



INSTITUTE for PUBLIC SERVICE



2023 CALENDAR

2022 ANNUAL REPORT



[IPS.TENNESSEE.EDU](https://ips.tennessee.edu)



Looking Back & **FORGING AHEAD**

Before looking ahead to the grand opportunities 2023 surely will bring, it's worth reflecting on 2022 to recognize the accomplishments and impact IPS employees, our customers and partners made together.

We're tackling some of the biggest challenges our state has seen. The Substance Misuse and Addiction Resource for Tennessee (SMART) Initiative became part of IPS at the beginning of 2022 and is growing its influence in reducing addiction issues in Tennessee. Coming out of the coronavirus pandemic, the Center for Industrial Services (CIS) is working with manufacturers and communities on resiliency planning. We're engaged in helping customers overcome challenges with 180 hard-working public servants dedicated to the UT Institute for Public Service mission.

In fiscal year 2022, the dedication of our employees resulted in record-breaking impact figures for the institute. Employees made 938,218 contacts during the year, answered 81,733 requests for assistance, and trained 29,946 state and local government officials, law enforcement personnel, and manufacturing and health and safety employees. Our customers also reported that we contributed to a total of \$1,901,376,768 in economic impact (increased revenues or savings) for the year!

Please take some time to learn more about the work of our agencies by reading the briefs on each month of this calendar. It's also a reminder that on any given weekday, 12 months of the year, you will find our employees in city halls, courthouses, fire stations, police departments, industries and classrooms from one end of the state to the other!

We could reflect on past accomplishments a good bit more. However, social entrepreneur Michael Hammer reminds us that "when memories exceed dreams, the end is near." Organization-wide, IPS has some exciting dreams and plans for the coming year that we'll be working hard to make reality.

As we head into 2023, we're excited to watch our SMART Initiative grow and make a positive impact, while our six agencies continue to meet the ever-changing needs of their customers. Thank you for your continued support of our agencies and the institute.

Dr. Herb Byrd III
Vice President, IPS

FY2022

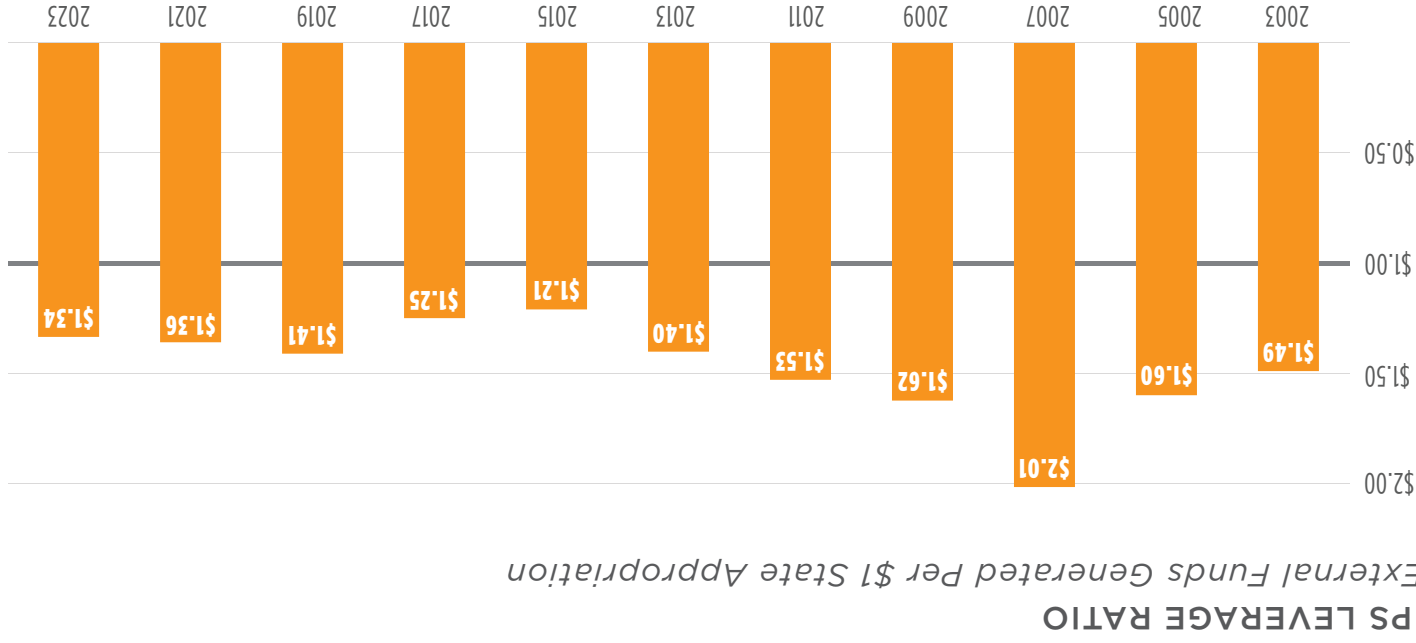
IMPACT FIGURES

TRAINING PARTICIPANTS
29,946

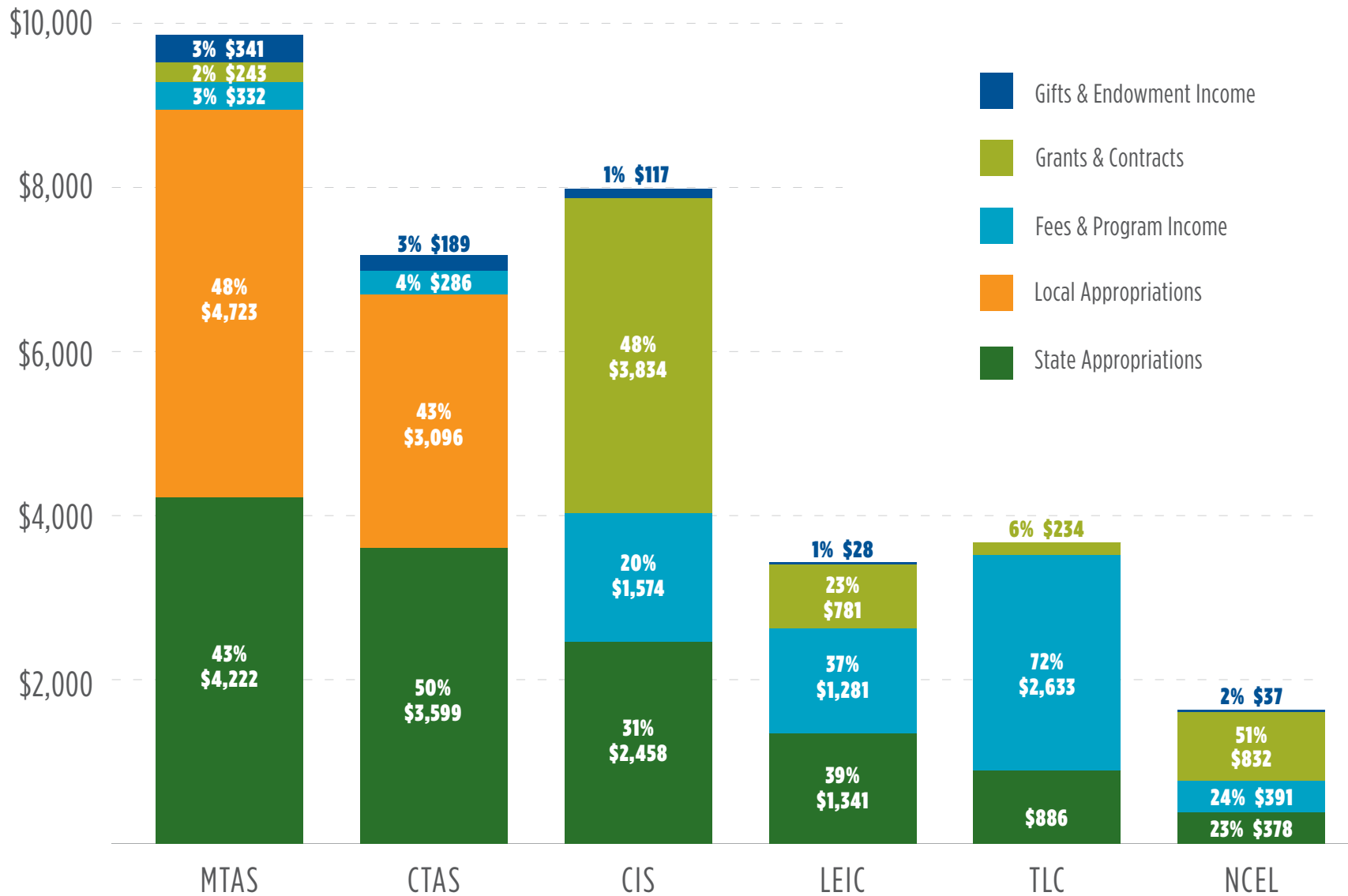
CONTACTS
938,218

REQUESTS FOR ASSISTANCE
81,733

ECONOMIC IMPACT
\$1,901,376,768



FUNDING SOURCE BY IPS AGENCY



FY2023

PROPOSED BUDGET

REVENUES

\$36,831,097

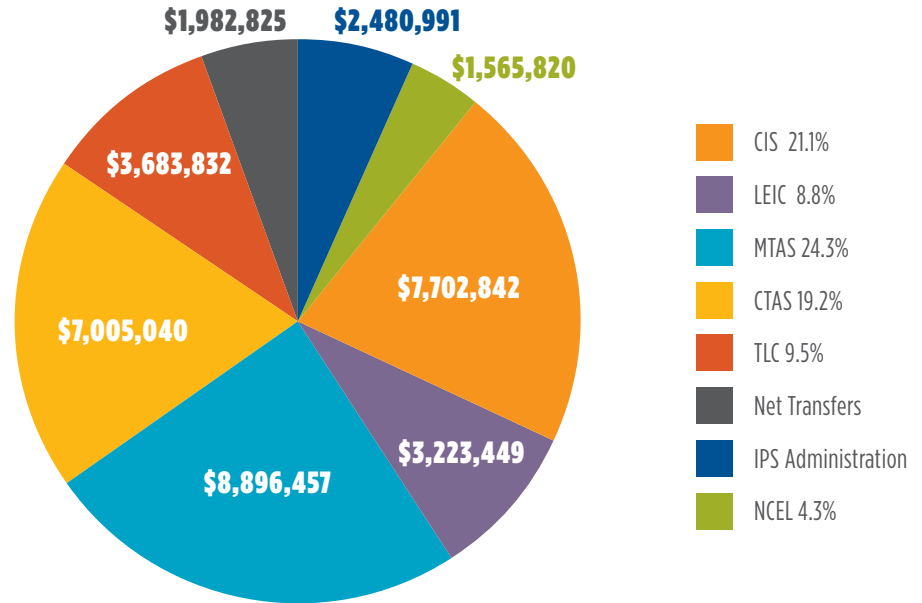
EXPENSES

\$36,541,256

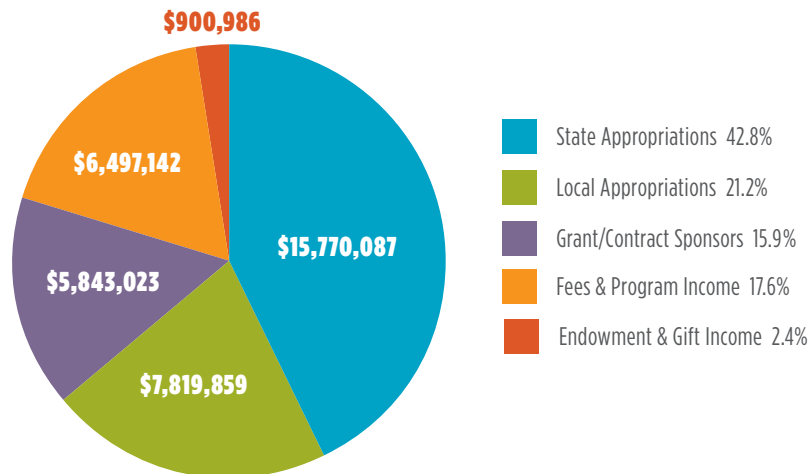
SURPLUS

\$289,841

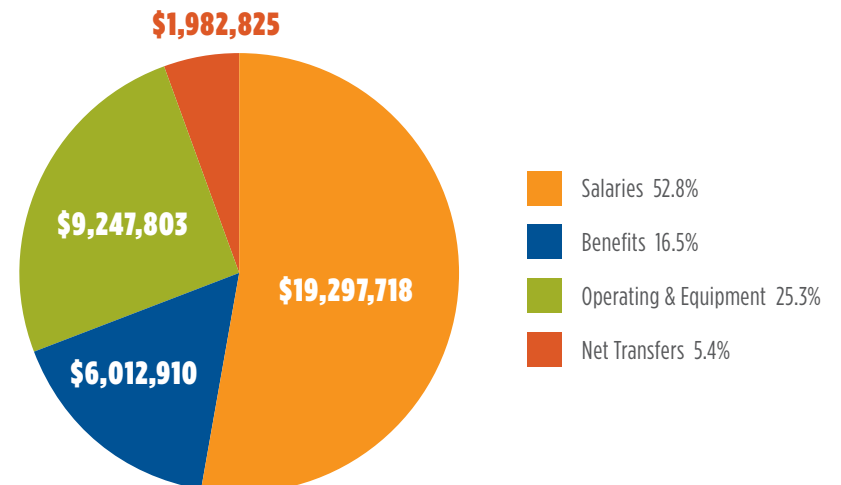
EXPENSE BY IPS AGENCY



REVENUES



EXPENSES





DEVELOPMENT

REPORT

Public Entity Partners (PE Partners), formed in 1979, has a long history of working in conjunction with the Municipal Technical Advisory Service (MTAS) to serve local governments in Tennessee. PE Partners is a non-profit organization that provides liability, workers' compensation, and property and crime coverage to nearly 500 municipal entities in the state and has consistently been focused on risk management and safety.

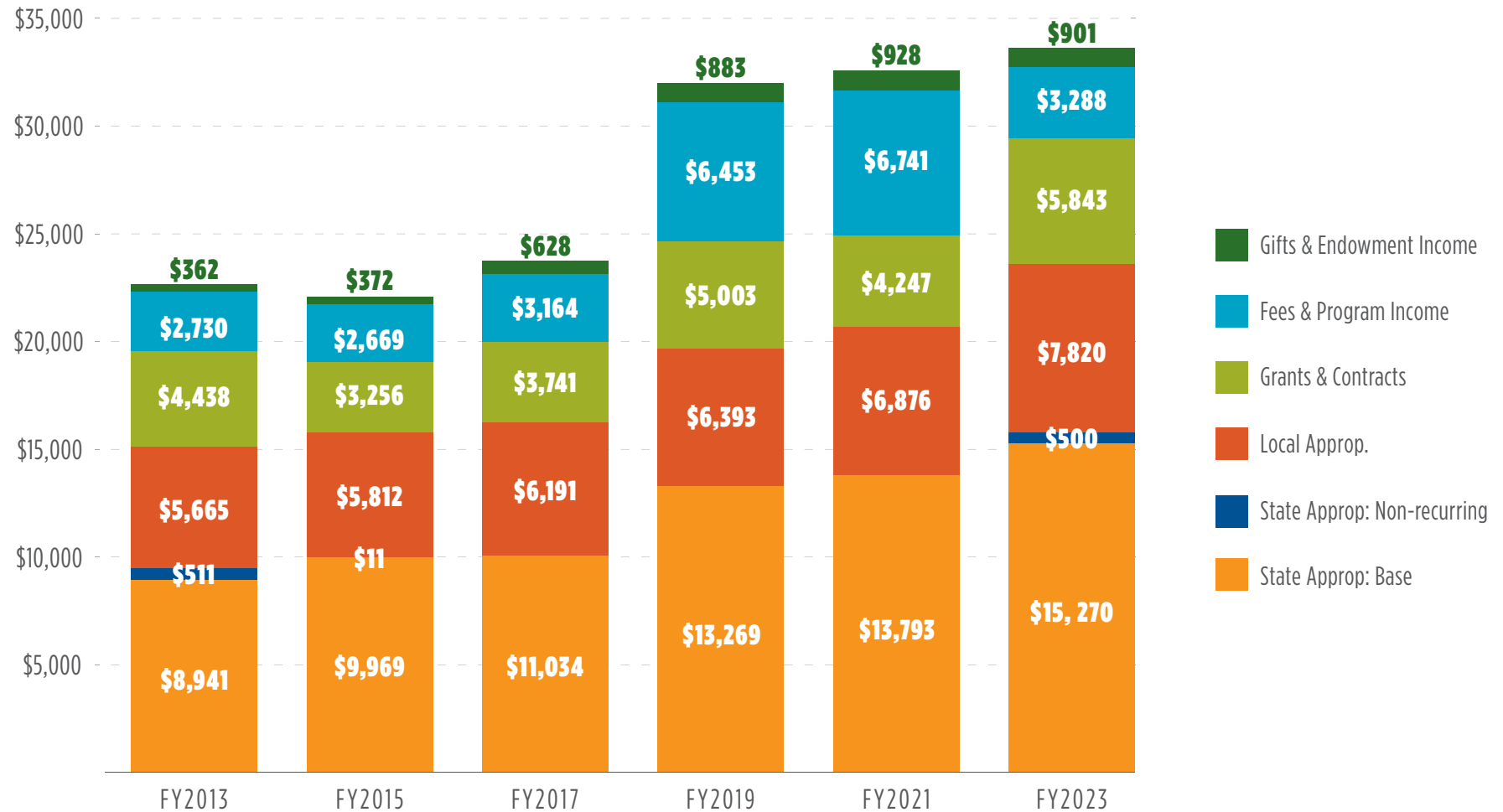
In 1995, the PE Partners' board of directors approved funding for a municipal police consultant, originally aimed at providing operational best practice recommendations to police departments across the state. Over time, the partnership with MTAS grew to funding for two law enforcement management consultants.

PE Partners President/CEO Michael Fann, shared, "We recognize the importance that professional standards and consulting for law enforcement bring to the citizens of Tennessee. Law enforcement is a vital component of Tennessee's cities and towns. Along with the safety risks they face each day, police officers are at risk of law enforcement liability allegations, such as use of force, false arrest or imprisonment, unlawful search and seizure, and other civil rights violations. We believe that law enforcement professionals having access to the MTAS police consultants improves local government service delivery across the state."

Law enforcement liability claims have been loss driver for Tennessee cities as well as police departments across the nation. Good risk management is simply good management. The investment in law enforcement best practices is aimed at reducing law enforcement liability claims and allegations and helping law enforcement professionals better serve citizens.

CHANGE IN IPS FUNDING SOURCES

Over 10 Years



CTAS SUCCESS

Obion County Asphalt Plant

After financial reviews with the County Technical Assistance Service (CTAS), Obion County started producing its own asphalt around the first part of August and has produced 1,400 tons since the middle of the month, said Kevin Dunn, general foreman for the Obion County Highway Department and manager of the asphalt plant.

“Our issue here has always been being able to get asphalt,” Dunn said. “There was only one company in the county and they were tied up with the Interstate 69 project. In the last five years, the talks about having our own plant intensified because we were having issues even getting asphalt. We have 700 miles of county roads and only two gravel roads in the county. The residents are happy that we are now able to produce asphalt for our roads.”

Not only does the new plant address the convenience of securing asphalt when they need it, but the county is also able to produce asphalt at \$85 a ton when they were paying \$117 a ton to buy asphalt.



JANUARY

Visit ctas.tennessee.edu for more information.

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 Martin Luther King Jr. Day	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				



SMART Becomes Part of IPS



The University of Tennessee 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 in February 2022, with additional programs possible in 2023.

The SMART Policy Network was created in 2020. SMART provides 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. To learn more about SMART, visit the website at smart.tennessee.edu.

FEBRUARY

Visit smart.tennessee.edu for more information.

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				



The background of the entire page is a photograph of two hands typing on a white computer keyboard. The hands are positioned in the center-right of the frame, with the fingers pressing down on the keys. The lighting is warm and slightly blurred, creating a soft, professional atmosphere. The keyboard is white, and the keys are clearly visible. The hands appear to be of a light skin tone. The overall composition is clean and modern, with a focus on the action of typing.

TLC SUCCESS

Spanish for Educators

“Today I was able to help an EL (English language) student and her mom! I was so proud and excited that I understood the parent!! Her daughter was transferring schools. I was able to look her up in Campus and call the enrollment center with her question about her new zoned school for her new address. She gave me the address in Spanish! I was also able to show her on the MNPS (Metro Nashville Public Schools) website how to find her bus when it’s available. I even selected Spanish on the website so she could read it, and I could, too!”

Rhonda Bledsoe, Assistant Principal, Metro Nashville Public Schools

MARCH

Visit tlc.tennessee.edu for more information.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3	4
5	6	7	8	9	10	11
12 Daylight Saving Time Starts	13	14	15	16	17 St. Patrick's Day	18
19	20	21	22	23 Ramadan	24	25
26	27	28	29	30	31	



NCEL SUCCESS

Professionals Academy

When the Tennessee Department of Human Resources (DoHR) began thinking about a new training opportunity for state employees, they called on their partners at the Naifeh Center for Effective Leadership (NCEL), and the Tennessee Government Professionals Institute was established.

“We began tossing around the idea of a professional institute that was centered around competencies for individual contributors,” DoHR Assistant Commissioner Stephanie Penney said. “We needed something for employees who were subject matter professionals, to grow professionally without having to take a leadership role. While I feel that we are all leaders, no matter our title, some individuals would prefer to not lead people, but prefer to be a subject matter expert in their field. After much discussion, we proposed the idea to (former Naifeh Center director) Macel Ely and his team. They immediately began to smile and nod their heads in agreement. We could all see the need and see the potential that a program like this could bring.”



DID YOU KNOW? //

The Tennessee Government Professionals Institute was launched in February 2022. Participants shared in a rigorous two-week program that includes specific leadership competencies to foster an environment of excellence.

APRIL

Visit leadership.tennessee.edu for more information.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1
2 Palm Sunday	3	4	5	6 Passover Starts	7	8
9 Easter Sunday	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30			Administrative Professionals Day			



MTAS SUCCESS

Blue Oval City

MTAS Municipal Management Consultants Chuck Downham and Ronnie Neill met with cities and towns surrounding the proposed Blue Oval City site in Stanton to help them plan for growth. Late last year, Tennessee Governor Bill Lee announced that Ford Motor Company selected the Memphis Regional Megasite for one of the largest battery and vehicle manufacturing campuses in the U.S. Ford and SK Innovation will invest \$5.6 billion to build a 3,600-acre mega campus called Blue Oval City where production of next-generation, all-electric F-Series trucks will begin in 2025.

They advised three key points for municipalities to consider:

- 1. Comprehensive planning:** Does your city have a plan? If yes, it's time to update it. If not, it's a great time to develop that plan.
- 2. Regulatory toolbox:** Is your city ready with subdivision and zoning ordinances? What are the building codes that are governing building and development in your community? Do you have the staff needed to implement these regulatory efforts?
- 3. Public facilities and infrastructure:** For instance, can your water, sewer, public safety, and recreation infrastructure keep up with potential growth in your community? Start on a fiscal plan (capital improvements, etc.) to develop the needed infrastructure and facilities to support your community's growth.



MAY

Visit mtas.tennessee.edu for more information.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1	2	3	4	5 Cinco de Mayo	6
7	8	9	10	11	12	13
14 Mother's Day	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29 Memorial Day	30	31			



LEIC SUCCESS

Collegiate Forensic Academy Celebrates 10 Years

A trip former Law Enforcement Innovation Executive Director Don Green made to UT Martin to discuss potential training partnerships resulted in a respected, 10-year-old program that prepares criminal justice students for careers in law enforcement.

“We were consistently getting calls from students and parents whose kids wanted to attend the professional NFA,” Green said. “But that’s a 10-week program, that wouldn’t work for students. I’m excited about the fact that it’s in its 10th year and excited to see it progressing.”

Ten years and 213 students after forming the NFA Collegiate Program (NFACP), the program hosted its three-week course at the Law Enforcement Innovation Center (LEIC) in Oak Ridge this summer with students from 16 different universities.

“We fought for two years to get this thing going. We were told it wouldn’t work because UT Martin is academic and IPS is not,” said UT Martin Professor of Criminal Justice Dr. Brian Donavant, who founded the program along with Green. “Seeing it succeed has been phenomenal.”



JUNE

Visit leic.tennessee.edu for more information.

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
Father's Day	Juneteenth		Flag Day			
25	26	27	28	29	30	



NCEL SUCCESS

TN Department of Health

NCEL is providing training twice a day for 21 days for Tennessee Department of Health employees on the topics of conflict, difficult conversations, and teambuilding. Post-pandemic health employees are very excited and appreciative to receive professional development training.

“I had the pleasure to attend ‘The Opportunity of Conflict: Learning to Lead in a Storm’ Nafieh training session led by Jeff Stiles. To say this training session was informative and helpful would be a great understatement. It was an **amazing** training session. I would definitely recommend it for anyone in a supervisory or leadership role, regardless of the time they have spent in their current role. I feel that this training has things to offer at any stage in one’s career. But speaking as a newer member to local leadership, there was so much that I gained from this opportunity. I learned about conflict and its common causes, conflict management and resolution, and identified my style of leadership. By participating in this training, I was able to take away knowledge that I know will be utilized in the future.”

Karissa Shepard, MSN, RN

Nursing Supervisor, Carter County Health Department



JULY

Visit leadership.tennessee.edu for more information.

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					





CIS SUCCESS

CONNEX Tennessee

The Center for Industrial Services launched CONNEX™ Tennessee, a program designed to strengthen the local and domestic manufacturing supply chain.

CONNEX™ Tennessee is a powerful online manufacturer database and connectivity platform provided as a no-cost resource for Tennessee manufacturers. It's designed to help manufacturers connect with each other, find local and domestic suppliers, explore production capabilities and manage their supply chain, such as identifying single supplier risks and finding opportunities for diversification.

“For manufacturers, the pandemic demonstrated just how vulnerable supply chains are. Many manufacturers are now searching for ways to domestically or locally develop supply chains to protect their operations from additional supply chain disruptions,” Tennessee Chamber of Commerce and Industry President and CEO Bradley Jackson. “We hope that Tennessee manufacturers will be a part of the CONNEX™ Tennessee program which can help solve some of these problems.”

cis.tennessee.edu/connex-tn

AUGUST

Visit cis.tennessee.edu for more information.

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 photograph of the Greenville Town Hall, a large red brick building with a white portico supported by columns. A clock tower is visible on the left side of the building. An American flag flies on a tall pole to the right. The image is partially covered by an orange overlay on the left and a white text box in the upper left.

CTAS & MTAS JOINT SUCCESS

Successful Connections

County Technical Assistance Service (CTAS), Municipal Technical Advisory Service (MTAS), and the Tennessee Comptroller of the Treasury are partnering to strengthen local government operations across Tennessee.

Successful Connections is a state and local government partnership program geared toward networking, best practices sharing and relationship building among city and county mayors and utility district managers.

“Successful Connections began with a simple idea to facilitate connections between local officials and finance staff members with the goal to make governments work better in Tennessee,” said Lori Barnard, financial analyst in Region 1 of the Tennessee Comptroller’s Division of Local Government Finance. “CTAS, MTAS and the Comptroller’s Office joined forces to create a program driven by the needs of the state’s local governments so they can learn from one another and proactively address challenges faced by governments, both large and small.”

DID YOU KNOW? // // // // //

Successful Connections open to all local government officials of counties, cities and utility districts. After each session, participants complete a survey asking them what topics they would like to discuss. The next session is developed based on the responses to the survey. Topics could include public safety, flexible work environments, managing stress of a public office, succession planning and more.

SEPTEMBER

Visit ctas.tennessee.edu and mtas.tennessee.edu for more information.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1	2
3	4 Labor Day	5	6	7	8	9
10	11	12	13	14	15	16 Rosh Hashanah
17	18	19	20	21	22	23
24	25 Yom Kippur	26	27	28	29	30



The image features a large background photograph of two men in a training setting. On the left, a Black man in a blue polo shirt and glasses is gesturing with his hands while speaking. On the right, a white man in a police uniform with 'SANTA CLARA' on the sleeve is smiling and holding a clipboard. Other officers are visible in the background. The text is overlaid on this image. In the top left, there are three orange diagonal lines. The text 'LEIC SUCCESS' is in blue, and 'Cultural Competency' is in large, bold, dark grey letters. On the right side, there is a white text box containing a paragraph and a quote, both in dark grey text. The quote is attributed to a 'Class Participant' in italics.

LEIC SUCCESS

Cultural Competency

LEIC developed Cultural Competency training in partnership with the Museum of Tolerance in Los Angeles. In Fiscal Year 2022, LEIC delivered 21 trainings with 70 departments represented and over 400 supervisory personnel participating. Curriculum topics include diversity, self-reflection and self-awareness, de-escalation, critical decision-making, ethics, and bias-based policing. It also examines the process of building trust and respect within the communities that officers serve.

“The approach taken by the instructors to discuss the subject matter was the best I’ve seen in 22 years. Other similar courses or instructors would put students on the defensive which stifles open discussion. They immediately put everyone at ease and facilitated a great discussion of such a heavy topic.”

- Class Participant

OCTOBER

Visit leic.tennessee.edu for more information.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3	4	5	6	7
8	9 Columbus Day	10	11	12	13	14
15	16 Boss's Day	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31 Halloween				





TLC SUCCESS

Translation for Parthenon Tour

In late 2021, the President of the Centennial Park Conservancy reached out to the Tennessee Language Center (TLC) for assistance translating the Architecture Audio Tour of The Parthenon 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 are (in order): Spanish, Arabic, Kurdish, Burmese, Somali, Vietnamese and Nepali.”

NOVEMBER

Visit tlc.tennessee.edu for more information.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3	4
5 Daylight Saving Time Ends	6	7	8	9	10	11 Veteran's Day
12	13	14	15	16	17	18
19	20	21	22	23 Thanksgiving	24	25
26	27	28	29	30		





CIS SUCCESS

Tennessee Manufacturing Resiliency Initiative

With support from the U.S. Department of Commerce, Economic Development Administration, the Center for Industrial Services (CIS) is providing a comprehensive approach to building resiliency within Tennessee's manufacturing sector. CIS' Tennessee Manufacturing Resiliency Initiative focuses collaborative regional, state and federal resources to help manufacturers address impacts due to economic disruptions and build long-term resiliency capacity in Tennessee.

The Coronavirus pandemic has shown that manufacturers must be able to respond quickly during and after a disaster, or they risk suffering catastrophic losses from even short-term shutdowns. Estimates show that U.S. manufacturing output in the first quarter of 2020 fell by the greatest amount in 74 years. The longer that manufacturing operations and supply chains are disrupted, the greater the risk for long-term losses and even permanent closure as impacts ripple through the supply chain layers. Some projections indicate that 90 percent of smaller companies fail within a year of a disaster unless they can resume operations within five days.

Through this initiative, CIS is connecting manufacturers and communities to resources including the Manufacturing Extension Partnership (MEP), the Occupational Safety and Health Administration (OSHA), the University of Tennessee EDA University Center, Tennessee Development Districts, state and regional economic development organizations (EDOs) and others to strengthen business, retain jobs and build long-term economic resiliency.

DID YOU KNOW?

Recognizing that economic developers, government officials, and other community leaders are often the first points of contact in the event of a disaster, CIS is providing training in principles and practices of community economic resiliency and has developed a comprehensive Community Economic Resiliency Guidebook for community leaders.

DECEMBER

Visit cis.tennessee.edu for more information.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1	2
3	4	5	6	7	8 Hanukkah Starts	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				





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