

Summer 2023

BRIGHTER TENNESSEE



A Publication of the UT Institute for Public Service

INNOVATION

&

TECHNOLOGY



The IPS Leadership Retreat at Gettysburg offered lessons in history and leadership. This cyclorama at the Gettysburg National Military Park visitor center gave the leadership team a 360° view of the Battle of Gettysburg.

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A Word from

Dr. Byrd



Birthdays are times for celebration, and we've had ample opportunity in our organization lately. Some of you helped us, the Institute for Public Service (IPS) celebrate our 50th anniversary in 2021. This year, the County Technical Assistance Service (CTAS) and Center for Industrial Services (CIS) are celebrating their 50th and 60th, respectively. And the Municipal Technical Advisory Service (MTAS) will celebrate 75 years of existence in 2024! These touchpoints give us a chance to reflect on our past and present, and the future we envision for our programs.

Social entrepreneur Michael Hammer reminds us that "When memories exceed dreams, the end is near." So, while we've been serving local governments and industries for decades, we are intentionally keeping an eye on the future to meet the emerging needs of our customers. All six of our agencies are rolling out new programs, and alternative methods of retrieving class materials and delivering courses.

In this issue of "Brighter Tennessee," you will find information about some of our newest training opportunities and tools. You'll see a story on the app rolled out by the Naifeh Center for its programs, including the Certified Public Manager course. The app is where participants check into class, find agendas, class rosters and post-course surveys. It also includes a community wall for participants to share news and ideas.

CIS is partnering with the Tennessee Department of Labor and Workforce Development on an innovative

program that is part of Governor Bill Lee's Reentry Act of 2021. Skills for Success helps those serving jail time to lead productive lives once they are released. CIS trainers led a 10-day manufacturing boot camp for groups of inmates in the Hardin County jail and has plans to provide training in other county jails across West Tennessee.

Even our senior leaders believe in purposeful professional development to ensure we're prepared for future challenges. You'll get a glimpse of our recent IPS leadership retreat provided by one of our partners, the International City Manager's Association (ICMA). We took a step back in time to study leadership lessons from the Battle of Gettysburg. Our annual leadership retreats, which typically occur in state, are an opportunity for team building while continuing to improve our leadership skills.

Although we are taking some time this year to look back and celebrate the history of two of our agencies, we are always looking ahead for ideas or methods to provide the best and most relevant training and advice to our customers. We strive to embody John Sharr's sentiment that "The future is not some place we are going, but one we are creating. The paths are not found but made, and the activity of making them changes both the maker and the destination."



Dr. Herb Byrd III, Vice President



TLC OFFERS

VIDEO INTERPRETING TO CLIENTS

Video remote interpreting, or VRI, is becoming increasingly popular due to its multiple benefits. VRI is quickly becoming an indispensable tool, as it allows an interpreter to interact with participants via a secure web-based platform on any device or computer. The Tennessee Language Center (TLC) offers this service to its clients, along with traditional in-person interpreting and over-the-phone interpreting.

One of TLC's clients that uses VRI often is The Family Center in Nashville. The Family Center provides parenting programs, coaching and support groups to help break cycles of trauma in families. They use TLC's interpreters in person during their day programs, but it can be challenging to find interpreters during the evening.

Having access to VRI "allows us to open evening classes up to everybody," explains The Family Center Coach Katelyn Goodall. "They don't have to take off work to come to group."

More clients are exploring using VRI due to its many benefits, including:

- It can be more cost-effective because there are no travel expenses for the interpreter.
- It can be used immediately, anytime, anywhere, even on short notice, if needed.
- It can be great for finding an interpreter of a language not frequently spoken in the area.

In addition to helping with evening scheduling, The Family Center often uses the VRI option over telephonic interpreting because more interaction is possible. Interpreters and clients can meet face-to-face with VRI, which can help facilitate communication.

VRI also allows for simultaneous interpreting, which is interpretation as the speaker is speaking. Goodall has noticed this increases the parents' participation in answering questions and group discussions. "We couldn't do what we do without TLC," she says.

TLC works closely with each of its clients to select the interpreter or interpreting technology that is most appropriate to meet the client's needs. For more information on our interpreting services, visit us online at tlc.tennessee.edu/interpretation-and-translation.

Naifeh Center Improves Customer Service with **MOBILE APP**



BY TRENT CLAGG,
TRAINING SPECIALIST

The Naifeh Center for Effective Leadership is always looking for opportunities to serve our customers efficiently and effectively in this post-COVID-19 world. It's a fact of life now that as we travel to different places around our work and home, we usually have a device within hand's reach.

In keeping with the reality that we have our phones with us constantly, the Naifeh Center opted to design an app to enhance our participants' experience. Through the app, participants receive their training materials, network with other participants, read speaker bios and more.

Participants of our many programs typically come from out of town and may not be familiar with the area where a training takes place. A local perspective to point individuals in the direction of great places to eat or evening attractions is helpful and can be found within

the app. It also holds our training materials, evaluations, notifications, agendas and other traditional paperwork. In addition to being more eco-friendly, the app eliminates the time required for ordering folders, printing several sets of documents, sorting them, stuffing them and packing them.

The first event to use the app was our Tennessee Government Management Institute (TGMI) in the fall of 2022. The institute, with 55 participants, focuses on middle managers from Tennessee government. They travel to Knoxville and attend trainings in the UT Conference Center. This was a perfect opportunity to show off what an app can do for our customers, with specific features to help keep our programs and participants on track.

We knew the app should be simple and intuitive. Viewers are able to quickly navigate to their program logo to access the necessary information. Additionally, sections of the app can be made accessible to specific audiences only. This is where the power of the app truly comes to life and allows us to manage who sees what information.

The app answers questions that may arise in a training and provides easy access to frequently used materials, including:

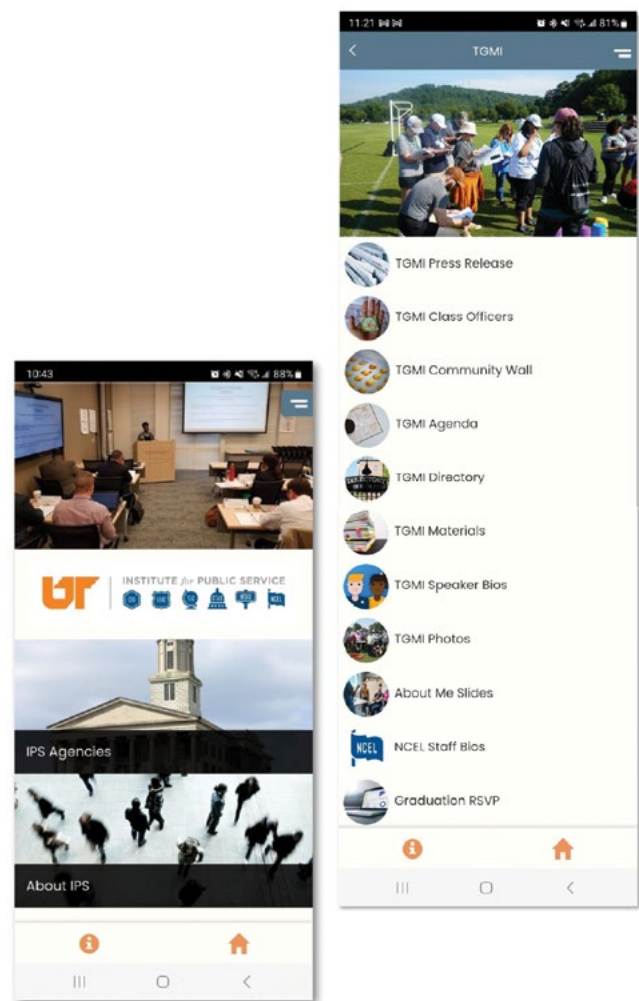
- An election for class officers.

- A community wall that serves as a communication hub for event participants only.
- Access to files that can be printed if needed.
- A participant directory to facilitate rich networking during and after the event.
- Session evaluations.

We've seen a much better evaluation response rate since using the app. According to the Association for Talent Development, a good response rate is 28 percent. When class elections and evaluations were posted in the app, we had a 100 percent response rate! This technology has become quite powerful in our event management and customer satisfaction.

In the same manner, we were able to provide similar services to the IPS Annual Conference late last year for the entire IPS staff.

Our phones are indispensable for many areas of life and work, and this app has been a game changer for the Naifeh Center and IPS. We look forward to future opportunities to serve our customers and use updated app features in the years to come.



The Naifeh Center's app offers clients a streamlined look at courses and program materials.



CIS Delivers **Skills for Success Training** *for Tennessee Inmates*

Inmates in several West Tennessee correctional facilities now have skills for a productive life outside of prison, thanks in part to the UT Center for Industrial Services (CIS) and its Tennessee Manufacturing Extension Partnership (TMEP) organization.

The Skills for Success—Manufacturing program was made available in Tennessee by the TMEP in January 2023 to facilitate training for people seeking employment in Tennessee’s manufacturing sector. The deployment of this Skills for Success program for justice-involved participants is funded through a grant made available through Governor Bill Lee’s Reentry Act of 2021.

The act created the Office of Reentry under the Tennessee Department of Labor and Workforce Development, and its aim is to help those serving time in jail to lead productive lives once they are released.

The Office of Reentry partnered with the Northwest Tennessee Workforce Board, the Southwest Tennessee Workforce Agency and CIS to provide skills training in the Hardin County jail. In October 2022, the Northwest Tennessee Workforce Board contacted West Tennessee Solutions Consultant Andre Temple to provide 1,000 safety glasses for high school students participating in area manufacturing day events. As a result of this engagement, when they found out that they had funds to provide training to participants in the jails, they reached back out to Temple to ask if CIS could help deliver this type of training.

The 10-day manufacturing training boot camp for entry-level workers included classes on workplace skills, math for manufacturing, quality tools and techniques, and a 10-hour Occupational Safety and Health Administration (OSHA) safety in general industry class. At the

completion of the training, participants received a certificate from CIS, an OSHA 10-hour General Industry card and they were set up for an interview with a local manufacturing facility.

The delivery of the Skills for Success training in Hardin County is actually the first of six sets of training in additional jail facilities across West Tennessee, including Dyer, Obion, Madison and Henry Counties. Additional facilities in both West and East Tennessee counties are in the process of being scheduled for delivery in 2023.

Hardin County Jail Administrator Ryan Burlesci said this program is a major step for those who earn a certificate and a benefit for the participants, their families and the entire community.

CIS Health and Safety Consultant Chuck Gluck said delivering the OSHA 10 training to this set of participants was the most personally meaningful work he has performed during his 10 years with CIS.



WE ARE UNDER CONSTRUCTION!

2023-2025

IPS STRATEGIC PLAN



FINANCIAL STABILITY

MARKETING & COMMUNICATIONS

PEOPLE

PROGRAMS

We're working together to create a better IPS!

Follow our progress as we work to reach major goals at tiny.utk.edu/strategic-plan.

IPS Leadership Retreat

at

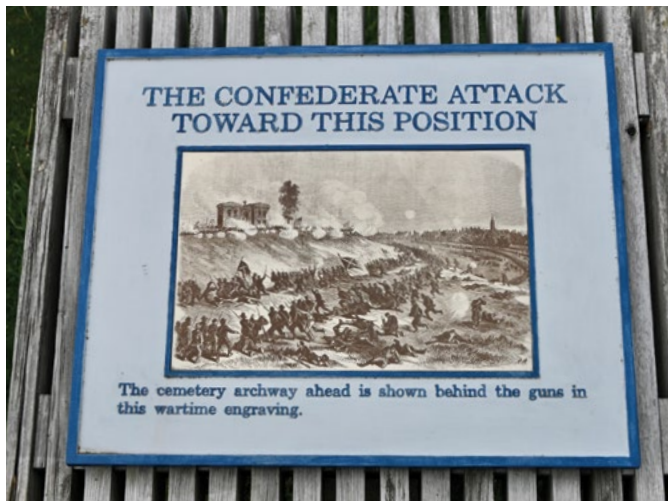
GETTYSBURG

Members of the Institute for Public Service (IPS) Leadership Team recently participated in a leadership retreat that included tours of the battlefields in Gettysburg, Penn. The Gettysburg Leadership Institute is a professional development program offered by the International City Managers Association.

The 13 members of the leadership team explored the complexity of the battle of Gettysburg and discussed command structures, strategies and methods of communication during the battle.



Back row: CIS Executive Director Paul Jennings, LEIC Executive Director Rick Scarbrough, MTAS Executive Director Margaret Norris, CTAS Executive Director Jon Walden, Director of Organizational Improvement Macel Ely. Middle Row: Human Resources Manager Tomi Rogers, Director of Development Kristen Davis. Front row: NCEL Executive Director Kim Harmon, Communications Manager Susan Robertson, SMART Executive Director Jennifer Tourville, TLC Executive Director Janice Rodriguez, Budget Director Rumira Xhaferaj, IPS Vice President Herb Byrd.



Clockwise from top: Memorials dot the former battlefields in Gettysburg; The archway at Evergreen Cemetery sits atop Cemetery Hill; Leadership Team members visit the local headquarters house of Union Gen. George Meade; the Tennessee soldiers' monument; A plaque recognizing the attack over Cemetery Hill.



VIOLENT CRIME INTERVENTION FUND

Works to Strengthen Public Safety Across Tennessee

Tennessee's violent crime rate ranks as one of the highest in the nation. Fortunately, Governor Bill Lee is taking action, in part by releasing \$100 million for violent crime intervention.

"As Americans face rising crime nationwide, Tennessee is equipping law enforcement with the tools needed to keep every community safe," said Lee. The Violent Crime Intervention Fund (VCIF) initiative launched in October 2022 to support local law enforcement agencies' work to reduce violent crime and strengthen public safety. The UT Law Enforcement Innovation Center (LEIC) was fortunate to be able to assist in this endeavor.

Agencies could apply through the Tennessee Office of Criminal Justice Programs (TNOCJP) for two types of grant funding, formula and collaborative. The formula funding was allocated to each eligible law enforcement agency in the state, with the amount being determined by several factors, including the agency's

violent crime statistics. Amounts ranged from \$20,000 for small agencies to \$3 million for larger agencies. The collaborative grant was competitive in nature and required two or more law enforcement agencies to enter into a partnership to address violent crime in their area, with an award of up to \$2 million. Of the 54 collaborative applications, 40 were recently awarded for fiscal years 2024 and 2025.

Agencies used the grant money to purchase items such as drones, ballistic vests, body-worn cameras and crime scene equipment. Other agencies used the funding to create new positions, providing them with additional personnel, such as a criminal intelligence analyst or a new investigator position. Many agencies chose to purchase upgraded radio systems, improving emergency communications across the state. The funding also allowed several agencies to send people to LEIC's National Forensic Academy to attend the nationally recognized 10-week crime scene program.



The collaborative grants included more ambitious projects, such as real-time intelligence centers, allowing multiple agencies to share information and a digital forensic center in upper East Tennessee.

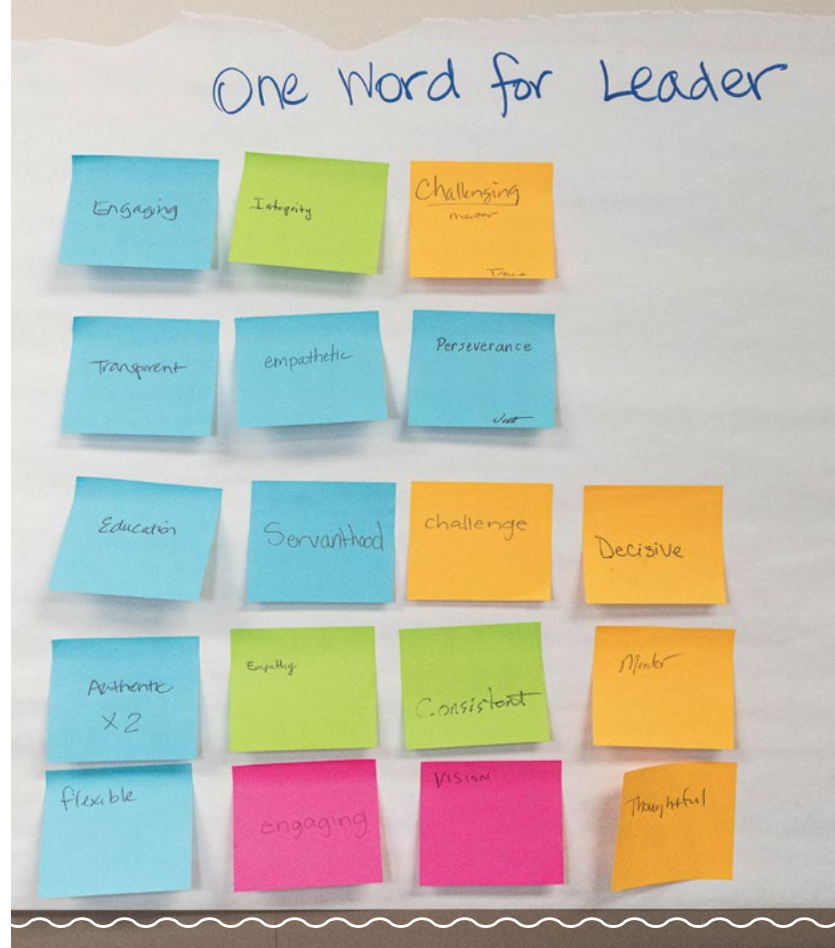
LEIC was given the opportunity to partner with TNOCJP to provide training and technical assistance over the three-year period of the grant. The pre-grant assistance that LEIC provided consisted primarily of technical assistance to law enforcement agencies applying for the grant. Between October 2022 and January 2023, a team of grant writers and consultants provided assistance that ranged from answering questions to writing complete grants for law enforcement agencies.

In all, LEIC staff members had contact with approximately 194 law enforcement agencies and wrote 28 formula grants, accounting for almost \$2.5 million, as well as five collaborative grants, for over \$2 million in awards. Additionally, the team assisted on 120 formula

grants and 27 collaborative grants for over \$61 million in grant awards to local law enforcement agencies.

Since the awards, the LEIC team has been working with TNOCJP to get some of the grants ready for executed contracts and providing technical assistance to agencies in the form of model policies and best practices for their newly acquired equipment. Additionally, LEIC will provide free training on various violent crime topics, including crime scene operations, active shooter and criminal investigations. As part of the program, a new limited-duration training specialist will join LEIC in July 2023 to spearhead the violent crime training.

The grant writing team consisted of LEIC Program Manager Rhiannon Jones; Lt. Danielle Lowery, Clinton Police Department; ret. Deputy Chief Brian Johnson, Nashville Police Department; Lauren Allard, Allard Consulting, LLC; Detective Sergeant Leslie Miller, Clinton Police Department; and Sergeant Thomas Clinton, Knoxville Police Department.



NEW TRAINING OPPORTUNITIES

Staying true to the Institute for Public Service’s mission to ‘Serve Business and Government to Improve the Lives of Tennesseans,’ the institute’s six agencies listen to customer needs when developing new training and service offerings.

From partnering with the Tennessee Comptroller of the Treasury to provide training to strengthen local government operations to developing a certification to help law enforcement clearly communicate with the public, IPS agencies created new curriculum this year to help meet the requests from customers.

“We listen to the needs of our customers as to what type of training is beneficial for them,” said IPS Vice President Herb Byrd III. “Whether we get the request from one of our state partners or from local government officials, we

are open to developing new curricula that will help them serve their customers.”

When the state comptroller’s office of local government finance looked to connect with local officials and finance staff, they reached out to the County Technical Assistance Service (CTAS) and the Municipal Technical Advisory Service (MTAS) to develop Successful Connections. 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. Topics for the quarterly meetings are decided from participant surveys following each meeting.

It was also at the request of the comptroller’s office that CTAS developed training for newly elected county

commissioners. After attending the County Officials Orientation Program, which is held for new county officials, commissioners must also complete seven hours of continuing education each year.

At the request of another long-time state partner, the Naifeh Center for Effective Leadership created the Tennessee Government Professionals Institute for the Tennessee Department of Human Resources. This institute is for high-performing employees who may not be at the managerial or executive level but want to build upon their professional skills.

Most recently, the Naifeh Center also developed the Professional Excellence Series. The series provides quarterly leadership development courses in Knoxville, Nashville and Jackson. One day of training includes two courses (9:00 am to 12:00 pm, and 1:00 pm to 4:00 pm). Courses are provided from a library of 30 classes in a variety of Lominger Leadership competencies in the Naifeh Center's three training domains: self, relational and organizational. The library includes courses for individual contributors, frontline supervisors, middle managers and executives.

In the past three years, MTAS redesigned its elected officials training, introduced new continuing education topics and offered new delivery methods. More recently, however, MTAS identified a need for an enhanced training revision in light of organizational and workforce changes. Recruitment concerns, retention issues and other changes in the world of work have created challenges for all organizations. MTAS recognized an opportunity to support municipalities in managing these issues.

In summer 2022, MTAS began assessments to identify leadership development needs for municipalities. Feedback gleaned from focus groups and customer

surveys revealed the need for a leadership development model and interest in training programs for three distinct audiences: emerging, mid-level and senior leaders.

In response to customer feedback, MTAS started by creating a leadership development framework and the mid-level training program. The Municipal Leadership Development Framework was announced in January 2023, and pilots of the mid-level municipal leadership program Connect were held throughout the spring. Connect focuses on leadership mindset, critical thinking and how leaders influence culture in their cities. The program offers a collaborative learning experience and features assessments, mentoring, small group engagement, and virtual and classroom meetings. Connect will be offered regionally as an open-enrollment program. Regional cohorts will be scheduled in different areas of the state throughout the year.

In the event of a community emergency, citizens often want to hear what's going on from the first responders. Realizing this, the UT Law Enforcement Innovation Center (LEIC) developed a 40-hour Master Public Information Officer Certification.

The Peace Officer Standards and Training Commission (POST)-approved course is for law enforcement personnel who serve as public information officers (PIO) or command staff who, in the event of an incident, address the public through media platforms. PIOs interact with the public through press releases, media releases, or media and press conferences. They also work to positively represent their agency through social media platforms.

Not only does curricula continue to evolve, but so do the delivery methods. With the onset of the COVID pandemic and continuing several years later, IPS agencies offer a number of course online or with a hybrid option.



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