

2025



**GOVERNOR'S
FAITH-BASED AND
COMMUNITY INITIATIVE**

Annual Impact Report

"God has favored our state, and one of the things that has helped Tennessee lead the nation is our willingness to take on complex problems and try things that have never been done."

- GOVERNOR BILL LEE, STATE OF THE STATE SPEECH 2025



A letter from our **EXECUTIVE DIRECTOR**

DEAR FRIENDS, PARTNERS, AND FELLOW TENNESSEANS,

This past year has been a powerful demonstration of what's possible when faith, community, and government come together—not as separate forces, but as one unified movement committed to human flourishing.

Through the Governor's Faith-Based and Community Initiatives (GFBCI), we've witnessed a groundswell

of collaboration across Tennessee. Whether it's mobilizing faith, community, and state partners around foster care, mentoring incarcerated men and women preparing to return home, responding to disaster-stricken communities, or building ecosystems of care for vulnerable children and families—one thing is clear: we are stronger when we work side by side.

From July 2024 through June 2025, GFBCI has seen significant momentum for our existing initiatives. Every

Child TN and the Volunteer Mentorship Initiative, as well as preparing to launch the Human Flourishing Initiative later this year. In addition, we've scaled statewide partnerships, coordinated cross-agency efforts, and strengthened collaboration with over 700 new faith communities. These aren't just programs—they're platforms for hope, service, and transformation.

Behind every number in this report is a Tennessean. A child welcomed into a stable home. A mother connected to resources before a crisis. A returning citizen paired with a mentor who sees their potential. These moments—often quiet, sometimes unseen—are the building blocks of a more compassionate, more connected Tennessee.

Thank you to Governor Bill Lee for his vision, to the state legislature for the continued funding and support, to our state agency and nonprofit partners for their leadership, and to every faith leader, volunteer, and local champion who said yes to this work. The road ahead is long, but together, we are laying the foundation for a Tennessee where no one walks alone.

With gratitude and resolve,



Lance Villio

**EXECUTIVE
DIRECTOR**

Governor's Faith-Based and
Community Initiative

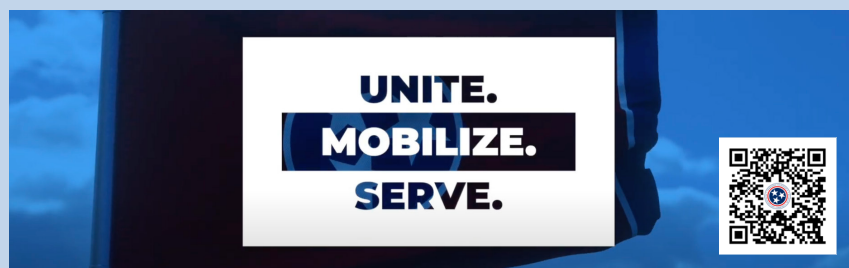
ABOUT

In 2019, in response to Governor Bill Lee's vision, the Tennessee General Assembly established the Governor's Faith-Based and Community Initiative (GFBCI) to leverage the power and possibilities of Tennessee's faith and community-based organizations, in partnership with state government, to address the state's most challenging issues.

In 2023, the General Assembly approved recurring funding for the GFBCI, ensuring long-term sustainability and support for this vital public-private partnership.

With over 11,500 houses of worship and 30,000+ socially engaged non-profits across Tennessee, GFBCI is uniquely positioned as a nimble and proactive problem-solver for the state's challenges—from children, youth, and families in foster care to the incarcerated men and women in state prison.

GFBCI is a 501(c)(3) non-profit organization funded with public and private dollars and governed by a Board of Directors appointed by Governor Bill Lee.



scan to watch

MISSION

UNITE. MOBILIZE. SERVE.

The Governor's Faith-Based and Community Initiative mobilizes Tennessee's Community-Based Organizations (CBOs) and Faith-Based Organizations (FBOs) to unite with the state government in serving vulnerable Tennesseans.

BOARD OF DIRECTORS

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INITIATIVES

The Governor's Faith-Based and Community Initiative (GFBCI) exists to unite, mobilize, and serve Tennesseans. Working with state agencies, nonprofit leaders, and faith-based communities, GFBCI responds with bold, high-impact initiatives designed to care for the state's most vulnerable residents.

These initiatives are strategic, result-driven efforts built on rigorous research, cross-sector collaboration, and and clearly defined metrics. Each initiative unites public and private partners, trusted community leaders, and engaged Tennesseans around a shared commitment to solutions that last.

At its core, GFBCI ensures that Tennessee's challenges are met with strategy, collaboration, and accountability.



EVERY CHILD TN

WHY THIS MATTERS

When preventable family crises aren't caught early, children enter foster care and everyone pays the cost. GFBCI links DCS, local nonprofits, and faith communities to meet real needs fast—keeping families stable, recruiting the right foster homes, and surrounding caregivers with support so children can thrive.

Tennessee needs more foster families in the counties with the highest need—and equipped to care for children with elevated needs. By coordinating a statewide, data-informed recruitment pipeline with our partners, we're turning interest into prepared homes and a more diverse, responsive foster network.

Saying “yes” to foster care is just the start. Without wraparound care, families burn out and youth aging out of care fall through the cracks. We mobilize churches, campuses, and innovators to provide practical help and create pathways to housing, mental health care, and belonging.

EVERY CHILD TN: A MOVEMENT REDEFINING CARE

Since its statewide launch in fall 2024—announced in *The Tennessean**—Every Child TN has united state leaders, private

partners, and local communities in a bold, collaborative effort to reimagine support for children and families impacted by foster care. From government systems to college campuses, churches to theme parks, Every Child TN is catalyzing statewide momentum around four priorities: **Family Preservation**, **Foster Family Recruitment**, **Foster Family Retention**, and **Foster Youth Transition**.

Through our partnership with CarePortal, more than 2,600 children have been served and over \$600,000 in private sources have been invested to stabilize families—preventing unnecessary entry into foster care by meeting tangible needs quickly and locally. Simultaneously, thousands of Tennesseans have stepped forward to explore fostering, with a significant number now trained or approved—many from high-need counties or open to serving children with elevated needs. In addition, more than 1,100 individuals have been connected to nonprofits through our website, joining the growing wave of volunteers eager to support foster families in meaningful, hands-on ways.

Faith communities across the state are being mobilized to walk alongside foster families through relational, wraparound care—providing everything from meals and respite to



*scan to read the article

emotional and spiritual support. These efforts are helping to sustain families long after their initial “yes.”

This year also marked the launch of Every Team for Every Child*—a first-of-its-kind initiative rallying every major and most minor league sports teams in Tennessee to promote supporting foster families together. Coupled with Dollywood’s announcement* offering free tickets to foster youth, these cultural milestones are signaling a shift: caring for vulnerable children is no longer the mission of a few—it’s becoming a statewide movement of many.

With innovation, investment, and community buy-in accelerating on every front, Every Child TN is proving what’s possible when a state comes together to care deeply and act boldly—for every child.

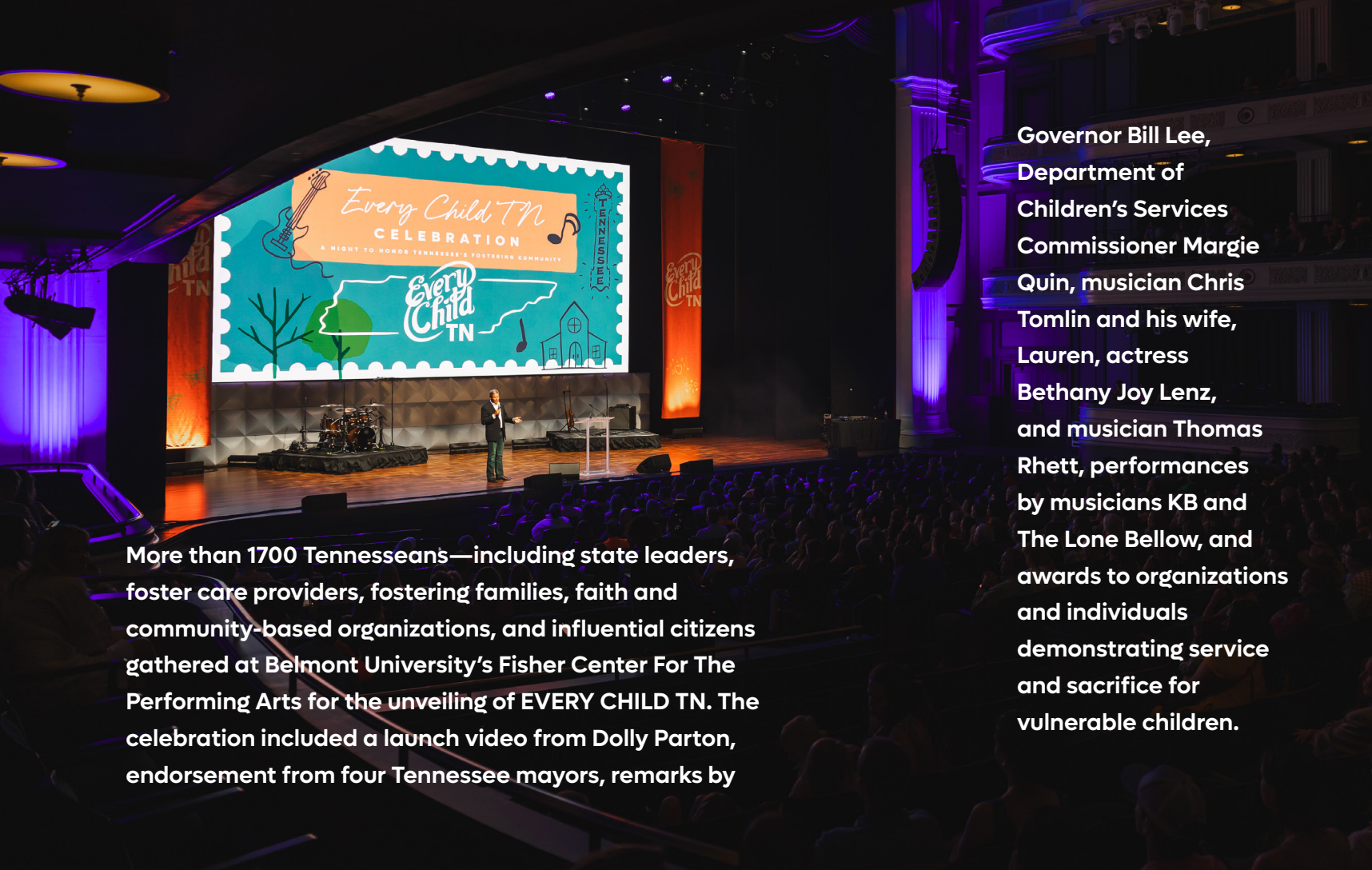


**scan to learn more about Every Team for Every Child*



**scan to learn more about the Dollywood announcement*





More than 1700 Tennesseans—including state leaders, foster care providers, fostering families, faith and community-based organizations, and influential citizens gathered at Belmont University's Fisher Center For The Performing Arts for the unveiling of EVERY CHILD TN. The celebration included a launch video from Dolly Parton, endorsement from four Tennessee mayors, remarks by

Governor Bill Lee, Department of Children's Services Commissioner Margie Quin, musician Chris Tomlin and his wife, Lauren, actress Bethany Joy Lenz, and musician Thomas Rhett, performances by musicians KB and The Lone Bellow, and awards to organizations and individuals demonstrating service and sacrifice for vulnerable children.



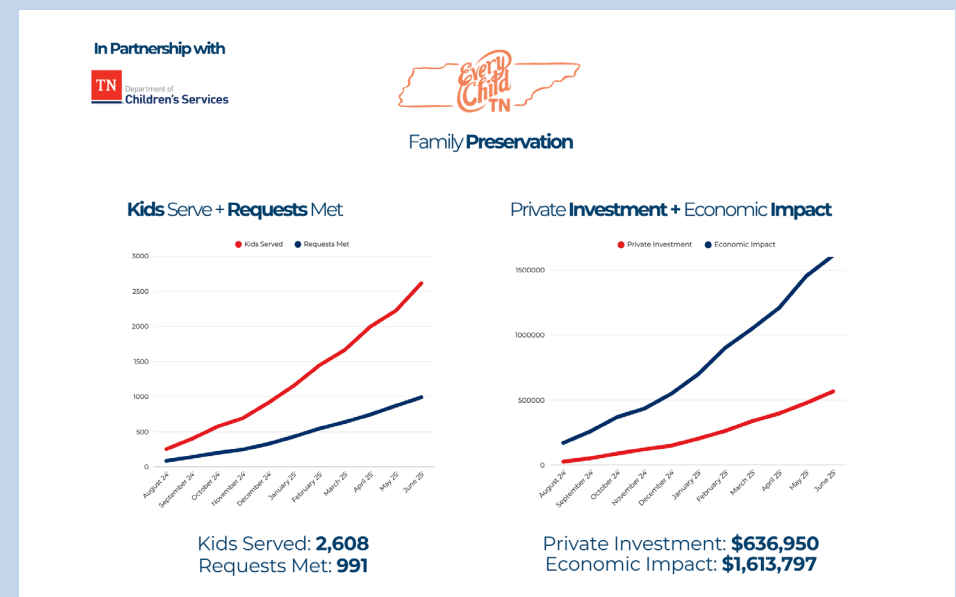
FOUR PRIORITIES

PRESERVATION. RECRUITMENT. RETENTION. TRANSITION.

PRESERVATION

GFBCI continued its strategic partnership with **CarePortal** to equip Tennessee Department of Children's Services (DCS) staff to enter real-time, tangible needs of vulnerable families into the CarePortal platform. In parallel, GFBCI's Regional Director team worked to recruit and onboard faith communities across the state to ensure a ready network of churches and individuals capable of responding to these needs as they are posted.

CarePortal has onboarded **134** DCS staff across **30** counties, who have submitted more than **1,038** requests for critical family support. In response, GFBCI and CarePortal have activated **171** faith communities across the state, achieving a **95%** response rate to these requests and contributing **\$635,000** in private investment to stabilize families and prevent unnecessary entry into foster care. To date, this partnership has served over **2,608** children statewide, with an estimated financial impact of **\$1.61 million**—demonstrating the power of coordinated care between state services and local faith communities.



PRESERVATION. RECRUITMENT. RETENTION. TRANSITION.

RECRUITMENT

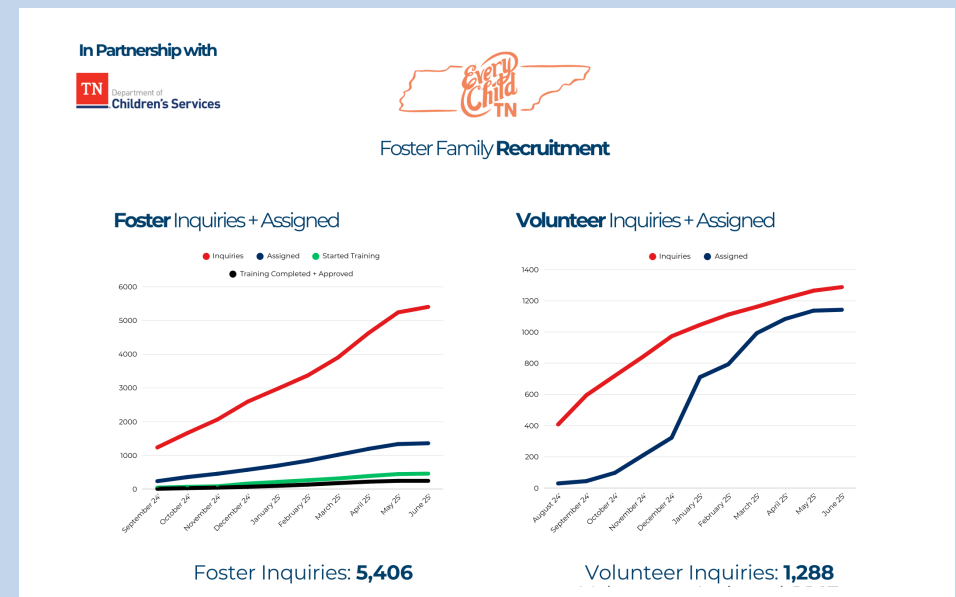
GFBCI played a key role in advancing a statewide, data-driven foster care recruitment strategy alongside the Tennessee Department of Children's Services and **The Contingent**. Since the initiative's launch in August 2024, thousands of potential foster families have stepped forward—many from strategic high-need areas and with the capacity to serve children with elevated needs.

From July 2024 to June 2025, 3,341 individuals inquired about becoming foster parents, with 906 assigned to licensed foster care agencies to begin the approval process. During that same period, 457 prospective families started training, and 394 completed training or achieved official foster home approval—showing strong follow-through and readiness to serve. This progress reflects not only the volume of interest but the success of Every Child TN in building a robust pipeline from inquiry to activation.

Beyond recruitment numbers, GFBCI and partners strategically focused on narrowing key gaps in the foster care system. Using data to identify the top 10 counties with the most urgent need for foster homes, targeted outreach efforts successfully drew 52% of new foster inquiries from these areas. Moreover, 51% of inquiries came from

families open to fostering children with special needs, and 40% were families of color—significant strides toward a more responsive foster care system that reflects the needs of children.

Over the last six months, this system has not only scaled outreach but also accelerated learning. We've gained valuable insights into the volume and precision of targeted marketing needed to produce approved homes and have surfaced best practices in foster care recruitment that are now being shared across the statewide network—strengthening the entire system for long-term impact.



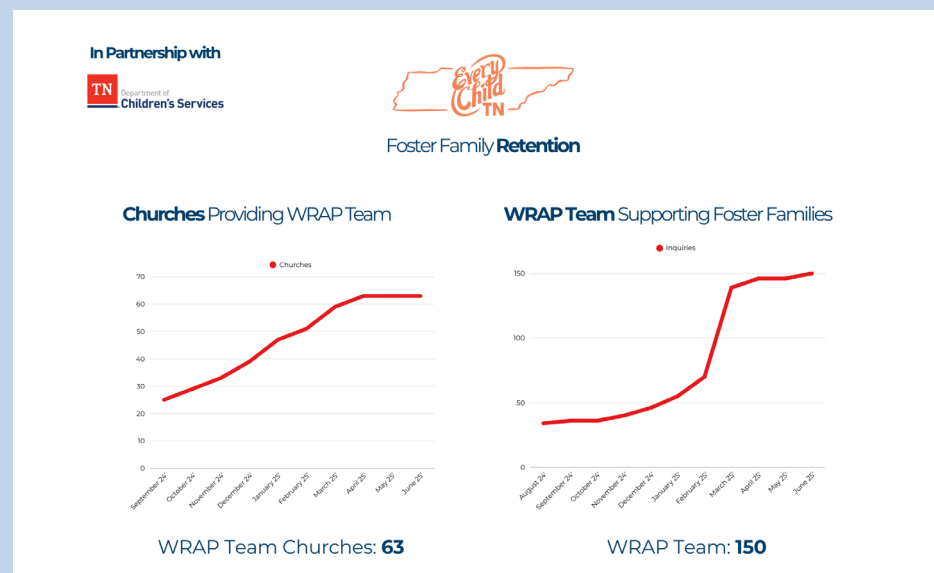
PRESERVATION. RECRUITMENT. **RETENTION.** TRANSITION.

RETENTION

GFBCI launched strategic retention efforts focused on mobilizing faith communities to provide wraparound support to foster families, helping reduce burnout and strengthen placement stability. These initiatives are already expanding rapidly and laying the foundation for data-informed, statewide retention strategies.

From August 2024 to June 2025, GFBCI—in partnership with **Tennessee Kids Belong**—mobilized faith communities across the state to form WRAP teams that provide tangible, ongoing support to foster families. These teams meet critical needs such as meals, childcare, lawn care, and emotional and spiritual support, easing the burdens on caregivers and helping them sustain their commitment. During this period, 51 new faith communities were onboarded through Promise Serves technology, bringing the total to 63 trained churches and 150 active WRAP teams serving foster families across Tennessee.

Recognizing that long-term retention requires both grassroots support and systemic insight, GFBCI and DCS also partnered with The Contingent during this time to conduct a statewide landscape study, with implementation of identified impact areas to begin in August 2025. This research will identify key factors affecting foster family retention and guide future investment in high-impact solutions—ensuring that families not only say “yes” to fostering but are supported every step of the way to continue saying “yes” for years to come.



PRESERVATION. RECRUITMENT. RETENTION. **TRANSITION.**

TRANSITION

GFBCI and **Belmont University's Innovation Lab** launched critical research and pilot initiatives to transform outcomes for youth aging out of foster care in Tennessee. These efforts are already sparking national interest and laying the groundwork for innovative, scalable solutions in housing, mental health, and relational support.

In November 2024, the Belmont Innovation Lab, in partnership with GFBCI, released *Transitioning Into Adulthood**—a landmark landscape study examining how Tennessee supports youth aging out of foster care. The study received national



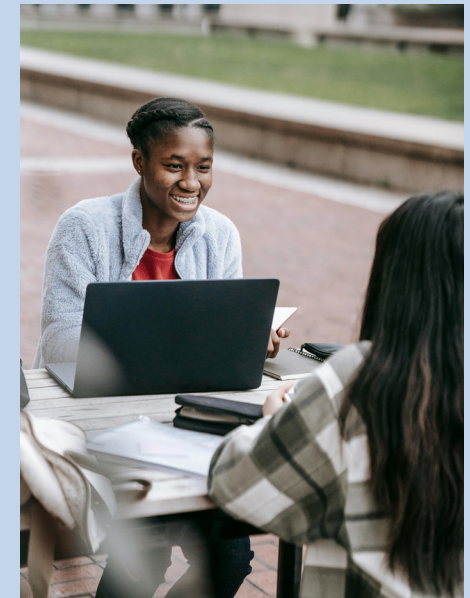
*scan to learn more about
Transitioning Into Adulthood

recognition and has continued to circulate widely as a resource for policymakers and practitioners. Building on this momentum, Belmont entered the design phase of its innovation work from December 2024 through June 2025, conducting feasibility assessments, validating needs, and identifying measurable strategies for near-term impact. This has resulted in the suggested of two specific pilots in the state of Tennessee and the publishing of an Impact Cases titled Investment Solutions for Transition-Age Foster Youth that will be published in August, 2025.

Two major pilot projects emerged from this next phase. The first is Lumen Flats, a forward-thinking housing model that leverages both state and private investment to provide young adults aging out of care with stable housing and onsite wraparound services as they transition into adulthood. The second is a funding challenge aimed at addressing

gaps in stable housing, mental health access, and supportive adult relationships. The challenge invites proven organizations—both from within and outside Tennessee—to pitch their scalable solutions to a panel of experts and investors. Selected organizations will receive funding to launch their pilot in Tennessee, as well as implementation support and impact evaluation from the Belmont Innovation Lab.

Additionally, GFBCI and Belmont University continue to collaborate on Every Campus for Every Child, a pioneering blueprint to help colleges and universities become foster-friendly campuses—ensuring youth transitioning from care have continued access to supportive, opportunity-rich environments.



VOLUNTEER MENTORSHIP INITIATIVE

WHY THIS MATTERS

Reentry is a make-or-break moment. Without a steady, non-governmental relationship, returning citizens face isolation, unemployment, and a higher risk of re-incarceration. VMI pairs trained volunteer mentors with people 12 months before release through at least six months after—building trust that changes outcomes for those exiting custody.

VOLUNTEER MENTORSHIP INITIATIVE (VMI)

In a partnership between GFBCI and the TN Department of Correction (TDOC), the Volunteer Mentorship Initiative (VMI) advances a straightforward but transformative vision: every Tennessean coming home from prison should be met by a consistent, non-governmental mentor. Relationships begin up to 12 months before release and continue for at least six months after, offering stability, hope, and accountability during one of life's most vulnerable transitions. VMI is less a program than a movement of people stepping into the lives of neighbors who deserve a second chance.

WHY MENTORSHIP MATTERS

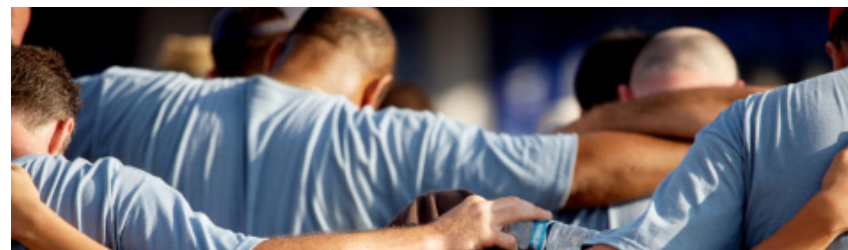
Becoming a mentor can make a real difference—helping reduce the likelihood of someone re-entering the criminal justice system by up to 35%. *U.S. Department of Justice, National Institute of Justice (NIJ), 2020*. Beyond the statistic, mentorship provides a stable relationship, practical problem-solving, and accountability—factors that improve readiness for work, reconnect families, and build belonging. VMI channels these benefits into a simple, scalable relationship model centered on dignity, trust, and follow-through.

BUILT WITH LIVED EXPERIENCE: THE JUSTICE IMPACTED COUNCIL

VMI has been co-designed with people who have lived the reentry journey. Through the Justice Impacted Advisory Council, we asked Tennesseans returning from incarceration what they received—or didn't—that most influenced their success, and we built those insights into screening, training, and post-release support. This ensures the model stays practical, respectful, and responsive to real barriers.

NEXT STEPS & SCALING

"With the model developed by the Justice Impacted Advisory Council, we are expanding statewide by working with reentry



partners local to each facility to implement the VMI model with fidelity. We are currently piloting in two state prisons.. We are expanding next to East Tennessee through designated community-based reentry partners, followed by a sequenced rollout to additional facilities. Priorities include recruiting and training mentors at scale; standardizing workflows with TDOC and local partners; and sustaining the initiative through public-private investment—so no Tennessean returns home alone.

“I’ve learned that mentorship often transforms the mentor as much as, if not more than, the mentee—it has softened my heart, expanded my perspective, and deepened my belief that healing and restoration are possible when we meet one another with honesty and care.”

– Mary Brownlee, VMI Mentor



JUSTICE IMPACTED ADVISORY COUNCIL

GFBCI established the Justice Impacted Advisory Council to provide strategic advice, lived experience perspectives, and recommendations to the Volunteer Mentorship Initiative, which is aimed at supporting justice-impacted individuals through mentorship and connection to community resources. The Council will also help inform government and reentry programs by identifying barriers, advocating for impactful changes, and ensuring that services and policies are responsive to the needs of individuals returning from incarceration.



scan to watch Barry's story



scan to watch Bradley's story



scan to watch Chris's story



scan to watch Leon's story



scan to watch



scan to watch



scan to watch Mary's story



scan to watch Monica's story

**A SPECIAL THANK YOU TO THE VMI
COMMUNITY RE-ENTRY PILOT PARTNERS:**



scan to watch O'Neil's story



scan to watch Robert's story



scan to watch Shawn's story



scan to watch Trina's story



scan to watch Will's story



HUMAN FLOURISHING INITIATIVE

WHY THIS MATTERS

Families in crisis often face a maze of disconnected assistance programs. The Human Flourishing Initiative (HFI) equips counties to build local, community-led—school, court, church, clinic, or agency—connections for people to create coordinated, whole-family support with a clear path from crisis to flourishing.

With a shared diagnostic and common language, partners craft personalized plans and measure what matters — stable housing, careers, health, and community — rather than just referrals and completed programs. Measuring outcomes over outputs, ensuring assistance is actually improving the well-being of our community members.” Drop Real-time data sentence.

When state systems align with community and faith, silos shrink and benefits cliffs are addressed. HFI creates a culture of shared responsibility so vulnerable Tennesseans can move beyond short-term relief toward long-term flourishing.

HUMAN FLOURISHING INITIATIVE:

To guide Tennessee families from crisis to flourishing by equipping counties to lead local ecosystems of care—powered by community connection, aligned state systems, and a “no wrong door” approach to personalized support.

CULTURE SHIFT TOWARD SHARED RESPONSIBILITY:

HFI fosters a mindset where government, faith, and community partners share the duty of care—making human flourishing a collective mission, not a siloed task.

LOCAL ECOSYSTEMS OF CARE:

Each county builds a coordinated, community-led network—led by a backbone organization and supported by the state—to walk with families using shared tools, training, and relationships.

SHARED DIAGNOSTIC & COMMON LANGUAGE:

A single diagnostic tool and data system ensures partners assess needs consistently, coordinate care effectively, and measure outcomes with shared accountability.

NO WRONG DOOR ACCESS:

Families can enter through any door—school, church, court, or agency—and be connected to the full continuum of care, regardless of where they begin.

WHOLE-PERSON, WHOLE-FAMILY APPROACH:

HFI addresses the full scope of needs—housing, health, employment, and relationships—through integrated, family-centered solutions that avoid siloed responses.

PERSONALIZED PATHWAYS TO FLOURISHING:

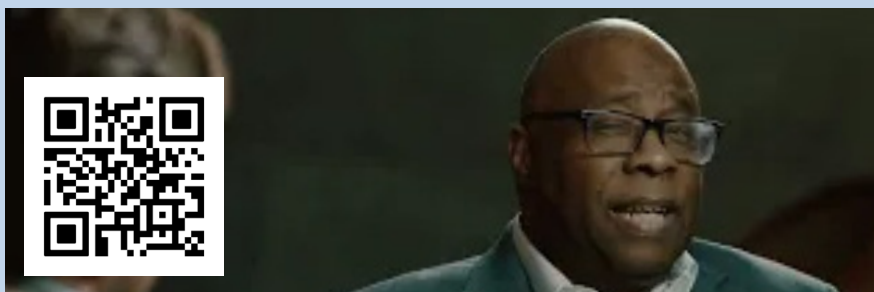
Each person or family follows a tailored plan—guided by real-time data and relationships—moving from crisis to long-term stability through defined stages.

OUTCOMES OVER OUTPUTS:

Success is measured by real progress in people's lives—housing, work, wellbeing—not just service volume, using live data to guide and improve care.

ALIGNED STATE SYSTEMS:

Pilot launch in three counties in Fall of 2025.



Department of Human Services Commissioner Clarence H. Carter



RECOVERY AND RESTORATION AFTER DISASTERS

The partnership between the Tennessee Emergency Management Agency (TEMA) and GFBCI was established to strengthen disaster response and recovery support for communities of faith and houses of worship across Tennessee. Historically, many of these institutions, especially in rural or underserved areas, lacked access to resources or awareness of how to navigate recovery systems.

To address this gap, GFBCI joined forces with TEMA to engage directly with houses of worship on the ground. Initial outreach focused on Northeast Tennessee, where the two agencies established lines of communication, fostered trusted relationships, and ensured that these vital community anchors were equipped with the tools and knowledge necessary for disaster resilience and recovery.

Following the devastation in East TN caused by Hurricane Helene, TEMA requested GFBCI's support to help connect churches to available aid. GFBCI successfully linked dozens of churches with TEMA, demonstrating the tangible value of this collaboration. In February 2025, this partnership was formalized when TEMA designated GFBCI staff as Emergency Services Coordinators (ESCs).

In April 2025, West Tennessee was hit by a major weather event that led to widespread flooding. Both Dr. Burks and Dr. Stephens were embedded within TEMA's State Emergency Operations Center to support recovery efforts. They served as liaisons to affected churches, documented critical needs, and ensured that houses of worship were connected to response resources. Their continued coordination with TEMA underscores the importance of proactive faith community engagement in statewide disaster preparedness and recovery.

Together, GFBCI was embedded within TEMA have a more resilient Tennessee. By bridging emergency management with trusted faith-based networks, this partnership not only enhances response capabilities but ensures that houses of worship receive the support needed to serve others in times of crisis.



STATE AGENCY PARTNERSHIPS

Throughout the year, GFBCI worked in close collaboration with multiple state agencies across Tennessee. Strategic partnerships included the Department of Children's Services, Department of Correction, Department of Health, Department of Disability and Aging, Department of Tourism, Department of Human Services, Department of Human Resources, Department of Labor and Workforce Development, and the Administrative Office of the Courts. "The initial strategic partnerships included.", and broader efforts to serve vulnerable Tennesseans with dignity, coordination, and compassion.

FAITH-BASED COLLABORATIVE

The Statewide Faith-Based Collaborative, facilitated by GFBCI, brings together Tennessee state agencies with active faith-based initiatives or strong partnerships within faith communities. This cross-agency collaborative was established to strengthen statewide coordination, improve communication, and align their outreach around common goals.

By fostering regular dialogue, joint programming, and shared messaging, the Collaborative ensures that agency efforts are not duplicated but rather harmonized for greater impact. Through this

unified strategy, Tennessee agencies can better serve vulnerable populations, support local communities of faith, and align their outreach around common goals and cultural sensitivity.

FOUNDING AGENCIES INCLUDE:



STATEWIDE COMMUNITY ENGAGEMENT

Over the past year, GFBCI worked across all three Grand Divisions—East, Middle, and West Tennessee—to strengthen relationships, deepen trust, and align community action through events, conferences, and targeted outreach. These efforts brought together faith leaders, elected officials, service providers, and community leaders to address key challenges facing vulnerable Tennesseans, specifically around Every Child TN, the Volunteer Mentorship Initiative, and the Human Flourishing Initiative.

Regional Conferences & Events

WEST TENNESSEE JOINT FAITH-BASED CONFERENCE

- Attendance: Over 200 faith leaders from diverse denominations
- Key Stakeholders: Elected officials, members of the judiciary, local mayors, county sheriffs, reentry professionals
- Outcome: resulted in more than 60 faith and community partners working together to serve vulnerable Tennesseans



scan to learn more



EAST TENNESSEE REGIONAL ADDICTION CONFERENCE

- Attendance: Over 100 leaders in addiction recovery and public safety
- Stakeholders Engaged: Licensed counselors, law enforcement, elected officials, reentry professionals

SOUTHEAST TENNESSEE (HAMILTON COUNTY) FAITH-BASED CONFERENCE

- Attendance: 300+ faith leaders—one of the largest regional turnouts
- Focus: Strengthen collaboration of faith communities and local government to address addiction, reentry, and family support

Key Presentations & Partnerships

Below is a sample of GFBCI high-level engagements that connect government, faith, and community. GFBCI participated in numerous high-level engagements to elevate the role of faith and community partners across sectors:

- Presented at Tennessee Department of Health's Health and Wellness Councils
- Facilitated a workgroup at the Second Chance Employment Summit with the Department of Human Resources
- Delivered keynote at Scarritt Bennett's Healing Minds & Souls mental health gathering
- Spoke at the National Rx Summit on faith-based strategies to address addiction

- Participated as a delegate at the National State Courts Conference with DCS, TDMHSAS, AOC, and Juvenile Court Judges
- Supported Nashville synagogue event to further strengthen inter-faith collaboration
- Supported Nashville Islamic black history event to encourage inter-faith collaboration
- Participated and organized dozens of Second Chance Month events with Thistle Farms, Dandridge, and Abba's House in Chattanooga
- Presented at the Davidson County African American clergy Summit with leaders from Catholic Charities, LDS Church, and the Spanish Coalition of Churches
- Delivered keynote at the University of Tennessee Family Impact Seminar on fatherhood and family initiatives
- Collaborated with First Tennessee Development District on reentry, workforce, and literacy programs
- Met with the Dickson County Faith Leader Resource Summit

STATEWIDE REACH

- Collaboration with faith and community leaders in 60% of Tennessee counties
- Dozens of events and engagements in all four of Tennessee's largest cities
- Outreach in economically distressed and rural counties to expand access to services
- Presented at the Tennessee Department of Health's Health & Wellness Councils across all three regions
- Facilitated a workgroup at the Second Chance Employment Summit with the Department of Human Resources

- Facilitated a collaboration at Scarritt Bennett's Healing Minds & Souls mental health gathering
- Spoke at the National Rx Summit on faith-based strategies to address addiction
- Participated as a delegate at the National State Courts Conference alongside DCS, TDMHSAS, AOC, and Juvenile Court Judges
- Attended a Jewish Synagogue event in Nashville to strengthen interfaith collaboration



AME Denomination Meeting on Foster Care



Day of Hope & Healing in Memphis



Middle TN Faith Leader Gathering



Suicide In The Black Church Conference



Statewide Reentry Summit



East Tennessee Association of Alcoholism and Drug Abuse Counselors



Memphis Pastor Gathering



Celebrating DCS Staff



East Tennessee Association of Alcoholism and Drug Abuse Counselors

BUDGET

With public investment from the State of Tennessee and generous private support, we stewarded every dollar for maximum impact—prioritizing outcomes, transparency, and accountability. GFBCI spending centered on the people and partnerships that drive results, with lean operations maintaining the infrastructure and compliance needed to serve well. As shown in the accompanying budget graphic, GFBCI concluded the year with a surplus, reflecting disciplined planning and prudent execution. This strong position lets us carry momentum forward as we invest in what works and measure results for Tennessee families and communities.

PRIVATE CONTRIBUTION
\$229,941.98

STATE FUNDING
\$1,487,000

TOTAL INCOME
\$2,025,607.40

PAYROLL
\$1,168,224.21

BENEFITS
\$339,171.29

OPERATIONS
\$169,685.46

PROGRAM
\$240,315.87

TOTAL EXPENSES
\$1,917,426.46

STAFF



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Erik Lokkesmoe
**SENIOR ADVISOR, COMMUNICATIONS
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Sheleah B. Harris
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Dr. Edward Stephens III
WEST TN, REGIONAL DIRECTOR



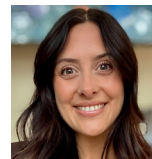
Cammy Aguilar
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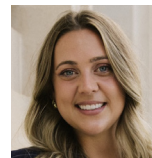
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Gracyn Martin
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**GOVERNOR'S
FAITH-BASED AND
COMMUNITY INITIATIVE**

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