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INSTITUTE *for* PUBLIC SERVICE



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



Welcome

2021



When Fiscal Year 2021 began, we were three months into the COVID-19 pandemic and navigating new challenges. Our agencies quickly formatted their curriculum for online learning platforms. Many meetings and conferences took place via Zoom, WebX, Lunchpool and other platforms. Several of our agencies found that customers liked the convenience of an online class and remarked how it fit their schedules better. The Tennessee Language Center (TLC) took its foreign language classes online and the County Technical Assistance Service (CTAS) abbreviated its popular County Officials Orientation Program (COOP) to offer a virtual version to highway officials, assessors of property, and other officials.

As a result, even during COVID-19 lockdown we saw the largest number (31,352) of training participants recorded in our 50-year history! I'm extremely proud of our public servants, who stepped up to the challenges brought on by the pandemic to meet customer needs. Facing their own set of challenges, cities, counties, manufacturers and small businesses and law enforcement reached out to our consultants a record number of times in FY21. Our employees answered 69,530 requests for assistance over the past year.

In addition to meeting every day needs of customers, we assembled a group of employees to facilitate panels of experts on five statewide challenges – opioid abuse, homelessness, voter registration, access to broadband and the rural-urban workplace gap. Panel members included professors from across UT's campuses as well as experts in each topic from state, local and federal government and non-profit organizations. I value the input of our panel members and hope that the deliverables and recommendations produced will help our customers make headway on some of these grand challenges.

Our agencies continue to help our customers deal with these challenges and others. You'll see that the Municipal Technical Advisory Service (MTAS) and CTAS used funds from a U.S. Department of Agriculture rural development grant to educate communities on the proper disposal of prescription medication. They reached more than 100 communities and distributed more than 5,000 brochures, printed in both English and Spanish, across the state. Strengthening communities is something the Law Enforcement Innovation Center (LEIC) is focusing on with a \$1.3 million grant from the United States Department of Justice's Office of

Community Oriented Policing Services (COPS Office). As part of this grant, LEIC is taking its training to small law enforcement departments across the country. Most of these departments wouldn't otherwise be able to attend LEIC training.

We can all admit that the last 20 months have been anything but ordinary. I think you'll see that our agencies and employees have remained focused on our mission to serve business and government to improve the lives of Tennesseans. We thank you for your continued support of our institute and hope that the next year is brighter for all of you.

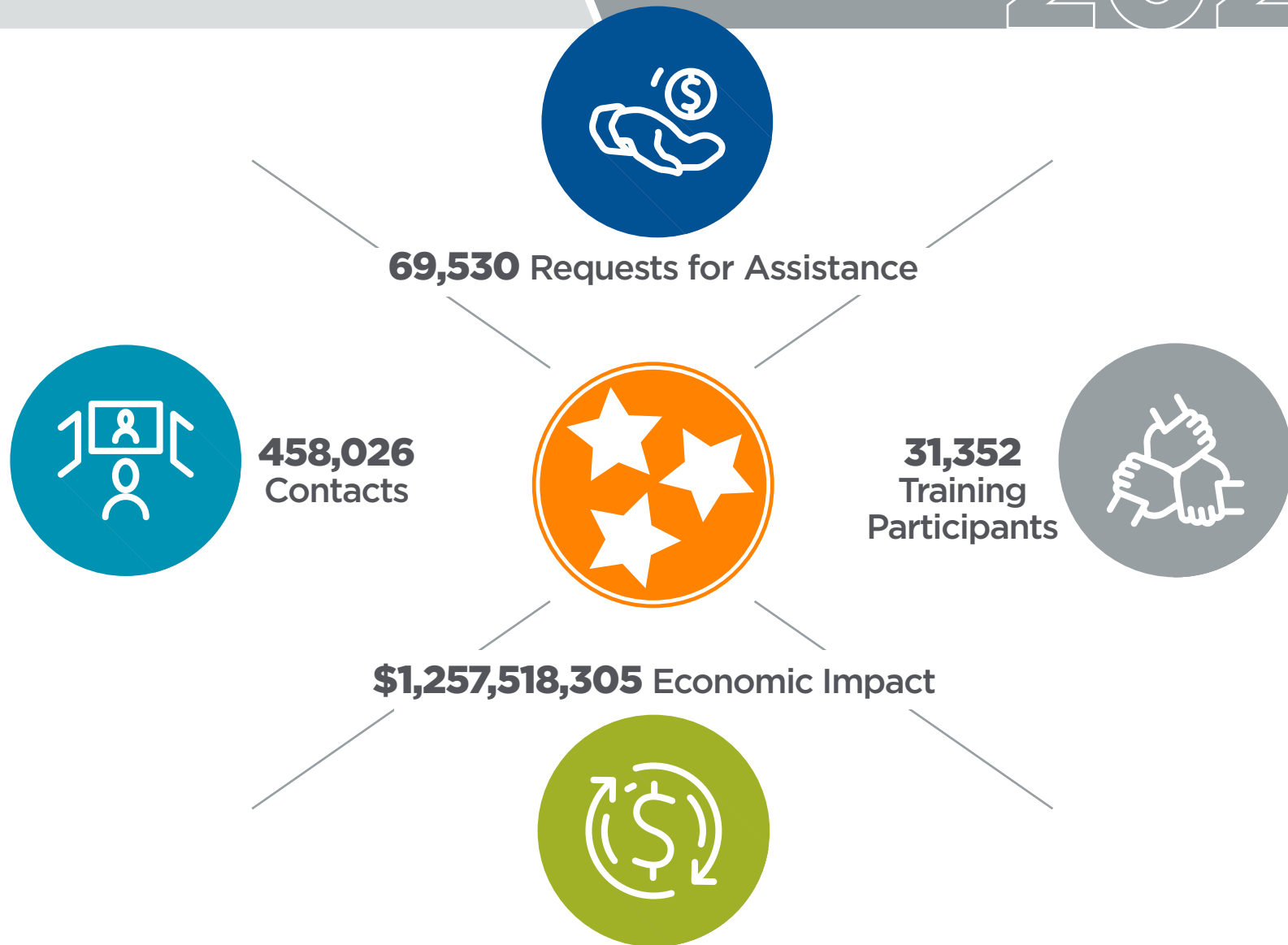
A handwritten signature in black ink, reading "Herb Byrd III". The signature is fluid and cursive, with a stylized "H" and "B".

Dr. Herb Byrd III
Vice President

FY2021

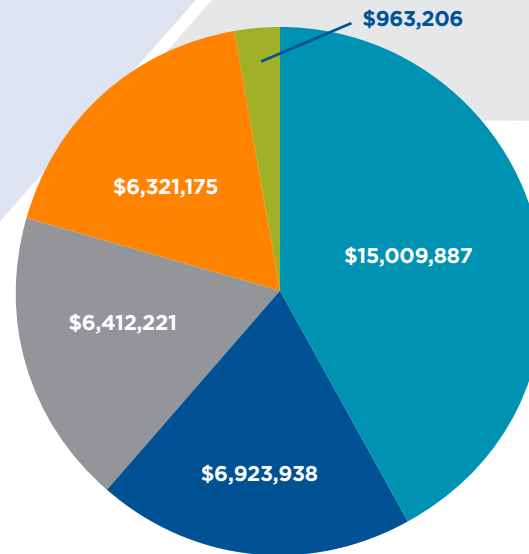
IMPACT FIGURES

2021



FY2022 Budget

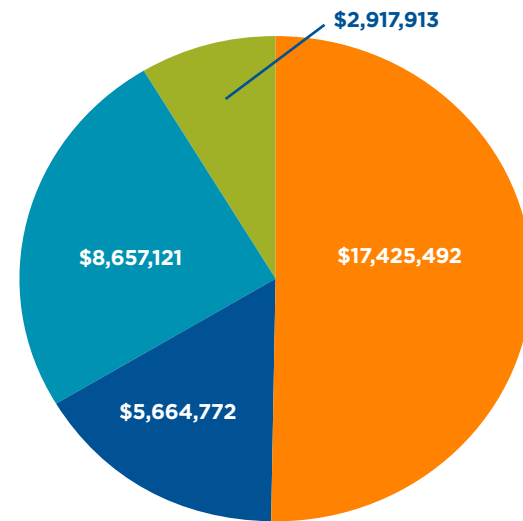
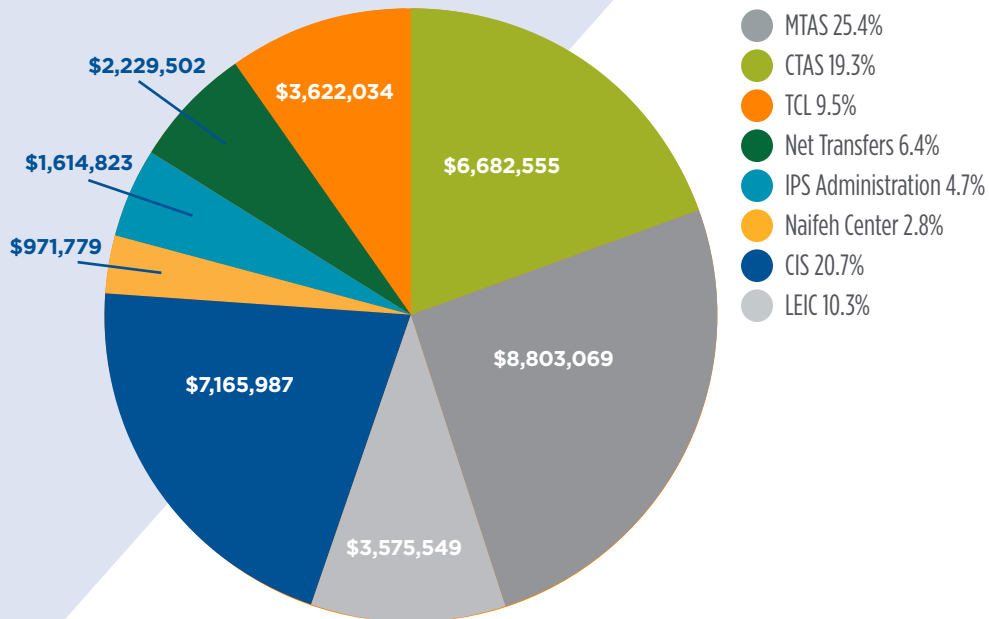
REVENUES	\$35,630,427
EXPENSES	\$34,665,298



REVENUES

- State Appropriations 42.1%
- Local Appropriations 19.4%
- Grant/Contract Sponsors 18%
- Fees & Program Income 17.7%
- Endowment & Gift Income 17.7%

EXPENSES BY AGENCY



EXPENSES

- Salaries 50.3%
- Benefits 16.3%
- Operating & Equipment 25%
- Net Transfers 8.4%

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. In the annual Campus Chest campaign, 153 or 89 percent of IPS employees donated more than \$34,000 for non-profit agencies across the state. Overall, IPS was at 104 percent of its goal in the Campus Chest campaign.

For the 2021 Family Campaign, IPS brought in close to \$32,000 in donations. The top five endowments during the IPS Family Campaign were:

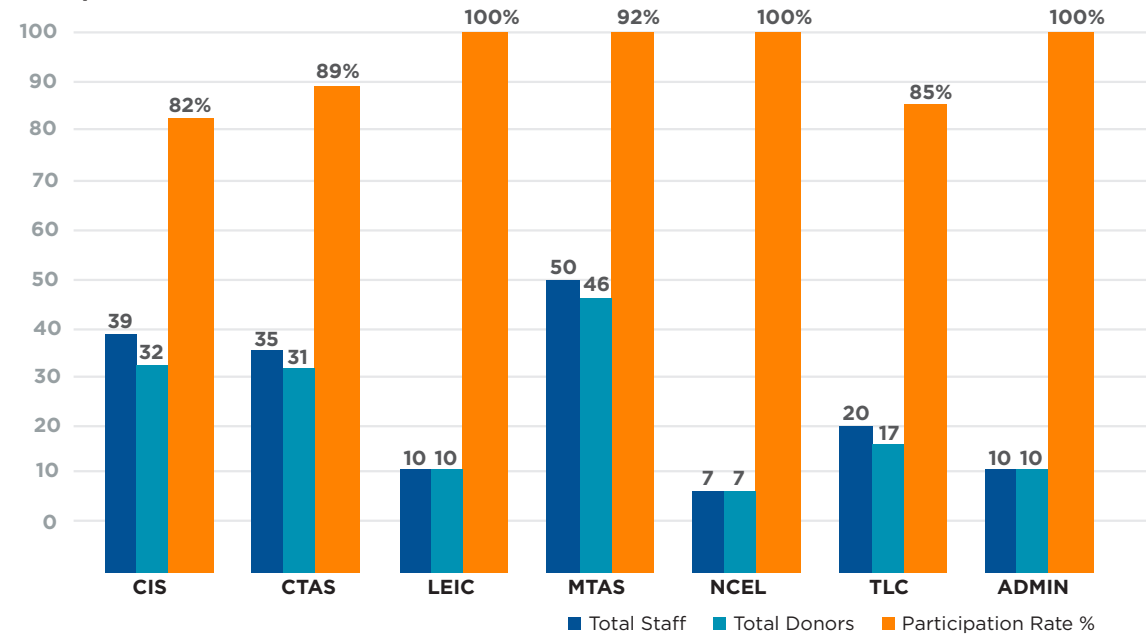
Top 5 endowments:

- IPS Employee Assistance Gift Fund
- Mary and Jack Jinks Scholarship Endowment
- CTAS Special Support Fund
- Dr. Karen Holt Public Service Diversity Internship Endowment
- Athletics Annual Gift Program

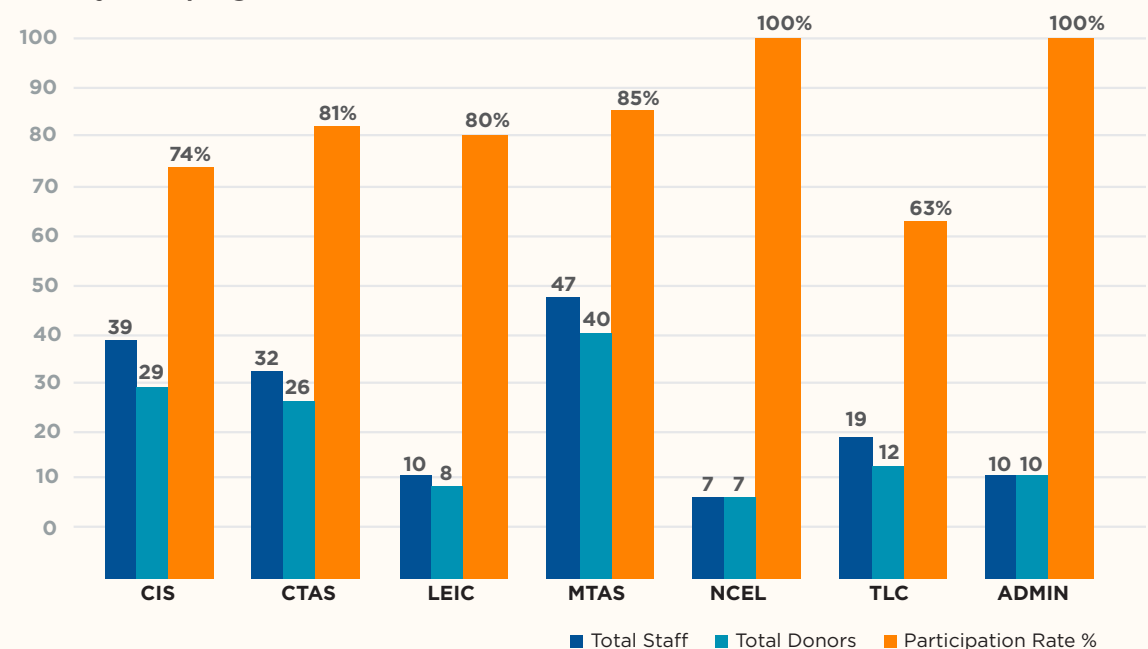
Here is a look at our 2021 Family Campaign and 2020 Campus Chest staff giving percentages.

**TO OUR DONORS AND SUPPORTERS -
THANK YOU!**

Campus Chest



Family Campaign



FY21 IPS ANNUAL REPORT

2022 CALENDAR AT A GLANCE

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

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

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	28	29	30	31		

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

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

JUNE						
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 FLAG DAY	22	23	24	25
26 FATHER'S DAY JUNETENENTH	27	28	29	30		

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

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

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

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

NOVEMBER						
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 VETERAN'S DAY	19
20	21	22	23	24	25	26
27	28	29	30 THANKSGIVING			

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 KWANZAA	24
25 HANUKKAH STARTS	26	27	28	29	30	31
CHRISTMAS DAY						

2022 JANUARY

TESL Goes Online, Expanding Reach

Prior to the pandemic, the Tennessee Language Center's Teaching English as a Second Language (TESL) teacher certification course offered 150 hours of instruction, far beyond the standard 100 hours, and included a 30-hour, in-person teaching practicum. Graduates who completed the program had an advantage obtaining jobs in the field because of this teaching experience. Because of the in-person practicum, the certification training had always been limited to students in the Middle Tennessee area.

Once TLC adopted a new learning management system to better serve our clients through an online platform, the English programs' team took on a hefty challenge of moving the exclusively in-person, 150-hour training program to an all-virtual training program. The process to move the complex program online started late July 2020 and the first totally online class started on June 8, 2021.

"We wanted to mirror the experience and hands-on training of in-person course to our all-virtual option," stated Jenny Rish, the director of English programs. Knowing how much time it would take to develop the course, TLC applied for a CARES Act grant and received \$25,000 to cover implementation costs. The English programs team spent 400-plus hours in developing the new all-virtual TESL training course.

With the all-virtual option, anyone in Tennessee and around the world can take the course. With this new online option, TLC will be able to better serve non-native English speakers at a larger capacity.

JANUARY

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

2022

FEBRUARY

County Official Orientation Program (COOP) for Assessors

0% COMPLETE

INTRODUCTION TO CTAS & SERVICES

- ☒ Welcome from CTAS Interim Executive Director
 - ☐ Welcome from the Vice President of Public Service, IPS
 - ☐ CTAS Staff Introductions
 - ☐ CTAS Web-Based Services: e-Li, the Electronic Library
 - ☐ CTAS Web-Based Services: Web Resources
 - ☐ COCTP Training
- ### COUNTY GOVERNMENT INFORMATION
- ☐ Overview of Offices/Basis Authority/Oaths, Bonds & Insurance
 - ☐ Open Meetings/Public Records

Jon Walden, Interim Executive Director



Jon has been with CTAS since October 1993. He was named Interim Executive Director on May 1, 2020. Jon is also the Manager of Information Technology and Environmental Services, a position he has held since November 1999. Prior to joining CTAS, he was a Programmer Analyst with Columbia State Community College. Jon holds a bachelor's degree in computer science from Tennessee State University.



Welcome from CTAS Interim Executive Director

Video Resource Link(s)

1. [County Technical Assistance Services \(CTAS\) website](#)

Version of County Orientation Program Moves Online

CTAS provided two days of virtual training to various county officials in August 2020 at a mini version of its County Officials Orientation Program.

Highway officials, assessors of property, and other officials logged in for presentations and question and answer sessions with CTAS legal staff and consultants. The legal staff also provided ethics training.

This training is typically given in a live, in-person setting; however, CTAS staff pivoted to create virtual training to meet the immediate needs of newly elected and appointed officials





 COUNTY INSTITUTE for PUBLIC SERVICE

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



2022

MARCH

LEIC Takes Training to Rural Law Enforcement Departments

Rural law enforcement officers will see the benefits of a \$1.3 million grant awarded to the University of Tennessee Law Enforcement Innovation Center (LEIC) by the United States Department of Justice's Office of Community Oriented Policing Services (COPS Office). LEIC plans to use the funds to establish a rural law enforcement training center, which will launch this fall.

"With the support from University of Tennessee and our talented team, the Law Enforcement Innovation Center has built a solid reputation across the country," said LEIC Executive Director Rick Scarbrough. "We deliver quality, consistent and current world-class training. We are honored to be recognized by the U.S. Department of Justice Office of Community Oriented Policing Services (COPS) and with their confidence in extending this award to us."

Through 2021, LEIC delivered Verbal De-escalation, Crime Scene Operations, First Line Leadership and Advanced Leadership courses in Wyoming, Kansas, Arkansas, Tennessee, Alabama, South Dakota, Wisconsin, Colorado, Virginia, New Mexico, Texas, Illinois, New Hampshire, Massachusetts, Pennsylvania, Louisiana, Alaska and Maine.

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	18	19
20	21	22	23	ST. PATRICK'S DAY	25	26
27	28	29	30	31		

2022 APRIL

MTAS and CTAS Promote Proper Pharmaceutical Disposal

Tennessee is near the epicenter of opioid misuse and addiction. One step toward lessening this impact is to minimize access to unwanted household pharmaceuticals.

The Municipal Technical Advisory Service and County Technical Assistance Service obtained a grant from the U.S Department of Agriculture Rural Development program to develop training on proper collection and disposal of household pharmaceutical waste.

Pharmaceutical collection programs can help reduce the opportunity for theft and accidental overdose and lessen the negative environmental impacts of improper pharmaceutical waste disposal. This online course developed by CTAS and MTAS provides training on how to develop successful takeback programs and provides resources for local communities wanting to strengthen partnerships among community groups with the similar mission and purpose of combating the impact of opioid addiction.

In addition, the agencies developed a brochure with resource information about the dangers of unwanted household pharmaceuticals. With the help of their sister agency the Tennessee Language Center, an English and a Spanish version of the brochure were printed. Brochures were distributed throughout cities and counties in Tennessee.

APRIL

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



2022 MAY

CPM Program Broadens Statewide Reach

Four years into providing the Certified Public Manager (CPM) program in Tennessee, the Naifeh Center for Effective Leadership (NCEL) now offers the curriculum in the state's three grand divisions.

In addition to growing the program geographically, NCEL worked with the state's Veteran's Affairs office to allow veterans to use their educational benefits to take the classes and earn the certification. NCEL also collaborated with the UT Knoxville and UT Chattanooga campuses, and government employees who earn the CPM designation, to now be eligible for six hours of graduate credit.

Participants in the year-long program learn about current trends in public management by hearing from subject-matter experts with experience in the field. The program helps participants gain proficiency in seven fundamental areas: personal and organizational integrity, self-development, work management, public service, leadership of people, change leadership and systemic integration.

The Tennessee CPM program is accredited by the National Certified Public Manager Consortium and available to all public servants in Tennessee, including UT employees.

MAY

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



2022

JUNE

Panels Study Some of State's Grand Challenges

Long before COVID-19, Tennessee was facing other challenges that affect the quality of life for its residents. In areas such as homelessness, access to broadband and voter registration, Tennessee frequently ranks low compared to other states.

In early 2021, the UT Institute for Public Service's (IPS) agencies assembled panels of experts across the state to study five of the low-ranking issues, and make recommendations to help move the needle. Through its outreach efforts across Tennessee, IPS agencies have regular contact with cities, counties, state government employees, businesses and law enforcement – all of whom are affected by the quality of life issues facing the state.

“Through this Impacting Tennessee project, our aim was to create resources and recommendations with input from experts on these issues,” said IPS Vice President Dr. Herb Byrd III. “In turn, this better equips our instructors and consultants to assist our customers in these problem areas.”

IPS appointed 10 employees to co-facilitate panels on homelessness, voter registration, access to broadband, the urban-rural employment gap and the opioid epidemic. With ideas from expert panelists from across the state, the groups produced white papers, resource guides, best practices and websites that will be made available to all IPS customers. Reports and summaries are available on the IPS website under the Impacting Tennessee tab.

JUNE

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



2022 JULY

MTAS, CTAS Facilitate Joint Workshop with Carter County, Elizabethton

Cats and dogs. Oil and water. Cities and counties. It's a belief among some that these combinations are not a good mix. However, IPS agencies the Municipal Technical Advisory Service (MTAS) and the County Technical Assistance Service (CTAS) are not among those who believe cities and counties are not a good pairing.

MTAS Municipal Management Consultant Pat Hardy and CTAS County Government Consultant Rick Hall facilitated a workshop in FY21 with the Carter County Commission, the Elizabethton City Council, the Carter County Mayor and Elizabethton City Manager. The purpose of the workshop was to improve the way the two local government organizations work together.

During the session, key questions were asked of the group and generally agreed upon responses for these questions were discussed and listed. Some examples are what is currently working (in terms of cooperation and joint efforts), items they need to work on, and areas/projects they should be doing together. The group then listed the top items that they want to work on together (e.g., having a joint or shared ECD director with clearly defined plans and goals).

JULY

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
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3	4 INDEPENDENCE DAY	5	6	7	8	9
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17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						



2022

AUGUST

JOHN D. TICKLE ENGINEERING BUILD

CIS Partners with UT Tickle College of Engineering to Advance Chattanooga Company

The University of Tennessee Center for Industrial Services (CIS) works closely with the Tickle College of Engineering at the University of Tennessee Knoxville to bring solutions to clients' problems. One of the ways that they do so is by helping to identify projects that senior undergraduate engineering students can solve as their Senior Design or Capstone Project.

One of these projects, Light Tower Chain, was with Signal Power in Chattanooga. The project is aimed at bringing affordable and reliable internet service to rural America for daily use as well as outdoor concerts and disaster response situations.

"George Aslinger [UT CIS Solutions Consultant] and his team at the UT Center for Industrial Services have been an amazing resource for us and George's work to team Signal Power with a Senior Design Project at the University of Tennessee Knoxville's Tickle College of Engineering may change our company in ways that we never imagined," said Doug Zukowski, president of Signal Power. "We had a technology challenge that we looked to adapt to and advance but lacked the internal engineering capability to see it through. Working with UT gave us not only a fresh set of ideas but gave us the ability to bring this technology to market."

UT CIS also provided support to several projects within the Industrial & Systems Engineering Department. Each team ultimately produces a working prototype or system design that is tested and refined to meet the project objectives

AUGUST

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
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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			

2022 SEPTEMBER

IPS Opens New Training Suites in Nashville, Cookeville

One of the institute's major goals in its strategic plan, "IPS Will Deliver Best-in-Class Customer-Focused Education and Technical Assistance", specifically addresses the education and training delivered by its six agencies. As a result, a micro-goal was developed in support of this major goal, that goal is: "Have a state-of-the-art education facility in each grand division of the state by 2020."

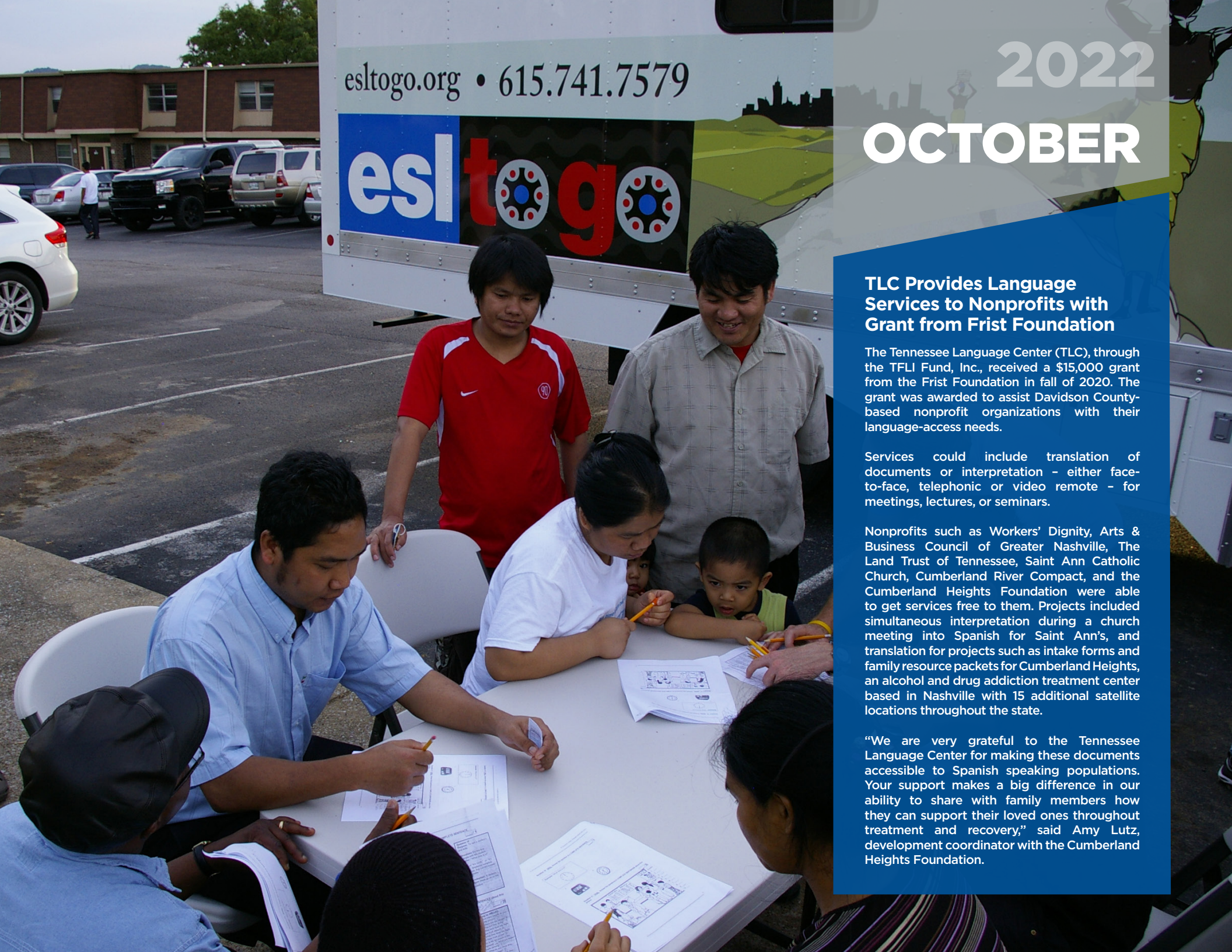
Working in support of this goal, IPS has invested effort and resources in establishing a state-of-the-art training facility located in Middle Tennessee, specifically in Nashville at the same location as the Center for Industrial Services at 193 Polk Avenue.

The IPS Training Suite at Polk Center features two large meeting rooms that can be separated by air walls, three breakout rooms, a larger conference room, a multipurpose room and full-service kitchen. The Polk Avenue Center has ample free parking available.

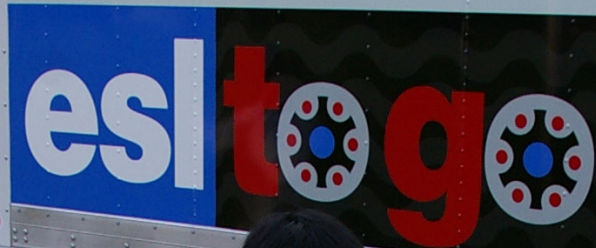
IPS also expanded its footprint in Cookeville with added training space at its 25 W. Broad Street location.

SEPTEMBER

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

The background image shows a white mobile unit with the 'esl togo' logo and contact information. In the foreground, a group of people, including men, women, and children, are gathered around a white table. Some are sitting and writing on forms, while others are standing and looking on. The setting appears to be an outdoor parking lot with a brick building and parked cars in the background.

eslto go.org • 615.741.7579



2022
OCTOBER

TLC Provides Language Services to Nonprofits with Grant from Frist Foundation

The Tennessee Language Center (TLC), through the TFLI Fund, Inc., received a \$15,000 grant from the Frist Foundation in fall of 2020. The grant was awarded to assist Davidson County-based nonprofit organizations with their language-access needs.

Services could include translation of documents or interpretation – either face-to-face, telephonic or video remote – for meetings, lectures, or seminars.

Nonprofits such as Workers' Dignity, Arts & Business Council of Greater Nashville, The Land Trust of Tennessee, Saint Ann Catholic Church, Cumberland River Compact, and the Cumberland Heights Foundation were able to get services free to them. Projects included simultaneous interpretation during a church meeting into Spanish for Saint Ann's, and translation for projects such as intake forms and family resource packets for Cumberland Heights, an alcohol and drug addiction treatment center based in Nashville with 15 additional satellite locations throughout the state.

"We are very grateful to the Tennessee Language Center for making these documents accessible to Spanish speaking populations. Your support makes a big difference in our ability to share with family members how they can support their loved ones throughout treatment and recovery," said Amy Lutz, development coordinator with the Cumberland Heights Foundation.

OCTOBER

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



2022 NOVEMBER

TBI Academy Participants Develop Leadership Capacity through NCEL Training

The Tennessee Bureau of Investigation (TBI) constantly offers its new and future leaders the opportunity to participate in various leadership classes and programs sponsored by the Naifeh Center for Effective Leadership (NCEL). One of TBI's most prestigious programs is the TBI Director's Academy.

All qualifying employees at TBI are given the chance to complete five leadership courses each spring as prerequisites led by NCEL staff. After successful completion of these courses, the employees are then eligible to apply through a competitive application process to further their leadership development at the bureau through the TBI Director's Academy. Out of all the applicants, only 16 employees a year are selected by TBI Director David Rausch to come to headquarters for the two-week intensive leadership program facilitated by NCEL Executive Director Dr. Macel Ely.

The TBI Director's Academy includes topics on best practices in conflict management, interview techniques, bridging the generational gap in the workplace, risk taking, innovation, change management and transformational leadership. Participants of this program also work together on a group project that is presented to Rausch and other senior level leadership within TBI. The group projects aim to implement positive change internally at the bureau and externally for services provided to the citizens of Tennessee.

"Dr. Ely is the key to the success of the TBI Director's Academy. His insight, guidance, humor and games are the perfect mix to open the minds and hearts of those in attendance," Rausch said. "The graduates of this program become enriched for life and through their experience they improve the culture of the TBI. The course is transformational for the individual and the organization and Macel is the force behind that synergy."

NOVEMBER

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



2022 DECEMBER

UT CIS Awarded \$1 Million to Support Tennessee Manufacturing Resiliency Initiative

The University of Tennessee Center for Industrial Services (CIS) received a \$1 million grant to implement the Tennessee Manufacturing Resiliency Initiative, a statewide effort to enhance the resiliency of manufacturers to mitigate and recover from pandemics, natural disasters, supplier problems, and other disruptions.

CIS Executive Director Paul Jennings is looking forward to supporting resiliency in Tennessee's manufacturing community even more with this project.

"We've been wanting to do more to help manufacturers with business resiliency and now we have the opportunity," Jennings said. "In addition to mitigating pandemic losses, the grant includes funding to help manufacturers prepare for cybersecurity, supply chain disruptions, and other emergency response issues. From a CIS perspective, it's exciting because it will involve every CIS program area."

CIS serves businesses and communities in the areas of economic development, health and safety, environmental management, energy efficiency, manufacturing excellence and government contracting.

This grant is funded by the U.S. Department of Commerce, Economic Development Administration, under the Coronavirus Aid, Relief, and Economic Security (CARES) Act, which provides economic assistance to help communities prevent, prepare for, and respond to Covid-19.

DECEMBER

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



INSTITUTE *for* PUBLIC SERVICE



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