

**STEPHEN H. NORRIS**  
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## **EDUCATION**

B.S. Middle Tennessee State University, May 1973

M.S. Masters of Public Administration, University of Tennessee and Middle Tennessee State University, 1979

Completed Senior Managers in Government Advanced Management Training Program, Harvard University, 1979

## **EMPLOYMENT HISTORY**

<sup>2017</sup>  
2015 – Present **President & CEO**, Omni Visions, Inc., Nashville, Tennessee  
Responsible for the day-to-day operations of the company's three operating divisions. Adult Intellectual Disability programs, Foster Care for Children and Residential Services for Children. Omni Visions provides services in Tennessee, Kentucky and North Carolina. The company currently serves approximately 230 people with intellectual disabilities and 1,500 children in foster care and residential settings.

2009 – 2015 **Program Director, Adult Intellectual Disabilities**  
Responsible for the company's service delivery system for adults with intellectual and developmental disabilities. Omni Visions provides, Supported Living and Family Based services for approximately 230 individuals in 90 settings throughout the State of Tennessee.

2003 – 2009 **Deputy Commissioner**, Department of Finance and Administration, Divisions of Mental Retardation Services, Nashville, Tennessee  
Served as Chief Operations Officer for the Division of Mental Retardation Services which consists of three Developmental Centers, a statewide community based service delivery system supported by 3,000 employees and three Regional offices. Responsible for administering an annualized budget of \$750 million dollars. Responsible for directing major systems changes including Quality Assurance and Protection from Harm. Responsible for directing the State of Tennessee's response to three Class Action lawsuits.

Responsible for directing the successful effort to bring to an end the Federal Court Jurisdiction for two of the state's four facilities.

1999 – 2003

**Partner**, The Ingram Group, Nashville, Tennessee

Provide representation on behalf of a variety of clients with units of Government throughout Tennessee as well as other states. Assist clients in developing market studies and strategies. Provide introduction to key decision makers within selected marked areas and assist in establishing business relationships with units of government and private sector service providers. Manage the government relations function for Children's Comprehensive Services, Inc., a national provider of services for at-risk youth.

1990 – 1999

**Executive Vice President**, Children's Comprehensive Services Murfreesboro, Tennessee

Responsible for managing the day-to-day operations of the Company's eastern divisions, which included Tennessee, Alabama, and Louisiana. Responsible for developing new business in the Eastern region. This function included marketing, project development and project implementation. Participated in the company's long range annual strategy and planning efforts. Responsible for the development of the company's eastern regional operational and capital budget.

1988 – 1990

**Executive Director**, Tennessee Business Roundtable, Nashville, Tennessee  
Served as the Chief Operating Officer of Tennessee's leading non-profit business alliance. Responsibilities included budgeting and financial management and representing business interests to the State Government Administration and the Legislature. Represented the Association's position on critical business issues such as; Education Reform, Tax Policy, Workmen's Compensation and Unemployment Insurance.

1985 – 1988

**Commissioner**, Department of Corrections, Tennessee State Government  
Served as Chief Operating Officer of the Department, which consisted of 6,000 employees; an annual operating budget of \$200 million; 7,400 prisoners; and 14,000 people on probation. Credited with ending the adversarial relationship between the Federal Court and the State of Tennessee and improving the working relationship between the Department and the State Legislature. The primary management focus was to stabilize the prison and juvenile correction system, create a firm operational foundation, to foster change and innovation in the State's correctional system. Also responsible for the development of long-term planning and budgeting systems.

1983 – 1985

**Deputy Commissioner**, Department of Employment Security,  
Tennessee State Government

Functioned as the Chief Operating Officer. Responsible for executing the policy directives of the Commissioner and implementation of the mission and objectives of the Public Job Service and Unemployment Insurance programs. Served as the Department liaison to the Legislature on issues affecting the unemployment insurance tax laws.

1981 – 1983

**Executive Director**, State Planning Office, Tennessee State Government

Administrative responsibility for the State and Local Planning Divisions that consisted of 125 staff and six (6) regional offices. Policy Advisor to the Governor and to the Commissioner of Finance and Administration. Responsible for coordinating activities of the Tennessee Law Enforcement Planning Agency, Community Services Administration, Highway Safety, and Health Planning programs. Secretary of the TN Advisory Commission on Intergovernmental Relations and a member of the State Air Pollution Control Board, the Solid Waste Management Control Board, and the State Health Planning Authority.

1977 – 1981

**Director of State Planning Division**, State Planning Office

Tennessee State Government

Primary responsibility to develop the State's first five-year Capital Budget. Developed analysis of the State's relative economic condition, projection of the State's revenues, and conducted program evaluations of specific State programs as requested by the Commissioner of Finance and Administration or the Governor's Office. Supervised a staff of 31. Advisor to the Governor's Staff State departmental and agency organizational issues. Staff to the State's Governmental Reorganization Commission; member of the State Air Pollution Board and the TN advisory Commission on Intergovernmental Relations.

1976 – 1977

**Director of Intergovernmental Relations**, State Planning Office

Tennessee State Government

Assisted in the establishment of the Intergovernmental Relations Division in the State Planning Office. Administrative and supervisory responsibility for six (6) employees. Served as State liaison Officer for General Revenue Sharing program. Developed position papers, testimony and speeches relating to the fiscal relationship between the Federal Government and the State of Tennessee as requested by the Governor's Office. Assigned other special projects by the Governor's Policy Planning Office to identify problem areas that affected the delivery of State services.

1974 – 1976

**Grant Review Coordinator**, Office of Federal and Urban Affairs  
Tennessee State Government  
Administrative and supervisory responsibility for four (4) employees. Responsible for the review and evaluation of each grant application and plan developed by State departments and agencies as a condition of receiving Federal funding. Resolved disagreements which occurred as a result of conflicts or duplication among state agencies or between state, regional, or local governmental or non-profit agencies. Reviewed and evaluated federally-sponsored activities with a potential for environmental impact and the resolution of disagreements between state and local governments or nonprofit organizations.

1973 – 1974

**Assistant Planner**, Mid-Cumberland Development District  
Nashville, Tennessee  
Performed duties as assigned by the Director of Planning for the Agency. Assignments involved participation in development of economic development plans, and evaluation of grant applications submitted by the State and local government agencies.

#### **ORGANIZATIONS AND HONORS**

Selected by the Tennessee State Employees' Association as Commissioner of the Year in 1986.