

Spring 2022

BRIGHTER TENNESSEE



A Publication of the UT Institute for Public Service

CTAS

ASSISTS COUNTIES
IN REDISTRICTING
PROCESSES

Brighter Tennessee is a publication of
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INSTITUTE *for* PUBLIC SERVICE



Byrd's

Word



In fiscal year 2021, IPS agencies saw customer-reported economic impact of more than \$1.2 billion! We are halfway through FY22, and so far, performance metrics look to be on pace with last year's figures. Our mission is outreach—to serve business and government to improve the lives of Tennesseans. However, we could easily change the word *improve* to *impact*.

In this issue of *Brighter Tennessee*, we will focus on the impact the work of our agencies has on our customers, and in turn, on their customers (Tennesseans). Whether it's helping a small business navigate the government contracting system as our Procurement Technical Assistance Center (PTAC) does each day or providing training to law enforcement officers from our state's rural areas, our agencies' work is impacting the Volunteer State.

The Certified Public Manager program, which is run by our Naifeh Center for Effective Leadership, recently graduated another class of leaders who completed capstone projects that will benefit their cities, counties or organizations. The capstone projects from the 2021 class have the potential to create a cumulative economic impact of \$11.8 million for their organizations!

The County Technical Assistance Service (CTAS) and its county government consultants had a big impact on Tennessee this year by assisting counties with their

redistricting maps. Redistricting occurs every 10 years following the release of data from the U.S. Census. CTAS assisted 80 of the state's 95 counties, saving those counties from having to hire a private consultant to work on the plans. In this issue, you will also learn about the translation and interpretation project the Tennessee Language Center (TLC) is conducting with one of Nashville's tourist attractions.

An area of potential impact we are excited about is the addition of the SMART Initiative to the IPS family. The Substance Misuse and Addiction Resource for Tennessee (SMART) was created in 2020 to support the University of Tennessee's strategic plan objective of providing leadership in mitigating the opioid crisis in Tennessee. SMART Executive Director Dr. Jennifer Tourville will be working closely with our six agencies to grow the initiatives' programs and impact, especially in the state's rural areas.

Every day I see examples of our employees serving business and government to *improve* AND to *impact* the lives of Tennesseans. I invite you to flip through these pages to see the evidence for yourself.



Dr. Herb Byrd III, Vice President



BEYOND CITIES AND COUNTIES


The Broader Impact of Our Agencies

In addition to sharing their professional expertise with counties and cities across the state, County Technical Assistance Service (CTAS) and the Municipal Technical Advisory Service (MTAS) consultants often speak to professional organizations at continuing education conferences.

CTAS Certified County Finance Officer (CCFO) Program Manager John Sutton presented a continuing education topic summarizing the budget and debt manuals from the Tennessee Comptroller of the Treasury – Division of Local Government Finance. These manuals were issued in June 2021 to the East Tennessee Chapter of the Association of Government Accountants (AGA). More

than 45 governmental accounting, auditing and finance professionals from various federal, state and local government organizations attended the conference.

MTAS Training and Development Consultant Sarah Curtis joined Sutton for a presentation to the Tennessee Association of School Business Officials (TASBO). The two conducted a joint presentation highlighting the CTAS CCFO and MTAS Certified Municipal Finance Officer (CMFO) training programs. CTAS was an exhibitor at the three-day TASBO conference, which was attended by over 300 city and county school system budget, finance and accounting professionals from across the state.



CTAS Assists Counties in Redistricting Processes

Counties across Tennessee were able to save \$338,000 by partnering with the UT County Technical Assistance Service (CTAS), instead of using a private company, to work on their redistricting plans.

In accordance with Tennessee Code Annotated 5-1-111, at least every 10 years, county legislative bodies are required to meet and change the boundaries of districts or redistrict a county entirely, if necessary, to apportion the county legislative body so that the members represent substantially equal populations.

“CTAS, and Ben Rodgers specifically, proved invaluable during the redistricting process,” said Cumberland County Mayor Allen Foster. “Our redistricting was complicated, but Ben was there to provide the assistance needed to get the job done with a very low deviation. He definitely made the process better.”

The redistricting cycle coincides with the release of the U.S. Census. The 2020 Census was released in August 2021, and in a September 13, 2021, memorandum from the Tennessee Comptroller of the Treasury announcing the starting of redistricting, counties had until the end of the year to complete and submit their redistricting plans to the Tennessee Comptroller. The January 1, 2022, redistricting deadline has come and gone, and all Tennessee counties have completed a redistricting plan.

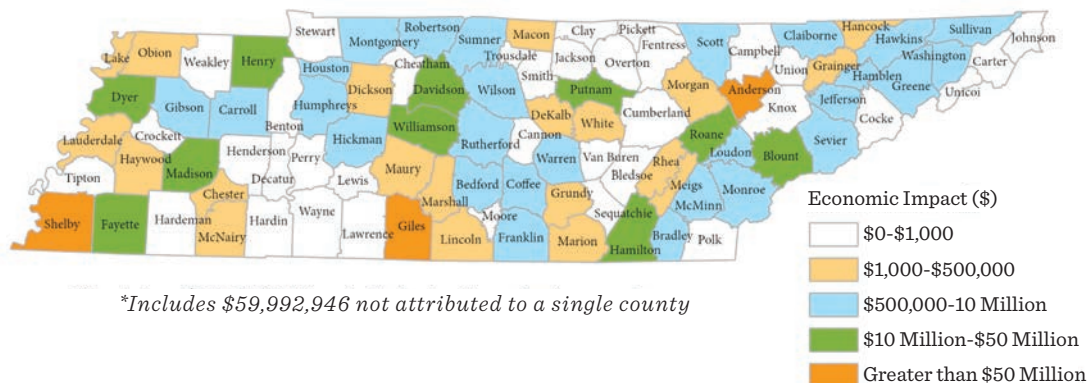
To assist with meeting those requirements, 80 counties across the state of Tennessee partnered with CTAS county government consultants to complete their redistricting processes. CTAS consultants attended meetings, provided information and drew redistricting plans for county commissions, voting precincts, school board districts and highway commission districts. Throughout this process, CTAS county government consultants received training and guidance and collaborated with the Tennessee Comptroller of the Treasury, Division of Property Assessments.

“As CTAS county government consultants, we dedicated most of our time this fall to helping counties achieve their redistricting requirements,” said CTAS county government consultant Melisa Kelton. “It was a great opportunity to interact with various officials and learn more about the dynamics of the counties in our regions.” County government consultant Kaley Walker added, “We are so appreciative of the great work done by the election administrators, the redistricting committees and the officials who participated and helped make it a smooth process.”

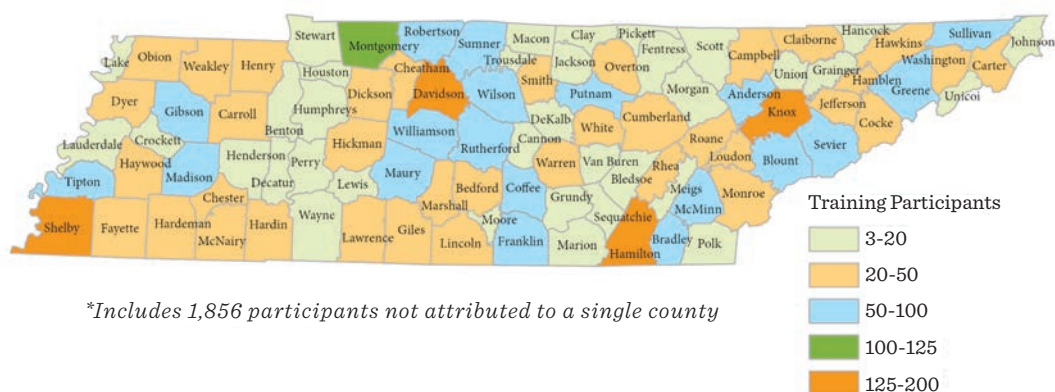
From September 2021 to the end of December 2021, CTAS county government consultants spent over 1,500 hours working on county redistricting plans. Time was spent with county mayors, administrators of election, redistricting committees, county commissions and other county personnel.

OUR IMPACT BY THE NUMBERS

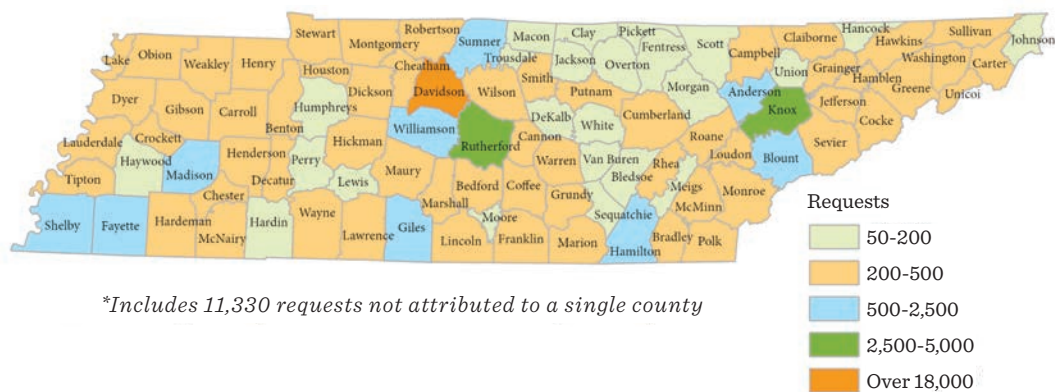
FY 2021 Total Economic Impact: \$1,257,518,305*



FY 2021 Training Participants: 5,580*



FY 2021 Total Requests for Assistance: 69,530*



CERTIFIED PUBLIC MANAGER PROGRAM

STRENGTHENS COMMUNITIES

THROUGH CAPSTONE PROJECTS

Participants in the Tennessee Certified Public Manager (CPM) program, based in the UT Institute for Public Service's Naifeh Center for Effective Leadership (NCEL), recently graduated with a virtual ceremony.

Thirty-eight participants from local, state and federal government positions comprised members of the program's 2021 class. The Tennessee CPM program had cohorts in Knoxville, Nashville and Jackson, and the graduation ceremony included an address from Tennessee Secretary of State Tre Hargett.

The CPM program is a year-long certification designed for municipal, county, state and federal employees. The class meets once a month to learn key leadership skills and develop a capstone project. The capstone projects consist

of a 10-15-minute presentation as well as a 5-20-page paper, which are presented to a panel of assessors at the end of the program. The projects demonstrate the culmination of a participant's research and strategy to implement a solution to a problem for their agency.

The CPM capstone project is presented to the participants on the first day of class. They are challenged to think about different approaches to making an impact in their agencies by taking a critical look at policies, procedures, processes and personnel. Some of these critical analyses have developed into millions of dollars of impact for Tennesseans. One of the CPM classes that encourages this mindset is the process mapping course, which dives into making everyday processes more efficient. This course has proven very effective in educating participants and helping

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Capstone Project: Addressing Asian Carp in Henry County's Waterways

CPM Participant: Randi French, Henry County Trustee



Henry County Trustee Randi French (foreground) rides along to gather research for her capstone project.



French gets a first-hand look at her research.



The boat crew collects Asian carp.

them find ways to improve many aspects of their work, from duties in the field to office tasks.


The CPM class of 2021 presented their projects a week before graduation. Topics covered in these projects included more fiscal oversight for federal funds, addressing tourism opportunities, making professional development a priority for employees, and capitalizing technologies for employees and constituents to expedite services.

A project that will make a major impact in Tennessee comes from a participant in the West Tennessee cohort, Henry County Trustee Randi French. She is addressing the growing dilemma of invasive Asian carp in Henry County's waterways. French researched the tourism impact of Asian carp and the stigma around this specific fish. Through her research on this species, French identified several methods to address the stigma and promote commercial use of Asian carp. Once this project is fully implemented, it is expected to produce over \$1.5 million in impact in Henry County.

Another participant chose to address the critical topic of mental health. City of Hendersonville Fire Chief Jeffery Bush identified mental health issues that firefighters struggle with and created a plan to support them. Bush noted, "For years, firefighters have had to run to the danger, and now there is an effort to run to the firefighters."

One of the major highlights and outcomes of the Tennessee Certified Public Manager program is to calculate the cumulative economic impact from the participants' capstone projects. The total economic impact for the CPM class of 2021 is over \$11.8 million!

The University of Tennessee's mission is to educate, discover and connect. The Tennessee Certified Public Manager program is taking that mission to heart and making a major impact across the state of Tennessee.



Total Economic Impact of the Certified Public Manager Class of 2021

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\$11.8 million+

SEEING ALL OF THE **SYSTEMS** WITHIN THE WORKPLACE



CONTRIBUTED BY TIM WALDO

Systems: some are easy to see, others are less obvious. Some are natural, some are man-made. Many go unnoticed and unappreciated. Systems carry on within us, and we are part of many external systems. Merriam-Webster suggests that a system is a regularly interacting or interdependent group of elements forming a unified whole. Consider the workplace and its many systems. Becoming adept at seeing these systems and their underlying relationships can help leaders better understand the often-subtle influences that impact an organization's performance.

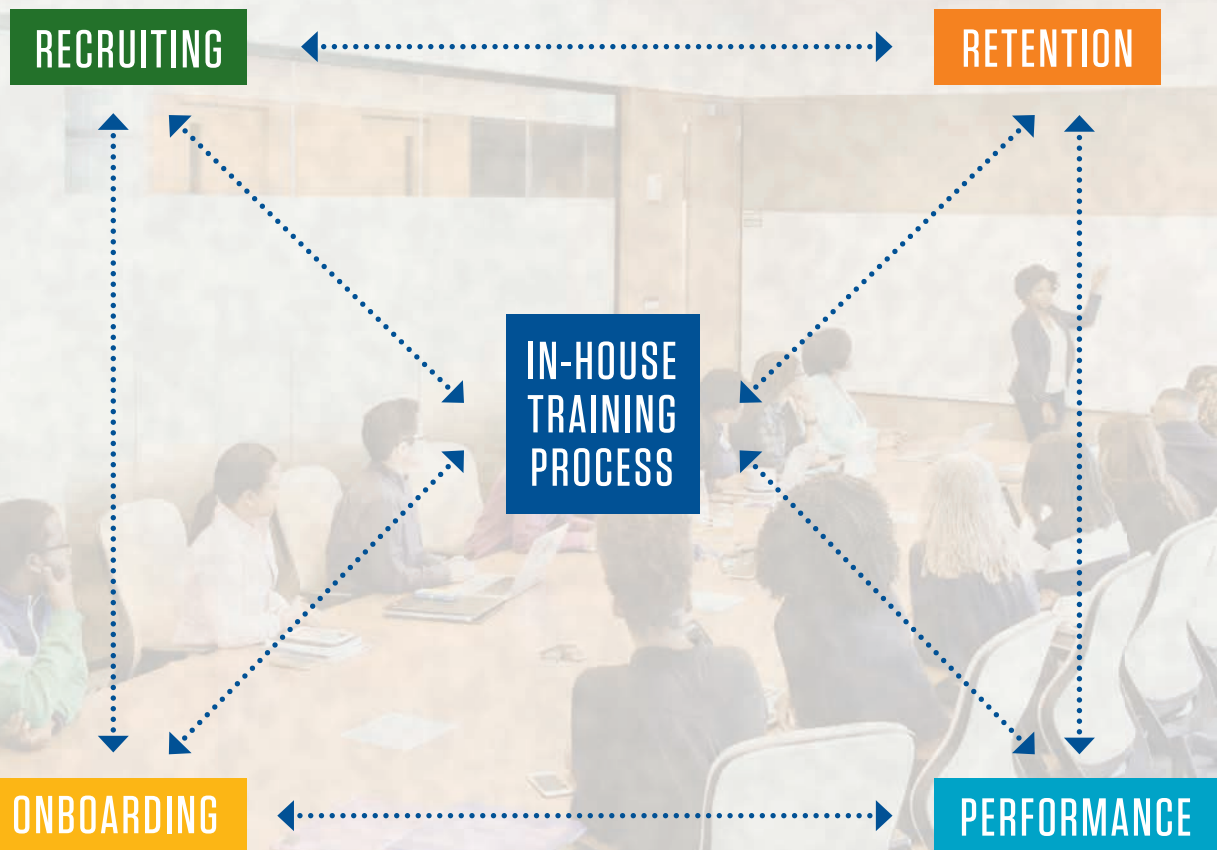
Management systems guide logistics, production and quality. There are structures such as IT, communications and various computer systems that support learning management, material requirements planning and enterprise resource planning. A vitally important component of these workplace systems is the people development system (PDS). The PDS consists of the functions and processes that support how an organization finds, trains and retains the people that make all the other workplace systems function effectively. Also known at various levels and stages as workforce development, the talent management process, or simply as training

programs, the performance of the PDS will have direct impact on the other systems within the organization. The inability to attract talent impacts more than just production. It can also impact business expansion, customer service, quality and even the ability to do continuous improvement activities.

The team at UT Center for Industrial Services (CIS) understands that there are five functional areas that make up an organization's PDS; recruiting, onboarding, retention, performance management and, the anchor of the system, the in-house training process. Each of these five functions impacts and influences each of the others. A well-designed and documented training program (which also includes training the trainers) will send signals to the recruiting function about the attributes and characteristics of the people who will have the highest probability of success in the training. Likewise, the onboarding process should begin in the recruiting stage and will include information and signals that come from the training process. Development of people should be personalized and can be best accomplished using a development pathway. The framework for these pathways comes from the training program and will influence the onboarding, retention efforts and performance management within the PDS.

Too often we tend to work on parts of the PDS without considering the whole. Treating each of the five functional areas as separate processes can hide the interactions, leading to missed opportunities to improve the PDS performance. The system used to find, train and retain people is unique to each organization. Understanding that a one-size-fits-all approach ignores that uniqueness reinforces the need to study the system's connections, allowing for better adjustments and continuous improvement efforts. By adopting this more expansive systems thinking mindset, business leaders are better positioned to improve their system for developing people, which can lead to performance improvements in many of the other systems that make up today's workplace.

FIVE AREAS THAT MAKE UP THE PEOPLE DEVELOPMENT SYSTEM



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Each of these five functions impacts and influences each of the others.



Parthenon Audio Tour Offered in Spanish and Arabic Thanks to Tennessee Language Center

The Parthenon stands proudly as the centerpiece of Centennial Park, Nashville's premier urban green space. Originally built for Tennessee's 1897 Centennial Exposition, this full-scale replica of the Parthenon in Athens, Greece, is a major tourist and cultural attraction for the city. This enriching and educational landmark is visited by more than 300,000 people a year from across Tennessee and the United States.

The Architecture Audio Tour of the Parthenon debuted in November 2019. While the tour is available online, in-person visitors can start the tour at a sidewalk icon and follow along as they visit the building. In the tour, museum experts describe the exterior, identify Greek gods and architectural features, and tell the story of the architectural sculpture.

In 2021, the president of the Centennial Park Conservancy reached out to the Tennessee Language

Center (TLC) for assistance translating the Architecture Audio Tour into Spanish and Arabic to increase accessibility to the tour.

"We decided on Spanish and Arabic to translate first based on a 2017 study by the Metro Human Relations Commission," says Katie Petrole, director of education for the Nashville Parthenon. "The study surveyed Metro departments and local organizations about the linguistic minority communities with whom they typically interact. The most common non-English languages reported in the study were (in order) Spanish, Arabic, Kurdish, Burmese, Somali, Vietnamese and Nepali."

TLC's translation team translated the almost 8,000 words of the script into Spanish and Arabic. The collaboration also led to TLC providing the voiceovers for recording. TLC Training Specialist Richard Ponce de Leon will record the Spanish version, and Medical Interpreting Trainer Nadia Crank will record the Arabic version. Each recording will be approximately one hour. The projects should be completed in March 2022 and will be made available to the public soon afterwards.



IPS GETS SMART

The University of Tennessee has moved its Substance Misuse and Addiction Resource for Tennessee (SMART) Policy Network to the UT Institute for Public Service (IPS). SMART began operating as an initiative of IPS on February 1, 2022, with the possibility of adding additional programs in the new fiscal year beginning July 1.

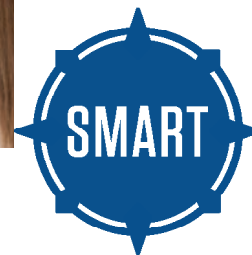
The SMART Policy Network was created in 2020 to provide a forum for policy makers and addiction experts from across the state to examine policy that will improve the health and welfare of Tennesseans who suffer from substance use disorder. SMART intends to provide evidence to communities and decision makers on best practices, including case studies and policy choices of other localities. UT made the decision to house SMART within the Institute because of IPS's existing relationships with Tennessee's 345 cities and 95 counties.

Dr. Jennifer Tourville, director of SMART, joined IPS as an employee and is located in the Knoxville office. Tourville notes, "I am thrilled that the SMART Initiative will now be a part of IPS. I don't believe there is a more appropriate mission and vision to be working under. I appreciate the opportunity to be included in the IPS family and am very much looking forward to meeting everyone across the state."

To learn more about this exciting addition to IPS, visit SMART online at smart.tennessee.edu.



Dr. Jennifer Tourville, SMART's director, is now working from the IPS office in Knoxville.





CONTRIBUTED BY
STEVEN CROSS, MTAS
FIRE MANAGEMENT
CONSULTANT

A Tale of

TWO TENNESSEE MUNICIPALITIES

As you read this, Tennessee municipalities are hard at work improving public safety through fire department improvements. I love seeing Tennessee towns and cities improve or add municipal services for their citizens and visitors. As MTAS fire management consultants, Donald Pannell and I are working with the town of Monteagle and the town of Eagleville to do just this—improve their public safety fire department services.

The town of Monteagle has a one-station fire department, which is staffed by volunteer firefighters. Over the past several years, volunteerism had dropped off, and the department had only a handful of volunteer firefighters. In November 2021, Mayor Marilyn Rodman,

supported by the town's board of alderman, began the process to recruit a full-time fire chief, to update their adopted fire/life safety codes, and to better enforce the town property maintenance codes. Since beginning this process, the town developed a modern fire chief job description, created an up-to-date fire rescue department authorization resolution, and, in January 2022, Monteagle hired their first full-time career fire chief, Travis Lawyer. Under the leadership of Lawyer, the Monteagle Fire Rescue Department recruited 15 new volunteer firefighters this past February. The chief plans for their new firefighters to meet Tennessee's training requirements and become a participant in the Tennessee Volunteer Firefighter Educational Incentive Program.

The city of Eagleville also has a one-station fire department, but it is staffed with a full-time fire chief and one full-time firefighter, Monday through Friday, during daytime business hours. The fire department's full-time staff is augmented by the services of volunteer firefighters. Under the leadership of City Manager Hellyn Riggins and Fire Chief Jonathan Armstrong, and with the support of Mayor Chad Leeman and members of the city council, the city is in the process of recruiting additional full-time firefighters to be assigned to a 24-hour on-duty, 48-hour off-duty shift schedule. What this means to the citizens and visitors of Eagleville is they will soon have a full-time career firefighter on duty 24 hours per day, 365 days per year. During regular business hours, the fire chief and a cadre of volunteer firefighters will provide these essential services to the city.

In both cases, these municipalities are showcasing bold local leadership supported by progressive, local elected officials. With the expertise of MTAS fire management consultants, city officials in Monteagle and Eagleville are directly improving the safety and wellbeing of Tennesseans in their communities.



The fire stations and engines of Monteagle and Eagleville stand ready to serve their citizens and visitors.



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