

Governor's Office of Diversity Business Enterprise (Go-DBE)

2023 Annual Report

Tennessee Department of General Services | December 31, 2023



2  **th**
Anniversary
Go BIG. Go FAR. Go-DBE.

The central graphic features a large black number '2' on the left and a large black 'th' on the right. Between them is a circular seal with a gold border and a maroon center. The seal contains three white stars and the text 'GOVERNOR'S OFFICE OF' at the top, 'State of Tennessee' in the center, and 'DIVERSITY BUSINESS ENTERPRISE' at the bottom. Below the '2th' is the word 'Anniversary' in a bold, black, sans-serif font. At the bottom is the slogan 'Go BIG. Go FAR. Go-DBE.' in a bold, black, sans-serif font.



Central
Procurement Office

December 31, 2023
The Honorable Bill Lee, Governor
and Members of the Tennessee General Assembly
First Floor, State Capitol
Nashville, TN 37243

Dear Governor Lee and Members of the Tennessee General Assembly:

Tenn. Code Ann. §12-3-1101, *et seq.*, requires the chief procurement officer of the Department of General Services to report annually to the Governor and each member of the General Assembly concerning State agency and department purchases from small businesses and businesses owned by minorities, women, persons with disabilities, or service-disabled veterans.

The Governor's Office of Diversity Business Enterprise ("Go-DBE") is pleased to report more than \$1.116 billion in spend with diversity business enterprises over the past year. This represents an increase of 6.2% above the previous year's record-breaking spend of \$1.05 billion. The past five (5) years saw a remarkable increase of over \$451 million, a 67.9% increase.

Go-DBE continues to focus on expanding procurement opportunities for businesses in rural counties. During the last fiscal year, more than \$101.7 million in State procurements and contracting occurred with certified diversity businesses in these counties. This represents a 14% increase over the previous fiscal year.

In addition, we certified or recertified 709 businesses as minority-owned, woman-owned, service-disabled veteran-owned, persons with disabilities-owned, or small business enterprises.

Presented herein is this year's annual report on diversity spend.

Sincerely,

A handwritten signature in blue ink that reads "Michael F. Perry".

Michael F. Perry
Chief Procurement Officer

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Go-DBE Summary

Creation of the Governor's Office of Diversity Business Enterprise ("Go-DBE")

Go-DBE was created by Executive Order Number 14 on December 8, 2003, to expand economic opportunities for small businesses and businesses owned by minorities and women.

Go-DBE coordinates and directs the executive branch's efforts to increase participation by small businesses and businesses owned by minorities, women, persons with disabilities, or service-disabled veterans in the State's procurement and contracting processes. With the assistance of a strong legislature, we have crafted one of the best programs in the nation for expanding opportunities to diversity business enterprises.

Mission Statement

To coordinate the State's efforts to facilitate greater participation by minority-owned, woman-owned, persons with disabilities-owned, service-disabled veteran-owned, and small businesses in the State's procurement and contracting opportunities.

Vision

To be the best program in the nation for expanding meaningful economic opportunities to business enterprises owned by Tennessee small businesses, including minority, women, persons with disabilities, and service-disabled veteran-owned businesses.

Program Definitions

Go-DBE verifies and certifies diversity businesses using one of the following categories:

Minority Business Enterprise (MBE):

A continuing, independent, for-profit business that performs a commercially useful function and is at least 51% owned and controlled by one or more minority individuals who are impeded from normal entry into the economic mainstream because of past practices of discrimination based on race or ethnic background. Recognized minority ethnicities include:

African American:

A person having origins in any of the Black racial groups of Africa.

Hispanic American:

A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

Native American:

A person having origins in any of the original peoples of North America.

Asian American:

A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands.

Woman Business Enterprise (WBE):

A continuing, independent, for-profit business that performs a commercially useful function and is at least 51% owned and controlled by one or more women; or in the case of any publicly owned business, at least 51% of the stock of which is owned and controlled by one or more women and whose management and daily business operations are under the control of one or more women.

Disabled Small Business Enterprise (DSBE):

A continuing, independent, for-profit business that performs a commercially useful function and is at least 51% owned and controlled by one or more persons with a disability; or, in the case of any publicly owned business, at least 51% of the stock of which is owned and controlled by one or more persons with a disability and whose management and daily business operations are under the control of one or more persons with a disability.

Service-Disabled Veteran Business Enterprise (SDVBE):

“Service-Disabled Veteran-owned business” means any person who served honorably on active duty in the armed forces of the United States with at least a 20% disability that is service-connected, meaning that such disability was incurred or aggravated in the line of duty in the active military, naval, or air service.

Service-Disabled owned Veteran means a service-disabled owned business that is a continuing independent, for-profit business that performs a commercially useful function and

- o Is at least 51% owned and controlled by one or more service-disabled veterans;
- o In the case of a business solely owned by one service-disabled veteran and such person’s spouse, is at least 50% owned and controlled by the service-disabled veteran; or
- o In the case of any publicly owned business, at least 51% of the stock of which is owned and controlled by one or more service-disabled veteran and whose management and daily business operations are under the control of one or more service-disabled veteran.

Small Business Enterprise (SBE):

A continuing, independent, for-profit business that performs a commercially useful function and has total gross receipts of no more than \$10 million averaged over a three-year period or employs not more than 99 employees on a full-time basis.

Program Accomplishments

Contracts and Payments

Go-DBE monitors purchases made to certified diversity businesses by State agencies and departments. Due to the nature of the procurement process, relying on awarded dollar amounts, as defined by the Central Procurement Office (“CPO”), can be misleading because awarded dollars are estimated amounts and are not guaranteed. Therefore, to produce the most accurate report possible, recorded dollar values represent actual spend to diversity businesses. In addition, the spend dollars throughout this report represent purchases from all State agencies, the University of Tennessee System (UT), Tennessee Board of Regents (TBR), and State Procurement Agencies (SPAs). The UT, TBR, and SPA data is reported to Go-DBE every quarter; State agency data is collected and reported by the State’s Enterprise Resource System (Edison). For conciseness, this report will use the term “agencies” to mean State agencies, departments, UT, TBR, and SPAs unless otherwise noted.

For the past 19 years, agencies have increased procurements with diversity businesses. In FY 2023, purchases to certified diversity businesses increased by more than **\$65 million** to **\$1,116,318,259**. This is a **6.2%** increase from the previous fiscal year of \$1,050,816,752.

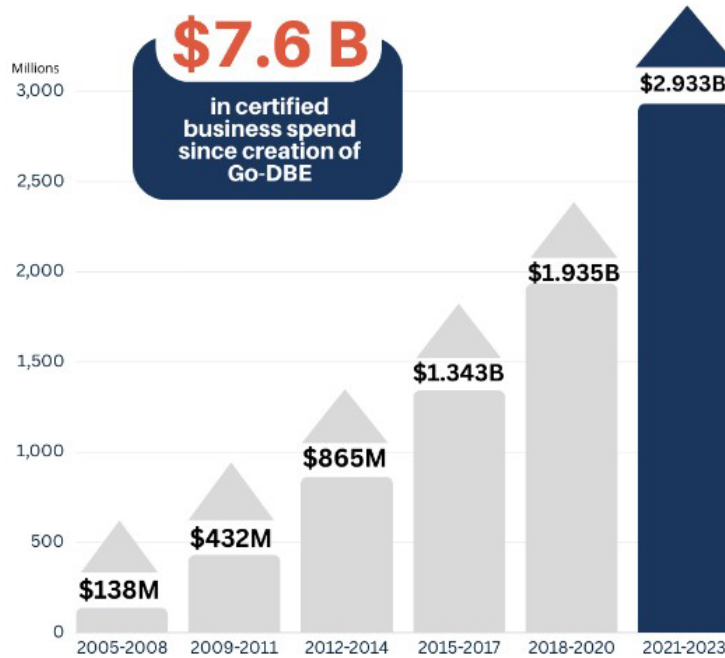
The chart on the following page illustrates that Go-DBE can now report more than **\$7.6 billion** in diversity payments to certified diversity businesses from FY 2005-23.

Volume of Transactions with Certified Businesses FY 2005-23

GO-DBE

2023

CERTIFIED BUSINESS SPEND



To provide context, total State spend, including non-DBEs, in FY 2023, as reported by Edison, was \$4,188,701,180. With the inclusion of UT – (\$563,386,311), TBR – (\$291,771,835), SPAs/Local Government Institutions (LGIs) – (\$544,277,548), and the Vendor Payment Card (P-Card) – (\$36,526,302), the total State spend was \$5,624,663,176.

The total diversity spend of \$1,116,318,259 includes Edison, UT, TBR, SPAs, and P-Card. State agencies were responsible for \$853,557,956 of total diversity spend. UT, TBR, SPAs, and P-Card were responsible for the remaining \$262,760,303 diversity spend. Therefore, **19.85%** of total State spend went to certified diversity businesses.

Currently, there are 273,867 registered suppliers in Edison, 2,263 of those are certified with Go-DBE. This means that 19.85% of total State spend goes to approximately **0.8%** of total suppliers.

Highlights in Contracts and Payments by Category and Ethnicity

The information below reflects the categories for small businesses and businesses owned by minorities, women, persons with disabilities, or service-disabled veterans. Go-DBE experienced an excellent year in FY 2023, with increases realized in two categories: MBE and SBE businesses. MBEs experienced an increase of 3.6% from \$543,021,353 to \$562,716,299. The MBE category represents 50% of the overall diversity spend. The increase was primarily due to expanded opportunities in subcontracting in professional services. SBE businesses realized a 30.2% increase from \$266,944,657 to \$347,661,149 from construction business.

Please note that although a business may meet multiple criteria, Go-DBE can only certify a company for *one* category and *one* subcategory. For example, if a minority service-disabled female owns a small business, the owner technically qualifies for four categories. Go-DBE works with the business owner to determine the most applicable and appropriate category.

FY2022-23		< CERTIFICATION TYPE >				
Category & Ethnicity	MBE	WBE	SDVBE	SBE	DSBE	Ethnicity Totals
<i>African American</i>	\$110,580,010.60	\$321,588.33	\$16,324,394.45	\$17,189.48	\$87,026.48	\$127,330,209.34
<i>Asian American</i>	\$434,780,128.20	\$1,023,124.29	\$0.00	\$22,050.00	\$0.00	\$435,825,302.49
<i>Hispanic American</i>	\$12,318,981.26	\$8,089,460.36	\$0.00	\$9,792.07	\$0.00	\$20,418,233.69
<i>Native American</i>	\$4,962,486.36	\$78,464.24	\$137,530.21	\$0.00	\$0.00	\$5,178,480.81
<i>Non-Minority Female</i>	\$0.00	\$174,252,744.20	\$0.00	\$4,423,591.03	\$0.00	\$178,676,335.23
<i>Non-Minority Male</i>	\$0.00	\$0.00	\$1,277,579.86	\$347,612,117.10	\$0.00	\$348,889,696.96
Totals:	\$562,641,606.42	\$183,765,381.42	\$17,739,504.52	\$352,084,739.68	\$87,026.48	\$1,116,318,258.52

Diversity Solicitations and Responses

Go-DBE makes considerable efforts to ensure diversity businesses receive as many opportunities to participate in State procurements as possible. Every year, Go-DBE releases an upcoming procurements report, *The Forecast of Acquisition Plans for State Departments and Agencies*, which depicts likely procurement opportunities over the next year. Also, the Go-DBE’s diversity business liaisons engage all bidders at pre-response conferences managed by the CPO. These are only two methods Go-DBE uses to proactively engage with the diversity business community. Go-DBE utilizes Edison to monitor and track diversity procurement opportunities. The numbers on the following page include UT and TBR, which self-report their data. State agency data is collected from Edison. The number of solicitations represents the number of bid opportunities given to each category of diversity businesses. The number of bids received represents how many businesses responded in each category.

Category	Number of Solicitations	Number of Bids Received
Minority Business (MBE)	981	723
Women Business (WBE)	2577	2289
Small Business (SBE)	9293	8874
Service-Disabled Business (SDVBE)	479	108
Persons with Disabilities (SDBE)	31	14

MBE Subcategories Solicitations and Responses

Further analysis was conducted using just the MBE category.

Category	Number of Solicitations	Number of Bids Received	Number of Awards
African American	523	265	262
Asian American	423	201	134
Hispanic American	419	134	185
Native American	324	99	101

* *Notes for both charts above:* The columns for Number of Bids Received and Number of Solicitations include data from solicitations done in Edison and reported by UT and TBR. The Number of Awards includes purchase orders and contracts and represents the most accurate picture as it captures all awards regardless of whether the solicitation was done in Edison. This explains why the Number of Awards may appear higher than the Number of Bids Received. The Number of Awards is defined as any one-time purchase order or contract awarded to a certified diversity business. It does NOT count the thousands of purchase orders issued under an existing contract; it only counts new contracts or single purchase orders for non-contract items.

Certification

Go-DBE certifies diversity businesses as minority-owned, woman-owned, persons with disabilities-owned, service-disabled veteran-owned, or small business enterprises. The certification application is entirely an online process. There were 2,260 total certified businesses at the end of FY 2023.

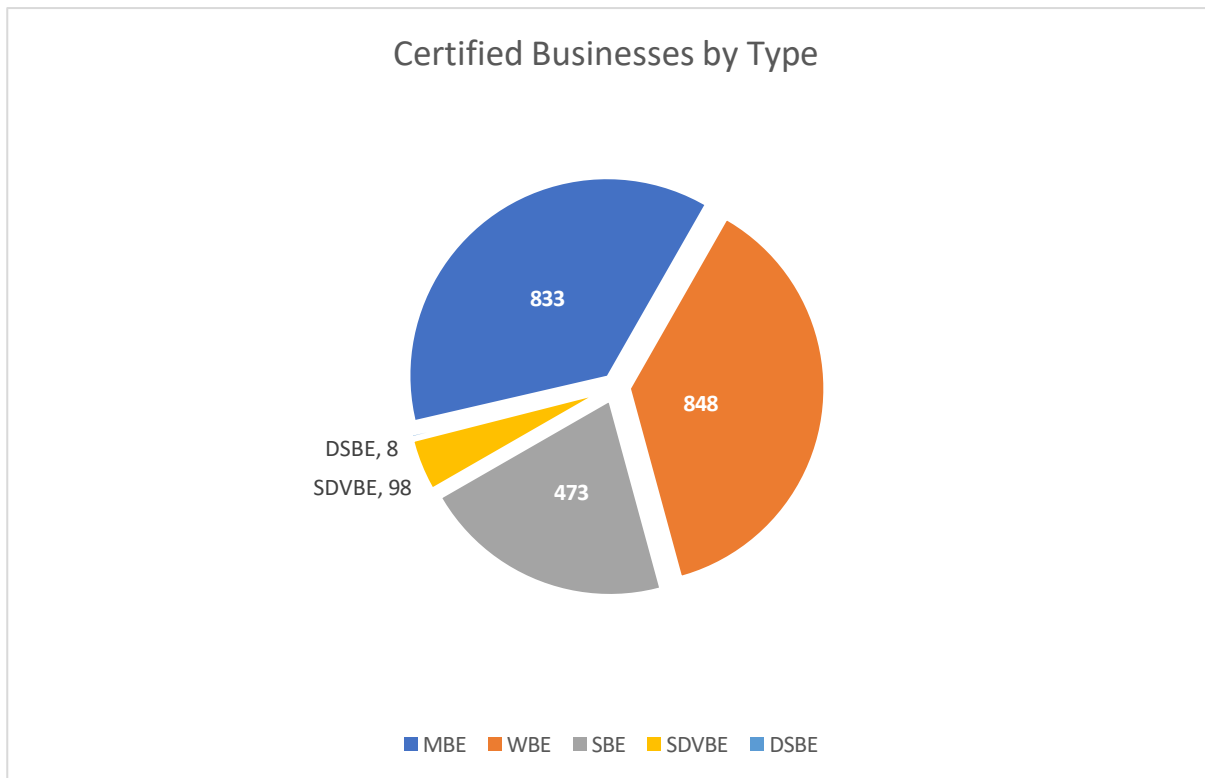


Eligible businesses seeking certification as an MBE, WBE, DSBE, or an SDVBE must be independently owned and operated and prove that at least 51% of the business is owned and controlled by a minority, a female, a disabled individual, or service-disabled owned veteran within the meaning of T.C.A. §12-3-1102, and related guidelines.

Certified Diversity Businesses (As of the End of FY 2023)

Go-DBE does not limit its diversity participation to Tennessee businesses, as 41 states and the District of Columbia are represented outside Tennessee.

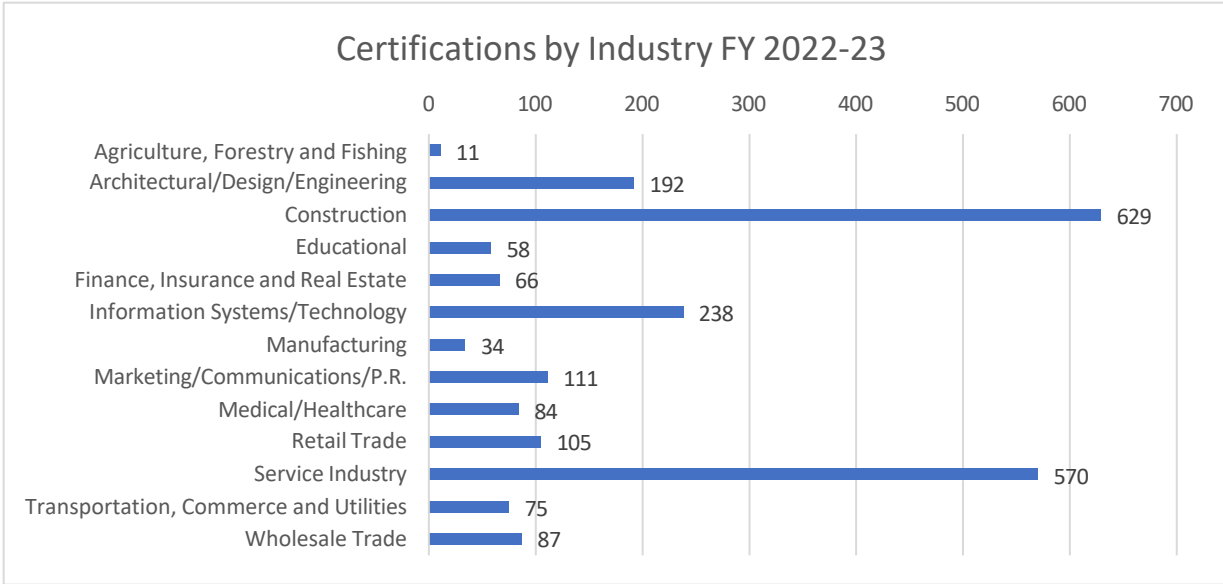
There are 552 certified businesses outside of Tennessee, with 191 companies in states bordering Tennessee. The largest representation continues to be from Georgia, with 56 certified businesses. As industry types evolve in cybersecurity, fraud services, cloud services, and others, these certifications help the State to best meet its procurement needs.



Certifications by Industry

Go-DBE continues to monitor the certifications by industry each year. All State agencies are encouraged to utilize the Go-DBE website to access the directory to identify certified businesses for sourcing bid events and proposals. The industry information is also valuable to local governments and private sector companies seeking to identify diversity suppliers as both prime contractors and subcontractors. The service, construction, and information systems industries continue to garner the largest participation.

The graph below depicts the number of certified diversity businesses by industry as of the end of FY 2023.

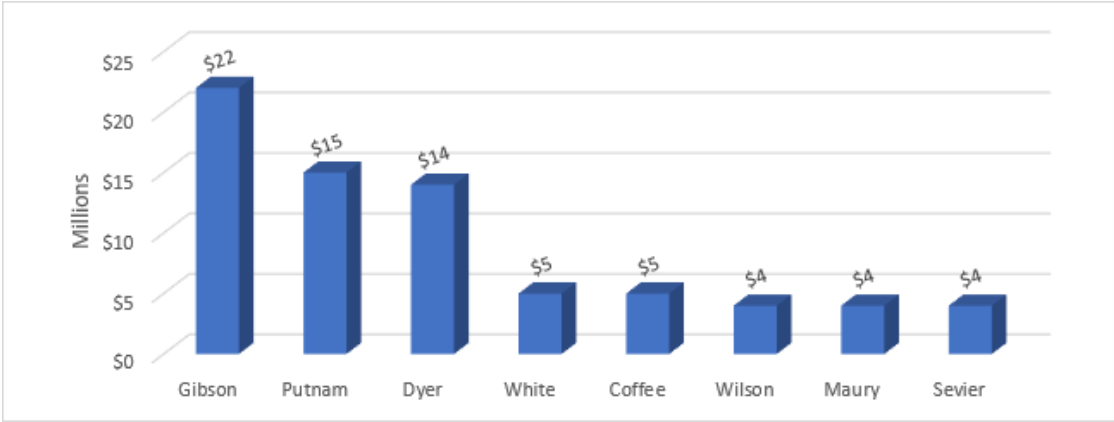


Executive Order No. 1

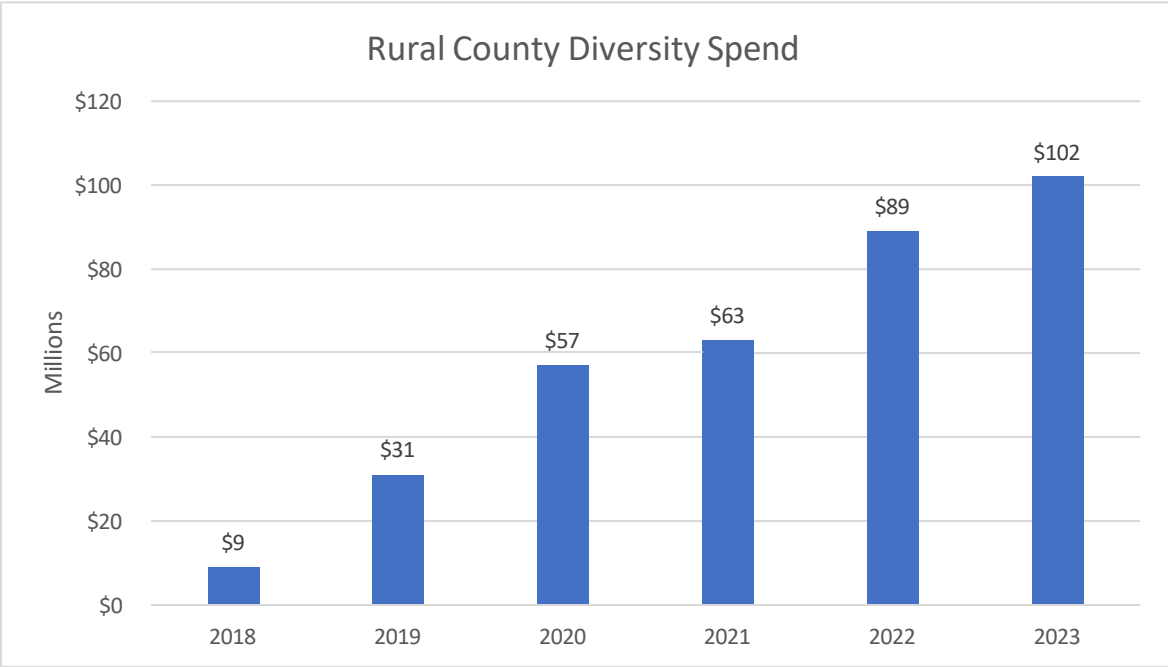
Within a few days of his inauguration in 2019, as the 50th Governor of the State of Tennessee, Governor Bill Lee signed Executive Order 1 as a commitment to better support rural Tennesseans. In support of this order, Go-DBE committed to increasing new certifications with businesses located in economically distressed and at-risk counties across the State. As such, Go-DBE performs frequent outreach efforts to businesses in rural counties. Certified businesses provided \$101.7 million in products and services to 51 rural counties in FY 2022-23. This is 11 more counties and a \$12.8 million increase from the previous year.



Nineteen rural counties had diversity spend of more than one million dollars. Below are the top eight rural counties with spend to diversity businesses.



Diversity Spend in Rural Counties the Past 6 Years:



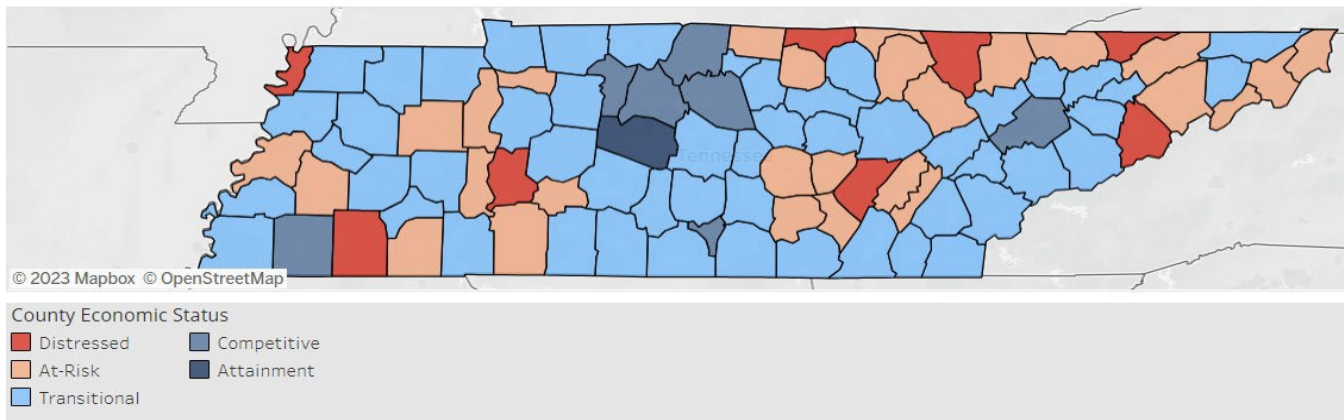
Outreach Events and Activities

Outreach activities are another means to expand economic opportunities to business enterprises in rural counties. Examples of outreach activities for the fiscal year included:

<i>2022 TN Procurement Opportunities Conference</i>	<i>Nashville Area Hispanic Chamber of Commerce</i>
<i>American Subcontractors Association</i>	<i>Nashville Black Chamber of Commerce</i>
<i>APSU, TTU, ETSU, Workshops</i>	<i>Nashville Business Incubation Center</i>
<i>Chattanooga Chamber of Commerce</i>	<i>Nashville Chamber of Commerce</i>
<i>City of Knoxville Conference Meeting</i>	<i>Nashville Strategic Partnership - Clark Const.</i>
<i>"Doing Business with the University of Tennessee" – Supplier Workshops</i>	<i>Skanska Outreach Meeting</i>
<i>East Tennessee Purchasing Association</i>	<i>Small Business Development Offices Meeting with Colleges and Universities</i>
<i>Ford BlueOval Presentation</i>	<i>TA3 American Chinese Chamber</i>
<i>"In the Know" Presentations</i>	<i>TCAT – Brownsville, TN</i>
<i>Jackson, TN Black Chamber of Commerce</i>	<i>TDOT Annual DBE Meeting</i>
<i>Latin American Chamber of Commerce</i>	<i>Tennessee Museum Warehouse</i>
<i>MedWeek Presentation</i>	<i>Titans New Stadium Outreach Event</i>
<i>Messer Construction Outreach</i>	<i>TSU Small Business Development Center</i>
<i>Metro Nashville Diversity Panel</i>	<i>U. S. Small Business Administration Outreach</i>
<i>Nashpreneurs Conference (Vanderbilt)</i>	

With eight distressed and 27 at-risk counties in Tennessee, it is imperative we continue to expand opportunities to small and diverse businesses throughout the State. The outreach and training sessions continue to prove valuable in raising the standards and level of business success.

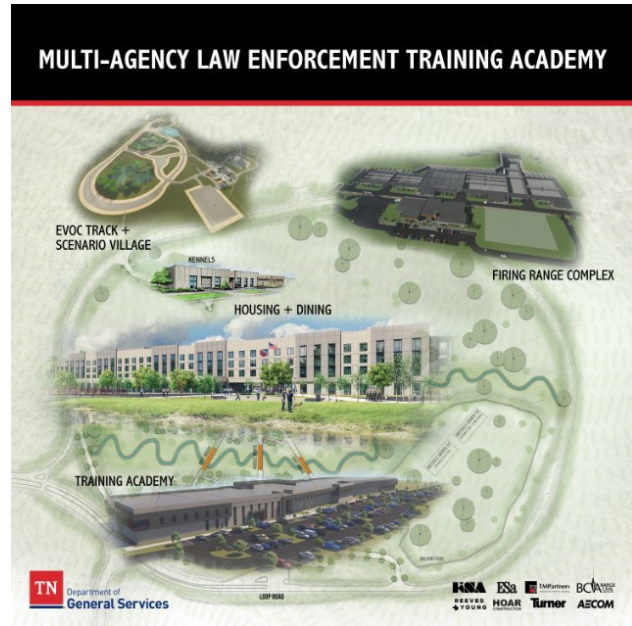
County Economic Status Map (Fiscal Year 2024)



MALETA

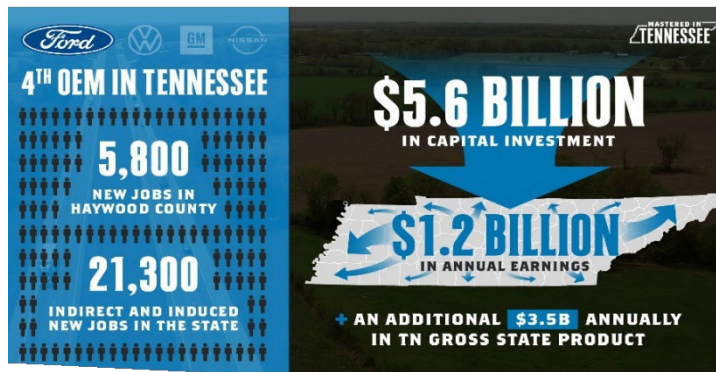
The Multi-Agency Law Enforcement Training Academy (MALETA) is a consolidated law enforcement campus, including state-of-the-art training facilities, housing and dining for cadets and in-service staff, and a new administrative headquarters building for the Tennessee Department of Correction and Tennessee Department of Safety & Homeland Security.

Go-DBE has been very much engaged in the early stages of the project to emphasize the importance of diversity participation at all levels of construction.



Ford BlueOval City

Go-DBE continues to actively promote the participation of certified small and diverse businesses throughout the project. Through various partnerships, Go-DBE-certified businesses are aware of the BlueOval City project; some are already engaged in the early phases of the project. It is crucial to involve local and State-certified businesses throughout the process. Current diversity participation ranges from 11% to 30% within different portions of the project.



Go-DBE is proud to report that Garney Construction is on track to meet its proposed diversity goal of 15%. Garney is the prime contractor for the Wastewater Force Main and Pump Station contract. Thus far, \$9.5 million of subcontracting work from 10 certified Go-DBE businesses has accounted for 21% of the contract.

In addition, Brasfield and Gorrie, the prime contractor for the Wastewater Treatment Plant and Lagoons, has subcontracted \$15.8 million to 24 certified Go-DBE businesses. This accounts for 16% of the contract.

Tennessee Titans Stadium

The State Building Commission approved a grant of \$500 million for the Titans stadium project on June 8, 2023.

The Tennessee Builders Alliance (TBA), construction manager at risk for the new stadium, hosted a stadium launch outreach meeting for community members and businesses interested in learning more about the upcoming stadium construction

process and opportunities to get involved. In partnership with Turner Construction, three of the prime contractors are Go-DBE-certified MBEs. They are Polk & Associates Construction, ICF Builders, and Entrée Savvy.



Bi-Annual Small Business Liaison Meeting

Go-DBE has transitioned to hosting its Small Business Liaison meeting from annually to bi-annually. Historically, Go-DBE hosted the Small Business Liaison meeting once a year and provided a summary to each State department and agency regarding their previous fiscal year's diversity spend. The small business liaisons serve as an extension of Go-DBE within their agency. Go-DBE's mission is to assist all State departments and agencies in achieving and exceeding their diversity goals.



Go-DBE seeks to increase engagement with all State departments and agencies by providing small business liaisons with information regarding their diversity goals, best practices to set them, and how to achieve them. We also provide new small business liaisons with a program overview to assist them with understanding their role and responsibilities.

Here are some ways for Small Business Liaisons to assist with Go-DBE efforts:

- *Utilizing Go-DBE's diversity business directory for **all** the agency's procurement and contracting opportunities.*
- *Reviewing eligibility for diversity certification with current awarded businesses.*
- *Referring potential diversity businesses to Go-DBE for certification to help the agency meet its diversity goals.*

“In The Know” – Business Development Program

Go-DBE continues to focus on client engagement and providing superior customer service. Based on an engagement survey sent to certified diversity businesses, Go-DBE received feedback that it should explore providing additional information beyond certification.

As a result, in August of 2021, Go-DBE announced its new business development program, “In the Know.” Now in its third year, the program consists of ten monthly virtual meetings covering various topics. eft

The program assists with providing resources to currently certified diversity businesses and other businesses or individuals desiring to attend. During FY 2022-23, Go-DBE covered many topics during the “In the Know” meetings. Some of the subjects covered were:

How to Export Products & Services (U.S. Department of Commerce)

Steps to Increase Bonding Capacity

The When, Why & How of SBA Lending (First Horizon Bank)

Decoding the Myths about Grants (LSMB Business Solutions)

State Procurement 101 (Central Procurement Office and STREAM)

Business Resources (Tennessee APEX Accelerator)

Myths About DBE Certifications (Go-DBE)

General Funding & FundTN Overview (Economic & Community Development)

Go-DBE collaborated with several community partners and organizations to discuss the above topics with the certified diversity database.

All Go-DBE’s “In the Know” meetings are recorded and posted on Go-DBE’s website under the “Events and Publications” tab to provide easy access.

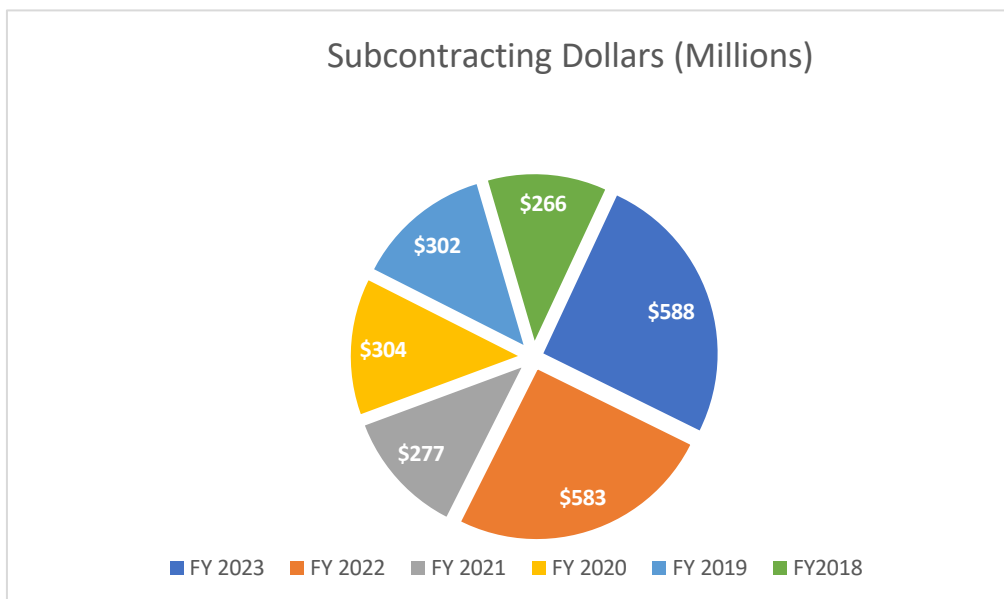
The program allows businesses to utilize the information and resources provided during the meetings. Go-DBE is constantly seeking ways to provide additional resources and connections that will benefit the diverse business community. Go-DBE is committed to being a central point of contact for businesses seeking resources, procurement opportunities, business development, and diversity certification.

Subcontracting Opportunities

Each year, Go-DBE participates in numerous pre-bid and pre-response conferences. Go-DBE's role is to educate State agencies and industries about the State's diversity program. In doing so, majority-owned firms are encouraged to subcontract and partner with certified diversity businesses in their procurements. Subcontracting has proven to be a successful method in assisting State agencies in reaching their internal diversity goals. The State has realized over \$2 billion in subcontracting in the last five years.

The high utilization of subcontractors continues in the construction and professional services areas. Total subcontracting spend in FY 2022-23 was over \$588 million. This represents 52.7% of the overall diversity spend for the year. With a sizeable annual usage over the previous 10 years, subcontracting continues to encompass an essential part of the diversity picture in the State.

Annual Subcontracting Dollars – FY 2018-23



Agency and Departmental Goals

Congratulations to the 26 State agencies achieving their diversity goal in FY 2023! This is an outstanding accomplishment, considering the difficulties encountered by the business community during the fiscal year.



Go-DBE monitors agencies' efforts to achieve diversity in contracting throughout the year. Go-DBE uses spend history, current procurement opportunities, and other methods from each agency to establish diversity spend goals for the following fiscal year.

Each agency is given a goal by category: MBE, WBE, DSBE, SDVBE, and SBE. The individual category goals and spend have not been included in the chart (on the following page) to communicate more concisely whether an agency met its overall goal. Please note that some agencies may have met a category goal but were unable to meet their total agency goal.

Agencies Meeting Their Goal

As illustrated in the chart below and continued on the following page, 26 agencies and departments met the goals established by Go-DBE during FY 2023. Those that did not meet their goals will be provided targeted assistance for the next fiscal year. With dedicated diversity software, agency training, and close communication with procurement agency staff, Go-DBE will be focused throughout the year to assist agencies in meeting their goals.

Also included in the following page are the diversity dollars reported by each of the SPA/LGI colleges and universities. Congratulations are in order, as together they combined to total over \$48 million to certified diversity businesses. This is a \$23 million increase or 92%.

Agency and Department Spend

Agency	Goal	Actual	Diversity Dollars
Agriculture	10.00%	14.40%	\$2,016,375.00
Board of Regents	26.00%	45.53%	\$132,841,038.39
Children's Services	5.00%	14.21%	\$5,455,431.53
Commerce & Insurance	4.00%	4.43%	\$1,555,668.10
Correction	4.00%	4.75%	\$13,728,041.22
Economic & Community Development	10.00%	14.56%	\$830,514.75
Education	4.00%	10.08%	\$11,014,475.00
Environment & Conservation	7.00%	12.00%	\$8,214,612.43

Finance & Administration	4.00%	39.12%	\$87,954,029.35
Financial Institutions	6.28%	21.66%	\$69,633.00
General Services	18.00%	55.87%	\$43,923,305.70
Health	4.50%	6.99%	\$8,133,112.38
Higher Education (Commission)	7.00%	96.89%	\$35,086,321.77
Human Resources	13.00%	19.08%	\$153,919.11
Human Services	5.91%	8.20%	\$13,751,770.99
Intellectual & Developmental Disabilities	25.50%	14.38%	\$2,748,504.80
Labor & Workforce	7.00%	7.91%	\$2,120,998.08
Mental Health and Substance Abuse	14.00%	5.95%	\$2,094,103.85
Military	5.50%	16.20%	\$7,057,363.17
Revenue	10.75%	0.26%	\$41,910.11
Safety & Homeland Security	5.50%	6.05%	\$3,537,023.64
SBC/Capital Projects	10.00%	18.89%	\$36,991,654.51
TennCare	23.50%	77.71%	\$470,545,711.56
Tennessee Bureau of Investigation	12.83%	13.42%	\$4,060,518.38
Tennessee Department of Transportation	4.50%	4.57%	\$78,659,917.53
Tennessee Wildlife Resources Agency	7.00%	8.31%	\$2,641,068.40
Tourist Development	11.00%	3.77%	\$1,136,836.90
TRICOR	4.50%	4.87%	\$211,998.34
University of Tennessee	9.00%	14.34%	\$80,841,550.59
Veterans Services	15.50%	31.22%	\$2,711,131.31

Colleges – LGIs/SPAs	Diversity Dollars
Austin Peay State University	\$3,378,355.92
East Tennessee State University	\$8,074,780.64
Middle Tennessee State University	\$4,831,725.97
Tennessee State University	\$1,366,089.83
Tennessee Tech University	\$24,086,750.10
University of Memphis	\$6,600,469.69

Contact Information

Go-DBE and the CPO are committed to increasing diversity spend and participation in the State's procurement processes. Effective April 2, 2012, each State agency was required by legislation to designate a staff person to assist the Go-DBE with coordinating the agency's efforts to utilize Tennessee small businesses. The following is a list of agency small business liaisons and their contact information.

Agency Diversity Liaisons

Department	Liaison Name	Phone No.	E-mail Address
Agriculture	Peggy Naifeh	615-837-5300	Peggy.Naifeh@tn.gov
Children's Services	Erica Mayberry	615-253-2340	Erica.Mayberry@tn.gov
Commerce and Insurance	Angela Lay	615-401-7743	Angela.Lay@tn.gov
Comptroller of the Treasury	Paige Donaldson	615-736-6063	Paige.Donaldson@cot.tn.gov
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