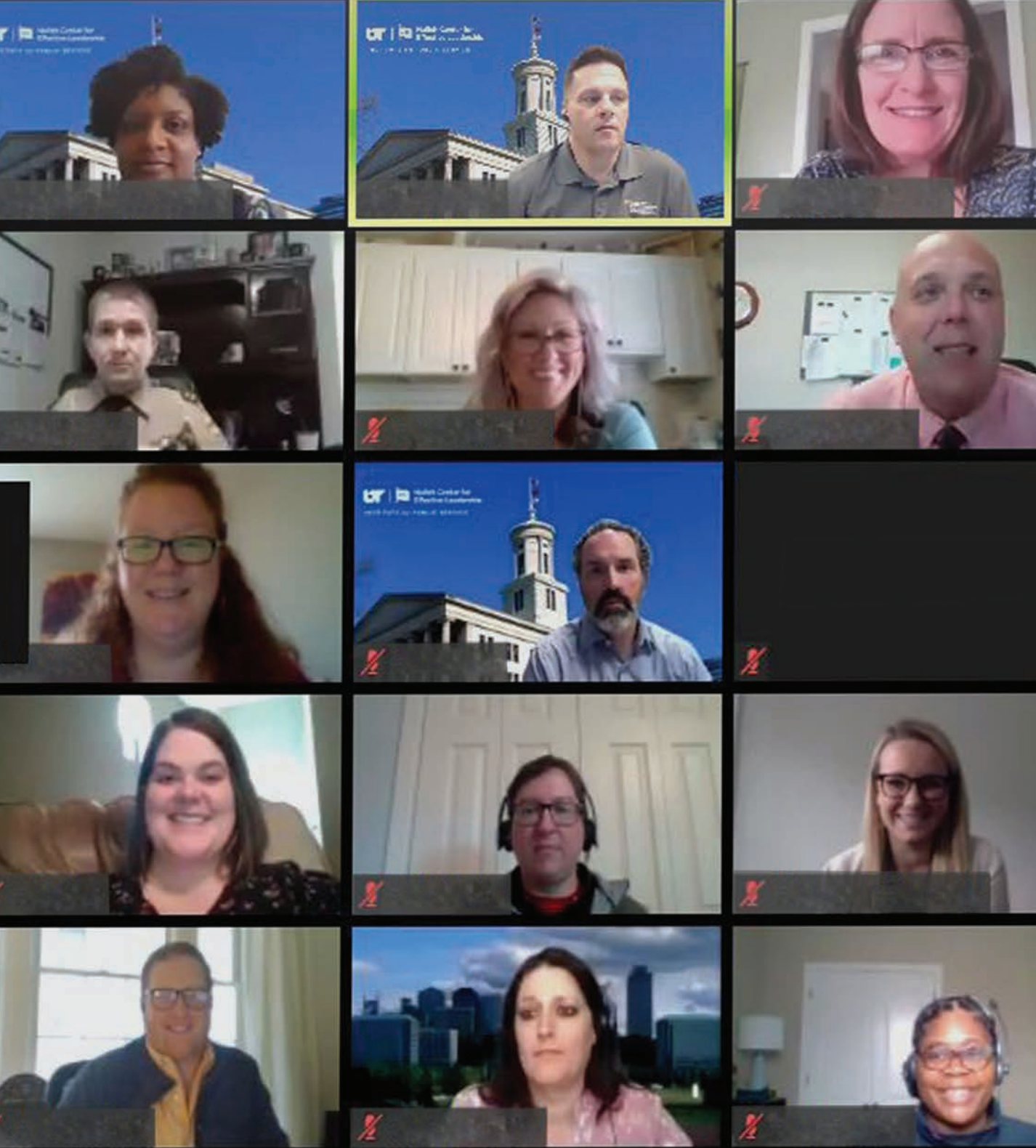
"We began discussions with the Museum of Tolerance in Los Angeles to create a national certification program for law enforcement agencies across Tennessee and nationwide," said Rick Scarbrough, LEIC executive director. "This training will seek to increase diversity in law enforcement and examine perceptions, stereotypes and cultural assumptions."

The program rolled out to campus law enforcement agencies across the University of Tennessee System. In addition, the training will be offered to local law enforcement agencies across Tennessee and the nation.



FEBRUARY

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 PRESIDENT'S DAY	16	17	18	19	20
21	22	23	24	25	26	27
28						
						



2021 MARCH

Reboot: Training Shifted Online

When COVID-10 was declared a pandemic in March 2020, IPS agencies took swift action to have its employees work remotely and to shift its training courses online. The Naifeh Center for Effective Leadership quickly moved the orientation session and first week of courses of Tennessee Government Management Institute (TGMI) 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.

MARCH

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17 ST. PATRICK'S DAY	18	19	20
21	22	23	24	25	26	27 PASSOVER
28 PALM SUNDAY	29	30	31			
						



2021

APRIL

Protecting County Jails During a Pandemic

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.

APRIL

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2 UT SPRING HOLIDAY	3
4 EASTER	5	6	7	8	9	10
11	12 RAMADAN	13	14	15	16	17
18	19	20	21 ADMINISTRATIVE PROFESSIONAL'S DAY	22	23	24
25	26	27	28	29	30	






2021

MAY

Boosting Small Businesses

Siler Excavating, a CIS Procurement Technical Advisory Center (PTAC) client since August 2012, has been one of PTAC's most impactful success stories since winning its first major contract for \$352,787 with the National Park Service Department of the Interior. Since that time, the company has won 235 contracts, averaging over \$16 million in sales over the last three years. The TN PTAC has assisted the company in a number of areas including developing strategies regarding Mentor-Protégé/Teaming agreements; project management planning and contract administration on government contracts, in addition to strategies for growing the government market. Tammy Siler started the company in September 2009 after several years of working for her father. The company is located in Claiborne County.

MAY

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4	5 CINCO DE MAYO	6	7	8
9 MOTHER'S DAY	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31 MEMORIAL DAY					



2021

JUNE

Cultivating a Town's Plan

Municipal Technical Advisory Service Consultant Pat Hardy and Center for Industrial Services Consultant Kenny Smith, who is also a farmer, worked with the town of Unicoi and Mayor Johnny Lynch to develop a community Food Forest program. This is planned to be a community orchard and garden for citizens to come take fruits and vegetables that they need, and also to engage with their neighbors by volunteering to maintain the gardens. Unicoi has designated property for the program. Unicoi also plans to build a community amphitheater on the property.

JUNE

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
6	7	8	9	10	11	12
13	14 FLAG DAY	15	16	17	18	19 JUNETEENTH
20 FATHER'S DAY	21	22	23	24	25	26
27	28	29	30			

A group of people, including men and women of various ages, are participating in a team-building exercise. They are standing in a line on a grey carpeted floor, holding a long, bright yellow tube horizontally. The tube is being passed from person to person, with each person holding it with both hands. The participants are smiling and looking at the tube. In the background, there is a blue poster with text and a Tennessee state flag. The text on the poster is partially visible and includes "etics", "vous avez peut", "des idées de soutien pour", "l'achat de votre", "construction", and "à la maison".

A group of people, including men and women of various ages, are participating in a team-building exercise. They are standing in a line, holding a long, bright yellow tube horizontally. The tube is being passed from person to person, with each person holding it with both hands. The participants are smiling and looking at the tube with interest. In the background, a Tennessee state flag is visible on the wall, and a blue poster with text and images is partially visible. The setting appears to be an indoor space, possibly a conference room or a meeting area.

Until recently, administrative staff within IPS had limited opportunities for formal leadership training. Recognizing the need to provide leadership development opportunities for all staff, IPS and the Naifeh Center for Effective Leadership (NCEL) began the inaugural Administrative Professionals Academy (APA). The APA is a two-year program allowing participants to grow their leadership abilities and professional networks through cross-agency collaboration, group learning activities, and exposure to senior leaders across IPS and The University of Tennessee. The inaugural APA cohort wrapped up in December. The second class, which is made up of IPS employees, UT System employees and state and local government employees, began their journey in the fall of 2020.

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JULY

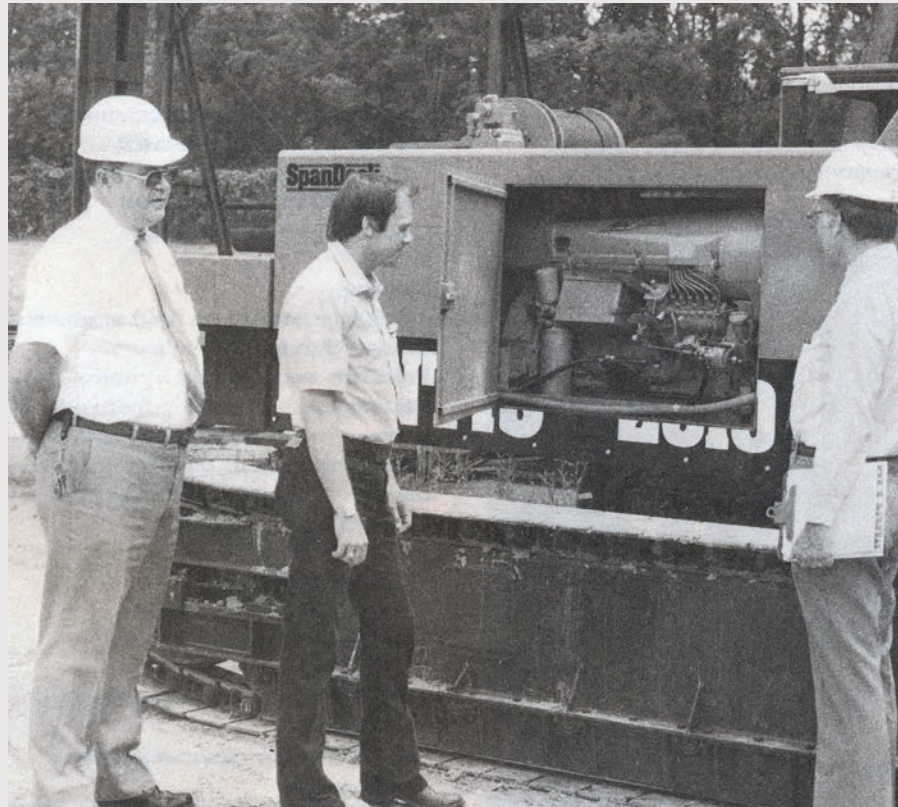
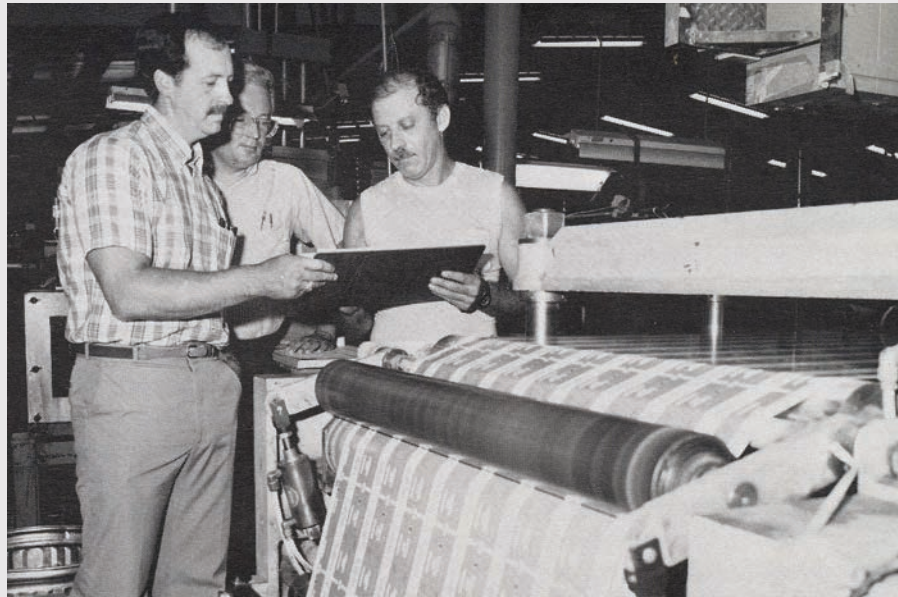
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4 INDEPENDENCE DAY	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
						



"We need to explore ways to achieve effective statewide delivery of the University's full resources, expertise and competencies to the business and governmental sectors of our state and to insure constant statewide promotion and encouragement of research and service within the University system."

**-Dr. Edward J. Boling,
President, The University of
Tennessee**

**Recommending formation of
The Institute for Public Service**



2021

AUGUST

Expanding the Outreach Mission

Following the recommendation from Dr. Boling, the UT Board of Trustees, on Aug. 18, 1971, approved establishing the UT Institute for Public Service. Boling's recommendation said IPS "would encompass all of the functions of its component organizations and would provide: 1) a system-wide focal point for urban and public service; 2) a means to coordinate the various system-level public service activities; and 3) an organizational base for communication and program development that relates to both outside service clientele of the university and the campuses of the university system."

AUGUST

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18 IPS TURNS 50	19	20	21
22	23	24	25	26	27	28
29	30	31				



2021 SEPTEMBER

Training Elected Officials Online

The first ever virtual Elected Officials Academy (EOA) was held in late 2020 on four evenings from 5 to 7:30 p.m. Offering the virtual version allows additional elected officials to attend the program without the travel. Other changes include updated sections to the academy; adding a question and answer panel with experienced mayors and board members from surrounding towns; and videos of mayors from differing forms of government helping to explain how their human resources role differs based on their structure.

MTAS undertook a complete re-write and re-formatting of its EOA. Training Consultant Johanna Owenby spearheaded the committee that also included Pat Hardy, Stephanie O'Hara, Brad Harris and Angie Carrier. After a practice session with a group of MTAS consultants and incorporating their feedback from that session, the novel Coronavirus led them to include even more changes.

SEPTEMBER

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
5	6 LABOR DAY ROSH HASHANAH	7	8	9	10	11
12	13	14	15 YOM KIPPUR	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		
						



2021

OCTOBER

Teaching English in a Rolling Classroom

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 awarded another year of funding from Dollar General in 2020. 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 was founded in hopes of helping refugees overcome barriers to attending classes, with transportation being at the top of the list.

OCTOBER

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4	5	6	7	8	9
10	11 COLUMBUS DAY	12	13	14	15 BOSS'S DAY	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31 HALLOWEEN						

2021

NOVEMBER

Leading Strategic Planning Sessions

The Naifeh Center for Effective Leadership's (NCEL) partnership with the Tennessee Department of Commerce and Insurance (TDCI) continued to grow in fiscal year 2020. In recent years, NCEL provided leadership and development programs for TDCI, so the department knew who to call for help with developing its strategic plan. Over the course of several months, NCEL staff assisted TDCI in gathering data related to its perceived Strengths, Weaknesses, Opportunities and Threats (SWOT). NCEL held several strategic planning sessions with senior TDCI leaders to identify and discuss key drivers of the agency's activities. The senior team developed a framework to formulate their own mission, vision, values and strategic goals.

NOVEMBER

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2 ELECTION DAY	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25 THANKSGIVING	26	27
28 HANUKKAH BEGINS	29	30				

"I had a wonderful experience with the IPS program. I was always someone who was more interested in government and community service work than the private sector, so it was huge for me to receive some financial support while pursuing those interests. I worked with the City of Memphis ... and remain very committed to improving communities without erasing their character or pricing out current residents."

- EMMA 2015

"I feel that the IPS internship was of great value to me. It allowed me to make connections with my local government leaders and earn a full-time position with the city. (It) challenged me to pursue my education in Public Administration. I would highly recommend the IPS Internship."

- CHRISTOPHER 2019



"The IPS internship was a wonderful opportunity to me. It allowed me to build a great relationship with the City Manager I was working alongside. (As a new city administrator) I still keep in contact with him, and we bounce ideas off of each other frequently."

- ALLI 2019

2021 DECEMBER

Offering Practical Lessons for Students

Over the past year IPS successfully placed nine interns across Tennessee; and continues the record of placing good students with governments for great local government experiences. IPS focuses on seniors and graduate students, and does not limit interns to campuses of the University of Tennessee - they have placed 195 students from 10 different campuses and university, both in and outside of Tennessee. Internships are primarily supported by the endowments of IPS, and we try to stay in touch with and update both donors and the interns. We always receive a number of compliments from the former interns.

DECEMBER

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
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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	CHRISTMAS DAY
KWANZAA						
						



INSTITUTE *for* PUBLIC SERVICE



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