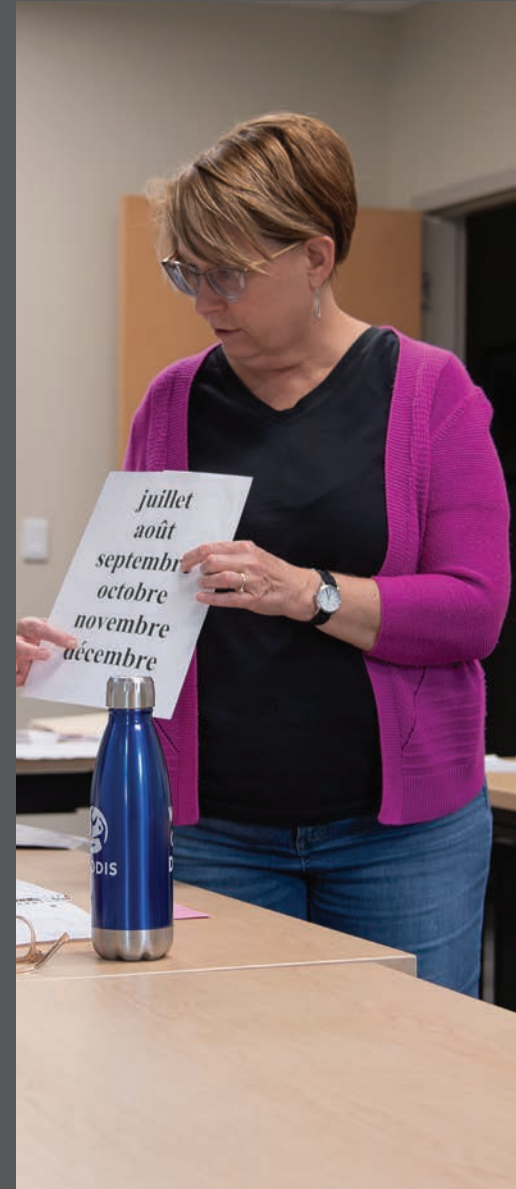
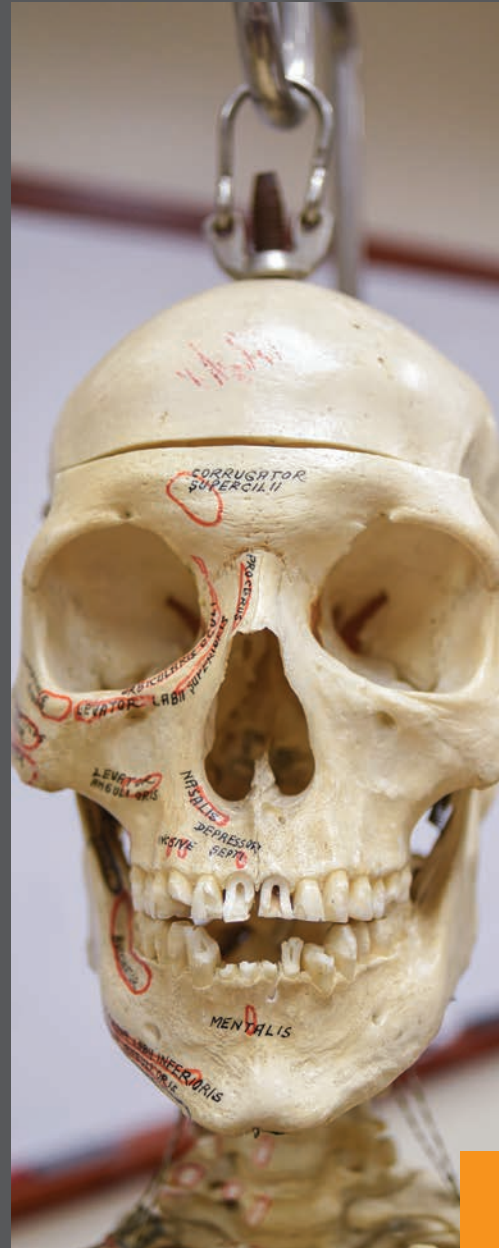




INSTITUTE
for PUBLIC
SERVICE

2024 CALENDAR

2023 ANNUAL REPORT



IPS.TENNESSEE.EDU



Looking Back & **FORGING AHEAD**

Growth has been a consistent theme across Institute for Public Service agencies in 2023, and really for the past several years. That means we are better able to serve you, in more ways, and with more programs you count on.

Continuing this growth trend, we again achieved a record customer-reported economic impact of \$2.82 billion! We also grew in the number of contacts we made (710,155), and the requests for assistance that we received (83,623).

To meet your needs, we've expanded our facilities across the state and the number of dedicated public servants we employ. Most recently, our headcount came in at 187, and judging by our job postings, that number will continue to rise the remainder of this year.

Infrastructure and personnel growth enabled increases in our agencies' program offerings. Since joining IPS in 2018, the Tennessee Language Center has expanded its service offerings and strengthened partnerships across the state. You can read about two such partnerships in this annual report. The Law Enforcement Innovation Center expanded its courses

to include a law enforcement leadership academy designed specifically to meet needs of the Memphis Police Department.

We're already planning for more program growth in 2024! Agency directors are working with their staff to add new programs. To support these changes, we are in the initial stages of more facility expansions for employee workspace and training space for customers.

The growth is exciting, especially since it is driven by a desire to better serve you. It is only possible because of the continued support of our stakeholders and customers. From university administration to the state legislature, local governments and our federal funding partners, Tennessee businesses and adult learners, we appreciate the trust placed in the institute and our agencies. Thank you for trusting us to be your service provider for training, consulting and technical assistance.

Dr. Herb Byrd III
Vice President, IPS

FY2023

IMPACT FIGURES

TRAINING PARTICIPANTS

36,183

REQUESTS FOR ASSISTANCE

83,623

CONTACTS

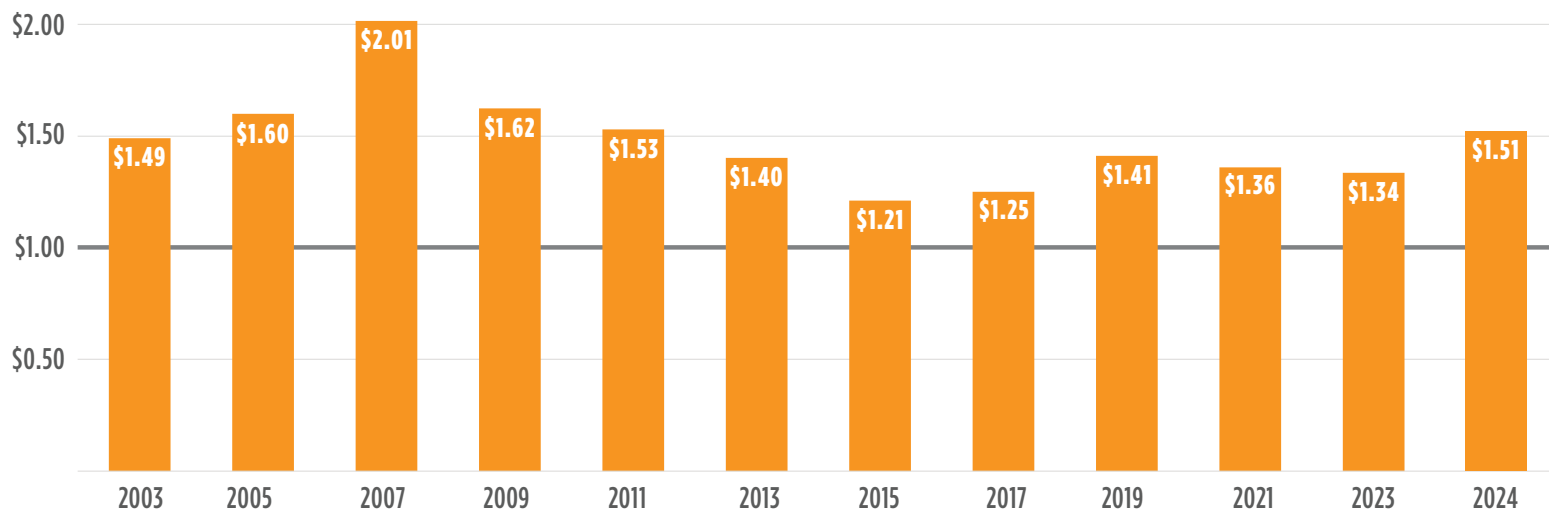
710,155

ECONOMIC IMPACT

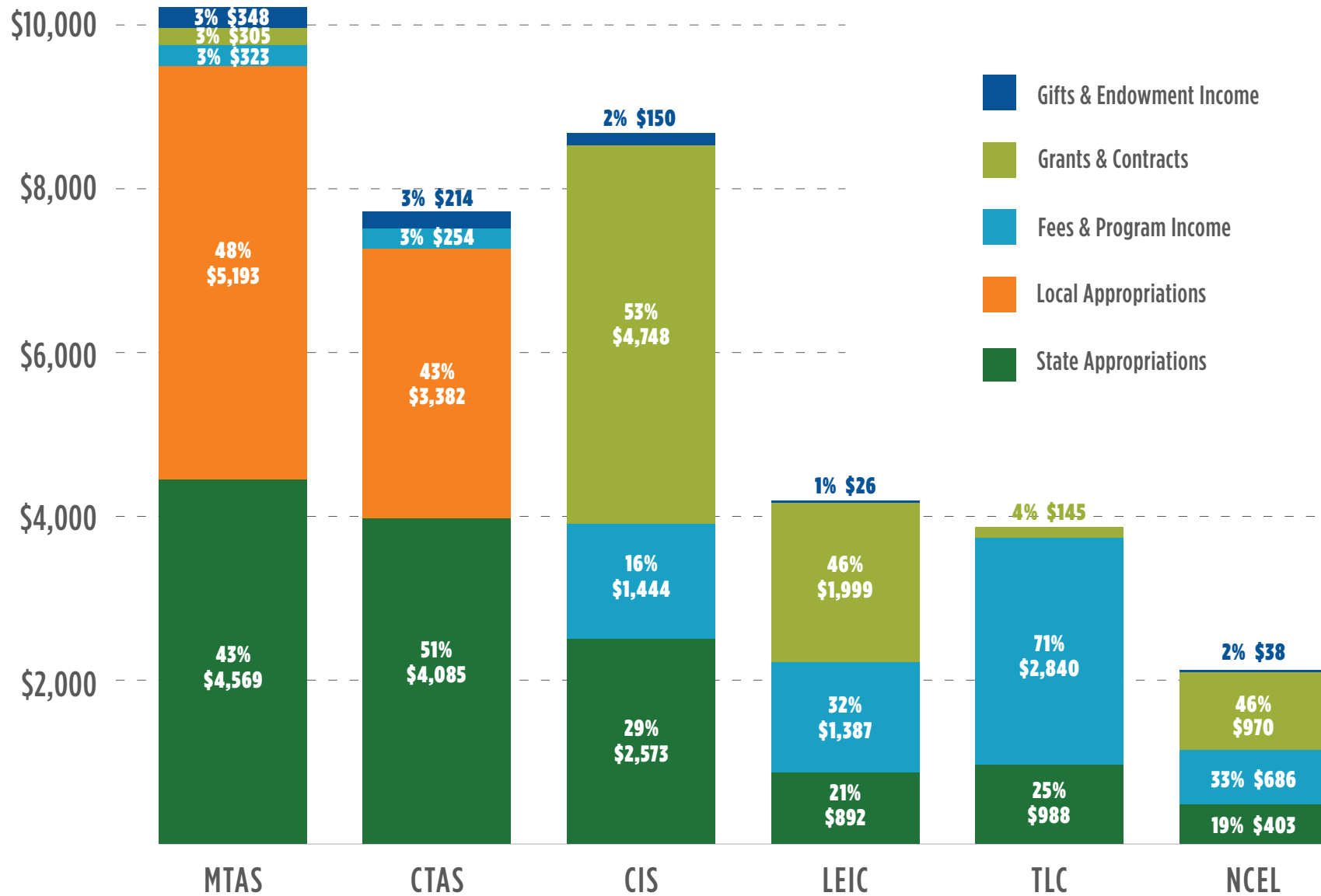
\$2.82 BILLION

IPS LEVERAGE RATIO

External Funds Generated Per \$1 State Appropriation



FUNDING SOURCE BY IPS AGENCY



FY2024

PROPOSED BUDGET

REVENUES

\$41,464,426

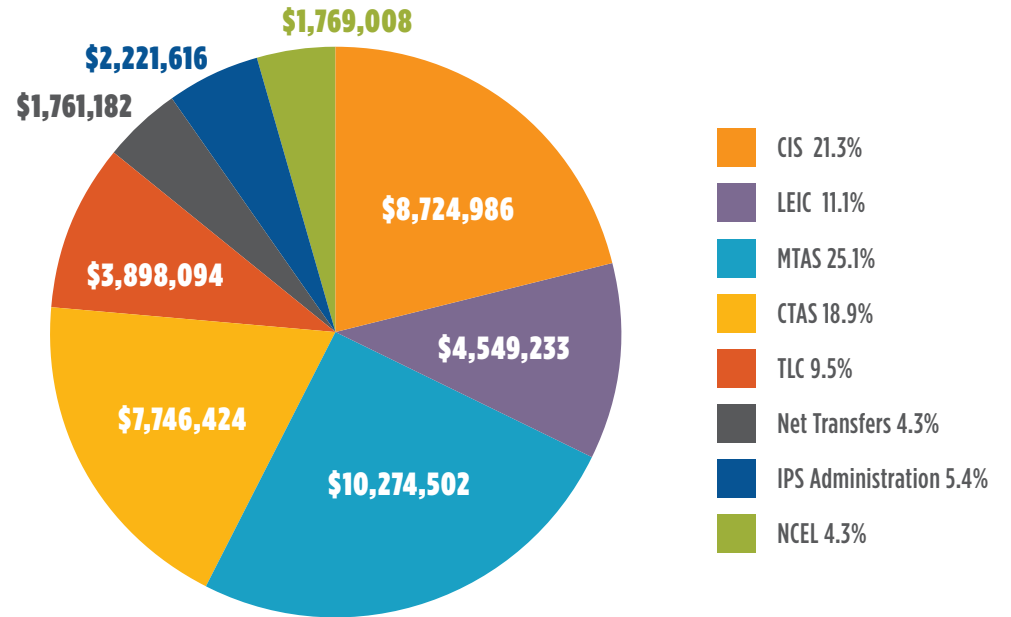
EXPENSES

\$40,945,045

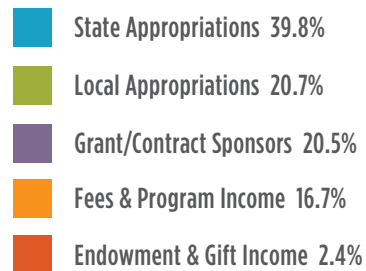
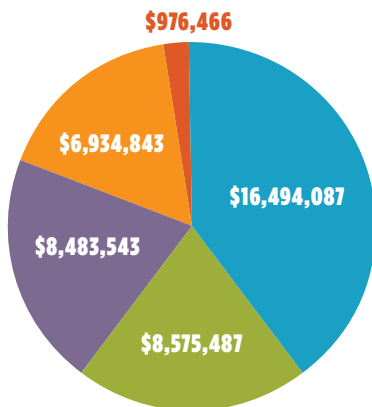
SURPLUS

\$519,381

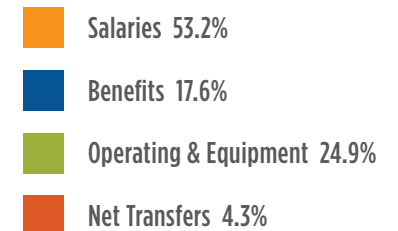
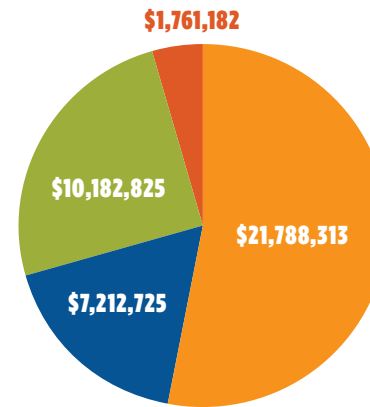
EXPENSE BY IPS AGENCY



REVENUES

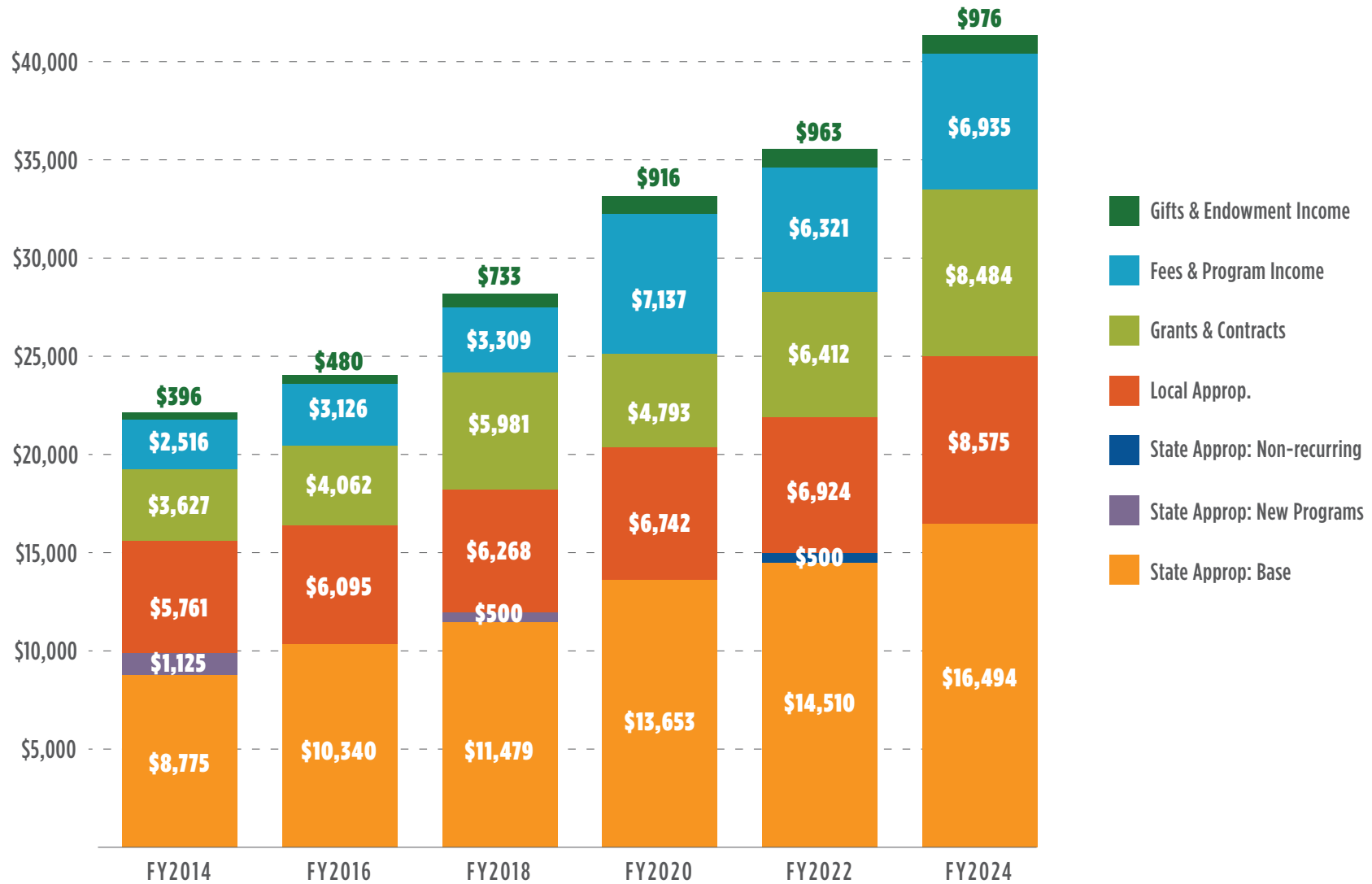


EXPENSES



CHANGE IN IPS FUNDING SOURCES

Over 10 Years



DEVELOPMENT

REPORT

FY23

\$153,361

FUNDS RAISED

FY23 saw a nearly 400% increase in dollars raised from FY22's total of \$40,906.

276 **TOTAL DONORS**

- Increased from 250 donors in FY22
- Includes 268 individuals and 8 organizations

**IPS EMPLOYEES DON'T JUST
TALK THE TALK**

100%

of full-time IPS employees donated to the UT Family Campaign!

Most donations were given to the **IPS Employee Assistance Fund**, which provides financial assistance to employees impacted by financial, health, natural disaster or other life-altering events.

Read more about our gift funds at ips.tennessee.edu/home/give-to-ips.

LEIC Conducts Leadership Training for Memphis Police Department



Over a five-week period in early 2023, the UT Law Enforcement Innovation Center (LEIC) provided a customized leadership development program for the Memphis Police Department (MPD). A cohort of 25 hand-picked MPD lieutenants and majors gathered at MPD's training facility for the Memphis Police Leadership Academy (MPLA).

When the cohort graduated, they had journeyed through a dynamic program that exposed them to nationally renowned leadership development experts and facilitated their growth as organizational leaders. Along the way, class members took several personal assessments that provided them with feedback on their current leadership strengths and growth areas.

These events were complemented by individualized projects designed to challenge the participants to be better strategic thinkers and problem solvers. The MPLA grew out of discussions between Memphis Police Chief Cerelyn "C. J." Davis and LEIC Executive Director Rick Scarbrough about ways the LEIC could support MPD in its efforts to further develop its leaders.



JANUARY

Visit leic.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 Martin Luther King Jr. Day	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

TLC Partners with Nashville Children's Alliance to Assist with Forensic Interviews



Giving a voice to children who have been abused or exposed to violence is crucial to gaining healing and justice for them. The Tennessee Language Center (TLC) has a long-standing partnership with the Nashville Children's Alliance (NCA) to provide interpretation services for children forensic interviews.

Forensic interviews are an important part of the investigative process in cases of severe abuse. They are child-led, non-leading, one-on-one, legally defensible and developmentally sensitive conversations that are conducted and recorded in a neutral and safe environment. These interviews are then utilized in criminal court proceedings to aid in prosecution.

"Children often don't feel seen or heard in these situations as it is, even when language isn't a barrier to communication," said NCA Director of Forensic Services Barbara Tallent. "Thanks to TLC, we at least know that we are able to communicate with the child, which allows us to create an atmosphere where they can feel safe and heard. The Nashville Children's Alliance would simply not be able to serve a large number of our clients without TLC."

FEBRUARY

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	13	14 Valentine's Day	15	16	17
18	19 President's Day	20	21	22	23	24
25	26	27	28	29		

SMART Initiative Advising Counties on Opioid Settlement Funds

Tennessee is among the hardest-hit states when it comes to the opioid epidemic. In 2021, there were 3,038 opioid overdose deaths in Tennessee, which accounted for 80 percent of all drug overdose deaths in the state. Most states, Tennessee included, filed lawsuits against pharmaceutical companies and pharmacies that are blamed for creating and fueling the epidemic.

Funds from those lawsuits are starting to be dispersed to states to help them fight the crisis. Our Substance Misuse and Addiction Resource for Tennessee, or SMART initiative, is providing guidance for community leaders on how to use these funds.

Through sister agencies the County Technical Assistance Service and the Municipal Technical Advisory Service, SMART is meeting directly with county and city officials to help them address the epidemic. SMART has recently developed several technical assistance resources, including an application for counties to distribute settlement funds to community organizations.



LEARN MORE BY
LISTENING TO
OUR PODCAST.

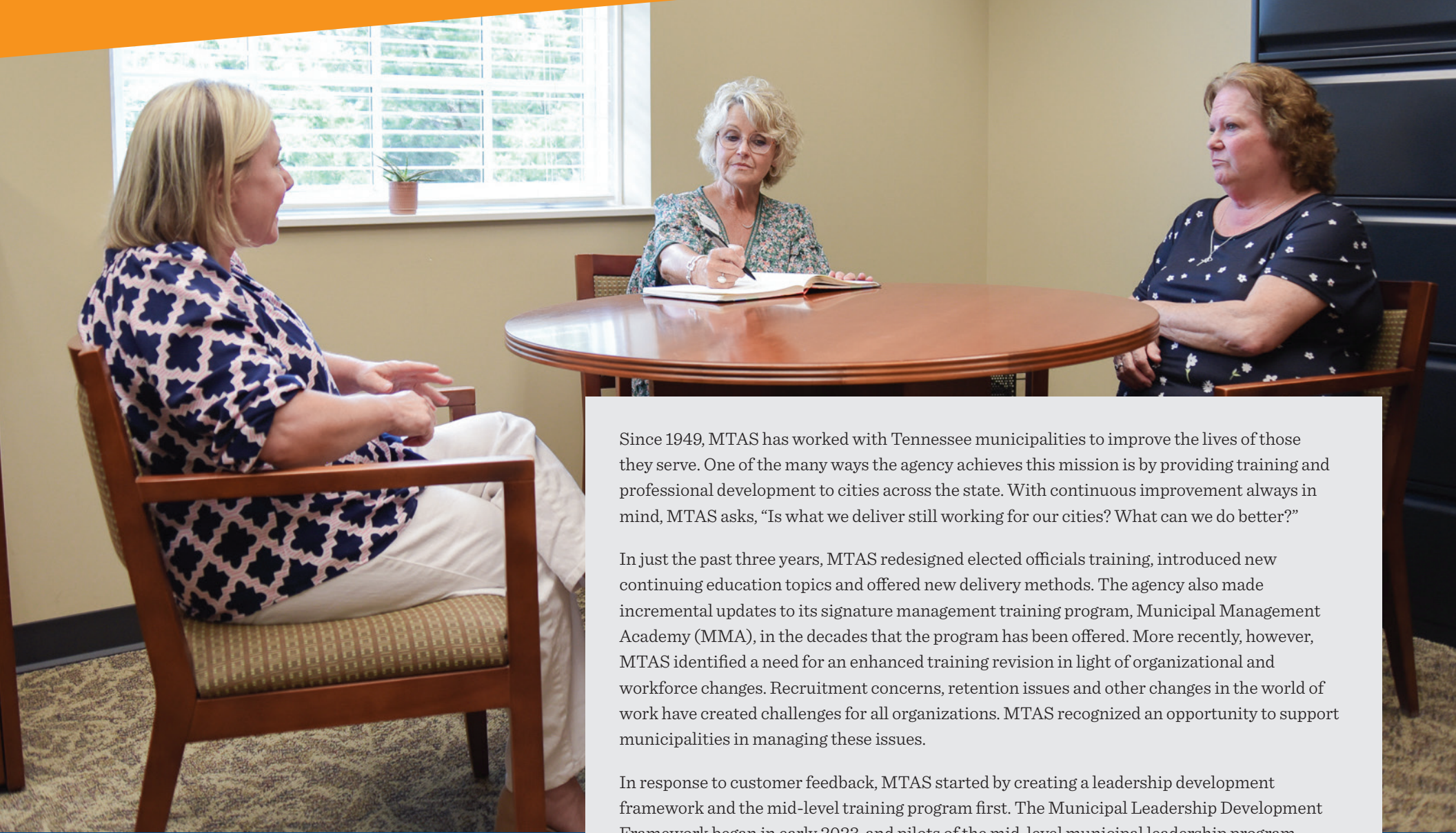


MARCH

Visit smart.tennessee.edu for more information.

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

MTAS Reimagines Leadership Training for Tennessee Municipalities



Since 1949, MTAS has worked with Tennessee municipalities to improve the lives of those they serve. One of the many ways the agency achieves this mission is by providing training and professional development to cities across the state. With continuous improvement always in mind, MTAS asks, “Is what we deliver still working for our cities? What can we do better?”

In just the past three years, MTAS redesigned elected officials training, introduced new continuing education topics and offered new delivery methods. The agency also made incremental updates to its signature management training program, Municipal Management Academy (MMA), in the decades that the program has been offered. 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.

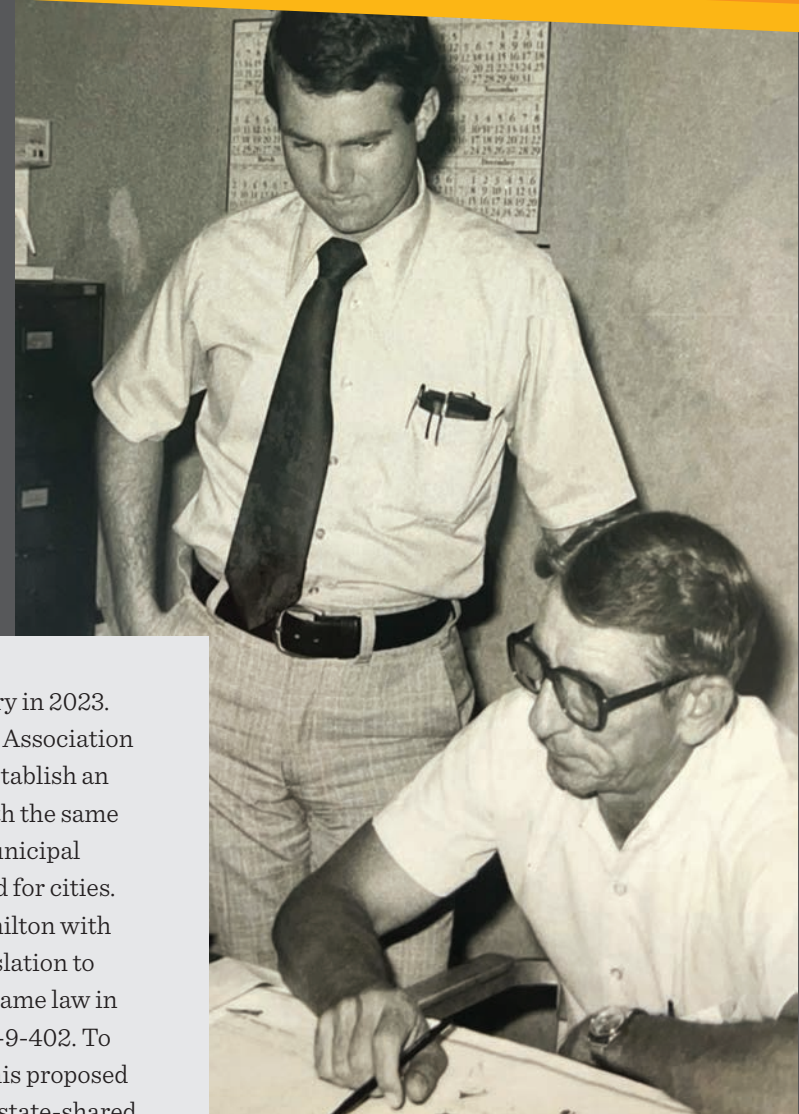
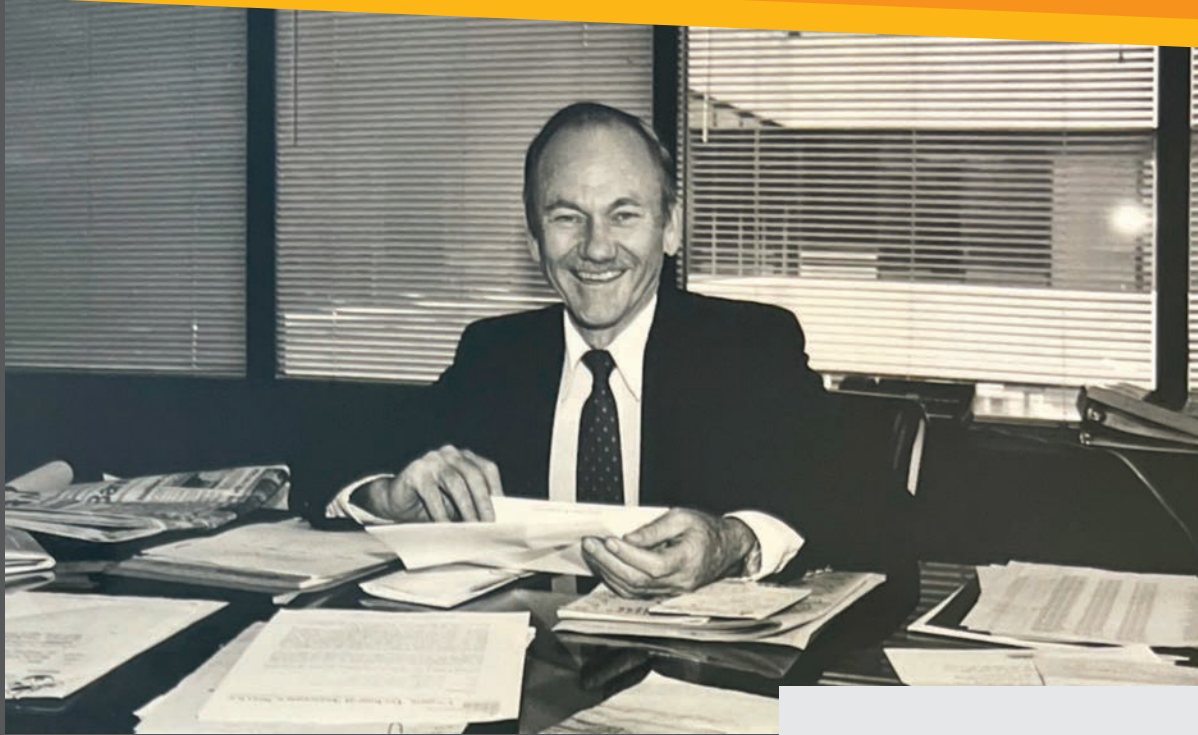
In response to customer feedback, MTAS started by creating a leadership development framework and the mid-level training program first. The Municipal Leadership Development Framework began in early 2023, and pilots of the mid-level municipal leadership program, Connect, followed later in the year. Connect focuses on leadership mindset, critical thinking and how leaders influence culture in their cities.

APRIL

Visit mtas.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 Passover Starts	23	24 Administrative Professionals Day	25	26	27
28	29	30				

CTAS Celebrates 50 Years of Service!



CTAS celebrated its 50th anniversary in 2023. In 1973, Tennessee County Services Association (TCSA) Dan McKinnis wanted to establish an organization to provide counties with the same type of technical service that the Municipal Technical Advisory Service provided for cities. He approached Senator Milton Hamilton with the idea, who agreed to sponsor legislation to establish CTAS. This legislation became law in 1973 and can be found in T.C.A. § 49-9-402. To fund this new organization, McKinnis proposed taking funds going to counties from state-shared taxes and divert them to create CTAS. The two state-shared county taxes he chose were the gasoline tax and the alcoholic beverage tax. Both of these taxes are collected by the state and shared with all ninety-five counties based on a formula.



LEARN MORE BY
LISTENING TO
OUR PODCAST.



MAY

Visit ctas.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 Mother's Day	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27 Memorial Day	28	29	30	31	



Record-setting Certified Public Manager Cohort

The graduating class of the December 2022 Tennessee Certified Public Manager (CPM) program set a record for economic impact this year for the Naifeh Center for Effective Leadership program. The Tennessee CPM program is making great strides after the COVID epidemic with the group of participants that jumped back in the classroom in-person, and took on the challenge of creating a lasting, positive impact in Tennessee.

The CPM program is a 12-month leadership program that encourages participants to look for issues in their agencies that need to be improved, and through the curriculum and their research, propose a change. The 2022 class took on this challenge, and the final figure was over \$217 million dollars of economic impact!

The capstone projects were very diverse. Jay McLellan, a senior engineer for the Tennessee Wildlife Resource Agency, had a very creative idea to develop recreational areas for Tennesseans, and specifically minorities, that would allow a green space for activities that do not involve hunting grounds.

Another project involved the city of Knoxville and a marketing campaign to advertise the stability, competitive pay and great culture of its workers. Lastly, an assistant city manager from the city of Savannah proposed a marina to be placed on the Tennessee River that would create revenue for the city and fuel for river travelers. These are just a few of the excellent projects produced by the class of '22.

JUNE

Visit leadership.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
					Flag Day	
16	17	18	19	20	21	22
Father's Day			Juneteenth			
23	24	25	26	27	28	29
30						

CIS Going Strong for 60 Years!

The Tennessee General Assembly established the Center for Industrial Services in May 1963 as one of the first few industrial extension services in the country. At the time, CIS consisted of an executive director and three field engineers. The business model was simple. Field engineers called on manufacturers in their region, worked with them to define production problems, and secured faculty to help solve their problems.

CIS has grown significantly over the years. The agency gradually began adding programs and people, including the Procurement Technical Center (PTAC) in the mid-1980s; Manufacturing Extension Partnership (MEP) in the early 1990s; and Health and Safety, including hazardous waste assistance, in the late 1990s.

As CIS entered the 21st century, they added the OSHA Training Institute and a few years later, the EDA University Center, including the Tennessee Certified Economic Developer program. Most recently, in 2022, they added the East Tennessee American Job Center One Stop Operator as part of the growing emphasis on workforce development.



**Helen Ross
McNabb Center**

*Children & Adult
Services*



JULY

Visit cis.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			

Serving Our Communities During Disasters



The Tennessee Language Center (TLC) and the Nashville Office of Emergency Management (OEM) teamed up to establish the Cultural Ambassadors for Disasters program. TLC assists the office in providing translation and interpretation services for Nashville's immigrant communities. They seek volunteers in those communities who can help residents, during the event of a disaster, understand directions and instructions from OEM.



LEARN MORE BY
LISTENING TO
OUR PODCAST.



AUGUST

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	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

APEX Accelerator Helps Local Businesses Expand

Unity One East, Inc., a security services company located in Chattanooga, became an APEX Accelerator client in 2020. CEO Walter Lindsey came to the Tennessee APEX Accelerator (previously Tennessee PTAC) to learn more about how to do business with various government agencies.

APEX Accelerator Program Manager Paul Middlebrooks helped Lindsey understand what information was needed in order to apply for certification through the Small Business Administration (SBA). He took Middlebrooks' advice to attend the free classes and training opportunities APEX Accelerator holds on a regular basis. He learned the basics of bidding on contracts, best practices for proposal writing and worked one-on-one with APEX Counselor Jutta Bangs to develop a strong elevator pitch.

"My time with APEX Accelerator has been very educational. I had always wanted to get into the government space, but I didn't have a firm understanding of how to do that and what resources I would need once I did," Lindsey said. "The APEX team was always responsive to my questions. They realized early on that there were things that I didn't know to ask, and they helped me to better understand the process. Additionally, the team was always willing to connect me with others in my field in hopes of building relationships that could also benefit my company's growth."



"The APEX team was always responsive to my questions. They realized early on that there were things that I didn't know to ask, and they helped me to better understand the process."

- Walter Lindsey, Unity One East CEO

SEPTEMBER

Visit cis.tennessee.edu for more information.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2 Labor Day	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					

The Pinnacle of Training for Public Information Professionals



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.

Through pre-work, instruction, networking and a group project, participants discuss writing, agency branding, social media, emotional intelligence and how to communicate to the public through a crisis.

OCTOBER

Visit leic.tennessee.edu for more information.

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

Naifeh Center Builds Strength, Capacity through Leadership Programs



“The strength of any organization is a direct result of the strength of its leaders.” This quote from John Maxwell not only illustrates the importance of developing a strong team but also highlights one of the strategic reasons why the Institute for Public Service (IPS) invests in and supports programs such as the IPS Leadership Academy and the Administrative Professionals Academy.

These two leadership development programs were designed to help IPS employees become more knowledgeable and effective leaders, but subsequently help build the strength and capacity of IPS as a whole. Both programs are managed and facilitated by the Naifeh Center for Effective Leadership.

For over 10 years, IPS Leadership Academy has brought together employees from each IPS agency to create small learning cohorts that visit each UT campus and IPS agency. The program offers leadership content and assessments, mentoring and activities aimed at expanding leadership knowledge and capacity. The goal for the program is for graduates to increase their knowledge and understanding of all IPS agencies and the UT system, as well as build their professional skill sets and networks.

NOVEMBER

Visit leadership.tennessee.edu for more information.

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



SMART Initiative Teams with Gibson Gives to Prevent Overdose

SMART partnered with Gibson Gives—the charitable foundation for Gibson, the iconic and leading global instrument brand—to place ONEbox opioid emergency response kits in Knoxville music venues.

In 2023, the Gibson Gives' Training and Empowering Musicians to Prevent Overdose (TEMPO) Nashville Live Music Venue Program offered ONEbox kits to 72 live music venues in the Music City metro area. The ONEbox opioid emergency response kits contain two doses of the opioid reversal medication naloxone (as Kloxxado), as well as personal protective equipment and video instructions that are activated when Onebox is opened.

“Our SMART staff is excited to be partnering with Gibson Gives to place overdose reversal instruction and medication in our local musical venues,” said SMART Executive Director Jennifer Tourville. “We feel fortunate that Gibson Gives has contributed the supplies to save lives in our community. In fact, we know that right after we distributed the kits to local venues, a life was saved at one of the sites.”

DECEMBER

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
29	30	31	Christmas Day	Hanukkah Starts Kwanzaa		



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