

DEPARTMENT OF TOURIST DEVELOPMENT

Joint Government Operations Committee

Commerce, Labor, Transportation and Agriculture Subcommittee

July 20, 2017

Sunset Public Hearing Questions for
Department of Tourist Development
Created by Section 4-3-2201, *Tennessee Code Annotated*
(Sunset termination June 2018)

1. Provide a brief introduction to the Department of Tourist Development, including information about its purpose, statutory duties and staff.

Response: The mission of the Tennessee Department of Tourist Development is to inspire travel to and within Tennessee.

Vision Statement: To be the global music destination of choice; an authentic American experience rooted in blues, bluegrass, country, gospel, soul, rockabilly and rock ‘n’ roll at the crossroads of American history and renowned scenic beauty.

Brand Promise: The promise of Tennessee—the birthplace of the blues, bluegrass, country, gospel, soul, rockabilly and rock ‘n’ roll—is to be the global music destination of choice. To deliver an unparalleled experience of beauty, history, and family adventure, infused with music that creates a vacation that is the “Soundtrack of America. Made in Tennessee.”

- The department was formed in 1976 and is recognized as a national leader among state tourism organizations.
- In 2015 tourism had an \$18.4 billion economic impact on the state – a record for Tennessee.
- In 2015 tourism resulted in \$1.6 billion in state and local sales tax collections – a record for Tennessee.
- In 2016 the tourism industry saw domestic visitation hit the 110-million mark – a record for Tennessee.
- Tourism ranks as the second-largest industry in the state.
- The Department of Tourist Development plays a key role in the Governor’s economic development initiatives & partners with the departments of Economic and Community Development, Environment and Conservation, Agriculture, Transportation and TWRA to implement aggressive and integrated marketing efforts that bring new opportunities to the state.

TDTD partners with communities thru cooperative marketing initiatives, coordinating branding efforts, providing matching grants to the state’s nine regional tourism organizations, operating the state’s 14 welcome centers (not including 2 currently under construction) which hosts more than 14 million guests a year, providing facilities for

traveler safety and rest breaks, assisting travelers with information about Tennessee destinations.

The department is continually evaluating and implementing efforts to help inspire travel and increase visitation to Tennessee. The brand advertising campaign, "Soundtrack of America. Made in Tennessee" generated a return on investment of 18:1 according to the results of a study done in 2016 by SMARI. That is \$18 in tax collection for every dollar invested in this centerpiece advertising campaign managed by the department and its advertising agency. The Department is currently planning the launch of its recently approved Tennessee Music Pathway capital project. The Tennessee Music Pathway is intended to inspire visitors through the preservation and promotion of the musical and cultural heritage of Tennessee by identifying, designating and supporting significant locations making Tennessee home of the Soundtrack of America, cementing its place as the global music destination of choice.

Currently, Tourist Development is staffed with 179 total positions; 152 for operating the state's welcome centers, and 27 for administration and marketing. Of the 179 total positions, we currently have 20 vacant positions, primarily within our welcome centers division tied to the planned opening of two new centers in west TN.

2. What were the department's revenues and expenditures for fiscal years 2016 and 2017?

Response: Tourist Development's revenues and expenditures for FY 2016 and FY 2017 are shown below:

| | FY 2016 | FY 2017 * |
|-------------|-------------------|-------------------|
| Payroll | \$ 7,981,200 | \$ 8,415,430 |
| Operational | <u>16,515,700</u> | <u>24,338,000</u> |
| Total | \$ 24,496,900 | \$ 32,753,430 |
| State | \$ 16,821,200 | \$ 24,602,730 |
| Federal | - | - |
| Other | 7,675,700 | 8,150,700 |

* The FY 2017 figures are estimates and are subject to change as fiscal year closing is in progress. FY 2017 includes \$4.8M supplemental funds for marketing support to Sevier County and \$500K from legislative appropriation for marina grants.

3. Does the department have any policies in place to address potential conflicts of interest by department employees, or other state employees who work with the department in any capacity? If yes, please describe.

Response: Yes. TDTD follows all applicable DOHR policies/procedures, conflict of interest requirements, executive orders, etc.

4. Please provide a current organization chart for the department and explain the primary functions of each division within the department.

Response: Tourist Development's current organizational chart is attached.

In order to meet our statutory obligations, the department is organized into two budgetary programs; Administration and Marketing and Welcome Centers. The Administration and Marketing program consists of the following divisions:

The commissioner's office provides direction for all department operations. Reporting directly to the commissioner are the Administrative Services, Marketing, and Welcome Centers divisions. In addition, the department's legislative liaison and staff support program developments, such as the Discover Tennessee Trails & Byways and the Civil War Trails programs, rural initiatives, and community outreach opportunities.

The marketing division is responsible for departmental tourism marketing programs including advertising, sales, public relations/communications, social media, website development, brand management, database management, industry outreach, and research and planning. The goal of this division is to boost the economic impact of travel in Tennessee by increasing awareness and interest in the state's diverse tourism opportunities. The state's tourism logo, redesigned in 2014, announces the brand message of "The Soundtrack of America. Made in Tennessee."

The administrative services division provides administrative support to the department by managing department operations including fiscal, procurement, human resources, legal, and front office support. This division also coordinates with F&A, General Services, Human Resources, and other state agencies as part of the statewide consolidation of services projects.

The welcome centers division currently operates 14 welcome centers statewide. In 2016, 14 million travelers utilized the State Welcome Centers. The primary purpose is to act as a contact point for travelers entering Tennessee from any direction and serve as a major distribution point for information about the state's attractions, accommodations, and other travel-related facilities. They also serve as traveler safety and rest break areas. The division has two new centers coming on line in 2017. The centers are located primarily on interstate highway entrances to Tennessee. Our welcome centers are open twenty-four hours a day, seven days a week; except for our I-40 Memphis Welcome Center which closes nightly at 11 p.m.

5. What have been the primary accomplishments of each of the department's divisions during fiscal years 2016 and 2017? Specifically address how each division carries out the duties assigned to the department in Sections 4-3-2204 through 2207, *Tennessee Code Annotated*.

Response: TDTD has been very successful at meeting our mission, with major accomplishments including:

- The 2015 Economic Impact of Travel on Tennessee study, released by U.S. Travel, showed Tennessee tourism's total direct economic impact at \$18.4 billion.
- That marks 10 consecutive years tourism business generated more than \$1 billion in state and local sales tax revenue
- International visitor spending increased to \$595.2 million.
- Tennessee's tourism industry saw a record-setting 110 million person-stays in 2016.
- In April 2017, TDTD shot, edited and aired four commercials in four days to promote the Smoky Mountains.
- April 2017, TDTD joined with Mary Stuart in London to promote the 90th anniversary of the Bristol Sessions.
- In October 2016, TDTD partnered with Garth Brooks to launch a state Snapchat channel, culminating in a free concert – attending by guests from 43 states and five countries.
- In May 2016, TDTD produced the first live-streamed interactive concerts from Tennessee in Chicago. The campaign created more than 1 billion media impressions.
- In 2015 the Soundtrack of America, Made in Tennessee campaign won a Mercury Award from the U.S. Travel Association.
- In the last two years TDTD's various marketing initiatives to promote the Soundtrack of America, Made in Tennessee have earned three prestigious Cannes Lion awards at the world-renowned awards event in France.
- In 2017, The Tennessee Department of Tourist Development launched our completely redesigned website featuring a revamped, personalized travel planning experience. The overhaul of www.TNVacation.com features a digital experience platform and content management system that enables the site to “learn” the interests of website visitors as they explore the site, and helps them build click-and-save itinerary maps to enhance vacation planning. Designed for both desktop and mobile devices, the website features a storytelling format with a clean design, large, inspiring photographs and straightforward navigation tools. A personalization engine automatically organizes and presents information about Tennessee destinations, attractions and experiences by analyzing the site visitor's interests, updating content in real time. Tnvacation.com experienced more than 3.3 million site visits during fiscal year 2015-16.
- Along with the Official Tennessee Vacation Guide, which also includes a viewable eGuide on tnvacation.com, the marketing division is responsible for the Official Tennessee Transportation Map (in partnership with TDOT).

- Over 600,000 of our 2016 Tennessee Vacation Guides were distributed (print & digital).
- 945,000 clicks to different pages on tnvacation.com.
- Nearly 80 million video views of our online video content.
The departments PR efforts earned almost 3 billion PR impressions, thru newspaper, magazine, broadcast and online media outlets, in fiscal year 2015-2016.
- Our 2016 Matchmaker Co-op Campaign, with our partners from around the state, generated 40 million video views @ 54% video (watched) completion rate. 93% of those surveyed from the campaign are planning a trip to Tennessee.
- The “Chicago Live” campaign, where over three days we beamed four artists representing every region in the state into downtown Chicago through 3 interactive simulcast concerts, earned 1.24 billion media hits/impressions and generated 1.6 million video views.
- TDTD manages the 16 layers of The Discover Tennessee Trails & Byways (trailsandbyways.com) program, the state’s rural marketing initiative.
- In 2014, with the launch of the new branding campaign The Soundtrack of America. Made in Tennessee, Tourist Development put an unprecedented music stake in the ground by featuring Memphian and global music celebrity Justin Timberlake on the cover of the Official Tennessee Vacation Guide. The move proved so impactful with readers that for the first time in history, TDTD ordered an additional 75,000 guides to the already 550,000 printing. Continuing the musician-cover momentum, in 2015 TDTD featured the cast from ABC’s hit television show “Nashville.” The 2016 guide featured entertainment icon and Tennessee treasure Dolly Parton. The Dolly cover created such a stir, that once again department officials had to place a re-order for the guide.
- In late 2016 TDTD leveraged superstar Garth Brooks in a marketing campaign that launched Tennessee’s Snapchat channel, resulting in more than 300 million impressions for broadcast and digital media coverage. In follow-up to that successful campaign, TDTD featured Garth Brooks on the famed stage at Nashville’s Ryman Auditorium, on the 2017 vacation guide cover. The guide features the five pillars of the marketing campaign—Music, Family, Beauty, History, and Experiences. A dynamic iPad App version of the guide, as well as an eGuide, is produced each year, both offering additional rich media and interactive content. In April 2017 alone, there were 12,653 print guide requested and 2,399 eGuide requests
- TDTD team sends weekly email communications to industry partners and stakeholders. The presentation and frequency of this industry newsletter was updated in 2016 to be more condensed, relevant and timely information. The goal of this communication is to serve as a valuable resource to inform, educate and inspire those in the industry. Consumer-facing emails are also sent out to inspire travel across the

state. As of July 2017, there are 187,348 consumer email subscribers and 6,233 industry partner subscribers.

- Social media continues to drive engagement with the Tennessee tourism brand. It is an awareness-building medium fostered by conversation. To date, the department maintains a strong presence on Facebook, Instagram, Snapchat, Pinterest, Twitter and YouTube. As of May 2017, there were 12,586,261 million engagements on the department's social channels. Additionally, TDTD publishes curated content, which is written by seasoned travel journalists, social media influencers and department staff, to inspire travel to our state.
- In October of 2016, the TDTD PR team led tourism partners in the highly-regarded Tennessee Sampler Express, traveling into 12 key drive markets including Atlanta, Cincinnati, Indianapolis, and Washington D.C. The teams of TN PR professionals conducted meetings with key media at publications including Atlanta Journal Constitution, Birmingham News, Indianapolis Monthly Magazine, and The Evansville Courier Press. More than 36 meetings were held.
- Tennessee's presence in the national media is extremely important. The department organizes annual travel writer FAM tours to Tennessee, showcasing tourism destinations to groups of specialized travel journalists, resulting in national media coverage from more than 70 participating writers. In 2016, total circulation results from the travel writer familiarization tours reached more than 474 million media impressions, with an ad equivalency of more than \$1.6 million.
- In 2016 the division's PR efforts accounted for more than 2.8 billion impressions. Intent to travel engagements reached 24.3 million, which includes all vacation guide requests (e-guide, print, and app), website visits to the tnvacation.com family of sites, media clicks, media views, paid search, email, paid social, and pre-roll clicks.
- The Retire Tennessee program is finishing its eleventh year of marketing to their target market that is looking for the amenities and resources that Tennessee has to offer. The merits of retiree recruitment as an economic development strategy shows results when the in-migrating retiree builds or buys housing, spends money locally, increases average income levels for smaller areas, and provides additional leaders and volunteers for community service organizations. The Retire Tennessee program currently consists of 22 rural and urban communities across the state. Each community meets the state's criteria and participates in at least one Ideal-LIVING Resort & Retirement Expo during the early fall and winter months. Our partners also invest in advertising in numerous publications touting why Tennessee is truly a retirement destination. The department is currently rebranding the program, launching its new website, and updating marketing materials and signage.
- Tennessee Adventure Tourism and Rural Development Act is designed to identify the category and help businesses in the classification gain a foothold in rural areas. It promotes outdoor recreational opportunities and supports entrepreneurship of businesses that grow out of those activities including trail riding (equine and

motorized), rafting and kayaking, rock climbing, mountain biking and many other recreational activities. An Adventure Tourism District designation allows qualified new businesses locating within the district to earn job tax credits to offset a portion of the businesses' state franchise and excise tax liability. Qualified businesses created in these ATDs, including restaurants and lodging properties developed to cater to these guests, must make a capital investment of at least \$500,000 and create the required number of jobs. The number of necessary jobs created varies by the Tier classification of the county in which it is located as applied by criteria gathered by the Tennessee Department of Economic and Community Development. There are currently 75 Adventure Tourism districts in Tennessee.

- The marketing division's sales team continues to participate in major travel and tourism trade shows to promote Tennessee's tourism attractions, communicate the department's sales strategies to the travel industry, and create partnerships that lead to new or strengthened sales opportunities. These opportunities are supported through marketing programs with travel agents, AAA clubs and other professional travel planners, as well as organizations such as the American Bus Association and the National Tour Association.
- The TDTD sales team continues to work with tourism partners along with the travel trade industry to increase travel to and within Tennessee. Through partner lead generation, networking opportunities, sales missions, and FAM tour support the sales team promotes Tennessee vacation experiences with partners, and strengthens tourism's economic impact.
- Segments targeted through sales efforts include group and independent travel, educational and performance student groups, and sports travel. Travel trade shows geared toward each of the segments provide lead generation and networking opportunities with operators and agents. Over the past two fiscal years 20 domestic and six international shows have been attended by the sales staff to generate leads for partners, and assist operators and agents with travel planning needs.
- The TDTD sales team facilitates and supports various partner engagements during travel trade shows through sponsorships and client/partner dinner opportunities with tour operators at shows such as American Bus Association Marketplace, National Travel Association Travel Exchange, Heartland Travel Showcase, Travel South USA Showcase and Student & Youth Travel Association Conference. These engagements promote Tennessee to a captive audience and provide Tennessee tourism partners the opportunity to network with more operators in a one-on-one atmosphere and strengthen relationships.
- In April 2016, Tennessee Sampler sales mission teams visited over 175 operators and agents in three days to targeted fly/drive domestic markets of all surrounding states, Michigan, Dallas and New York. A variety of partner organizations including DMOs, attractions, hotels and restaurants from across the state participated in the program.

- Familiarization tours (FAM) provide attendees the opportunity to learn about Tennessee experiences first-hand. With the personal knowledge, operators and agents are able to better promote and sell the experiences to their clients. During the past two fiscal years, TDTD sales staff has facilitated and supported with Tennessee partners more than 15 FAM tours with over 300 vetted domestic and international travel agents and tour operators.
- As the international travel grows, TDTD continues to build a presence by partnering with multiple global marketing organizations such as Lofthouse Enterprises, Travel South USA, Mississippi River Country, Brand USA, and the U.S. Travel Association. In-market representatives work with TDTD staff to support, create and facilitate marketing, PR and sales initiatives in the targeted countries of the United Kingdom, Germany, Australia, France, Benelux, Brazil, China, and Japan with Italy to be added in 2017.
- In partnership with global marketing organizations, TDTD attends sales missions and shows targeted to specific international markets. In June 2016, the TDTD sales division participated in Travel South USA's Bourbon, Blues & BBQ sales mission in New Zealand and Australia. In these markets 70% of travel distribution comes from two travel trade companies. During the three day mission, the group of 27 delegates from across the southern U.S. met with approximately 316 guests from the travel trade and media promoting travel and educating agents on experiences in Tennessee. In March 2017 TDTD staff, in-market representatives from Lofthouse, and UK tour operators Cosmos and Bon Voyage generated more than 1,600 entries and distributing more than 1,200 travel booklets to potential Tennessee travelers at the Country 2 Country festival in London. The festival welcomed more than 100,000 country music fans for three nights of sold out concerts and events in the Town Square where the Tennessee booth featured a Grand Ole Opry photo opportunity, autograph signings and two chances to win trips to Tennessee.
- Annually, the sales and PR teams participate in Travel South Showcase, conducting meetings and interviews with more than 70 participating journalists and 650 highly qualified travel professionals. In 2012, Travel South USA launched the Travel South International Showcase in Atlanta with Tennessee's participation, which is now an annual event. U.S. Travel Association's IPW marketplace also provided Tennessee exposure to more than 1,500 international and domestic buyers, as well as international journalists from more than 70 countries. At ITB in Berlin, Tennessee was well represented by TDTD along with in-market representatives from Lofthouse in cooperation with Travel South USA partner states. World Travel Market: London provided another opportunity to meet with global tour operators in-market and support the national Brand USA and regional Travel South USA partnerships.

6. What reports does the department prepare on its operations, activities and accomplishments and who receives the reports?

Response: Tourist Development publishes our annual Tennessee Vacation Guide to inspire travel to Tennessee and provides wide range of resources for assisting families in planning their trips to Tennessee including lodging, food, and activities. The guide is available free of charge and is available in both print and as a downloadable app. Our Tennessee vacation guide offers a wide range of resources for assisting families in planning their trips to Tennessee including lodging, food, and activities.

The department also partners with TDOT to publish the annual TN Highway Map which is free to the public as either a brochure or online. Tourist Development publishes various brochures to promote our Discover TN Trails and Byways program, Civil War driving trail, and other related promotional materials used at trade shows and conferences both domestically and internationally.

TDTD is a resource to our partners across the state by publishing various research reports, economic impact reports for all 95 counties, an annual report that details the state of tourism thru both past successes and future plans, and other materials that partners can utilize free of charge as address questions from their stakeholders.

Please see the following links for more detail:

<https://www.tnvacation.com/>

<https://www.tn.gov/tdot/topic/maps-state>

<http://industry.tnvacation.com/sites/default/files/2015%20SMARI%20Topline.pdf>

http://industry.tnvacation.com/sites/default/files/TDTD_2016_AnnualReport.pdf

http://industry.tnvacation.com/sites/default/files/EI_TN_2015_Report_Online.pdf

http://industry.tnvacation.com/sites/default/files/2015_Economic_Impact_of_Travel.pdf

7. Are facilities at all welcome centers currently adequate to meet visitors' needs? If inadequacies exist, what steps are being taken to address those concerns?

Response: In addition to the tremendous boost passage of the IMPROVE Act gives to funding of highway and bridge projects in Tennessee, it aids in keeping our Welcome Center visitor destinations updated as well. The first Welcome Center project to benefit from this legislation is the oldest center in the state at Nickajack Lake in Marion County. TDOT and TDTD already have begun conversations to get this plan rolling.

8. Does the department have any policies in place to address potential conflicts of interest by department employees, or other state employees who work with the department in any capacity? If yes, please describe.

Response: Yes. TDTD follows all applicable DOHR policies/procedures, conflict of interest requirements, executive orders, etc.

9. Does the department have the authority to promulgate rules? If not, is rulemaking authority needed? If rules have been promulgated, please cite the reference.

Response: TDTD works with the General Assembly to promulgate and implement rules as required. In September 2016, the department promulgated rule 1670-05-01 relative to tourism regional grants as authorized by TCA 4-3-2207.

10. Should the department be continued? To what extent and in what ways would the absence of the department endanger the public health, safety or welfare?

Response: Yes, the department should be continued. The state tourism industry generated \$1.6 B in state and local taxes in 2015 which government can use to provide needed services to citizens. The department serves as the umbrella for the state tourism industry; provides support to partners through a statewide branding infrastructure, grants to help local communities to promote their areas, a safe and comfortable place for travelers to stop and rest or use restroom facilities.

11. List all programs or activities that receive federal financial assistance Please include the amount of federal funding received by program/activity.

Response: Tourist Development does not receive federal funds.

12. Please list all department contracts and include information about the services provided and the amount of the contract.

Response: Please see attached listing of FY 2016-2017 contracts.

13. Please provide a list of current staff members and employees by name and job title.

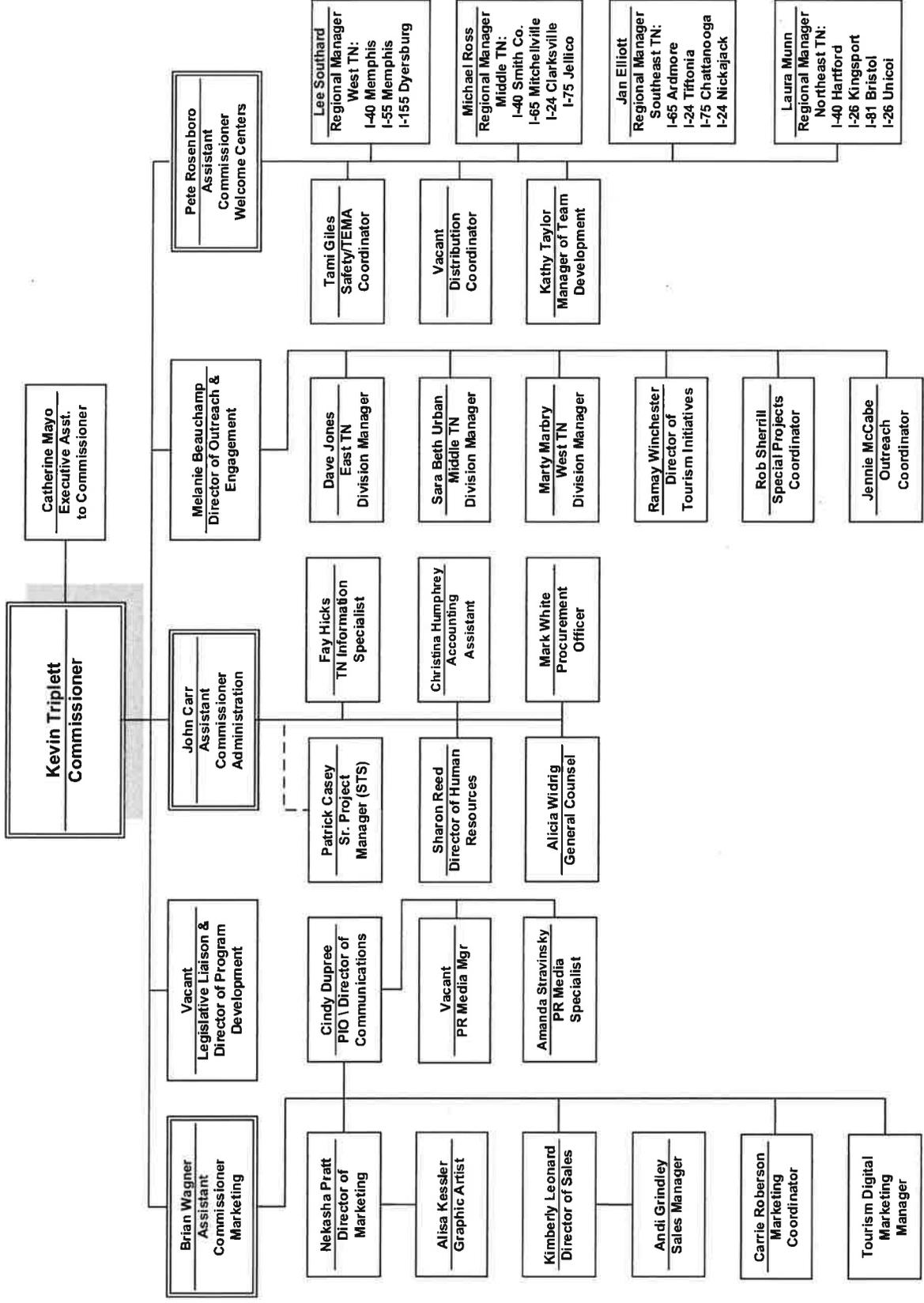
Response: Please see attached current staffing roster for TDTD as of July 7, 2017.

ATTACHMENT 1

Tourist Development Organization Chart

Question # 4

Department of Tourist Development



ATTACHMENT 2

Tourist Development Contract Listing

Question # 12

**Tourist Development
Contract Listing
FY 2016-2017**

| Vendor | Service Description | Term | Max. Liability |
|--|---|-------------------------|------------------|
| B.A.S.S. LLC | Advertising Services | 6/26/2016 – 8/31/2017 | \$75,000.00 |
| Colortest | TDTD Brand Merchandise Platform | 6/1/2016-5/31/2021 | Revenue Contract |
| Direct Outbound Fulfillment Services | Call center & vacation guide fulfillment services | 7/1/2016-6/30/2021 | \$1,000,000.00 |
| Delegated Contract Authority | Provides TDTD ability to enter into contracts up to \$150,000 to address advertising and marketing services to promote Tennessee. | 7/1/2016-6/30/2017 | \$600,000.00 |
| Geiger & Assoc. | Travel Writer Tour Service | 1/25/2012 – 1/24/2017 | \$1,100,00.00 |
| Miles Media Group, LLP | Vacation Guide – Publication & Advertising | 5/1/2012 – 5/2017 | Revenue Contract |
| Journal Communications, Inc. | Vacation Guide – Publication & Advertising | 5/19/2017 - 5/18/2022 | Revenue Contract |
| RPI Media, LLC | Hosting expositions distribute publications regarding Retire TN | 9/1/2015-8/31/2018 | \$180,000.00 |
| South Central Communications Corp. (d.b.a. South Central AV) | Welcome Ctr Music System | 11/16/2015 – 11/15/2020 | \$82,559.00 |
| VML, Inc. | Advertising, Web Design, PR & Relations | 1/29/2013 – 1/2018 | \$60,000,000.00 |
| Walden Security | Welcome Center Security Services | 11/19/2012 – 11/18/2017 | \$6,825,000.00 |

ATTACHMENT 3

Tourist Development Staffing Pattern

Question # 13

Tourist Development Staffing Pattern as of July 7, 2017

| Last Name | First Name | Job Title |
|------------------|-------------------|----------------------------------|
| Adams | Sharon | Welcome Center (WC) Assistant |
| Anderson | Brenda | WC Manager |
| Baggett | Mary | WC Assistant |
| Bailey | Mary | WC Assistant |
| Ballinger | Clarence | WC Building Maintenance Worker 2 |
| Banks | Precious | WC Assistant |
| Barron | Michael | WC Building Maintenance Worker 2 |
| Beauchamp | Melanie | Dir. Outreach and Engagement |
| Beavers | Jeremy | WC Building Maintenance Worker 1 |
| Black | Rickey | WC Building Maintenance Worker 1 |
| Bobo | Benard | WC Building Maintenance Worker 1 |
| Boyd | Stephen | WC Building Maintenance Worker 1 |
| Brooks | Brenda | WC Assistant |
| Brown | Elizabeth | WC Assistant |
| Brown | Joshua | WC Building Maintenance Worker 1 |
| Brown | Kenneth | WC Building Maintenance Worker 1 |
| Brown | Kenneth | WC Building Maintenance Worker 2 |
| Callahan | Karen | WC Assistant |
| Carmean | Jayne | WC Assistant |
| Carr | John | Assistant Commissioner |
| Carroll | Tamara | WC Manager |
| Clifton | Paula | WC Assistant |
| Copeland | Dontez | WC Building Maintenance Worker 2 |
| Craig | Vivian | WC Assistant |
| Cummins | Kenneth | WC Manager |
| Curnett | Jerry | WC Building Maintenance Worker 1 |
| Davenport | Evelyn | WC Assistant |
| Davenport | LaRhonda | WC Manager |
| Dear | Yukiko | WC Assistant |
| Dowell | John | WC Building Maintenance Worker 1 |
| Dupree | Cindy | PIO/Director of Communications |
| Elbert | James | WC Building Maintenance Worker 1 |
| Elizer | Eric | WC Assistant |
| Elliott | Jan | WC Regional Manager |
| Elmore | Robert | WC Building Maintenance Worker 2 |
| Elrod | Gary | WC Building Maintenance Worker 1 |
| Erwin | Alice | WC Assistant |
| Feathers | Michael | WC Building Maintenance Worker 1 |
| Ferrer | Mary | WC Assistant |
| Fillers | Randy | WC Building Maintenance Worker 1 |
| Fleming | Melvin | WC Building Maintenance Worker 2 |
| Ford | Roger | WC Building Maintenance Worker 1 |
| Galbreath | Geraldine | WC Assistant |
| Giles | Tami | WC Safety/TEMA Coordinator |

**Tourist Development
Staffing Pattern as of July 7, 2017**

| Last Name | First Name | Job Title |
|------------------|-------------------|----------------------------------|
| Gilkey | Kerry | WC Building Maintenance Worker 1 |
| Gossett | Kimberly | WC Assistant |
| Grindley | Andi | Sales Manager |
| Guy | Gloria | WC Assistant |
| Hall | Wilma | WC Assistant |
| Harvey | James | WC Building Maintenance Worker 2 |
| Hendley | Freeda | WC Manager |
| Hickey | Cathy | WC Assistant |
| Hicks | Fay | TN Information Specialist |
| Higgins | Diann | WC Assistant |
| Higgins | Alvin | WC Building Maintenance Worker 2 |
| Hinkle | Donna | WC Assistant |
| Hinkle | James | WC Building Maintenance Worker 1 |
| Hinton | Christopher | WC Building Maintenance Worker 1 |
| Holt | Peggy | WC Assistant |
| Hudgens | William | WC Building Maintenance Worker 1 |
| Huestis | Celine | WC Assistant |
| Hughes | Jerry | WC Building Maintenance Worker 1 |
| Humphrey | Christina | Accounting Assistant |
| Hutchison | Sherry | WC Manager |
| Jared | Cynthia | WC Manager |
| Jenkins | Gregory | WC Building Maintenance Worker 2 |
| Johnson | Jeremy | WC Building Maintenance Worker 1 |
| Johnson | Lauren | WC Manager |
| Jones | David | East TN Division Manager |
| Kellakis | Robbe | WC Building Maintenance Worker 1 |
| Kessler | Alisa | Graphic Artist |
| Kilgore | Jeffery | WC Building Maintenance Worker 1 |
| King | David | WC Building Maintenance Worker 1 |
| Kirk | Brian | WC Building Maintenance Worker 1 |
| Kirk | Kyle | WC Building Maintenance Worker 1 |
| Lay | Debbie | WC Assistant |
| Leatherwood | Mary | WC Assistant |
| Leonard | Kimberly | Director of Sales |
| Liles | Kevin | WC Assistant |
| Lockhart | Clayton | WC Building Maintenance Worker 1 |
| Lucas | Sandy | WC Assistant |
| Lunsford | Lucas | WC Building Maintenance Worker 2 |
| Lyda | Dennis | WC Building Maintenance Worker 1 |
| Manning | Reginald | WC Building Maintenance Worker 1 |
| Marbry | Marvalyn | West TN Division Manager |
| Martin | Thomas | WC Building Maintenance Worker 1 |
| Martin | Janice | WC Manager |
| Mayo | Catherine | Executive Assistant |

**Tourist Development
Staffing Pattern as of July 7, 2017**

| Last Name | First Name | Job Title |
|------------------|-------------------|----------------------------------|
| McCabe | Jennie | Outreach Coordinator |
| Mccracken | Christopher | WC Building Maintenance Worker 1 |
| Meadows | Troytel | WC Building Maintenance Worker 1 |
| Miller | David | WC Building Maintenance Worker 2 |
| Modzel | Jimmy | WC Assistant |
| Morelock | Michael | WC Building Maintenance Worker 1 |
| Munn | Laura | WC Regional Manager |
| Neal | Richard | WC Building Maintenance Worker 2 |
| O Donnell | Michael | WC Assistant |
| Olinger | Kenneth | WC Manager |
| Oneal | Jesse | WC Assistant |
| Ottinger | Jeffrey | WC Assistant |
| Owsley | Edward | WC Building Maintenance Worker 1 |
| Palmer | Kenneth | WC Building Maintenance Worker 1 |
| Parker | Paul | WC Building Maintenance Worker 1 |
| Parrott | James | WC Building Maintenance Worker 1 |
| Peveler | Joseph | WC Building Maintenance Worker 1 |
| Pilcher | Thomas | WC Manager |
| Pratt | Nekasha | Director of Marketing |
| Pyott | James | WC Building Maintenance Worker 1 |
| Quinn | Brandon | WC Building Maintenance Worker 1 |
| Rains | Jacquelyn | WC Manager |
| Randall | Donald | WC Building Maintenance Worker 1 |
| Reed | Sharon | Human Resources Director |
| Reed | Burl | WC Building Maintenance Worker 1 |
| Rhoten | Larry | WC Building Maintenance Worker 1 |
| Roberson | Carrie | Marketing Coordinator |
| Rosenboro | Myron | Assistant Commissioner |
| Ross | Michael | WC Regional Manager |
| Salley | Hal | WC Building Maintenance Worker 2 |
| Sexton | Kim | WC Assistant |
| Sharp | Brandon | WC Building Maintenance Worker 1 |
| Shell | Brody | WC Building Maintenance Worker 2 |
| Sherfey | Kimberley | WC Assistant |
| Sherrill | Robert | Special Projects Coordinator |
| Simerly | Jeffery | WC Building Maintenance Worker 2 |
| Simpson | Pamela | WC Assistant |
| Smiddy | Joyce | WC Assistant |
| Smith | Kelly | WC Assistant |
| Smith | James | WC Building Maintenance Worker 2 |
| Smith | Rickey | WC Building Maintenance Worker 2 |
| Smithson | Jimmy | WC Building Maintenance Worker 1 |
| Solomon | Michael | WC Building Maintenance Worker 1 |
| Southard | Lee | WC Regional Manager |

**Tourist Development
Staffing Pattern as of July 7, 2017**

| Last Name | First Name | Job Title |
|------------------|-------------------|----------------------------------|
| Steadman | Marilyn | WC Assistant |
| Steiner | Michael | WC Building Maintenance Worker 1 |
| Stephens | Danny | WC Building Maintenance Worker 1 |
| Storey | Michael | WC Assistant |
| Stravinsky | Amanda | PR Media Specialist |
| Tart | Richard | WC Building Maintenance Worker 1 |
| Taylor | Kathy | Manager of Team Development |
| Tennial | Wendell | WC Building Maintenance Worker 1 |
| Timmins | Patrick | WC Building Maintenance Worker 1 |
| Townsel | Willie | WC Building Maintenance Worker 1 |
| Townsend | Donald | WC Manager |
| Trammell | Karen | WC Manager |
| Triplett | Kevin | Commissioner |
| Urban | Sara | Middle TN Division Manager |
| Vandyke | William | WC Building Maintenance Worker 1 |
| Wagner | Brian | Assistant Commissioner |
| Weaver | Kelly | WC Assistant |
| Webb | Snapper | WC Building Maintenance Worker 1 |
| White | Mark | Procurement Officer |
| Whited | Jody | WC Assistant |
| Whitfield | Paul | WC Building Maintenance Worker 2 |
| Widrig | Alicia | General Counsel |
| Wilson | Larry | WC Building Maintenance Worker 1 |
| Winchester | Ramay | Director of Tourism Initiatives |
| Woody | Collin | WC Manager |
| York | Lisa | WC Assistant |
| Young | Jack | WC Building Maintenance Worker 1 |