

2022

Primer of the Tennessee Department of Transportation



TDOT's MISSION

To provide a safe and reliable transportation system that supports economic growth and quality of life.

TDOT's VISION

Commitment to excellence in managing and improving the state's transportation system, promoting the success of our employees, and strengthening the trust of our customers.

VALUES

Stewardship

We take the best possible care of our assets.

Integrity

We are professional, honest, and do the right thing.

Safety

We identify and mitigate hazardous conditions for our employees, contractors, and the traveling public.

Consistency

We are reliable and uniform in our actions and words.

Development

We continually grow and share our knowledge, expertise, and experience.

Innovation

We look for new and emerging ways to serve our customers.

Collaboration

We work together internally and with our partners to share ideas, skills, and insights to get the best results.

Family

We promote a culture of caring, concern for others, and pride in what we do.

www.tn.gov/tdot





Joe Galbato
*Interim Commissioner
of Transportation*

On November 4, 2021, Joe Galbato was appointed Interim Commissioner of Transportation by Governor Bill Lee. He heads the agency that oversees a statewide transportation system, including highways, rail, airports, waterways, and transit.

Having been with the agency since 2011, Commissioner Galbato also serves as TDOT's Chief Financial Officer (CFO) and the Chief of the Administrative Services Bureau. Responsibilities include financial oversight for the department, including budget preparation, budget management, and federal highway reimbursement. This position has responsibility for oversight of eight divisions. Functions include procurement oversight, general purchasing, fleet management, overweight and over-dimensional permitting; administration of Title VI, Affirmative Action and Disadvantaged Business Enterprise Programs; workforce recruiting, training, and retention; developing of agency goals and performance measures; audit and assurance services, and development of software and technology tools. A crucial role of this position is to provide direction, leadership, and policies on overall governance and fiscal accountability to help protect the financial integrity of the agency.

Galbato took over leadership of the entire agency after Governor Bill Lee appointed TDOT's 30th Commissioner Clay Bright to serve as the Chief Executive Officer of the [Megascite Authority of West Tennessee](#).



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with
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— TENNESSEE'S TRANSPORTATION SYSTEM —

There are 20,026 bridges in Tennessee, more than in most southern states. The state owns 8,443 bridges and 11,547 are locally owned.

Tennessee has more than 96,187 miles of roadway. This includes 1,201 miles of interstate highways and 14,467 state highway miles overseen by TDOT.

On the highway system, there are 19 interstate rest areas, 16 interstate welcome centers and 9 truck weigh stations.

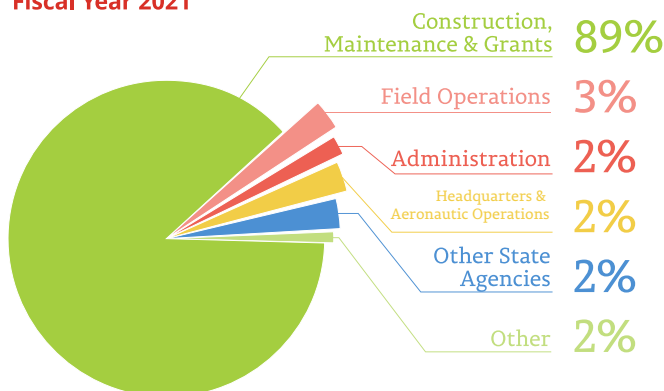
The transportation system also includes the following:

- 71 general aviation airports
- 6 commercial airports
- 976 main channel miles of commercially navigable waterways and two ferries
- 23 short line railroads
- 6 Class I rail lines operating on 2,138 route miles of rail
- 28 transit (bus, van, rail) systems serving all 95 counties
- 929 miles of state routes with sidewalks
- 4,541 miles of state routes with four-foot or greater shoulders to accommodate cyclists
- 487 miles of greenways and trails
- 207 miles of state routes with designated bike lanes

The IMPROVE Act user fee increases were completely phased in as of July 2019. Today, Tennessee motorists pay a state gas tax of 27.4 cents a gallon and 18.4 cents of federal gas tax. The state diesel tax is 28.4 cents per gallon and the federal tax on diesel is 24.4 cents per gallon. The funds are dedicated for the Tennessee transportation system.

How Transportation Dollars are Spent

Fiscal Year 2021





One of TDOT's most popular programs is our HELP Program. Its function is to remove vehicles and obstacles from the travel lanes, in order to reduce traffic impacts. In 1999, HELP was started to assist motorists in the urban areas of Nashville, Knoxville, Chattanooga and Memphis. HELP patrols operate seven days a week from early in the morning to late in the evening. In addition, HELP staff remain on call to respond to traffic incidents 24/7. Our four Traffic Management Centers (TMC) are also staffed 24/7.



TDOT SmartWay is the state's intelligent transportation system (ITS). The full complement includes a system of live cameras, large electronic message boards, traffic speed sensors and transportation management centers to monitor traffic and assist in reducing congestion on Tennessee's urban interstates. Systems are in Chattanooga, Nashville, Knoxville and Memphis.



TDOT operates rural ITS sites outside of the major urban areas of the state. The system includes cameras, overhead electronic message signs, and a highway advisory system with radio transmitters and accompanying signs. Locations include rural sections along I-75, I-40, I-24, and I-81 in East Tennessee, and sections I-40, I-24, and I-65 in Middle Tennessee.



IMPROVE ACT

The IMPROVE Act, passed in 2017, is funding 1,017 road and bridge projects across all 95 counties in Tennessee. An additional \$105 million will be generated annually for cities and counties to support local infrastructure needs at full implementation. TDOT currently has a comprehensive plan of over \$10 billion worth of projects, with the primary goal of improving safety, increasing capacity, and supporting a growing economy. As of June 30, 2021, end of the fiscal year, work is currently underway on 49% of projects identified in the legislation. 14% of projects have been completed for a total of 63%, more than half, done or in progress. Timely delivery on these projects is a top priority. To facilitate efficiency, TDOT is striving to reach a consistent staffing level of 4,400 employees.

IMPROVE Act PROJECTS STATUS



JANUARY 2022

Preserving our Investments

With one of the top transportation systems in the nation, TDOT continues to focus on preservation by taking an Asset Management approach to maintaining pavement and bridges. These assets are our most valuable resources and represent a tremendous investment by the people of Tennessee.

- TDOT has developed a comprehensive Transportation Asset Management Plan (TAMP), which provides a strategic framework that considers the full life-cycle cost when evaluating, managing, and investing in transportation assets and infrastructure. Our TAMP currently utilizes a 10-year investment strategy for all pavement and bridge assets on the National Highway System and Tennessee's State Route System.
- These investments are working. For the twelfth year in a row, Tennessee's transportation system ranks as one of the best in the nation. According to [CNBC's 2021 study, "America's Top States for Business,"](#) Tennessee is fourth in the category of "Infrastructure."
- TDOT's "pay as you go" philosophy remains intact as we continue to spend only the revenue provided through our state highway user fees and federal funds. We are one of only five states in the nation without transportation debt.

Key Endeavors

- TDOT awarded 396 projects to contract in 2021 totaling over \$1.3 billion, including:
 - » A \$62 million project in Cumberland County to widen US 127 (SR 28) beginning at I-40 and extending almost 5 miles to the north, reducing congestion at the interstate and opening areas north of I-40 to economic expansion.
 - » A \$54 million project in Bradley County to widen a 2.9-mile section of SR 60 in the City of Cleveland to reduce traffic congestion and support economic development.
 - » A \$67 million project in Cocke County to widen a section of US 321 (SR 35) to construct the Newport Bypass to ease traffic congestion in Newport and support economic development.
 - » A \$30 million project in Carroll & Gibson Counties to widen a section of US 79 (SR 76) to support economic development in the region.
 - » A \$10 million project in Maury County to construct an industrial access road to support the expansion of the General Motors and Ultium Battery plants in Spring Hill.
- TDOT awarded its biggest contract in history with the \$160 million [I-65 Widening project](#) in Robertson County. Construction began in September 2021 and will be complete by April 2025. The 9.68-mile project just north of Nashville includes building one additional travel lane in each direction for six total lanes, replacing and widening 10 bridges plus four overpasses, 17 retaining walls, and adding Intelligent Transportation System facilities throughout the corridor. The work will address congestion, improve safety and traffic concerns, and accommodate future traffic demands.



- TDOT is using innovation and technology to improve the transportation system. We are currently developing the [I-24 Smart Corridor Project](#), which takes a comprehensive approach to managing the existing infrastructure and improving travel time reliability between Rutherford and Davidson Counties. It pairs I-24 with State Route 1 as an alternative, using 30 miles of connector routes. Other improvements include extending ramp lengths, adding emergency pull-offs, and installing ramp meters along the connectors. Signals on the connector routes will be upgraded and adjusted to optimize timing and efficiently move additional traffic. Overhead signs will alert motorists to speed, lane, or merge conditions ahead. Travel information boards will guide drivers to alternate routes to provide a safer, more efficient, and reliable commute. Phase two of this project is under construction. Phase three is expected to be let to contract this summer.
- Phase one is complete on the [I-75/I-24 Interchange Modification Project in Chattanooga](#). Design and construction began in June 2019 and was finished in August 2021 using the Design-Build project delivery method. The \$132.5 million in improvements included modification and reconstruction of 2.7 miles of roadway to increase the interstate's capacity, safety, and operation while providing congestion relief and addressing the deficiencies of the interchange. Phase two is expected to be under contract by the end of 2022, meaning drivers should see construction underway in the Spring of 2023.
- On May 11th, 2021, an inspector found a crack in the [Hernando de Soto Bridge's](#) arch span, which required the immediate closure of the major corridor that carries 60,000 vehicles a day across the Mississippi River. The bridge was repaired in three phases. First, we designed and installed temporary stabilization plating. Phase 2 used post-tensioning to reduce the stresses in the tie girder and fully bolt repairs over the fracture. The third and final phase addressed additional defects noted in the extensive inspection. The emergency repair project, which took 83 days, won the 2021 Engineering Excellence Award.
- On December 13th, the department cut the ribbon opening the \$69 million project on Mack Hatcher Parkway in Williamson County, completing one of the centerpiece projects of the IMPROVE Act, opening a northwest bypass around the City of Franklin.
- On August 21st, 2021, flash flooding hit Dickson, Hickman, Houston, and Humphreys Counties, impacting several state routes. Slides, embankment failures, and bridge damages were identified across the area. It is estimated that over \$11 million in damages to state route assets occurred, including the total loss of 4 bridges. Additionally, seven bridges on local roads were lost. With most roadway repairs complete, the bridge replacements will take approximately 24 months.
- TDOT's Airport Improvement Program awarded 253 grants, which provided \$88 million to local communities for airport improvements. This included \$34 million to rebuild John C. Tune Airport after the devastating 2020 tornado damage and \$1.9 million in Coronavirus Relief funding. Aeronautics was appropriated an additional \$50 million programmed to address deferred maintenance projects at airports across the state. Additionally, Aeronautics reached substantial completion on the Tennessee Aviation System Plan (TASP) and the 2019 Aviation Economic Impact Study, which found a total impact of \$40 billion on the state's economy.



- Through TDOT's State Industrial Access Program and other projects supporting economic development, the department awarded nine projects to construction. These nine construction projects support nine new and/or expanding industries that have added nearly 4,609 jobs to Tennessee. The industry investments for all locations combined are over \$536 million, while the department spent approximately \$29 million on projects to improve the industry's access needs.
- TDOT's Short Line Railroad Preservation Grant program received \$85 million from the FY 2021-2022 Tennessee General Appropriations Bill that Governor Lee recommended as part of his budget to benefit Tennessee's short line railroads. Monies of \$20 million will be released over the next several years to rehabilitate and/or replace Class 1 and Class 2 ties, rail, and bridges. Currently, staff has already executed 20 contracts for preservation work, and two of these projects already have notices to proceed to construction.
- TDOT promotes the inclusion of all people through its Multimodal Access Policy. It reviews transportation project designs to increase mobility, access, and safety of all roadway users and applies multimodal design guidelines to projects during the planning phase. Further, it provides its upcoming repaving list to local communities to identify opportunities for new bike and pedestrian facilities. The Multimodal Division awarded two rounds of grants in 2021 and we will have another FY22 round in March.
 - » Over the last two years, the Multimodal Division has had two calls for Multimodal Access Grants. In FY 2021, TDOT received 64 grant applications. TDOT awarded 22 grants with a total value of \$19,784,483 statewide on June 15, 2021. Six of the 22 awards were in distressed or at-risk counties, resulting in \$5,578,566 in State funding going directly to investments in these communities. In FY 2022, TDOT received 70 applications. TDOT awarded 26 grants with a total value of \$22,125,960 statewide on January 14, 2022. Eleven of the 26 awards were in distressed or at-risk counties, resulting in \$9,224,374 in State funding going directly to investments in these communities.
- The IMPROVE Act Transit Investment Grant has invested in transit-related projects, improvements, and innovative solutions that reduce congestion, increase ridership, promote economic development, and demonstrate safety benefits. The competitive grant program also provides transit agencies the option to apply for an "Advanced Commitment of IMPROVE Act Funds," which gives providers a means of strengthening their Federal discretionary grant applications by reducing the overall Federal match level. The SFY2022 Call for Projects resulted in over \$13M in state funds awarded to capital transit projects all over Tennessee, ranging from electric vehicle expansion for a micro-transit pilot in Cookeville to the "advanced commitment" of funds for a Bus Rapid Transit project in Memphis.



- In February 2021, the US Department of Transportation admitted five Tennessee routes into America's Byways program. The Sequatchie Valley Scenic Byway, Cumberland Historic Byway, and Norris Freeway were designated as [National Scenic Byways](#), while the Great River Road and Newfound Gap were designated as All-American Roads. In total, Tennessee's collection of 10 nationally designated routes is the most of any state east of the Mississippi and 4th most nationally. This gives Tennessee a prestigious All-American Road in each Grand Division of the state. Communities along the byways benefit from America's Byways program's national marketing and greater access to federal funding through the National Scenic Byway grant program.
- Throughout 2021, County Litter Grantees collected 20.5 million pounds of roadside litter and cleaned 4,326 illegal dumpsites. Adopt-A-Highway groups conducted 132 cleanups statewide and involved 1,131 volunteers. The "No Trash November" mini-campaign included 56 events across the state and 46,067 pounds of litter removed from TN roadsides, more than doubling the 20,000-pound goal.

New Initiatives

- TDOT's updated 4-Year Strategic Plan provides a blueprint for our actions over the next four years. Our goals are focused on organizational growth and service improvements. TDOT launched a new effort called Integrated Program Delivery (IPD). This initiative concentrates on process improvements and organization strategies that are key to meeting our customers' needs. IPD looks in-depth at how we deliver our projects and programs to implement best practices and innovative methods. In addition, TDOT's new EPIC (Empowering People, Influencing Culture) initiative, which focuses on our employees, involves a major restructuring that will provide more opportunities for workers to advance their careers. It will further aid in improving the delivery of programs and services to our customers.

Looking Ahead

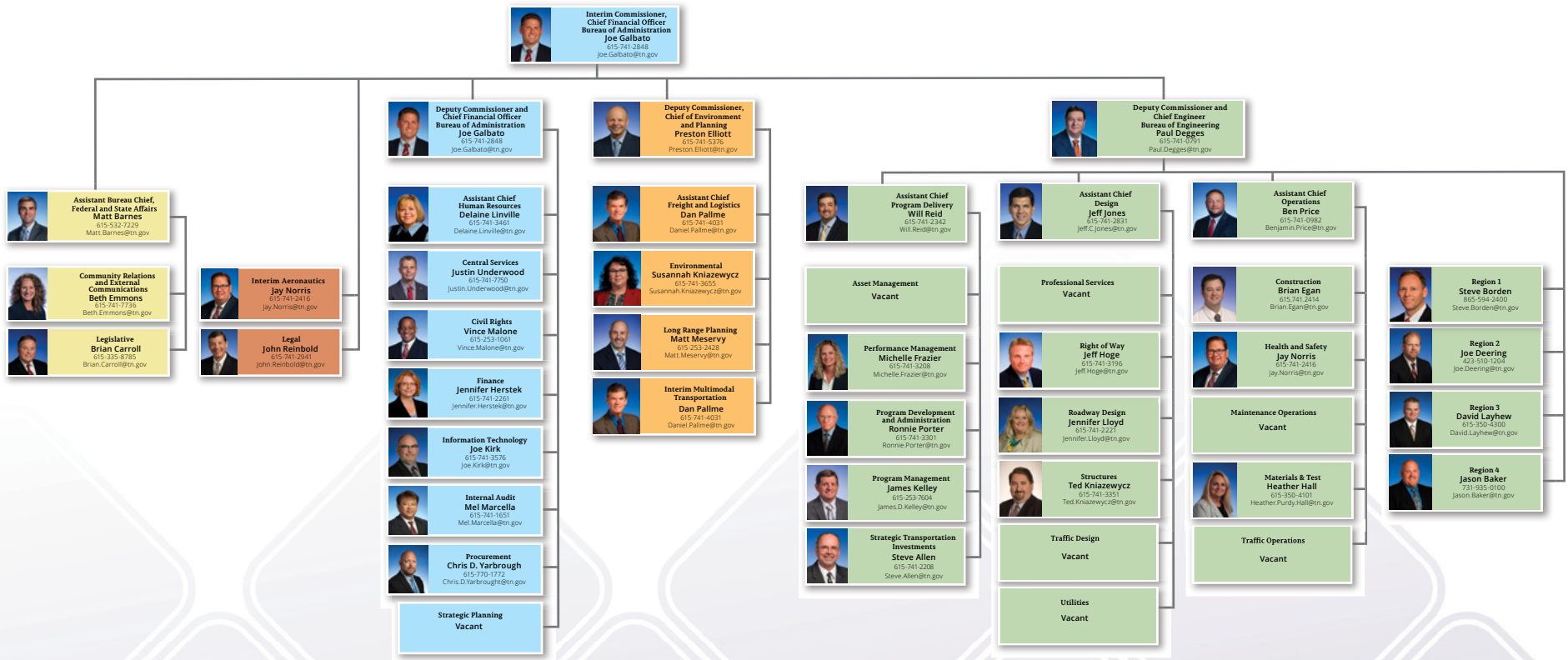
- Ford Motor Company's historic \$5.6 billion investment at the Mega-site of West Tennessee is expected to result in significant economic gains. The 3,600-acre campus called Blue Oval City is where next-generation all-electric F-Series trucks will begin production in 2025. TDOT was an integral part of the recruiting effort with TNECD and will play a significant role in providing the necessary infrastructure to support the investment. Plans are underway to build a new interchange on I-40 at mile marker 39 and connect SR 194 to SR 59 to the south and SR 1 to the north. The project will also include a connector road from the new road to SR 222 at the Mega-Site. The estimated cost of these improvements will approach \$200 million, which was approved during a special legislative session to come out of the general fund.



- The passage of the Infrastructure Investment and Jobs Act (IIJA) is a long-term national funding bill that will allow us to better plan and deliver projects, particularly those in the IMPROVE Act. Based on the formula funding over the five-year life of the IIJA, Tennessee will receive:
 - » \$5.8 billion for federal-aid highway apportioned programs
 - » \$302 million for bridge replacement
 - » \$630 million to improve public transportation
 - » \$88 million to support the expansion of an electric vehicle (EV) charging network
 - » \$300 million for infrastructure development for airports
- Governor Bill Lee's proposed FY2023 budget includes more than \$600 million for Transportation and Infrastructure. Below are the highlights:
 - » Economic Development Projects = \$77 million
 - » State Highway Partnership Program = \$266 million
 - » Rural Interchange Improvement Program = \$176 million
 - » IMPROVE Act Acceleration = \$100 million
 - » Enhanced Litter Removal = \$4 million



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KEY CONTACT LIST

Contact

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Preston Elliott, Dep. Commissioner/ Chief of Environment & Planning	615.741.5376
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Operations Director

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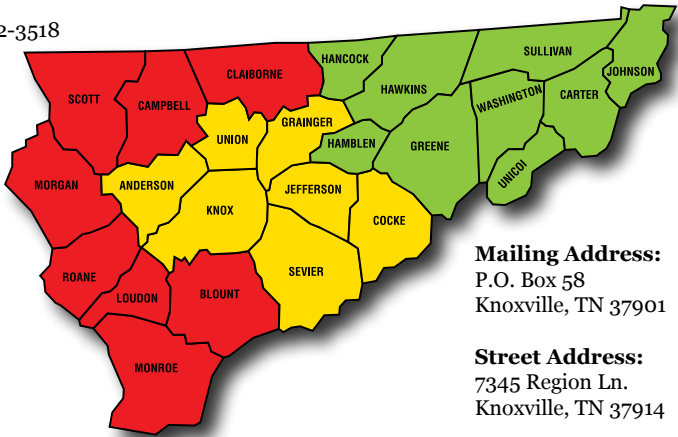
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District 17



District 18



District 19



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Regional Director

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Operations Director

Ken Flynn

Project Development Director

Vacant

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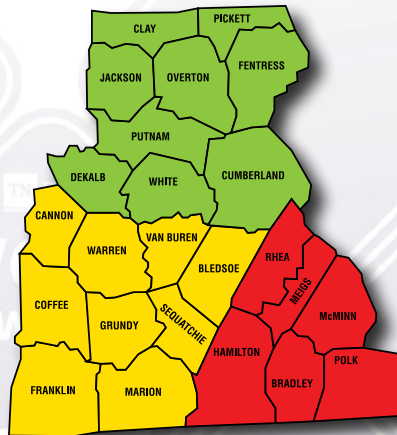
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District 27



District 28



District 29



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Regional Director
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Mike Brown

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Shane Hester

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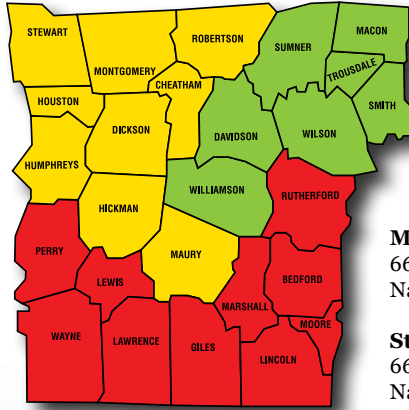
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District 37



District 38



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Regional Director
Jason Baker

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District 47

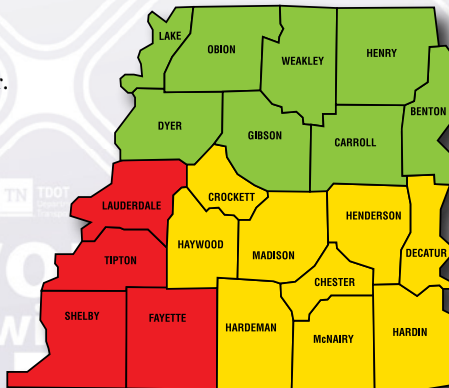
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District 47



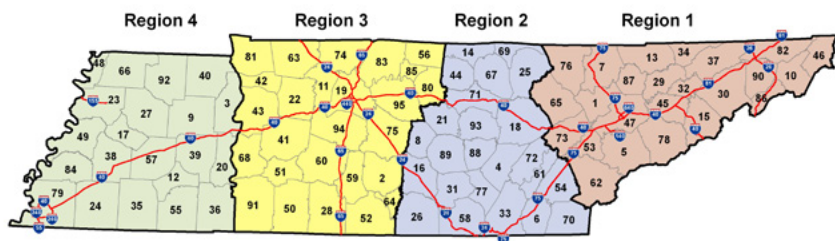
District 48



District 49



TDOT REGIONS



- | | | |
|-----------------|-----------------|-----------------|
| 01 • Anderson | 36 • Hardin | 71 • Putnam |
| 02 • Bedford | 37 • Hawkins | 72 • Rhea |
| 03 • Benton | 38 • Haywood | 73 • Roane |
| 04 • Bledsoe | 39 • Henderson | 74 • Robertson |
| 05 • Blount | 40 • Henry | 75 • Rutherford |
| 06 • Bradley | 41 • Hickman | 76 • Scott |
| 07 • Campbell | 42 • Houston | 77 • Sequatchie |
| 08 • Cannon | 43 • Humphreys | 78 • Sevier |
| 09 • Carroll | 44 • Jackson | 79 • Shelby |
| 10 • Carter | 45 • Jefferson | 80 • Smith |
| 11 • Cheatham | 46 • Johnson | 81 • Stewart |
| 12 • Chester | 47 • Knox | 82 • Sullivan |
| 13 • Claiborne | 48 • Lake | 83 • Sumner |
| 14 • Clay | 49 • Lauderdale | 84 • Tipton |
| 15 • Cocke | 50 • Lawrence | 85 • Trousdale |
| 16 • Coffee | 51 • Lewis | 86 • Unicoi |
| 17 • Crockett | 52 • Lincoln | 87 • Union |
| 18 • Cumberland | 53 • Loudon | 88 • Van Buren |
| 19 • Davidson | 54 • McMinn | 89 • Warren |
| 20 • Decatur | 55 • McNairy | 90 • Washington |
| 21 • DeKalb | 56 • Macon | 91 • Wayne |
| 22 • Dickson | 57 • Madison | 92 • Weakley |
| 23 • Dyer | 58 • Marion | 93 • White |
| 24 • Fayette | 59 • Marshall | 94 • Williamson |
| 25 • Fentress | 60 • Maury | 95 • Wilson |
| 26 • Franklin | 61 • Meigs | |
| 27 • Gibson | 62 • Monroe | |
| 28 • Giles | 63 • Montgomery | |
| 29 • Grainger | 64 • Moore | |
| 30 • Greene | 65 • Morgan | |
| 31 • Grundy | 66 • Obion | |
| 32 • Hamblen | 67 • Overton | |
| 33 • Hamilton | 68 • Perry | |
| 34 • Hancock | 69 • Pickett | |
| 35 • Hardeman | 70 • Polk | |



Process for TDOT to Sign Named Highways and Bridges in Tennessee As Designated by The Tennessee General Assembly

The Tennessee Department of Transportation uses a numerical designation system to identify roads on the state highway system across the state. The department does not designate road “names” for any state highways.

Local governments (city and county) have the authority to designate official road names tied to official postal addresses and 911 systems for streets and roads within their jurisdiction. Cities have the power to give official city street names to state highways within their city limits. Apart from interstate highways and other freeways, these state highways are city streets. Cities may sometimes give commemorative or memorial names to these non-freeway state highways within their jurisdiction, also city streets.

The Tennessee General Assembly has the authority to name highways and bridges in Tennessee. TDOT will install signs as directed by legislation passed by the General Assembly and signed by the Governor. These names are honorary and typically commemorative and generally do not change the official road name, and they do not change TDOT’s official numerical designation of a state highway. In recent years, it has been the General Assembly’s practice to pass one large omnibus naming bill each year, which usually names approximately 50-60 bridges and highways. In some cases, the State Senator or State Representative who sponsors the naming prefers a local government first pass a resolution requesting the Tennessee General Assembly name the subject bridge or highway.

The fees to fabricate and install the required signs are usually required to be non-state sourced and are sometimes paid for by local governments, the bill sponsors, or family members of the honoree. Some honorees, such as soldiers or police officers killed in the line of duty, will have the fees for the signs covered by the State under Section 54-1-133 of the Tennessee Code. The specific language in the enacting legislation/appropriations act directs how each sign is funded.

Once a bill passes to name a highway or bridge, staff of the Tennessee Department of Transportation sends a notice to the prime Senate and House sponsor for each honoree which directs funds are required, the amount, and where to send those funds. If no fees are required, the notice advises the sponsors that TDOT can proceed.

Once any required funds are received, and if the Senate and House sponsor decide to conduct a ceremony and notify TDOT when they plan to conduct their ceremony, TDOT installs and covers the signs several days before the event. TDOT must receive a minimum of 14 workdays advance notice of the planned ceremony date as it generally takes this long to fabricate, check underground utilities, and install the signs. If the Senate and House sponsor decide not to conduct a ceremony, then TDOT installs the signs, when possible, after being notified.

For additional information, contact Joseph Sweat at 615-532-3431 (TDOT) or email Joseph.Sweat@tn.gov.

BUREAU OF ADMINISTRATION

Interim Commissioner / Chief Financial Officer / Chief of Administration

Joe Galbato

615.741.2848

On November 4, 2021, Joe Galbato was appointed Interim Commissioner of Transportation by Governor Bill Lee. He heads the agency that oversees a statewide transportation system, including highways, rail, airports, waterways, and transit. Having been with the agency since 2011, Commissioner Galbato also serves as TDOT's Chief Financial Officer (CFO) and the Chief of the Administrative Services Bureau. Responsibilities include financial oversight for the department, including budget preparation, budget management, and federal highway reimbursement. This position has responsibility for oversight of eight divisions. Functions include procurement oversight, general purchasing, fleet management, overweight and over-dimensional permitting; administration of Title VI, Affirmative Action and Disadvantaged Business Enterprise Programs; workforce recruiting, training, and retention; developing of agency goals and performance measures; audit and assurance services, and development of software and technology tools. A crucial role of this position is to provide direction, leadership, and policies on overall governance and fiscal accountability to help protect the financial integrity of the agency.

Human Resources Division

Asst. Chief of Administration / Director

Delaine Linville

615.741.3461

The Assistant Chief of Administration also serves as the Human Resources Division Director. Responsibilities of this division include day-to-day human resources management for all TDOT employees across the state. The Human Resources Division plays a crucial role in aligning HR and business strategy, re-engineering organization processes, and providing support to both employees and management in the areas of learning and development, classification and compensation, recruitment, employee relations, internal communications, employee engagement, and benefit and retirement counseling. The Human Resources Director provides appropriate guidance to executive leaders and managers to ensure compliance with all local, state, and federal employment laws, rules, and policies and serves as liaison with the Department of Human Resources related to transactions, classification compensation, payroll, benefits, and employee relations issues.

Central Services Division

Justin Underwood • Director

615.741.7750

Central Services provides coordination and general administration of staff services and the reproduction of technical drawings, specifications, forms and contracts, and official documents. The division administers purchase procedures, procurement, supply chain, fleet utilization and facilitates the insurance and risk management programs. Central Services also handles the issuance of special permits for overweight/over-dimensional loads, records management and agency publications liaison, and purchases "Alternative Fuel Vehicles." It coordinates the annual budget for heavy equipment and vehicle purchases and operates the Headquarters Motor Pool. The division assists with facility and property management, inventory control, and removal of surplus property.



Finance Division
Jennifer Herstek • Director
615.741.2261

The Finance Division provides the total accounting system for TDOT, including billing and receipts, consultant auditing and sub-recipient monitoring, payables, payroll, and cost accounting. This division is responsible for preparing and managing the department's budget. This involves comprehensive documentation and sound financial reporting. Budget preparation and reporting provide cost control and ensure that maximum service benefits accrue to the public. The Finance Division uses information submitted by various TDOT offices, F&A, and US DOT agencies (FHWA, FTA, FAA, etc.) to accomplish its mandate to prepare an annual budget document. Once the budget document has been submitted and approved, it is entered into the state's accounting system. Financial activities are coordinated with the Department of Finance and Administration to ensure adherence to policy, laws, and generally accepted accounting principles.

Information Technology Division
Joe Kirk • Director
615.741.3576

The Information Technology Division (IT) is responsible for the direction, planning, coordination, and management of the department's computerized information resources. IT staff evaluate, purchase, install and maintain computer hardware and software, manage network services for the Intelligent Transportation System network, develop and support applications and provide technical assistance to departmental personnel in their use of these resources. The IT Division is responsible for coordination with the state's central technology Division, Strategic Technology Solutions (STS).

Internal Audit Office
Mel Marcella • Director
615.741.1651

The Division of Internal Audit provides audit and assurance, consulting and advisory, education, and integrity services for the department. The division's primary focus is conducting performance audits designed to ascertain the efficiency, effectiveness, and economy of TDOT's various operational and financial programs, processes, and activities. Audit and assurance services are prioritized from a risk management approach to focus resources on areas of high risks. The ultimate objective is to provide the management structure and senior leadership with information they need to make better decisions - through practical, cost-beneficial recommendations geared toward improving TDOT's operations. Consulting and advisory services are designed to initiate a collaborative approach to address concerns regarding the ever-changing business environment. Education services include providing training on ethical behavior, fraud awareness, internal controls, and the proper use of TDOT assets to department employees. Integrity services are performed to substantiate alleged instances of fraud, waste, and abuse of TDOT funds by department employees, contractors, vendors, and grantees.



Civil Rights Division
Vince Malone • Director
615.741.3681

The Civil Rights Division is responsible for administering both state and federal programs of nondiscrimination that include Title VI, Affirmative Action, and Small Business Development. Each program monitors all activities for compliance and provides training and onsite technical assistance. Additionally, the division is responsible for developing and implementing TDOT's internal and external affirmative action plans and investigating complaints of alleged discrimination, including sexual harassment. The division also administers the federally mandated Disadvantaged Business Enterprise (DBE) Program.

Strategic Planning
Vacant • Director
615.532.3507

The Office of Strategic Planning is responsible for assisting TDOT in defining a clear direction for the organization, coordinating with all divisions to develop and implement a strategic plan, and monitoring performance toward departmental goals. Critical transportation issues, trends, resources, customer needs, and results are monitored to evaluate the impact on departmental priorities. The office is also responsible for monitoring the implementation and progress of the strategic plan and ensuring alignment with other departmental goals and objectives. Performance results are reported in compliance with state and federal guidelines.

Procurement and Contracts
Chris D. Yarbrough • Director
615.770.1772

This division provides leadership and oversight for all TDOT purchasing, procurement, and contracting within the authority of the Central Procurement Office. The Procurement and Contracts Division serves as the liaison between TDOT and the state of Tennessee's Central Procurement Office to maximize efficiency, accountability, and stewardship of taxpayer dollars.



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BUREAU OF ENGINEERING

Deputy Commissioner / Chief Engineer

Paul Degges, P.E.

615.741.0791

The responsibilities of the Bureau of Engineering are to develop, preserve and maintain the state highway system and help local governments in the development of their highway systems. This bureau also provides technical and developmental support to agency divisions of the department. Specific responsibilities include the following: highway data collection, program development and scheduling, design, right-of-way acquisition, estimates, aerial surveying, construction, maintenance, traffic engineering, materials, and geological testing.

Assistant Chief Engineer of Program Delivery

Will Reid

615.741.2342

The responsibilities of the Assistant Chief of Program Delivery include planning, organizing, and directing operations and services as they relate to program management, project management, professional services, performance management, and asset management. Develop statewide technical policies, processes, procedures, and performance measures for the noted divisions and the Regions. Develop division budgets and perform the financial administration integrated into the TDOT financial processes for the noted divisions.

Project Management Division

James Kelly • Director

615.253.7604

The TDOT Project Management Division facilitates collaboration and coordination between technical disciplines and project managers through a matrix management structure. TDOT's Statewide program comprises new construction and maintenance projects totaling approximately \$1B per year. Employees in this division are the single point of responsibility for the scope, schedule, budget, quality, and delivery of those projects. They have authority and accountability to manage federal and state requirements; and lead multidiscipline teams department-wide.

Performance Management Division

Michelle Frazier • Director

615.741.7864

The Performance Management Division is responsible for overseeing the projects and programs' performance metrics. The division is the single point of contact for collecting and maintaining all transportation data and developing and implementing a quality management program for the Bureau of Engineering. The Division maintains historical performance measure data in compliance with department and government policies and procedures.



Maintenance Operations

Vacant • Director

615.741.0982

The Maintenance Operations Division is responsible for managing and creating direct lines of communication to all parts of field operations and the administration of statewide programs, including Ferry Services, Welcome Centers, and Rest Areas. It supports field operations by establishing standard operating procedures and policies, winter maintenance preparedness/response, emergency management planning, fleet management, contract administration, building/facility repair, and replacement. Engineering Operations also supports other headquarters divisions with the execution of policies, procedures, and guidance in field operations.

Construction Division

Brian Egan • Director

615.741.2414

The Construction Division is responsible for preparing proposals and letting to contract all TDOT transportation highway and bridge projects. Contract administration on TDOT projects and writing TDOT specifications and special provisions are also the responsibility of this division. The Construction Division is also responsible for the pre-qualification of all contractors that perform TDOT projects. The division also approves all first-tier subcontracts for our road and bridge construction.

Roadway Design Division

Jennifer Lloyd • Director

615.741.2221

This division's responsibilities include performing aerial surveys; establishing roadway design, drainage, and field survey criteria; maintaining and developing roadway design standard drawings; providing training; providing CADD support and implementation of software; providing pavement design; performing Value Engineering studies; and checking plans for quality assurance/quality control, ADA, and traffic work zone compliance. The consultant oversight group reviews pre-qualification of consultant engineering firms, and advertises for continuing contracts for aerial and ground survey and roadway design contracts and project-specific contracts. The division also oversees consultant projects as well as has an in-house design unit responsible for developing right-of-way and construction plans for proposed highway improvement projects. Other key responsibilities include managing the state drone program, GNSS network and maintaining all final construction plans through the Plan Sales unit.

Right of Way (ROW) Division

Jeff Hoge • Director

615.741.3196

This division is responsible for assessing and acquiring the land needed for state highway construction and relocating families and businesses affected. This division is also responsible for coordinating and relocating utility and railroad facilities necessary for highway construction projects. Excess land is administered and disposed of through this division.



Utilities Division
Vacant • Director
615.741.2831

The TDOT Utilities Division is responsible for coordinating and relocating utilities necessary in the accommodation of highway construction and improvement projects undertaken by the department. The Utilities Division also regulates, and issues permits for installing utility facilities within state highway rights of way.

Traffic Operations
Lee Smith • Interim Director
615.253.1122

The core mission of the Traffic Operations Division is to maximize the capacity of the existing roadway infrastructure in Tennessee. This division consists of the Traffic Engineering office, the Transportation Management office, and the Intelligent Transportation System (ITS) office. Responsibilities include providing policy and guidance to TDOT's four Regional Transportation Management Centers (TMC) and HELP Incident Management Programs; the design and oversight of traffic signal, roadway lighting, and roadway signage projects; the development and maintenance of standard guidelines for traffic design and operations; and the design and deployment support for ITS projects that support operations using technology. *Currently, this division represents both Traffic Design and Operations, which will transition into two separate divisions in the coming year.

Asset Management Division
Vacant • Director
615.741.2027

The Asset Management Division is responsible for developing an asset management culture within TDOT where asset data is used to drive financial investment decisions that keep the infrastructure in a state of good repair and extend the asset's service life. Specific primary responsibilities include the following: development of an annual roadway maintenance budget, development and updating of a statewide Transportation Asset Management Plan, oversight of roadway assets inventory data, development and oversight of a roadway assets condition assessment program, oversight of the statewide Resurfacing Program, development of annual city maintenance agreements, and development of roadway maintenance contracts.

Structures Division
Ted Kniazewycz, P.E. • Director
615.741.3351

This division is responsible for designing and developing plans and specifications relating to all state highway structures and inspecting all bridges in Tennessee. Key responsibilities include the design of structural foundations, piers, abutments, and girder systems, including major or unusual structures with complex geometry. The division also completes hydrology and hydraulic studies involving legal action; scour studies; inspection of prefabrication plants; welding procedure review; on-site erection supervision; design and development of contract plans and specifications. Additionally, the division evaluates and rates for load-carrying capacity, bridges on the national highway, and state route system, including the review of bridge and underwater inspection reports.



Materials and Tests Division
Heather Hall, P.E. • Director
615.350.4100

The Materials & Tests Division is responsible for the Quality Assurance Program for TDOT and ensuring that the department complies with Federal Code 23 CFR 637. Additional key responsibilities include geotechnical engineering services regarding borings, foundations, retaining walls, unstable slopes, and sinkholes. In carrying out this work, this division monitors the quality performance of TDOT's transportation network through field reviews, facility audits, laboratory testing, and data analysis. Research projects are conducted on various innovative topics, and approved lists are maintained for producers and qualified products. Specifications and SOPs that serve as guidance for materials, construction activities, and inspection are developed in this division. Technician training is provided through Materials & Tests to certify TDOT/CEI inspectors and contractor QC staff.

Program Development and Administration Division
Ronnie Porter • Director
615.741.3301

The Local Programs Development Office is responsible for coordinating various state and federal programs with Local Governments. The State Transportation Improvement Program (STIP) is compiled and administered through this division. It establishes and maintains a development schedule on all highway improvements, except for those managed through the Region Project Development Directors. Other responsibilities include generating and processing state and federal project allotments and funding authorizations and administering state funds.

Strategic Transportation Investments Division
Steve Allen • Director
615.741.2208

The Strategic Transportation Investments Division provides strategic support for projects that address safety, congestion, and economic development needs across the state. This includes the development of Technical Reports for IMPROVE Act projects. The goal is to perform an engineering analysis of the existing transportation facility and make improvements. The Division also conducts an operational analysis of non-highway transportation projects impacting the highway system. Investments relate to this division's work in determining what new commitments (i.e., investments) TDOT will be making. This process includes the new "Needs Assessment Process" that will determine the appropriate level of study and Project Prioritization, which uses technical data, schedule, and cost to provide a prioritized list of major projects to assist in developing the 3-year Multimodal Transportation program.

Occupational Health and Safety Division
Jay Norris • Director
615.741.2416

The Occupational Health and Safety Division develops and implements policies, specifications, and procedures to ensure the health and safety of people inspecting, maintaining, constructing, and traveling our transportation system. The division requires individual accountability, expects all employees to adhere to safety standards, and actively participates in and supports health and safety practices. Safety is the responsibility of all employees, including top management and the individual employee.

BUREAU OF ENVIRONMENT & PLANNING

Deputy Commissioner / Chief of Environment and Planning

Preston Elliott, AICP

615.741.5376

The Bureau of Environment and Planning administers the department's environmental and planning functions, including multimodal and freight activities. Core functions of the Bureau include environmental compliance, environmental planning and technical studies, long-range planning, corridor and community transportation planning, metropolitan and rural planning, freight planning, rail rehabilitation and oversight, rail engineering, rail safety, public transportation program management and technical assistance, bicycling & pedestrian planning and infrastructure, research, traffic data collection and analysis, GIS and data analytics, and highway beautification.

Freight and Logistics Division

Asst. Chief of Environment and Planning / Director

Dan Pallme

615.741.4031

The Freight and Logistics Division provides leadership on rail, water, and highway freight issues. The division serves as a liaison between TDOT and freight stakeholders to find opportunities to improve access for existing freight and appropriately prepare for the projected increases in freight as it moves in and out of the state. The primary focus areas for the division include water, short-line railroads, Section 130 (highway grade crossing) rail program, rail inspection, state safety oversight, highway freight and technology, freight advisory committees, and the freight and state rail plan updates.

Environmental Division

Susannah Kniazewycz, P.E. • Director

615.741.5373

The Environmental Division is responsible for integrating environmental considerations and regulatory requirements into TDOT's transportation projects, programs, and operations by identifying, assessing, documenting, managing, and mitigating environmental risk to TDOT. The division's scientists, regulatory specialists, and engineers work on projects and activities from early project development through construction and maintenance. Responsibilities include providing a broad range of technical studies and mitigation expertise in the natural and human environment; developing National Environmental Policy Act (NEPA) documents; assessing, preparing, and acquiring environmental permit applications for TDOT projects and activities; liaising with regulatory agencies to streamline the environmental review and permit processes; communicating with local governments, private and public stakeholders opportunities for their involvement in environmental processes; and administering the Tennessee Billboard and Regulation Control Act.



Long Range Planning Division
Matt Meservy, P.E., TDM-CP • Director
615.741.3421

The Long Range Planning Division is responsible for the planning, development, and management of statewide transportation studies and planning tools that help guide the policies and programs of TDOT and its various divisions. Through a collaborative process, the division identifies transportation needs based on data, analysis, and community engagement and applies this to transportation investments. Specific responsibilities include developing the statewide long-range transportation plan, corridor studies, community transportation plans, research, travel data collection, feasibility studies, metropolitan and rural transportation planning coordination, and supporting reduced carbon emissions, resilience, and transportation demand management. The division is also responsible for GIS mapping, data analytics, forecasting models, and data visualization.

Multimodal Transportation Resources Division
Asst. Chief of Environment and Planning / Interim Director
Dan Pallme
615.253.1055

The Multimodal Transportation Division supports mobility and accessibility for all through public transportation, bicycle and pedestrian infrastructure, complete streets, shared mobility, and mobility management. The division administers state and federal transit grants, provides compliance oversight, and works with transit agencies and service providers to support ridership, mobility, and accessibility. The multimodal planning and active transportation program implements TDOT's Multimodal Access Policy, reviews all TDOT projects for opportunities to expand pedestrian, bicycle, and low-speed mobility access, facilitates communications with communities and external partners, and serves as a liaison between TDOT and bicycle and pedestrian stakeholders.

ADDITIONAL DIVISIONS

Assistant Bureau Chief / Legislative & Communications
Matt Barnes, Federal Affairs Liaison
615.532.7229

This office handles issues related to the department's transportation initiatives and federal-aid program. It also coordinates with internal stakeholders, key congressional offices, and Washington D.C.-based non-governmental organizations to develop federal policy positions promoting departmental goals and initiatives. The Federal Affairs Liaison covers congressional hearings, tracks major transportation-related federal legislation, prepares materials for legislative visits, and provides timely and accurate responses to congressional inquiries. This office also works across all TDOT bureaus to coordinate the department's comments to the Federal Register, develop action plans to implement major federal transportation legislation and policies, and is directly over the Communications and Legislative Divisions which focus on developing and promoting the comprehensive communications and legislative strategies for the Department.



Community Relations and Communications Division

Beth Emmons • Director

615.741.7736

The director of this division serves as the chief spokesperson for the agency. The mission is to provide leadership in promoting TDOT, integrating our customers' concerns into our processes, and promoting a consistent message. This involves conducting community outreach activities, managing public meetings and hearings, establishing relationships with the news media and community groups, assisting the general public in accessing TDOT's services, answering questions and concerns, and providing better communication both inside and outside the department which includes managing the website content and all social media. In addition to headquarters communications, constituent services, and public involvement staff, the director supervises a community relations officer (CRO) in each of TDOT's four regions.

Legislative Division

Brian Carroll • Director

615.335.8785

The director of this division advises the Commissioner and senior staff on legislative issues. The staff works with members of the General Assembly to promote the department's agenda through legislation. Assistance is provided in legislative matters, and responses and information are provided to legislators involving the department.

Legal Division

John Reinbold • General Counsel

615.741.2941

This division comprises agency legal staff providing services to the Commissioner, senior staff, and all divisions and regions. Services include preparing and reviewing contracts, grants, and right-of-way acquisition documents; preparing documents for the conveyance or use of surplus highway right-of-way; administrative hearings representation; drafting/review of legislation and regulations; advice on regulatory and program requirements; and assistance in employment law. The office works closely with the State Attorney General's Office in response to TDOT contract, tort, employment, and condemnation cases.

Aeronautics Division

Jay Norris • Interim Director

615.741.2416

The Aeronautics Division is responsible for licensing public airports, monitoring compliance with federal grants, and providing flight services for all branches of state government. It performs engineering services, aviation planning studies, airport improvement, and project design consultation to local airports. It ensures the operational safety and efficiency of the statewide aviation facilities system.



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