

Governor's Office of Business Initiatives and Development (GO-BID)



FY25 Annual Report

Tennessee Department of General Services | December 31, 2025





December 31, 2025
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 certified businesses.

The Governor's Office of Business Initiatives and Development ("GO-BID") is pleased to report more than \$1.5 billion in spend with certified business enterprises over the past year. This represents an increase of \$273.85 million, or 22% above the previous year's record-breaking spend of \$1.2 billion. The past six (6) years saw an impressive increase of over \$838 million, a 126% increase.

GO-BID continues to focus on expanding procurement opportunities for businesses in rural counties. During the last fiscal year, more than \$117 million in State procurements and contracting occurred with certified businesses in these counties. This represents a \$10 million increase, or 9.3% increase over the previous fiscal year.

In addition, we certified or recertified 782 businesses during the year. This is a 3.71% increase over last year.

Presented herein is this year's annual report.

Sincerely,

Michael F. Perry
Chief Procurement Officer

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GO-BID Summary

History of the Governor’s Office of Business Initiatives and Development

The original office was created by Executive Order Number 14 on December 8, 2003, to expand economic business opportunities.

GO-BID coordinates and directs the Executive Branch’s efforts to increase participation by certified businesses 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 certified business enterprises.

Mission Statement

To coordinate the State’s efforts to facilitate greater participation by certified businesses in the State’s procurement and contracting opportunities.

Vision

To be the best program in the nation for expanding meaningful economic opportunities to certified business enterprises.

Rebranding

During this fiscal year, the Governor’s Office of Business Initiatives and Development (GO-BID) rebranded from the former Governor’s Office of Diversity Business Enterprise (Go-DBE). This change extends beyond a new name; it signals a strategic shift to align with Tennessee’s evolving economic landscape and to enhance business opportunities statewide. This move allows the office to better support long-term economic growth, encourage broader participation in state procurement, and foster meaningful connections between government and the private sector.

By incorporating “Initiatives” and “Development” into its name and mission, GO-BID assumes an even more active role in promoting community-based education and partnership initiatives. Beginning with data analysis and economic insights, GO-BID is taking the first step toward informed decision-making and measurable progress that demonstrate the impact of a certified directory across Tennessee’s business community.

Key Findings

- *Certified businesses experienced an average revenue growth of 23% during their participation in the program.*
- *A total of 1,519 businesses reported substantial expansion, growing between 0% and 75%.*
- *158 businesses have more than doubled their revenue, and 45 businesses have tripled their*

revenue since joining the program.

- *95% of all GO-BID certified businesses would qualify under the Small Business category.*

These results confirm that GO-BID certification plays a vital role in enhancing business capacity, expanding economic participation, and fostering sustainable growth throughout Tennessee.

The culmination of the program indicates, “Certified businesses grow an average of 23%—with early-stage firms seeing up to 80% growth.”

Program Definitions

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.

Service-Disabled Veteran Business Enterprise (SDVBE)

“Tennessee 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.

Tennessee Service-Disabled owned Veteran means a service-disabled owned business that is a continuing independent, for-profit business located in the State of Tennessee that performs a commercially useful function and

- Is at least 51% owned and controlled by one or more service-disabled veterans;
- 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
- 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 veterans, and whose management and daily business operations are under the control of one or more service-disabled veterans.

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.
- **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.
- **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.

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.

Program Accomplishments

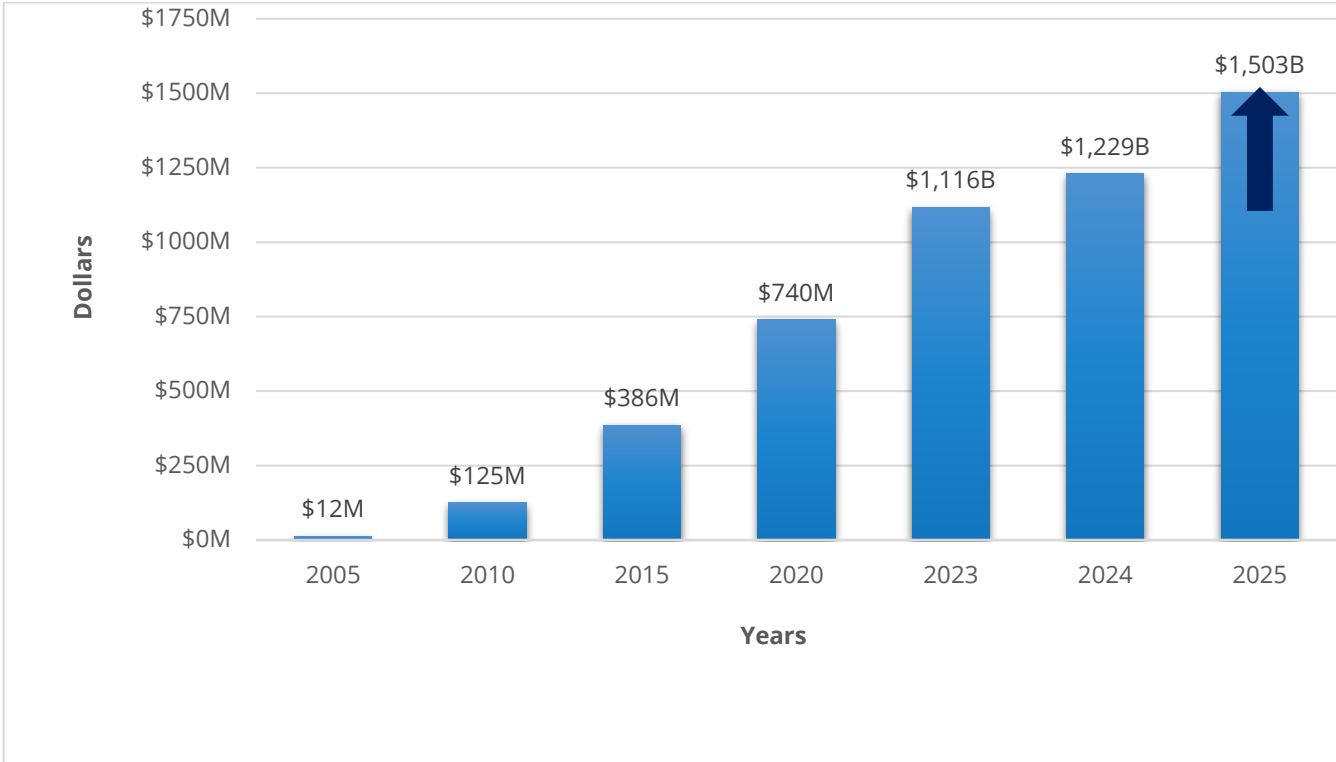
Contracts and Payments

GO-BID monitors purchases made by State agencies and departments to certified businesses. Due to the nature of the procurement process, which relies on awarded dollar amounts, as defined by the Central Procurement Office (CPO), these amounts can be misleading because they are estimated and not guaranteed. Therefore, to produce the most accurate report possible, recorded dollar values represent actual spend to certified 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 Locally Governed Institutions (LGI). The UT, TBR, and LGI data is reported to GO-BID 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 LGIs unless otherwise noted.

For the past 21 years, agencies have increased procurements with certified businesses. In FY25, purchases with certified businesses increased by more than **\$273 million to \$1,502,994,999.85**. This is a **22%** increase from the previous fiscal year of \$1,229,144,353.

The following chart illustrates that GO-BID can now report more than **\$10 billion** in payments to certified businesses from FY05 to FY25.

Volume of Transactions with Certified Businesses FY05–FY25



To provide context, total State spend in FY25, as reported by Edison, was \$6,197,630,794.78. With the inclusion of the University of Tennessee (\$700,994,178), the Tennessee Board of Regents (\$680,310,026), Local Government Institutions (LGIs) (\$509,537,432), and the Vendor Payment Card (P-Card) (\$38,107,815), the total State spend was \$8,126,580,246.

The \$1,502,994,999.85 certified spend includes Edison, UT, TBR, LGIs, and P-Card. State agencies were responsible for \$1,047,316,243 of total certified spend. UT, TBR, LGIs, and P-Card were responsible for the remaining \$455,678,757 certified spend. Therefore, **18.49%** of the total State spend went to certified businesses.

Of the 282,357 registered suppliers in Edison, 2,563 were certified with GO-BID. This means that 19.46% of total State spend goes to approximately 0.9% of total suppliers.

The table below outlines the categories for small businesses and those owned by service-disabled veterans, minorities, women, and individuals with disabilities.

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

Category	SBE	SDVBE	MBE	WBE	DSBE	Totals
African American	\$0.00	\$12,800,497.06	\$128,206,635.23	\$965,637.15	\$1,264,143.65	\$143,236,913.09
Asian American	\$2,692.00	\$0.00	\$334,282,313.28	\$2,720,982.24	\$0.00	\$337,005,987.52
Hispanic American	\$7,703.98	\$0.00	\$19,502,475.16	\$236,317.20	\$0.00	\$19,746,496.34
Native American	\$0.00	\$56,956.00	\$5,768,852.64	\$238,877.92	\$0.00	\$6,064,686.56
Non-Minority (Female)	\$15,234,047.16	\$18,800.00	\$0.00	\$457,220,738.41	\$9,938.95	\$472,483,524.52
Non-Minority (Male)	\$521,172,050.65	\$3,285,341.17	\$0.00	\$0.00	\$0.00	\$524,457,391.82
Totals:	\$536,416,493.79	\$16,161,594.23	\$487,760,276.31	\$461,382,552.92	\$1,274,082.60	\$1,502,994,999.85

Payments to Certified Businesses

GO-BID experienced an excellent year in FY25.

- *Small businesses experienced an impressive increase of \$115,337,965 or 27% increase from \$421,078,529 to \$536,416,494.*
- *The overall program increase of \$273.85 million was partially due to the clean-up, construction, and various services in East Tennessee following Hurricane Helene.*

Solicitations and Responses

GO-BID makes considerable efforts to ensure certified businesses receive as many opportunities to participate in State procurements as possible. Every year, GO-BID releases its "Forecast of Acquisition Plans for State Departments and Agencies," a report that depicts likely procurement opportunities over the next year. Additionally, the GO-BID liaisons engage with bidders at pre-bid and pre-response conferences, which are managed by the CPO. These are only two methods GO-BID uses to proactively engage with the certified business community. GO-BID utilizes Edison to monitor and track procurement opportunities. The numbers below include UT and TBR, which self-report their data. State agency data is collected from Edison. GO-BID certified businesses received 16,010 solicitations and submitted 14,958 bids.

Category	Number of Solicitations	Number of Bids Received
Small Business (SBE)	11,702	11,380
Service-Disabled Business (SDVBE)	294	216
Minority Business (MBE)	988	796
Women Business (WBE)	2,981	2,544
Persons with Disabilities (SDBE)	45	22
Total	16,010	14,958

Certification

GO-BID is the state of Tennessee’s certification agency for qualifying businesses that want to compete successfully in state procurement and contracting activities. The certification application is free and can be completed entirely online. There were 2,825 total certified businesses at the end of FY25.

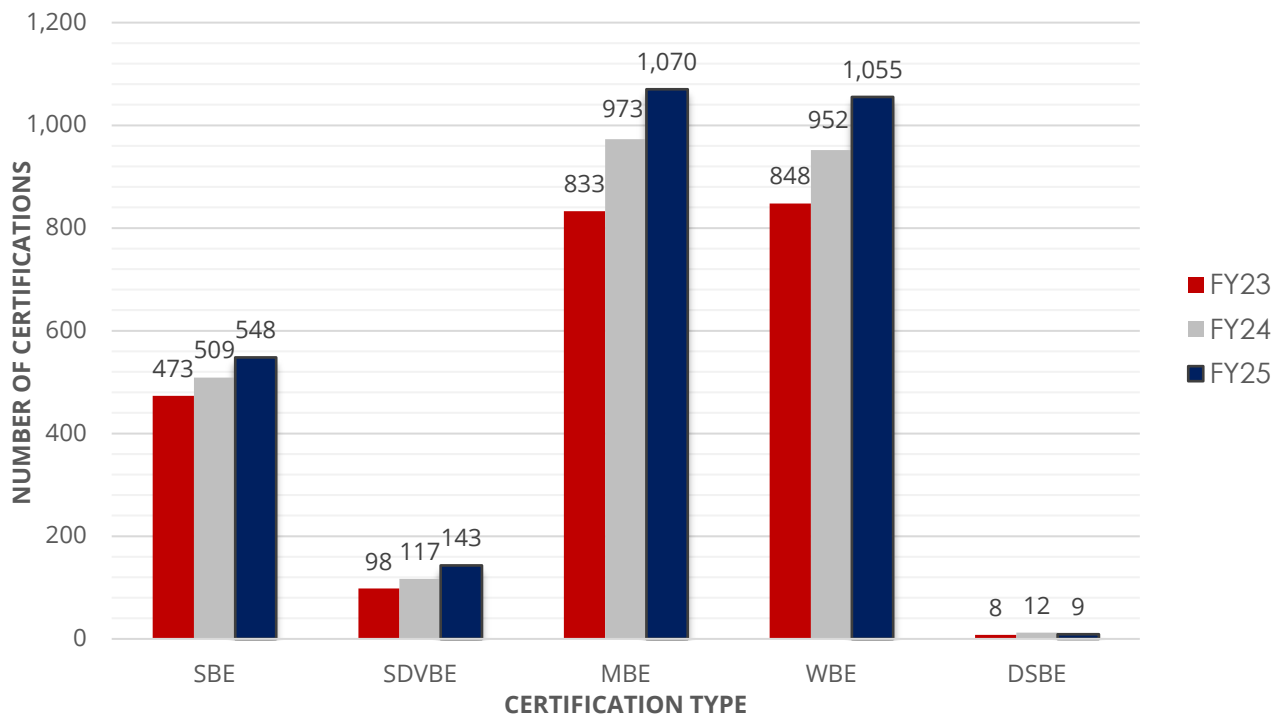
Certified Businesses (As of the End of FY25)

GO-BID does not limit its participation to Tennessee businesses, as 42 states and the District of Columbia are represented outside Tennessee.

There are 720 certified businesses outside of Tennessee, with 241 businesses in states bordering Tennessee. The largest representations are from three states: Georgia (68), Virginia (39), and Missouri (34). As industry types evolve in various technology sectors, these certifications help the State to best meet its procurement needs.



Certified Businesses by Type FY23–25

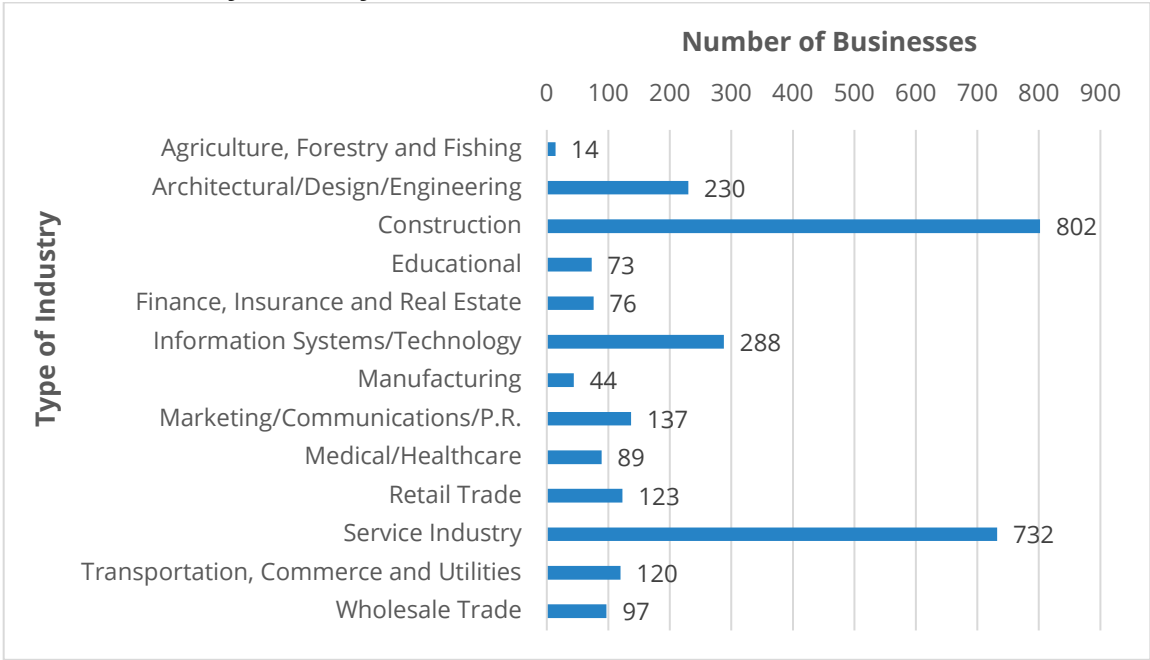


Certifications by Industry

GO-BID continues to monitor the certifications by industry each year. All State agencies are encouraged to utilize the GO-BID 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 suppliers as both prime contractors and subcontractors. The service, construction, and information systems industries continue to amass the largest participation.

The graph below illustrates the number of certified businesses by industry as of the end of fiscal year 2025.

Certifications by Industry FY24-25

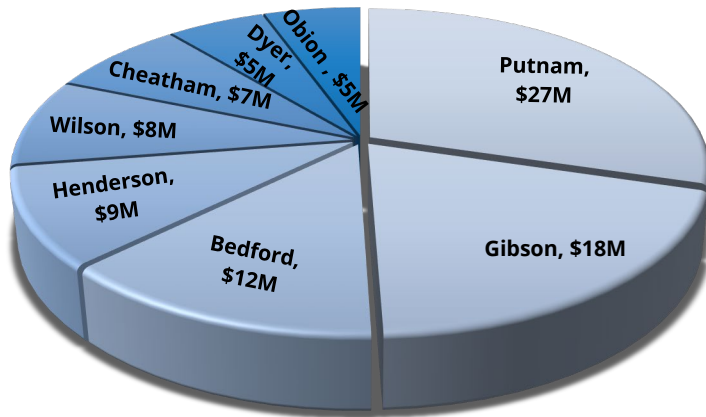


Executive Order No. 1

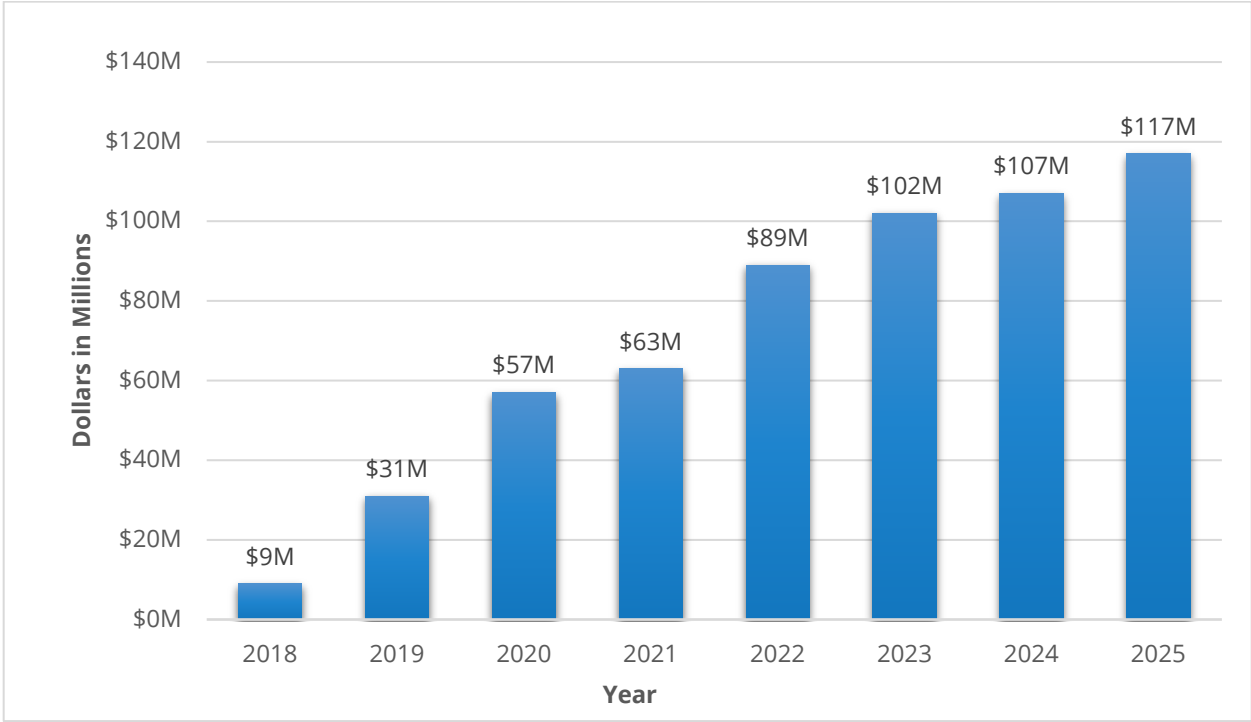
Within a few days of his inauguration in 2019, as the 50th Governor of the State of Tennessee, Governor Bill Lee signed Executive Order No. 1 as a commitment to better support rural Tennesseans. In support of this order, GO-BID committed to increasing new certifications with businesses located in economically distressed and at-risk counties across the State. As such, 323 businesses were certified or recertified due to outreach efforts in rural counties. The certified businesses provided \$117 million in products and services to 35 rural counties in FY25. The \$117 million is a 9.3 percent increase, or \$10 million from the previous year.

Top Rural Counties with Certified Spend in FY2025

County	Dollars
Putnam	\$27M
Gibson	\$18M
Bedford	\$12M
Henderson	\$9M
Wilson	\$8M
Cheatham	\$7M
Dyer	\$5M
Obion	\$5M

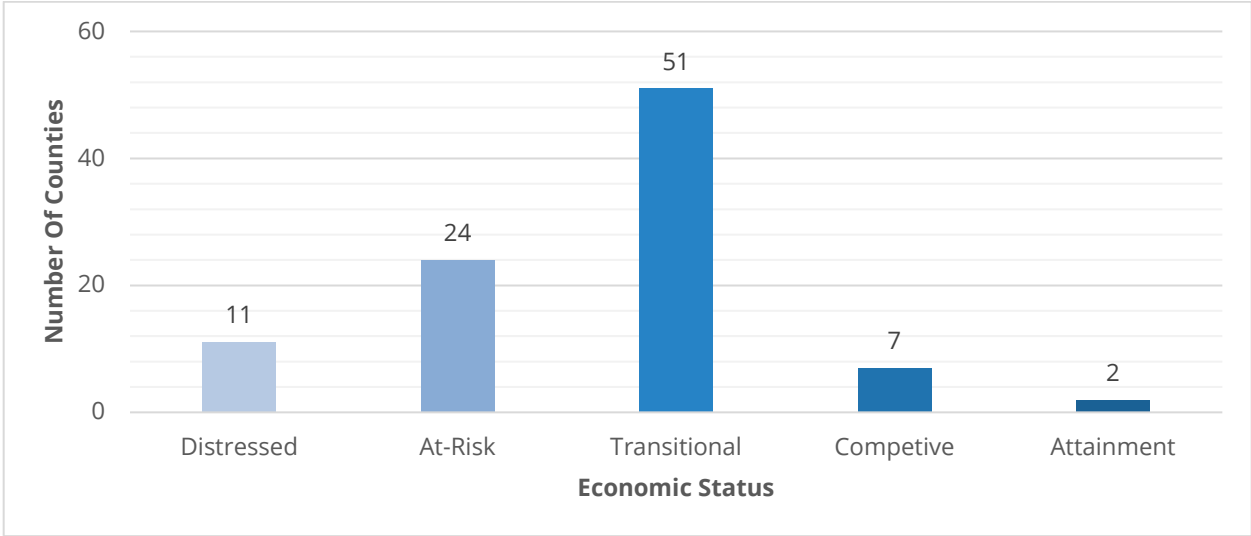


Rural County Certified Business Spend FY18–FY25



With 11 distressed and 24 at-risk counties in Tennessee, it is imperative that we continue to expand opportunities to certified businesses throughout the State. The outreach and training sessions continue to prove valuable in raising the standards and level of business success.

Number of Counties by Economic Status



Note: The economic status designations are identified through a composite measure of each county's three-year average unemployment rate, per capita market income, and poverty rate. Based on these indicators, each county is then categorized as distressed, at-risk, transitional, competitive, or attainment.

GO-BID Success Stories for FY25



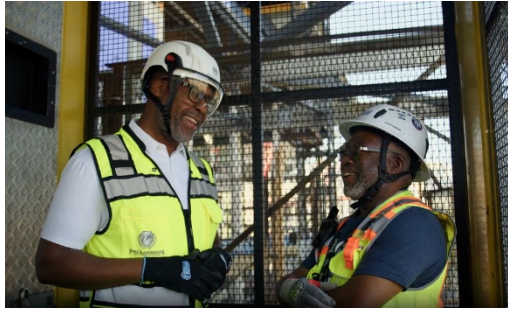
Joslin & Son Signs, led by owner Bobby Joslin, has been crafting outdoor electric neon signs in Middle Tennessee for over 45 years, employing around 40 people. “Being a member of GO-BID has definitely opened doors.” From Bobby’s perspective, GO-BID certification is more than a label—“It’s another box we can check to make sure we’re in the running for that job that we are bidding.” Larger

businesses often seek this kind of recognition, and having the state’s endorsement gives small businesses like Joslin and Son Signs a ‘seat at the table.’ Bobby also emphasizes how simple and straightforward the process is, making it convenient for small businesses to access opportunities and be recognized in government contracting. For the company, GO-BID certification has not only opened doors but also provided credibility, ease, and confidence in competing in the marketplace.



CMS Uniforms and Equipment, Inc., led by CFO and Chairman Julie Rote, has been serving communities with quality uniforms for 25 years. As a certified small business through the State of Tennessee and an active participant in the GO-BID program, CMS Uniforms has experienced significant growth and opportunity. Julie notes that certification has allowed the company to compete confidently

against larger businesses, particularly when small business participation is emphasized in government solicitations. Over the past decade, CMS Uniforms has grown from 15 to 29 employees and is preparing to expand its footprint further. Julie attributes much of this success to GO-BID, highlighting how the program’s education and opportunities have been a catalyst for the company’s growth and continued confidence in the competitive marketplace.



Polk & Associates, LLC., led by President and CEO Reggie Polk, is a full-service construction company based in Middle Tennessee. As a certified GO-BID business, Polk & Associates has leveraged the program to level the playing field between small and large businesses. As a proud joint venture member of the Tennessee Builders Alliance, Polk & Associates is gaining opportunities to work on significant projects,

such as the Tennessee Titans Stadium. Since their first certification, the company has increased its staff by 300% and expanded its capacity to take on more state contracts. Reggie credits GO-BID with opening doors to new resources, education, and opportunities that have allowed his business to scale and thrive, underscoring Tennessee’s supportive environment for small business growth.

Outreach Events and Activities

Outreach activities are another means of expanding economic opportunities for business enterprises in rural counties and throughout Tennessee. GO-BID continuously promotes outreach and training throughout the State. Along with various other State agencies, this effort aims to increase awareness of the Department’s policy and expand contracting opportunities with certified businesses. The GO-BID staff attended, spoke at, or provided training at 85 events during fiscal year 2025.

Major examples of outreach activities for the fiscal year included:

- 2024 Annual Accreditation Training Conference “Leading the Nation – Tennessee Veteran Advocacy”
- New Tennessee Titans Stadium
- “National Small Business Week Roadshow” at Belmont University Massey College of Business

Other outreach events during FY25:

- Annual State Agency Seminars
- APEX Construction Event
- Award Ceremonies
- BizGov Connect
- BNA “Business Taking Off”
- Brasfield & Gorrie – EQUIP Workshop (FORD)
- Certification Workshops - Multiple
- City of Chattanooga – Fall Procurement Expo
- City of Chattanooga – Spring Purchasing Expo
- Clark Construction School Graduation
- Clark Construction Strategic Partnership
- COMTO – Transportation Symposium
- Conexion Americas
- CPO Local Government Purchasing Forum

- Dept. of Veterans Services Annual Training
- Disability Luncheon – TN Human Rights Commission
- GO-BID, TN Builders Association, Titans
- Hispanic Chamber of Commerce
- MAMCA Gala Event
- Messer Construction Partnership
- Metro Nashville Certification Collaboration
- “Money Talks One Day” – Capital Access Summit
- Music City Center Purchasing Appreciation
- Nashville Bus. Incubation Center Partnership
- Skanska Subcontractor Outreach Event for Legislative Plaza Renovations
- Small Business Development Training at LGI Colleges
- TCAT Construction – Jackson, TN
- TCAT Construction – Lexington, TN
- TDOT Annual DBE Small Business Meeting
- Turner School for Construction Management
- U.T. – Certification Workshop
- USDOT/TDOT MSA SBTRC/Bonding & Insurance
- UT Health Science Center – Flintco Construction
- Women in Business – Williamson County

Subcontracting Opportunities

Each year, GO-BID participates in numerous pre-bid and pre-response conferences. GO-BID’s role is to educate State agencies and industries about the program. In doing so, majority-owned firms are encouraged to subcontract and partner with certified businesses in their procurements. Subcontracting has proven to be a successful method in assisting State agencies in reaching their internal goals. The State has realized \$2.86 billion in subcontracting in the last six years.

The high utilization of subcontractors continues in the construction and professional services areas. Total subcontracting spend in FY25 was \$468 million. This represents 31% of the overall certified spend for the year. With substantial annual usage over the past decade, subcontracting remains an essential part of the procurement landscape in the State.

Annual Subcontracting Dollars: FY20–25

Year	Subcontracting Dollars in Millions
FY25	\$468
FY24	\$643
FY23	\$588
FY22	\$583
FY21	\$277
FY20	\$304

Agency and Departmental Goals

Congratulations to the 19 departments and agencies, as well as the five LGI colleges, that achieved their goals in Fiscal Year 2025! This is an outstanding accomplishment.

GO-BID monitors agencies' efforts to achieve certified participation in contracting throughout the year. GO-BID utilizes spend history, current procurement opportunities, and other relevant data from each agency to establish aspirational goals for the upcoming fiscal year.

Each agency establishes programmatic, aspirational goals.

Agencies Meeting Their Goal

Results of goal achievement from each agency are illustrated below. As illustrated in the chart below and continued on the following page, 19 agencies/departments and five of the Local Government Institutions (colleges) met the goals established by GO-BID during FY25. Those who did not meet their goals will be provided with targeted assistance for the next fiscal year. With dedicated software, agency training, and close communication with procurement agency staff, GO-BID will remain focused throughout the year on helping agencies achieve their goals.

Also included below are the certified dollars reported by each of the LGI colleges and universities. Congratulations are in order, as together they combined to total \$102.9 million to certified businesses. This represents a \$54.6 million increase, equivalent to a 113% increase.

Agency and Department Goals and Spend

Agency	Goal	Actual	Certified Dollars
Agriculture	10.00%	32.67%	\$4,842,153.40
Board of Regents	25.00%	25.43%	\$173,010,332.93
Children's Services	5.00%	1.24%	\$892,383.52
Commerce & Insurance	4.00%	2.18%	\$774,186.98
Correction	4.00%	7.09%	\$29,401,552.98
Disability and Aging	5.00%	5.77%	\$1,154,615.11
Economic and Community Development	10.00%	2.12%	\$205,354.97
Education	4.00%	11.67%	\$10,697,904.21
Environment and Conservation	7.00%	26.28%	\$25,225,891.54
Finance & Administration	4.00%	43.56%	\$128,762,440.03
Financial Institutions	6.28%	0.67%	\$1,953.80
General Services	18.00%	21.13%	\$49,379,224.11
Health	4.50%	3.09%	\$4,099,858.29
Higher Education (Commission)	7.00%	22.68%	\$491,518.18
Human Resources	4.50%	5.25%	\$112,952.79
Human Services	4.50%	3.42%	\$7,102,062.41
Labor and Workforce Development	7.00%	2.35%	\$938,044.63
Mental Health and Substance Abuse	6.00%	6.03%	\$2,722,080.96
Military Department	5.50%	48.12%	\$278,193,937.21
Revenue	10.75%	0.28%	\$56,888.75
Safety & Homeland Security	5.50%	1.44%	\$2,181,939.55
SBC - Capital Projects	10.00%	10.14%	\$46,560,272.59
TennCare	23.50%	37.74%	\$308,114,223.64
Tennessee Bureau of Investigation	10.00%	10.92%	\$3,702,058.97
Tennessee Department of Transportation	4.50%	6.44%	\$139,277,384.09
Tennessee Wildlife Resources Agency	7.00%	7.28%	\$1,792,900.69
Tourist Development	11.00%	0.79%	\$255,878.62
TRICOR	4.00%	0.02%	\$3,469.95
University of Tennessee	9.00%	15.17%	\$106,319,407.63
Veterans Services	15.50%	18.54%	\$373,111.07

Universities and College Spend

Colleges - LGIs	Certified Dollars
Austin Peay State University	\$16,071,807.03
East Tennessee State University	\$8,530,418.60
Middle Tennessee State University	\$70,308,451.79
Tennessee State University	\$1,983,626.76
Tennessee Tech University	\$13,135,345.52
University of Memphis	\$19,084,691.64

Contact Information

GO-BID and the CPO are committed to increasing certified spend and participation in the State's procurement processes. The following is a list of small business liaisons and their contact information, as designated by their respective agencies

Agency Small Business Liaisons

Department	Liaison Name	Phone No.	Email Address
Agriculture	Housta Massey	615-770-6857	Housta.P.Massey@tn.gov
Children's Services	Erica Mayberry	615-253-2340	Erica.Mayberry@tn.gov
Commerce and Insurance	Angela Lay	615-741-4703	Angela.Lay@tn.gov
Comptroller of the Treasury	Rebecca Mink	615-747-5258	Rebecca.Mink@cot.tn.gov
Correction	Cami Howard	615-532-8723	Cami.D.Howard@tn.gov
Disability and Aging	Hany Ghabious	615-741-9135	Hany.Ghabious@tn.gov
Economic and Community Development	Angela Giles	615-917-3963	Angel.Giles@tn.gov
Education	Brian DiCarlo	615-290-6715	Brian.DiCarlo@tn.gov
Environment and Conservation	Amanda Head	615-504-0373	Amanda.Head@tn.gov
Finance and Administration	Eugene Neubert	615-770-3990	Eugene.Neubert@tn.gov
Financial Institutions	Tommie Pendergrass	615-232-1013	Tommie.K.Pendergrass@tn.gov
General Services	Kimberly Henry	615-741-2562	Kimberly.Henry@tn.gov
Health	Tara Roark	615-532-3535	Tara.E.Roark@tn.gov
Health Care F&A (TennCare)	Matt Brimm	615-507-6384	Matt.Brimm@tn.gov
Human Resources	Cindy Hobbs	615-741-6199	Cindy.Hobbs@tn.gov
Human Services	Michael Leitzke	615-687-7027	Michael.Leitzke@tn.gov
Labor and Workforce Development	Andy Summar	615-360-4465	Andy.Summar@tn.gov
Mental Health and Substance Abuse Services	Mary Lee	615-587-1557	Mary.Lee@tn.gov
Military	Crystal M. Lysinger	615-313-0691	Crystal.M.Lysinger@tn.gov
Office of the Governor	Daphne Cooper	615-532-4582	Daphne.Cooper@tn.gov
Revenue	Mathilde Carpet	615-840-2077	Mathilde.F.Carpet@tn.gov
Safety	Ariel Evans	615-687-2266	Ariel.M.Evans@tn.gov

State of TN Real Estate Asset Management (STREAM)	Jennifer Murphy	615-426-7192	Jennifer.Murphy@tn.gov
Tennessee Board of Regents	Danyelle Johnson	615-365-1558	Procurementdiversity@tbr.edu
Tennessee Bureau of Investigation	Richard Moore	615-744-4210	Richard.Moore@tn.gov
Tennessee Wildlife Resources Agency	Clyde Hicks	615-781-6604	Clyde.Hicks@tn.gov
Tourist Development	Kelly Johns	615-306-3313	Kelly.Johns@tn.gov
Transportation	Jessica Starling	615-253-1061	Jessica.M.Starling@tn.gov
Treasury	Dawn Rochelle	615-253-8770	Dawn.Rochelle@tn.gov
TRICOR	Lori Brewington	615-253-4931	Lori.Brewington@tn.gov
Veterans Services	Natasha Bailey	615-253-8972	Natasha.F.Bailey@tn.gov

Colleges and Universities

Colleges/Universities	Liaison Name	Phone No.	Email Address
Austin Peay State University	Patricia Walton	931-221-7573	Waltonp@apsu.edu
East Tennessee State University	Alex Ortiz	423-439-6890	Ortizag@mail.etsu.edu
Middle Tennessee State University	Shirman A. Thomas	615-898-2516	Shirman.Thomas@mtsu.edu
Tennessee Board of Regents	Angela Flynn	615-366-4436	Angela.Flynn@tbr.edu
Tennessee Board of Regents	Danyelle Johnson	615-365-1558	Danyelle.Osborne@tbr.edu
Tennessee State University	Joel Sims, Jr.	615-963-5146	jsims@tnstate.edu
Tennessee Technical University (Capital Projects)	Jim Cobb	931-372-3524	jimcobb@tntech.edu
Tennessee Technical University (Commodities)	Donna Wallis	931-372-3492	Dwallis@tntech.edu
University of Memphis (Capital Projects)	Tony Poteet	901-678-2619	PPoteet@memphis.edu
University of Memphis (Commodities)	Mark Thomas	901-678-4121	Wmthmas3@memphis.edu
University of Memphis	Patrick Woods	901-678-3755	Pdwoods@memphis.edu
University of Tennessee	Abbie Shellist	865-974-3110	Abbie.Shellist@tennessee.edu
University of Tennessee	Karen Binkley	865-974-2765	Kbinkley@tennessee.edu

Meet the GO-BID Team



Kimberly Henry

Director
615-741-2562
Kimberly.Henry@tn.gov



Richard Van Norman

Team Lead
615-253-4654
Richard.VanNorman@tn.gov



Gwen Sanders

Business Liaison
615-741-6145
Gwen.Sanders@tn.gov



Edric Hammond

Business Liaison
615-741-4657
Edric.Hammond@tn.gov



Kimberly Fox

Business Liaison
615-253-3835
Kimberly.Fox@tn.gov



Karina Garcia Perdue

Business Liaison
615-253-5660
Karina.Garcia-Perdue@tn.gov

Central Procurement Office
Governor's Office of Business Initiatives and Development (GO-BID)
312 Rosa L. Parks Avenue, 3rd Floor
William R. Snodgrass Tennessee Tower
Nashville, TN 37243
<https://gobidtn.com>
GO-BID@tn.gov



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