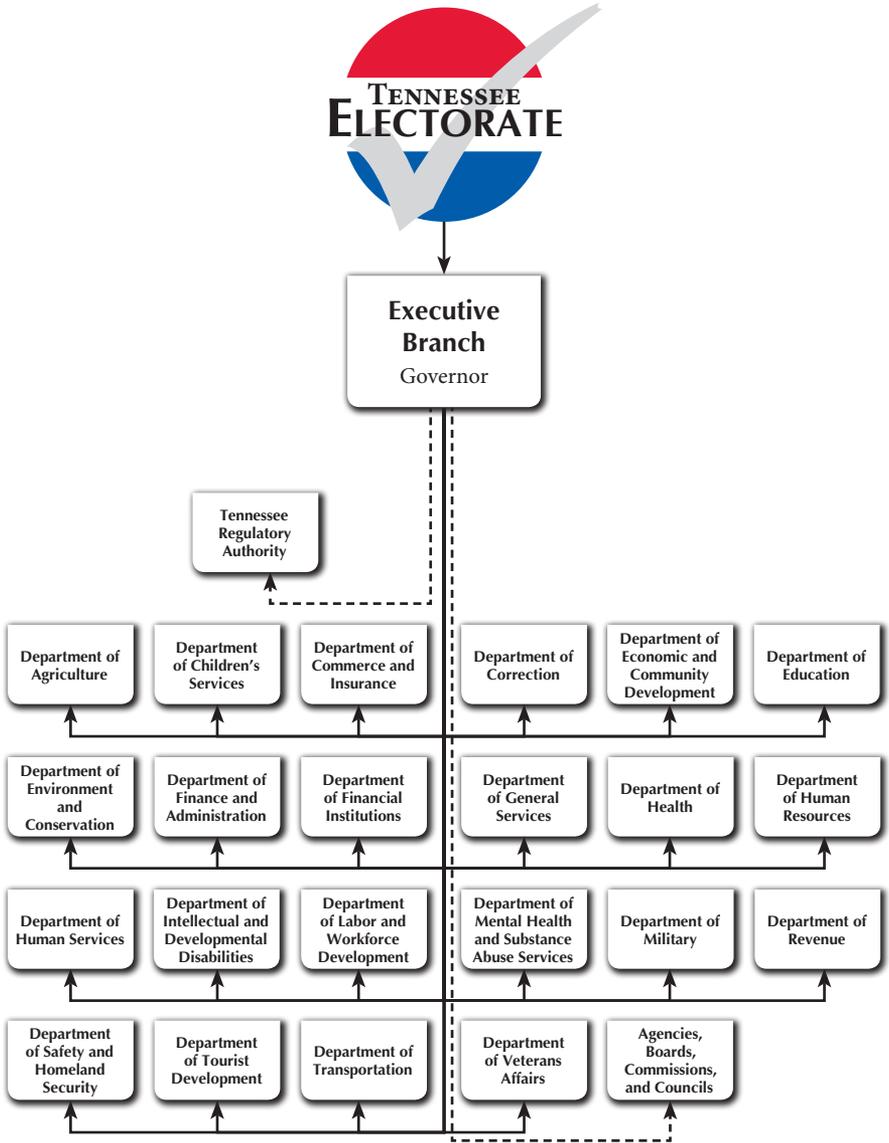






SECTION II

Executive Branch



Introduction

When you think about state government, you may think of the highway near your home, the state park your family is planning to visit, or one of the state colleges or universities. State government delivers many different services and touches our lives in many ways.

The following pages describe the major departments and agencies that make up the executive branch of state government. These administrative divisions are directed by the governor and the governor's appointees.

The state constitution divides the powers of state government into three distinct branches – the legislative, the executive, and the judicial. The legislative authority of the state is vested in a General Assembly, and the judicial power of the state is vested in a Supreme Court and a system of other courts established by the Legislature.

In the case of the executive branch, the constitution places the “Supreme Executive Power” of the state with the governor. “Executive” means empowered to administer or to carry out certain duties or functions. The governor and his executive branch agencies “execute” or administer laws, mandates, and new programs created by the General Assembly by statute.

The executive branch delivers a wide range of services to citizens and it employs more than 44,500 people in 22 Cabinet-level departments and other agencies.

On the following pages you will see how such a large organization fits together. You will also find addresses and phone numbers for the agencies and programs with services, if you want to learn more.



Bill Haslam

Governor

Office of the Governor

State Capitol
Nashville, TN 37243-0001
(615) 741-2001
TN.gov/governor

Bill Haslam (R)

Governor of Tennessee

Bill Haslam, 49th Governor of Tennessee, was born August 23, 1958. He was elected with the largest margin of victory in any open governor's race in our state's history.

His administration's priorities are:

- To make Tennessee the number one location in the Southeast for high quality jobs by fostering a business-friendly environment for recruitment and expansion;
- To continue our state's momentum in education reform with the focus on doing what's best for Tennessee children in the classroom;
- And to ensure the state budget is managed conservatively and state government is run as efficiently and effectively as possible while delivering quality service to the citizens of Tennessee.

Prior to serving as Governor, he was the Mayor of Knoxville for eight years. During his time as Mayor, property tax rates dropped to their lowest levels in more than 50 years. He balanced seven consecutive city budgets, reduced city debt by 28 percent, tripled the Rainy Day Fund, created key education initiatives, and recruited and retained thousands of Knoxville jobs. Before entering public service, he managed his family's business, driving all over the country to find good locations for new truck stops and helping it expand to a nationwide business. Born and raised in Knoxville, he earned a degree in history from Emory University. He and his wife of 32 years, Crissy, have three grown children, two sons-in-law, a daughter-in-law, and a grandson.

Duties of the Governor

“The supreme executive power of this state shall be vested in a governor.”

This sentence in the Tennessee Constitution best describes the awesome responsibility of the governor, who, more than any other individual, is responsible for the operation of state government. The governor's duties, responsibilities, and authority are defined in the Tennessee Constitution. It governs issues ranging from the governor's qualifications to the right to convene the General Assembly in extraordinary session.

The governor is responsible for the enforcement of the laws, the collection of taxes, and the general well-being of citizens. These responsibilities are entrusted to a Cabinet that includes the commissioners of the various departments and the governor's staff.

Intangible qualities which the governor should possess include: the ability to lead and create an atmosphere of unity among the state's citizens; the energy to participate in various functions, both in Nashville and around the state; the compassion to understand problems and to assist in their solutions; the enthusiasm necessary to motivate others; and the ability to communicate with all segments of society.

The constitution clearly defines tangible responsibilities. For example, "He shall be commander-in-chief of the Army and Navy of the state, and of the Militia, except when they shall be called into the service of the United States."

In the Constitution, the General Assembly has the sole authority to pass laws, and the courts of the state have the sole authority to try cases. However, the governor has considerable influence in both areas. The governor is expected to recommend legislation and has the authority to veto bills which have been passed and which, in his judgment, are not in the best interest of all citizens. The governor also has the authority to appoint judges and chancellors to fill vacancies in the courts, the right to grant executive clemency, and the power to grant post-conviction reprieves and pardons, except in cases of impeachment.

The governor is the people's spokesman in national matters and their representative when a single voice is needed in matters of concern outside the state's boundaries, including labor and management, industry, agriculture, and business.

The governor appoints commissioners to head the various departments and assist in the operation of government. They report directly to the governor or an executive staff member. The governor and the executive staff occupy offices in the Capitol. The executive offices are on the first floor and the legislative chambers are on the second floor of the Capitol. Commissioners' offices are located generally near Capitol Hill.

The governor also appoints members to boards and commissions to assist in governmental operations. Many boards and commissions regulate personal services performed in the state. Some boards and commissions are official agencies of the state, and others are semiofficial.

The boards and commissions on which the governor serves include: State Funding Board, State Building Commission, Board of Equalization, Tennessee Local Development Authority, School Bond Authority, and Tennessee Industrial and Agricultural Development Commission. He also chairs the Board of Regents and the University of Tennessee Board of Trustees.

The constitution provides that the governor "shall be at least 30 years of age, shall be a citizen of the United States, and shall have been a resident of this state seven years next before his election."

Candidates for governor must first obtain their party's nomination in a primary election in August, and then must run against the nominees of other parties in a general election in November. The governor is limited to two four-year terms. The governor may receive an annual salary of more than \$178,000, as well as an official residence and funding for its operation.

The Tennessee Constitution provides that, in the event of a vacancy in the office of governor, the speaker of the Senate assumes the office. Next in the line of succession are the speaker of the House of Representatives, the secretary of state, and the comptroller.





Crissy Haslam

First Lady of Tennessee

Crissy Haslam

First Lady of Tennessee

Since Governor Haslam's inauguration in January 2011, First Lady Crissy Haslam has been working on a three-part initiative to focus on the interplay between family engagement and literacy improvement in Tennessee. Her initiative raises awareness for the importance of a parent's role in the early years of a child's life, the essential role a family plays in a child's education at school and at home, and the exponential value of children and families reading together for at least 20 minutes every day.

Haslam's "Parents as First Teachers" initiative encourages parental involvement beginning at birth, highlighting that parents are a child's first and most important teacher. She has worked to increase awareness for the importance of parents and communities sending children to kindergarten with the basic skills and preparation they need for success. In fall 2010, Haslam helped launch "First Ladies for Healthy Babies," an initiative to connect women in the faith-based community with young parents for mentoring and disseminating important information regarding child development and healthy parenting practices.

In addition to her work promoting parental involvement beginning at birth, Haslam introduced a campaign to reiterate the essential role a family plays throughout a child's education. "Parents as Education Partners" reminds families that they have an active role in a child's progress at school. To that end, Haslam visited with schools and families throughout the state and comprised a review, *Parental Engagement in Tennessee: A Report on the Impact of Meaningful Academic Partnerships*. Released in fall 2012, the report highlights the need for parental engagement in Tennessee and shares some of the parental engagement practices she learned from across the state. Haslam has also helped to organize "Back to School Neighborhood Knocks" to promote the importance of strong school-family partnerships. For this event, teachers, administrators, and volunteers divide into teams to make door-to-door home visits to incoming students' homes. Important school and welcome information, including family engagement tips and resources, is delivered to families and students. Haslam believes that meeting with families at their front door or in their community is a great way for schools to set the stage for parental involvement in education.

Haslam has also been working to promote improving literacy rates throughout the state. Outside of parental support, some research shows that third-grade reading proficiency is the strongest predictor of whether a child will graduate from high school. To support literacy improvement goals in Tennessee, Haslam promotes a statewide READ20 campaign to highlight the value of Tennessee students and families reading for at least 20 minutes every day. In summer 2012, Haslam launched the READ20 Family Book Club – one book is selected each month as the featured "Book of the Month," and families are encouraged to continue reading other books after they've finished the Book of the Month. The First Lady's READ20 Family Book Club also features activities to coincide with each book of the month for families to connect through fun, educational time together. Haslam has made visits throughout the state to minor league baseball stadiums, military bases, county fairs, elementary schools, and public libraries to promote the READ20 Family Book Club. The First Lady engages communities to support early literacy through her involvement with United Ways of Tennessee's *Raise Your Hand Tennessee*, a statewide effort to recruit volunteers to read, tutor, and mentor Tennessee's children, to help them succeed both in school and in life.

Haslam also supports early literacy through her involvement with the Governor's Books from Birth Foundation, a statewide organization to sustain Dolly Parton's Imagination Library in all of

Tennessee's 95 counties. By mailing high quality, age-appropriate books directly to the homes of children from birth to age five, the Imagination Library helps children to be excited about reading. Fostering love for reading during a child's earliest years encourages a lifetime of learning. Haslam has traveled throughout the state to raise awareness and support for the Imagination Library program.

In January 2012, First Lady Haslam joined Governor Bill Haslam as co-chair of the Governor's Children's Cabinet, a collaboration of child-serving state departments, which works to create a comprehensive strategy to create the brightest futures possible for children in Tennessee. The cabinet also strives to coordinate, streamline, and enhance the state's efforts to serve children and families in Tennessee. It is the only Children's Cabinet in the country with a Governor and First Lady serving as co-chairs.

First Lady's Office Staff



Rachel Lundeen
Chief of Staff



Amanda Kerns
Public Information Officer



Liz McEwen
Special Assistant to the
First Lady



Madeline Walker
Executive Assistant to the
First Lady

The Tennessee Residence

Tennessee's Executive Residence, a classic example of stately Georgian Colonial architecture, was originally known as "Far Hills" because of the beautiful view from the home's 10-acre site. The three-story, 16-room home was built for businessman William Ridley Wills, founder of National Life and Accident Insurance Company, and completed in 1931. The property became the Volunteer State's official governor's residence when the state purchased it in 1949 for \$120,350 following Wills' death. To date, nine governors and their families have lived and worked in the Tennessee Residence, including Gordon Browning, Frank Clement, Buford Ellington, Winfield Dunn, Ray Blanton, Lamar Alexander, Ned Ray McWherter, Don Sundquist, and Bill Haslam.



Christina Barnes
Residence Manager

Over time, the Tennessee Residence and grounds have been a welcoming point for tens of thousands of Tennesseans, as well as host to official functions for distinguished guests, including Presidents John F. Kennedy, Lyndon Johnson, Ronald Reagan, Bill Clinton, and Vice President Al Gore; legislative leaders; numerous governors; religious figures such as Reverend Billy Graham; entertainers including Elvis Presley and Dolly Parton; and other distinguished dignitaries from Tennessee and around the world.

During Phil Bredesen's term (2003-2011), the Tennessee Residence underwent a major renovation led by First Lady Andrea Conte and the Tennessee Residence Foundation. Conservation Hall, a 14,000-square-foot subterranean meeting and banquet facility, was built under the front lawn of the Tennessee Residence during the renovation project. The space is used to entertain for large events on the property and includes artwork created by Tennessee artists throughout the venue. As the current chair of the Tennessee Executive Residence and Preservation Foundation, First Lady Crissy Haslam is leading a project to complete the master plan through renovation and restoration of the gardens and grounds at the Tennessee Residence.

The Tennessee Residence symbolizes the proud heritage of our state, and its restoration and preservation are important to ensure that all Tennesseans may take pride in the historical home for generations to come.



State of the State Address

Governor Bill Haslam

January 28, 2013

“Why Tennessee is Different”

Lt. Gov. Ramsey, Speaker Harwell, Speaker Pro Tem Watson, Speaker Pro Tem Johnson, Members of the 108th General Assembly, Justices, Constitutional Officers, Commissioners, friends, guests, fellow Tennesseans, and always my favorite First Lady, Crissy:

Every day, I feel honored and blessed to have the opportunity to serve as governor of this great state, and I particularly appreciate the invitation by the 108th General Assembly tonight to report on the state of our State.

I'll begin with something we all know – Tennessee is different. We're known as the Volunteer State. We have a history of independence and service. Over the years, we've been intentional about avoiding the traps that Washington, D.C., and other states have fallen into that have gotten them in trouble time and time again.

Unlike the news coming out of our nation's capital and so many other states around the country, good things are happening in Tennessee. *Barron's Magazine* has named us the third best managed state in the country. We are ranked among the lowest when it comes to the state and local tax burden on our citizens as well as the debt per capita. We are a triple-A rated state, and our most recent bond sale was done at the lowest interest rates in recorded history. The unemployment rate continues to fall, and family incomes continue to rise. CNBC ranks us 4th in America for transportation and infrastructure and 2nd in cost of living. And we've been ranked the best place in the country to retire. Tennesseans are some of the most generous in the United States – we rank 4th in charitable giving.

So what makes Tennessee different? Why are we coming out of one of the worst recessions this country has ever seen in a place of strength? I believe it's because we think differently. We have a long history of fiscal restraint that crosses party lines. We have been deliberate about not spending money that we don't have and in making a concerted effort to save for the future. A good example was last year when there was temptation for some to quickly commit and spend funds that were coming in above estimates, but in the tradition of our state's discretion, we held the line. And now we are well-positioned to continue to invest in a thoughtful, strategic manner. Unlike Congress, this body is willing to make hard decisions. You've voted to cut the budget; you've voted to make key investments; and you've voted to set reserves aside for the future. You've also given Tennesseans their money back by cutting taxes, and you've given the executive branch the necessary tools to run government better.

We are committed to transforming state government so that our customers, Tennessee's taxpayers, are the primary focus. A good example is our driver's license centers. The budget I'm proposing tonight contains funding to put more resources toward lowering wait times across the state.

Two years ago, I stood up here and said that we would be working hard to speed up the process to receive a license, and we're making progress. At the Fayette County center, wait times went from an average of 38 minutes in 2011, to 30 minutes in 2012, and only 18 minutes in the month of December. Tonight, I'd like you to meet Patsy Echols, the manager of that center, named Center

of the Year for 2012. Patsy, thanks to you and your team for giving our customers – Tennessee’s taxpayers – great service.

In Tennessee, we are different. We have a lot to brag about, but this isn’t the time to coast along or to be satisfied. This is a time to take advantage of our strengths and face our challenges head on, and I look forward to the executive and legislative branches working together on the issues that matter to Tennesseans.

I believe we have to begin this evening by addressing the elephant in the room – or I guess I should say the elephants in the room. There are a lot of expectations and preconceived notions about how our Republican supermajority is going to govern. There is a narrative already being written for us this legislative session: Republicans will be fighting internally, and Democrats will be focused solely on playing politics instead of working across the aisle to find common ground for good government. But I think that makes caricatures out of us and sells all of us short.

We’re not always going to agree on what good policy is, and the way democracy works is that people in this room were elected for different reasons and often times because of specific issues, but can’t we all agree that in the end, the focus should be and will be on a better Tennessee? Howard Baker, a senior statesman from Tennessee who served as Majority Leader of the U.S. Senate and chief of staff to President Ronald Reagan always says, anytime he was sitting across the desk from someone in disagreement, he told himself to keep in mind, “You know – the other fellow might be right.”

As we go through this legislative session, I ask everyone in this chamber this evening to keep in mind what Senator Baker said: “The other fellow might be right.” Tennesseans don’t want us to be like Washington. They don’t want continuous conflict. They do want principled problem-solving.

Over the past two years, we’ve made a lot of progress in working together. We balanced two budgets in tough economic times with less funding from the federal government, which by the way I believe is a good thing. It’s critical that Washington gets serious about getting our country’s financial house in order. And in Tennessee, we’re prepared to manage state government accordingly.

In talking about the budget, it’s also important to talk about what we did not do to balance the budget the past two years. We didn’t raise taxes. In fact, we lowered them. We cut the state portion of the sales tax on food from five and a half percent to five and a quarter percent, and we’re proposing to lower it to five percent this year. We’re phasing out the inheritance tax, eliminating it entirely by the year 2016 to help small business owners and family farmers keep those businesses in the family from generation to generation. We’ve eliminated the gift tax, and in 2011, we reduced the burden of the Hall Income Tax on seniors.

We are proposing to cut the Hall tax even further this year by raising the exemption level for people over 65 from \$26,000 to \$33,000 for individuals and \$37,000 to \$59,000 for joint filers. We are also providing tax relief for low-income seniors, veterans and the disabled by fully funding the growth of the property tax relief program.

Another important thing we did not do to balance the budget was to cut education funding. Not only did we not cut funding, we had the second largest increase in state K-12 expenditures of all 50 states in fiscal year 2012. I’m not sure that Tennessee has ever been able to say that before. The average increase was nearly 3 percent. Ours grew almost 12 percent in state education funding. Education is another example of how in Tennessee we’re distinguishing ourselves as different from the rest of the country.

Some have said that this administration and General Assembly aren’t committed to public education, but that could not be further from the truth. We are literally putting our money where

our mouth is, even when other states haven't done so through tough budget times. This administration is absolutely committed to public education and understands that the large majority of our students attend public schools and always will.

That's why we've fully funded the Basic Education Program the past two years and are doing so again this year. That's why tonight I'm announcing that we will invest \$51 million to assist locals in paying for technology transition upgrades in schools across the state – a substantial and strategic investment in our schools. Another \$34 million is budgeted to address ongoing capital needs that can be used for increased security measures if local officials decide to do so. And more than \$35 million is budgeted for teacher salaries. We're also providing \$22 million for a new high school for the Tennessee School for the Deaf in Knoxville.

Our administration's three budgets have certainly supported our commitment to public education, but I also think it's important to note that we're not just throwing money at it. Dollars alone don't lead to improvement. There has to be a plan. Along with strategic investments, we're pursuing real reform in education that is producing results.

We've addressed tenure so that a principal doesn't have to decide after three years to either fire a teacher or grant tenure. There is now a five year time period for the principal to use data more effectively to assess a teacher's performance and then allow time to give that teacher the additional support that he or she needs to improve to earn tenure.

We've expanded charter schools to eliminate the cap on the number that we can have in Tennessee and to offer more students the opportunity to attend a charter school.

This year we're proposing to offer another option for school choice through a program to allow low-income students in our lowest performing schools a chance to receive a better education. I've heard the argument that this kind of program will drain resources in the schools that need them the most, but we're focusing resources on those schools. Last year, we committed \$38 million over three years to schools in the bottom 5 percent of the state. This year we're adding \$9 million more. So we're investing \$47 million, over and above annual funding, to those schools to help them improve. Not only are we not draining resources from them, we're giving them additional support.

I expect this proposal will be hotly debated, but after taking a careful look at the issue and how a program might work in Tennessee, I believe a limited approach that gives more choice to parents and students stuck in difficult situations makes a lot of sense. If we can help our lowest income students in our lowest performing schools, why wouldn't we?

To us education should be first and foremost about our students, it's not about systems. And in the end we know that all of the money or education reforms in the world aren't ultimately what impact the education of our children. It is the great teacher that stands before a classroom every day and commits to making sure the children in his or her classroom are learning.

It hasn't always been easy as we've moved to higher standards of accountability. But shouldn't we all – parents, educators, legislators, and the governor – be accountable when something as important as our children's future is at stake?

In Tennessee, 55,000 more students are proficient or advanced in 3rd through 8th grade math than they were two years ago. There are 38,000 more students that are proficient or advanced in science. Tennessee is one of only two states making double-digit gains in high school graduation rates, and we saw the largest aggregate gains ever in our TCAP testing scores last year.

Tonight, I'd like for you to meet one of the many teachers across the state on the front lines of making this happen. Hope Malone is a 5th grade teacher at Avoca Elementary School in Bristol. She is a reward school ambassador that will spend this year sharing best teaching practices with

other teachers and schools across the state. After moving from teaching 2nd grade to 5th grade several years ago, she had a tough adjustment period. She pursued technical assistance and grew to become a level 5 teacher – the highest rating in our evaluation system – in two years. Hope, thank you for your commitment to your students and for your willingness to share what you've learned with others.

With the progress we're seeing in K-12 education, the time is right to include post-secondary education in our focus. Over the past 30 years, Medicaid costs have continued to squeeze out other priorities, and higher education has been an area that has suffered as a result. With repeated tuition increases year after year, we risk pricing middle class families out of the market for a college education. We must address cost. We have to make a college education more accessible, and we have to make sure that we have quality programs in Tennessee. I've spent a lot of time over the past year learning all I can about these issues – on a national level and what's happening here in Tennessee. These aren't challenges that we're going to solve overnight.

But like in K-12 education, Tennessee is getting attention on a national level for our efforts in higher ed. Last fall, Time Magazine highlighted our Complete College program as a model for other states. In the past, the state has provided funding for our colleges and universities based on enrollment. Today, we base funding on the number of students who are actually graduating. This shift puts the focus where it should be – on graduates. And because we're seeing results, this year's budget fully funds, for the first time, the Complete College Act outcomes formula. The leaders of the Tennessee Board of Regents and UT system have pledged that because of this funding, they will limit tuition increases to no more than 6 percent at four-year schools and no more than 3 percent at two-year schools. That will provide relief to Tennessee families that have faced double digit tuition increases for too long.

But even with this progress, we still have a lot of work ahead of us. Only 32 percent of Tennesseans have earned an associates' degree or higher. That's not good enough. Our goal is to move the needle so that Tennessee is on track to raise that number to 55 percent by 2025. Tonight we begin our "drive to 55" – a strategic initiative to have the best trained workforce in America.

To do that, we must improve affordability and access in higher education. To help us achieve this goal, we're partnering with Western Governors University to establish "WGU Tennessee." It is an online, competency-based university that is geared to the 800,000 adult Tennesseans that have some college credit but didn't graduate with an associate or four-year degree. The program is unique because of its competency-based curriculum but also because of an emphasis on mentors who guide those adults through the academic process.

On the affordability front, we are proposing to establish an endowment of \$35 million using operational reserve funds from the Tennessee Student Assistance Corporation (TSAC). It is designed to provide nearly \$2 million each year to support scholarships for "last dollar" scholarship programs such as tnAchieves. These scholarships fill the gaps between students' financial aid and the real costs of college including books, supplies, room and board.

Last summer, I traveled the state visiting with employers and educators about ways we can do a better job of matching the skills we're teaching our students with the real-life skills that employers are looking for to fill jobs. Out of those conversations, one thing I heard consistently is that our technology centers are having a lot of success. They're graduating nearly 79 percent of their students, and close to 80 percent are getting jobs, and there are jobs available for the specific skills they're preparing their students for in communities across the state. Their challenges are with capacity and equipment. To help them train more people to fill demand of Tennessee employers,

\$16.5 million are in the budget for equipment and technology related to workforce development programs at our technology centers and community colleges.

We're also funding a new technical education complex at Northeast State Community College in the Tri Cities that will be directly tied to advanced manufacturing in the region. The budget also allows for a much-needed multi-purpose classroom and lab building at Nashville State Community College as it continues to grow exponentially in Middle Tennessee.

Another constant theme we heard in our statewide discussions is that there is no substitute for direct and timely communication and cooperation between businesses and educational institutions. I am really excited about a new state-of-the-art technology center in Smyrna that represents a unique public-private partnership with Nissan. The center won't only be committed to training employees to work at Nissan but will teach the skills that other area businesses need as well. This project is exactly what we need to be doing across the state to directly link Tennesseans to high quality jobs by being deliberate in providing relevant training for those jobs. And there are other good things happening in Tennessee in this regard, such as, The Degree Compass program at Austin Peay University. This program is designed to predict the subjects and majors in which students will be most successful. The model combines hundreds of thousands of past students' grades with current students' transcripts to make an individualized recommendation. It's inspired by companies like Netflix, Amazon and Pandora that tailor their recommendations to what their customers are looking for. That's exactly what we should be doing. Helping our students find the subjects and skills that are avenues for success.

The Degree Compass system has gotten national attention. I'd like to take this opportunity to recognize Austin Peay Provost Dr. Tristan Denley for his innovation in developing this system. Thank you for being here and for your efforts on behalf of our students.

We are continuing our commitment to put dollars toward strategic capital investments that have been on hold for far too long. We're putting \$60 million toward maintenance of our educational institutions across the state, and nearly \$250 million is budgeted to fund key projects. Along with the technology center and community college projects I mentioned earlier, the budget includes nearly \$45 million to build a new Community Health Facility at the University of Memphis for audiology, speech pathology and nursing.

The University of Tennessee Health Sciences Center in Memphis will receive nearly \$62 million to renovate a four building complex that will house research labs and administrative offices. So by now it should be clear that education will continue to be on the front burner and that this administration is committed to public education. The reason is simple; to be the number one state in the Southeast for high quality jobs, we have to have a well-educated workforce to attract and fill those jobs. We want our state to be the place where our best and brightest want to earn their degrees and ultimately work, live and raise a family.

Since January 2011, nearly 80,000 new jobs have been created in Tennessee, and the unemployment rate is the lowest it's been since October 2008. Tennessee ranks first in the Southeast in new manufacturing jobs created and first in the growth of manufacturing jobs in 2012. That's good news, but it doesn't mean we can take our foot off of the gas.

You've heard me say many times before that I don't believe government creates jobs, but I do believe it's our role to create an environment that encourages investment. Jobs are created when people are willing to risk capital. We want Tennessee to be as low of a risk as possible.

To provide certainty to businesses, we overhauled our tort laws. To build on those efforts, this year we're proposing legislation to reform our worker's compensation laws. During my first year

in office, I held business roundtables across the state where we heard from businesses over and over that worker's comp is an issue in Tennessee. We spent last year working with stakeholders to find ways to improve our system with a focus on fairness to both the employee and employer, and we believe the worker's comp bill we're proposing does just that.

There are a lot of reasons for people to come to our state. From blues on Beale Street to racing in Bristol; from Dollywood and the Great Smoky Mountain National Park, to Market Square in Knoxville, to the Chattanooga Aquarium, to the Grand Ole Opry in Nashville and thousands of places in between. In Tennessee, tourism equals jobs. We have unique and popular assets across the state, and it's time that we do a better job of not only working to attract people to specific sites but to leverage our resources and have a strategic plan to market our state and tourist attractions. We are including \$8 million for a statewide tourism fund to support the work of the tourism commission I appointed shortly after taking office. The industry is already working together in ways that have never happened before.

In everything we do, we look through the lens of delivering state services in the most efficient and effective way possible.

We've put a strong emphasis on customer service. As state employees, our job is to provide services to taxpayers that they can't get on their own.

Through the TEAM Act, we tackled state government's antiquated employment system and shifted our culture from an emphasis on seniority to a focus on performance. We're allowing managers to recruit the best and brightest to serve in state government, and we're establishing a merit-based pay system instead of only generic, across the board cost of living adjustments. Now we're taking the next step in our mission to attract and reward top-notch employees. We want to continue attracting employees like Dr. Marion Kainer, an epidemiologist with the Department of Health.

Dr. Kainer played a central role in identifying the cause of the nationwide meningitis outbreak and getting the Centers for Disease Control and Prevention involved. Dr. Kainer camped out in her Nashville office, and worked around the clock for weeks. She told ABC News back in November, "I brought in an exercise mat, with a pillow and a blanket and a change of clothes." Dr. Kainer, we'd like to thank you for your service to our state and to our nation during what was an extremely tense and scary time. Thank you.

And we know that Dr. Kainer wasn't the only one sleeping in her office over those weeks. She represents a team of hundreds of Department of Health employees who were committed to understanding a complex situation with a lot of moving parts, and communicating quickly to patients, colleagues, other states, citizens and the media as appropriate. I think that they saved countless lives.

To help us attract and maintain the best and brightest employees throughout all levels of state government, we have to look at compensation. This year we are including an across the board pay raise for state employees of one and a half percent. We've also followed through on our commitment to conduct a salary survey to identify positions throughout state government where we're not competing with the private sector. We're including a total of nearly \$60 million to address necessary salary adjustments resulting from the salary study.

Our employees deal with complex issues. As we raise the bar in terms of expectations, we also have to be ready to pay them more.

As part of this process, the Treasurer has reminded us that the sustainability of our state pension plan has to be part of an overall review, so we will be working with him as we evaluate compensation and benefits.

I can stand up here all night and tell you what we're accomplishing, but what I think really matters is that we're measuring our results. Shortly after the State of the State last year, we unveiled a dashboard that tracks key indicators to measure how we're doing compared to other states. While state government doesn't directly impact all of the measures, we believe each one of them is an important benchmark to gauge the overall welfare of our citizens. Many of you know that I'm a runner and a bike rider. Although, one that's getting a little bit older. I can always talk myself into thinking I'm as athletic as I used to be, but my watch tells me I'm not. It instantly holds me accountable. This is what the dashboard will do. You can find it on our state's website at tn.gov.

Yogi Berra said it best, "If you don't know where you are going, you might wind up someplace else." It reminds me of when I coached pee wee T-ball. One of my 5-year-olds made contact with the ball for the first time and ran straight to third base. That's not where we want to be as a state.

When we talk about where we are going, one of the most critical drivers is the state budget. How we spend taxpayer dollars should clearly reflect our priorities. These days it is hard to tell what may or may not come out of Washington. The federal government is famous for creating a program and then withdrawing the funds years later, which leaves state governments on the hook. Our philosophy is that if the federal government decides to quit funding a program, then unless there is an exceptional reason, we will not continue to fund that program with state dollars.

There has to be serious thought given to how government provides services, and in Tennessee we've started that process. But it can't be a matter of chipping away at the edges of business as usual or trimming back budgets.

A primary example is Medicaid. In this budget, TennCare costs will be 350 million dollars more this year than last year. That increase takes into account the higher cost of medical care, more people who qualify for Medicaid in tough economic times, and primarily, the impact of the Affordable Care Act. Expanding Medicaid is not reflected in this year's budget. I am hesitant to commit additional dollars to Medicaid when it's already eating up so much of our budget, and we have to remember what the state went through seven years ago when it made the difficult decision to cut a lot of people from the TennCare rolls.

We have to be very deliberate about making a decision to add that many and more back to the rolls, but I also understand that the decision isn't just as easy as standing here today and saying, "We're not going to expand Medicaid." There are hospitals across this state, many of them in rural communities, that are going to struggle if not close under the health care law without expansion, and that's not something to take lightly. Most of us in this room don't like the Affordable Care Act, but the decision to expand Medicaid isn't as basic as saying, "No ObamaCare, No expansion."

I plan to gather all of the information possible to understand the impact on our budget, the impact on community hospitals, the impact on health care in Tennessee, and the impact on our citizens. This decision is too important not to do that.

As we talk about health care costs, we also have to talk about the health of our citizens. This year Tennessee ranked 39th in overall health compared to 41st in 2011, and we rank 35th in obesity, which is also an improvement, but not good enough. When we talk about Medicaid costs consuming so much of our budget, improving the health of our citizens isn't only about their welfare but it's also about dollars and cents. We are in the process of working with local communities and business leaders to figure out how we can better partner to encourage healthy lifestyles across the state.

We are also supporting a partnership project between the University of Tennessee's Health Science Center in Memphis and St. Jude Hospital to recruit leading researchers from across the country to address critical issues such as childhood obesity.

We expect to receive funds relating to the tobacco arbitration settlement, and we are proposing to designate those dollars for programs that address health concerns related to disease prevention and also to air, water and environmental concerns, such as replacing the University of Tennessee's steam plant in Knoxville, one of the largest sources of pollution in Knox County.

Along with health care, other mandatory costs that often impact the state budget over a number of years are lawsuits. One of those lawsuits involves the Arlington Developmental Center in Memphis and has been ongoing for over 20 years. I am pleased to announce that the state has reached an agreement with the U.S. Department of Justice and the plaintiffs which was approved by the court just last week. Our budget includes \$10 million for the Department of Intellectual and Developmental Disabilities to carry out the terms of the settlement agreement. Over the past two decades, this lawsuit has cost the state hundreds of millions of dollars. We are committed to care for Tennessee's most vulnerable citizens, and will continue to do so earnestly. I am grateful for Commissioner Jim Henry, the Attorney General's Office and the TennCare Bureau for all of their efforts to accomplish this significant milestone in moving past this lawsuit.

We are spending \$48 million in Corrections to compensate our local jails for housing more state prisoners. The department is working on a strategic plan to better predict and plan for our inmate population moving forward. These costs are another example of why our focus on education is crucial. The more educated our citizens are, the less problems we'll have with crime.

The rankings vary, but Tennessee was either first or second in violent crime last year. That is not something we are proud of and something we have to change. Shortly after taking office, I appointed a working group to take a comprehensive look at public safety issues. The group came up with a multi-year action plan to address three main goals: significantly reducing drug abuse and drug trafficking; curbing violent crime; and cutting the rate of repeat offenders.

The plan resulted in legislation last year focused on prescription drug abuse, domestic violence offenders, and violent offenders. This year we are proposing legislation to clarify the definition of gang offenses in actually making a list of them instead of relying on a vague interpretation of the current law. We believe this will give law enforcement more tools to curb gang violence. And we still have work to do on fighting meth and prescription drug abuse.

As we continue to fight the prescription drug abuse epidemic we face in Tennessee, we have to attack it from as many fronts as possible. We have model drug court programs in this state that are working, so our budget includes funding to expand these programs.

We are also investing in crisis stabilization units. We were all shocked by the events last December in Connecticut, and seeing those young faces and the faces of the teachers who sacrificed so much was heart wrenching. In the aftermath there has been a lot of talk about guns and schools, which is valid, but I also think there needs to be a larger conversation about mental health issues, identifying warning signs and getting people the help they need. These tragedies are larger than schools or movie theaters, and we want to commit resources to areas that will make a difference.

While we talk a lot about education, jobs and efficient and effective government, we also realize it's our job to provide vital services for those who can't provide for themselves – often times our most vulnerable citizens. We don't take that responsibility lightly. While we may have been elected on different issues and might focus on different missions, we all came to serve. I think we can all agree that caring for citizens who need it the most is a very important part of why we're here.

The Department of Children's Services will be upgrading nearly 200 case manager positions. This won't just be a matter of paying current employees more but raising the qualifications for those positions. Children's services deals with very difficult family situations, and we ask a lot of our caseworkers who are walking straight into these homes to protect Tennessee children. We should be paying them more, and we should also do a better job of setting them up for success by making sure they have the skills and experience it takes to do these emotional and difficult jobs. We are also putting more resources toward investigations and assessments in our Child Protective Services division.

Our military veterans have sacrificed more than most of us can ever begin to imagine. Veterans have more than earned our respect, gratitude and support. For those in this room that have served our country, I'd like to ask you to stand, so we can thank you for your service. In continuing our commitment to a project we started last year, this budget includes more than \$4 million for the Montgomery County veteran's home.

Another responsibility we take seriously is the long term fiscal health of our state. We understand the importance of saving for the future.

In 2008, the state's Rainy Day Fund was \$750 million dollars. During the recession, it was taken down to \$257 million. Working with the General Assembly, we've added nearly \$100 million back to the fund over the two years we have been in office. I am proposing to put \$100 million more into the Rainy Day Fund in this budget with the goal of ultimately reaching pre-recession levels. We've seen the realities of rainy days, and it is our responsibility to make sure the state is prepared for them in the future.

When dealing with serious issues that face our state, our approach is always going to be to put a lot of thought in getting to the right answer. Many times we're dealing with a conflict between two conservative principles, or situations where the answer might seem easy on the face of it but can have unintended consequences. Having strong values and principles doesn't preclude any of us from being deliberate and thoughtful.

For example, when it comes to judicial selection, it's no secret that I am strongly opposed to partisan, contested elections. And since taking office, my experience has been that the judicial selection commission has done its job in providing quality candidates. So for me this issue isn't about fixing something that isn't working, but instead, it is about hearing legitimate concerns and providing clarity.

A resolution will be before you this session to amend our Constitution. The amendment will do three things. It will continue judicial appointments by the governor, and our process will still be based on merit; it will preserve retention elections; and it will give the Legislature a process to confirm the appointments. I believe this provides clarity for those who have concerns about our current process. I also believe that it makes sense to preserve the current process until the people have a chance to vote in 2014. Making changes in the meantime does nothing but confuse the situation further.

Tennessee is unique in so many ways. We have so much going for us, and we know what our weaknesses are. It is up to us to address those weaknesses; those issues that Tennesseans care about. People want good quality jobs. People want their children to have the best education possible, and as a state we should want the same for those kids. One day they're going to be the ones that we hand the reins to. And taxpayers expect us to be good stewards of the taxes they pay.

People are disheartened by what happens – or it's probably more accurate to say what doesn't happen – in Washington. They're tired of all the talk about the problems our nation faces with not

many people trying to work together to find solutions. Tennessee is different in that regard, and we want to keep it that way. Here in Tennessee, we're willing to make the tough decisions. We're willing to put politics aside and really focus on what's right for our state and citizens. That makes us different, and we shouldn't lose sight of those unique qualities.

One of my favorite movies is *Butch Cassidy and the Sundance Kid*, and one of the most memorable scenes is when Butch and Sundance are trapped at the edge of a cliff, high above a river, when the posse that's been pursuing them for hundreds of miles catches up. Butch says, "Alright, I'll jump first." Sundance replies, "No." "Then you jump first," Butch says, but Sundance says, "No." "What's the matter with you?" Butch asks. "I can't swim," Sundance says. "Are you crazy," Butch says, "The fall will probably kill you."

Sundance was caught up in his own issues and missed the big picture. It's our job to identify and focus on the real problems. We have this rare opportunity to make a difference. I know you feel like I do that every day we come to work in this building is a blessing and a privilege.

Let's remember what makes Tennessee so special. It's our responsibility to the citizens of this state to get it right, and this is our opportunity to be a part of something bigger than ourselves. That truly is service in the best meaning of the word.

Thank you and thanks for caring enough to give of yourself for a better Tennessee.

State of the State Address

Governor Bill Haslam

January 30, 2012

“Believing in Better for Tennessee”

Lieutenant Governor Ramsey, Speaker Harwell, Speaker Pro Tem Watson, Speaker Pro Tem Matheny, Members of the 107th General Assembly, Justices, Constitutional Officers, friends, guests, fellow Tennesseans and my favorite First Lady ever, Crissy:

It is my responsibility tonight to report to you about the state of our state. As I do that, I want to begin by telling you again how honored I am to serve as your governor. In the little over a year that I have been in office, I've been reminded time and again about the incredible state we live in and the inspiring people who call Tennessee home. I have hope for Tennessee because I have confidence in Tennesseans.

Whether it is visiting with families after last spring's deadly tornados, sitting down with teachers for breakfast, or spending time with Tennessee guardsmen and women in Iraq and Afghanistan, I've been struck by the fact that Tennesseans from all walks of life are so willing to give of themselves to create a better state for our children and grandchildren.

So, what is the state of our state? Well, in many ways we are doing great. We are a state with low debt and low taxes. We have a history of fiscal responsibility, and I am proud that in working together, we are carrying on that commitment to our taxpayers. The economy is improving, and we added an impressive number of new jobs last year. The unemployment rate is the lowest it has been since 2008, and across the country, Tennessee is being recognized as a leader in education reform. But yet, all of us realize that we have serious issues to deal with.

Unemployment is still too high, and we are consistently only in the mid-40s when states are ranked for educational achievement. I don't think any of us should be satisfied. So I stand here tonight and ask you: Is the current state of our state good enough? I think the answer is no. I think we can believe in better. We can believe in better for how state government serves Tennesseans. We can believe in better when it comes to the education of our children. And we can believe in better when we talk about a stronger, healthier economy for our state.

When we talk about believing in better, where should we start? I think we should start by looking in the mirror. I think we start with reminding ourselves of our purpose as a state government. It is my conviction that we exist to provide services for citizens that they can't purchase themselves. Our job is to provide those services at the lowest possible price. The price, that's the taxes we pay.

At the end of the day, I think that's what people want their state government to do – provide the very best services for the very lowest price. They want a state government that is accountable and spends their tax dollars as carefully as they spend their own dollars. But that's the problem, isn't it? It is very hard for folks to spend other people's money as carefully as they spend their own. Even worse, it is easy for those of us in government to begin to think that the tax dollars are ours. It is here that it is best for all of us to remember what Mark Twain said about the tax payers' dollars: "It's tainted. 'Taint yours and 'taint mine."

In government, Tennesseans expect us to talk about results. It is our responsibility to identify a problem, take politics out of the equation and then find a solution. I think people are so frustrated

with Washington today because when problems are identified, politics are always put into the equation, and there never seems to be any real effort to find a solution.

Even when we disagree, in Tennessee, we come together to move forward. A quick check of some of our sister states – and Washington – shows that not everyone is blessed with this common sense. Here we do things differently.

In Tennessee, we've been able to accomplish a lot in a short amount of time. Last year, we focused on a limited number of important issues to make a meaningful difference and impact. We made some significant reforms to make our legal system more predictable, which will encourage employers to invest in new employees. We reformed tenure laws to prioritize results for our children, and we expanded charter school opportunities for students and parents. We also made the lottery scholarships available to students for summer school to encourage them to finish school faster and to help universities use their campuses year round.

In 2011, there were more than 28,000 new Tennessee jobs created and over \$4 billion dollars in capital investment. Our Jobs4TN plan is working. We continue to focus on regionalism, existing businesses and key clusters, but make no mistake, that does not mean we're taking our foot off the gas in pursuing new businesses for Tennessee.

I appreciate how well we have worked together on job creation. A good example is Amazon. I am proud that we worked with Amazon to expand the company's presence in Tennessee to include, in addition to Hamilton and Bradley, Wilson and Rutherford counties too, creating thousands of jobs. And through that process we were able to reach an agreement with the company that gives certainty to them and us moving forward. We need your help in passing the legislation this session to solidify that agreement.

As I said earlier, our role in state government is to provide services that Tennesseans aren't able to get on their own – we build roads, offer higher education options, guard prisoners, help families adopt children, care for the mentally ill, patrol highways, serve veterans, and perform hundreds of other services.

My job as governor is to make sure we are providing those services in a customer-focused and effective way. Whether it's in business, government or sports, the team with the best players wins. Unfortunately, in Tennessee state government (excluding the legislature and judiciary), the rules don't allow us to go out and recruit great players. So we are like a college football team that can't recruit. We can only take players that come to us, and then we decide who plays based on who has been on the team the longest, not necessarily who the best players are. So whether you cheer for the Tigers (the Memphis, Tennessee State or Sewanee variety), the Skyhawks, Blue Raiders, Commodores, Governors, Vols or Mocs, I don't think you'd be very excited about the season if your team followed that plan.

You've heard me say it in the past, but it bears repeating tonight, we have to transform the way we do government. With limited state and federal dollars to work with, Tennesseans expect us to do more with less. To do that, we must be able to recruit, retain and reward the best and brightest employees so we can give the type of service our citizens deserve. That is why I've introduced the TEAM Act, which stands for Tennessee Excellence, Accountability and Management Act.

In the next five years, almost 40 percent of our state employees will become eligible for retirement. As we embark on the challenge to recruit top talent to serve in state government, we face a hiring system that's broken.

This past fall, Deputy to the Governor Claude Ramsey and Human Resources Commissioner Rebecca Hunter hosted listening sessions across the state to hear from state employees about a

number of issues related to recruiting, hiring, managing and retaining talent. The participants represented different agencies, had different job titles and responsibilities, differing lengths of state service, and came from both executive service and civil service perspectives.

And what we heard from them is what you're hearing from me – our employment system is broken. Let me be clear, this is not an indictment of our workforce. I've visited with employees in all of our 22 departments over the past year, and I have seen firsthand many dedicated, hardworking, and impressive people.

This is about an antiquated system that limits who we can hire and limits growth opportunities for current employees.

Nobody else hires this way in Tennessee except for the Executive Branch of state government. The legislative or judiciary branches don't face these restrictions. Businesses certainly don't.

Every time a citizen interacts with state government, it should be a customer-friendly experience with an impressive state employee. I get a lot of feedback from across the state of employees who go over and above the call of duty.

1. For example, there is Maria Stivers. She joined state government in 2007 as a firefighter with the Tennessee Air National Guard at McGhee Tyson and now works in Memphis. She has voluntarily deployed twice as an Air National Guardsman to Iraq and Kuwait. Maria, thank you for being here tonight and for your commitment to our state and our country.
2. And there is Johnny Cosby, a correctional officer at the Lois DeBerry Special Needs Facility in Nashville. He was recently appointed to the department's first "Tactical Rapid Response Team," which handles emergency situations. Officer Cosby, thank you for being here this evening and for the work that you do.
3. There is also Trooper Dwayne Stanford. Last September, while making a routine traffic stop, he was shot in the chest. Thanks to his remarkable ability to focus, his experience and training, and his bullet-proof vest, he survived. Trooper Stanford, we're grateful you're here tonight, and thank you for putting yourself in harm's way to serve our state.
4. A 30-year employee of Mental Health, Doris Prewitt is a counselor at the Western Mental Health Institute in Bolivar. She is described as strong and compassionate with impeccable character, and as someone who approaches her work not as a job but as a calling. Doris, thank you for what you do to support some of our most vulnerable citizens and for being here this evening.

These are just a few examples of the thousands of outstanding employees across the state in all of our departments. These are the kind of people we want to make sure we are hiring as we look at a lean and efficient state government of the future. We understand that we are expected to do more with less, and we need the best and brightest to tackle complex issues for the people of Tennessee.

Another challenge of our employment system is the convoluted process of managing our workforce. Currently, when the decision is made to eliminate a career service position, it's difficult to know the eventual outcome of that decision because of a complicated process called "bumping."

Here is how it works...a commissioner makes the management decision that a particular position in Davidson County is no longer needed. Let's say the employee in that position has 10 years of service. That employee is eligible to "bump" another employee in a similar job, maybe even in Wilson County, who has nine years and 11 months of service, and that bumping chain can go on

and on, which is a disservice to our managers and employees. Never once is performance a part of the decision about who keeps their job.

No one can convince me that this is the best way to manage our employees and serve our customers. Frankly, I believe it is just plain wrong.

It is important to note that our legislation preserves a streamlined appeals process for these state employees. The bill also includes a mediation program. We understand the value of employees being heard when they have differences with their managers. Joining us tonight are all 22 of our commissioners. I am very grateful for their hard work on behalf of the State of Tennessee. I think it's worthy of mention that all 22 of them – coming from diverse backgrounds and having a wide variety of responsibilities – have said that the most critical thing that we can do to make state government operate more effectively is to address our employment system.

Last year we faced a tough budget when we had \$1 billion less to work with than the prior year. But you, the House and Senate members in this chamber tonight, came together with a responsible, realistic approach and made the tough decisions that were necessary and passed the budget unanimously. We do have some good news this year: revenue collections continue to be encouraging. For 16 consecutive months, we've seen total tax collections come in stronger than projected over the previous year. Our challenge lies in the fact that although growing, revenue collections are only just now recovering to levels of 2007, before the recession. Our current budget also included \$160 million in funding that was slated to go away. And although revenues are growing, the cost to fund program and inflationary growth for areas such as TennCare, the Basic Education Program (BEP), and employee benefits consumes a large portion of our revenue growth each year.

Our budget this year reflects those economic realities. It includes strategic investments in our priorities, savings for the future, and reductions, sometimes painful, to balance the budget. I'm pleased to say that thanks to the hard work of our employees, last year's expenses ended up nearly \$20 million below budget, which obviously means considerable savings for our taxpayers. Our commissioners have been serious about working in each of their departments to identify areas where we can save money. That kind of responsible government allows us to fund our strategic priorities while still keeping taxes low.

Compensation is a key issue in state government, just like everywhere else. Last year, I was pleased that we could provide a 1.6 percent pay raise to state employees who had gone several years without a raise. I am proposing a 2.5 percent pay raise in this year's budget. However, I also think we need to do a true salary survey, comparing our state salaries to those in the private market and to federal and local government salaries. This budget includes the money to fund the salary survey and includes funding to be set aside as a first step toward addressing any major salary discrepancies that might arise as a result of the survey.

Budgets should be a reflection of your priorities, and this budget is no different. We are asking for continued support of the FastTrack grant program in the amount of \$70 million – some of which would be available this year – to provide incentives for Tennessee to compete in a very fast-paced global economy. We are also continuing our commitment to the West Tennessee Megasite by including \$25 million in this year's budget. This site is the only megasite still left in the state's inventory, and it is critical that we finish the infrastructure so that it can be a prime location for major employers who are looking for a great place to locate.

While many states have cut funding for K-12 education in the last several years due to the recession, Tennessee has not done that. We are not only *not* cutting the education budget, we are continuing to fund the cost increases for the BEP.

Higher education must be another priority for the State of Tennessee. While college is not for everyone, it must be for more Tennesseans in the future than it has been in the past. When 21 percent of our population has a degree, compared to a national average of 30 percent, and over half of the new jobs being created over the next decade will require degrees, encouraging more Tennesseans to aspire to higher education is one of our key roles as leaders of the state. For most of the past two decades, higher education has received less funding for their operating budget. That changes this year. Higher education's operating budgets will have increased funding. In addition, we are increasing the amount of money available in need-based scholarships. We simply have to keep tuition increases in Tennessee to a minimum so that we can encourage more access to more students.

Access is critical to a successful education program. Let me speak plainly, for the last several years we have not been funding higher education's capital plans to the degrees necessary to meet growing student demand. We need more space to train students in science, technology, engineering, and math – critical subjects in which we must provide more trained graduates.

This budget will finally provide the state's funding for the long-overdue science building at MTSU, the science laboratory facilities at the University of Tennessee-Knoxville, a new patient diagnostic center at the University of Tennessee Health Science Center in Memphis, as well as the planning money for new buildings at Nashville State Community College and Northeast State Community College, the University of Memphis, and the University of Tennessee-Chattanooga.

As many of you will remember, the budget two years ago included cuts to critical services as a result of the economic downturn. The state was able to delay those cuts by funding them with one-time money. However, \$160 million of those cuts were slated to go in effect this year. It included many critical programs for our state like the Coordinated School Health Program, extended teacher contracts, alcohol and abuse treatment programs, childcare benefits, juvenile justice Grants, diabetes prevention, and matching dollars for 401(k) programs for state employees. I am proud to say that this budget restores over \$100 million of those cuts to protect vital services for our citizens.

Finally, any good budget in tough times is a balance of strategic cuts and reinvestments while making certain that we are keeping taxes as low as possible. As you all know, I am proposing to raise the exemption level on the estate tax in Tennessee. This year's budget would raise the exemption from \$1 million to \$1.25 million, with a goal of reaching the federal exemption level of \$5 million while I am governor. I am convinced that our current estate tax is chasing people and capital out of our state and discourages people who don't live here from investing here. Quite simply, the only way new jobs get created is when people are willing to invest capital. At a time like this, when the economy is still struggling to rebound, I want to do everything I can to encourage people to invest their capital in Tennessee. We've done that by making our legal system more predictable, reviewing state rules and regulations, and focusing on strengthening our attractive business climate.

Likewise, many of you have long expressed a desire to decrease the tax on groceries in Tennessee. This budget proposes to do just that: taking the state portion of the sales tax on groceries from 5.5 percent to 5 percent over the next three years.

We are also putting \$50 million into the Rainy Day Fund this year, which brings it up to \$356 million. While it is important to return taxpayer dollars to taxpayers every chance we get, we've also seen the importance of a healthy Rainy Day Fund to pay for critical services during difficult times. I will continue to make it a priority to build our reserves steadily while I'm in office.

Our budget also reflects the process of each department spending the last year going through a top to bottom review. You may remember at the outset of our administration, I asked each com-

missioner to evaluate his or her agency as if starting from scratch. If you were beginning state government all over again, would your department look the same?

The work on these reviews was extensive. For example, Children's Services sought input from more than 4,000 people including staff, stakeholders and focus groups, which resulted in 11,000 comments. The commissioner and deputy commissioner of Human Services talked with more than 600 employees across all divisions.

As a result, departments identified millions of dollars in savings from restructuring their organizations, and we expect additional savings as implementation occurs.

Several departments found through the process a cost advantage to eliminating outside consultants. For example, TDOT is looking at saving money by filling some full-time positions with state employees instead of using consultants in several areas.

And last year you may remember me talking about focusing on our driver license centers. Safety has standardized hours of operations across the state, and we'll have self-service kiosks in all three grand divisions by summer with a total of 40 kiosks to be rolled out in total.

Our final report on the top-to-bottom review process will be available at the end of February and will outline what each department is in the process of doing or will be doing to implement their plans.

We also applied the top-to-bottom review process to the 200-plus boards and commissions in state government by thoughtfully reviewing their history, mission and cost to make sure in 2012 they are fulfilling the purpose they were originally intended to when they were created. As a result, we have proposed several changes.

We're recommending the Tennessee Regulatory Authority's board be changed from four full-time members to five part-time members with a full-time executive director. We believe this new structure will be more efficient and effective and will attract highly-qualified and experienced candidates.

We're also recommending that some executive directors of agencies report directly to the governor. For example, I believe the Tennessee Higher Education Commission should have a more direct tie to the Governor's Office. THEC functions as a policy arm for higher education issues, and like the policy chief for K-12 education reports to the governor, it makes sense that higher education should have a similar structure.

We're also recommending consolidating and streamlining several agencies to limit overlapping of functions.

One of these proposals is also part of our public safety action plan. We've proposed moving parole oversight from the Board of Probation and Parole to the Department of Correction to provide for a more seamless process.

A national report ranks Tennessee 4th in the nation for violent crimes. I am proud that 11 state agencies joined together to create a plan that I believe will change this trend. They're working to implement a multi-year strategy that includes prescription drug abuse legislation aimed at improving the current database to make it easier to identify abusers.

Tennessee ranks second in the country – behind only West Virginia – in prescription drug use. Tennesseans average 17 prescriptions a year vs. the national average of nearly 12. And emergency room visits for prescription drug overdoses now equal the number of visits for illegal and over-the-counter drugs in Tennessee.

We're also recommending placing more non-violent drug addicts into drug court treatment programs. This will better serve those offenders by focusing specifically on their addiction. It also

saves the state money because the Department of Correction pays \$35 a day for the care of an offender in drug court and \$65 per day for that same person to be in prison.

We're proposing tougher sentences for certain types of gang-related crimes and tougher sentences for gun possession by those with prior violent felony convictions.

And we're calling for mandatory incarceration time for repeat domestic violence offenders. Too many times repeat offenders aren't facing any consequences under our current laws. In 2010, domestic violence offenses made up more than half of all reported crimes against Tennesseans, and according to an annual study by the Violence Policy Center, the rate of women killed by men in Tennessee is the 5th highest in the nation.

Keeping our citizens safe is a fundamental responsibility of state government, but public safety also plays a significant role in assuring that Tennessee continues to be an attractive place for businesses to locate and grow. Many of us in this chamber spent a lot of time focused on job growth in Tennessee this past year. I traveled across the state visiting with employees and businesses leaders, hosted groups at the Capitol and Governor's Residence, and called on companies outside of Tennessee for in-depth discussions about our strengths and weaknesses as a place to locate jobs.

After hundreds of conversations with businesses, large and small, companies that are located here and those that we wish would locate here, I am convinced of this: Tennessee can compete with anyone when it comes to attracting jobs. The work environment, quality of life, low tax burden, and committed workers make this a great place to do business. But there was, and is, one consistent problem that I hear from current and potential employers. There is a concern about the depth and breadth of employees with specific skills.

If we are going to be a state that attracts companies to locate and grow here; a state that keeps its best and brightest graduates here with good-paying, high-quality jobs for them here, there is nothing more important we can do than to focus on education.

When a plant manager in Jackson hires workers from Kentucky, and when a Chattanooga manufacturer imports workers from Georgia because both say they can't find Tennessee graduates with strong enough skills in math and science, that is unacceptable. These are our jobs, for our graduates, and we have to get them back. We have to believe in better for our children.

As we all know, there has been a lot of discussion over the past year about the politics of education. Accusations have gone back and forth and fingers have been pointed about who really cares about students and who really cares about teachers. Tonight, I ask all of us to set those distractions aside and to focus on those things that we all know to be true.

First, the world has changed, and we must raise our expectations for our students, our teachers, our administrators, our parents, and yes, ourselves as leaders as well. Second, after decades of lagging behind the rest of the country when it came to education results, Tennessee is on the right path in education. We got on that path through a historic, bi-partisan commitment that led to Tennessee winning the Race to the Top funding. We've made a commitment to raising our standards with a new core curriculum and asking our institutions of higher education to focus on graduating students through the Complete College Program. We are doing this hard work because we all believe in better for our students.

I am highly confident that Tennessee will be one of the first states to receive a waiver from the federal government's No Child Left Behind law. Under the outdated federal rules, tens of thousands of hard-working teachers have been going to work every day, often leading their students to significant improvement, only to be told that their schools were failures. That is wrong, and with

this waiver, we can build a Tennessee accountability system that measures growth and improvement and gives every school a chance to succeed by doing better each year.

Virtually every state wants a waiver from No Child Left Behind. But make no mistake; we expect that Tennessee will be one of the first states to receive this waiver because we are already taking on the hard work of education reform.

We must continue to build on our momentum to make our schools better. We can't put off until tomorrow what we should be doing today – using data to measure student performance. And I believe if we're willing to evaluate 10-year-olds, which we've been doing since we started sending home report cards, then there is not one good reason that all adults shouldn't be evaluated too, and there is no good reason to wait. It is important, of course, that we keep working to make our evaluation process better. The State Collaborative on Reforming Education (SCORE) will be spending the year talking to teachers and principals statewide to evaluate our evaluation system, and after gathering and analyzing that information, there may be changes that need to be made, but we can't slow up the tremendous progress this state has made in recent years. There is too much at stake for our kids and for our economy.

You know, there is something deeply concerning that is changing in our country right now. Today, 70 percent of Americans would say that their lives and economic prospects have been better than their parents, but only 33 percent of us believe that will be true for our children. The American dream is at stake. When people are asked who they attribute the blame to, the answer is not big business, or unions, or educators. The answer is government. The truth is that Americans haven't lost faith in America; they've lost faith in those who lead it. We don't need to be like Washington. We can believe in better for Tennessee.

All of us ran for election and worked to be here because we wanted to make a difference. I think we have the chance to do that in Tennessee – to move Tennessee forward. I think Tennessee can be a place where we're about results and not about rhetoric.

So here are my final two promises to you: First, I promise to be relentless when it comes to providing the very best service to our taxpayers for the very lowest price. They deserve it. Second, on issue or policy, our administration will always work to get to the right answer, not just our own answer.

So many people today are working hard, but they're worried about their future and the future of our country. We owe it to them to get it right. Let's not waste this chance to get it right for Tennesseans for today, for next year, and for many years to come. As I stand before you this evening, I challenge all of us to believe in better. As the elected leaders of this great state, it is what Tennesseans expect from us, and we owe it to them. Working together, we are going to achieve better for Tennessee.

Thank you very much.

The Governor's Staff

Greg Adams

Chief Operating Officer

Greg Adams became the chief operating officer for the Governor in June 2013. His role is to ensure state departments are operating in the most efficient and effective way possible. Adams came to state government from IBM where he served as a member of the company's senior leadership team, most recently as a managing director in the financial services sector. He spent nearly 37 years at IBM in positions in sales, marketing, operations, re-engineering and quality, and general management.

Adams graduated from Princeton University in 1976 and received a master's degree from M.I.T in 1989. He and his wife, Jeannine, have three married children and five grandchildren.



Mark Cate

Chief of Staff for the Governor

As the Governor's Chief of Staff, Mark Cate assists the Governor in his day-to-day activities and acts as a liaison to various departments, agencies, and stakeholders. He also acts at the authority of the Governor to oversee top-level, strategic projects and initiatives. Previously, Cate served as Special Assistant and Policy Advisor and had been campaign manager for the Bill Haslam for Governor campaign. Prior to joining the campaign, Cate worked for Knoxville real estate development firm Lawler-Wood as a vice president for facilities management and previously served for 16 years in executive management for Maryville College as chief financial officer, chief marketing officer, chief development officer, and chief planning officer during his tenure. He received his B.S. from Carson-Newman College and his M.S.

from the University of Tennessee; he also attended Harvard University's Institute for Educational Management. Cate has served on numerous boards and currently is on the boards of the Tennessee Student Assistance Corporation, Tennessee Housing Development Agency, and the Governor's Books from Birth Foundation. Cate and his wife, Cathy, have two daughters, Bailey and Abbie.



Herbert Slatery

Counsel to the Governor

As Counsel to the Governor, Herbert Slatery is responsible for coordinating the legal affairs of the Executive Branch for the Governor and advising the Governor on legal and other matters on a day-to-day basis. He assists in the development, drafting, and implementation of legislation, and oversees the Governor's relations with the Judiciary, the Attorney General and Reporter, and the District Attorneys General. He also assists the Governor in judiciary appointments and reviews requests for executive clemency. Prior to his appointment, Slatery was in private practice in Knoxville with Egerton, McAfee, Armistead & Davis, P.C. for 30 years, for whom he served as President from 1998-2007, and Chairman of the firm from 2008 through



January 2011. He practiced in the areas of finance (both private and local government), corporate governance, capital formation, real estate, and acquisitions and sales of businesses. For different periods of time, he served as Chairman, Director, and General Counsel of the Public Building Authority of the county of Knox and the city of Knoxville, Tenn., during a 13-year period. Slatery was the Treasurer for Governor Haslam's 2010 campaign. A Knoxville native, Slatery earned his B.A. from the University of Virginia and J.D. from the University of Tennessee.

Alexia Poe

Director of Communications

As Director of Communications, Alexia Poe serves as a senior advisor to the Governor, Cabinet, and Senior Staff and oversees the administration's internal communications, external communications, and overall messaging. Prior to her appointment, Poe served as director of the Mayor's Office of Economic and Community Development in Nashville. She has worked in Washington, D.C. as Deputy Press Secretary for First Lady Laura Bush and then moved from the East Wing of the White House to Capitol Hill where she built the communications office of U.S. Senator Lamar Alexander from the ground up. She also served five years in the Administration of Tennessee Governor Don Sundquist during which she became the second female and youngest person in the state's history to serve as Press Secretary. Poe's 18 years of communications, government, and consulting experience also includes serving as Director of Public Affairs for Gaylord Entertainment and as Managing Director of Peritus Public Relations. She began her career as a reporter and morning anchor in Northeast Tennessee. Poe is a Knoxville native and a graduate of the University of Tennessee.



Leslie Hafner

Director for Legislation

As Director for Legislation, Leslie Hafner is the Governor's chief lobbyist. She manages the administration's legislative agenda and serves as the primary liaison between the administration and the General Assembly. Hafner is a 19-year veteran of Legislative Plaza and Tennessee politics. Prior to her appointment, she was a principal at HafnerAlexander Government Relations after serving as Director of Government Relations at a Nashville law firm. Hafner also served in the Administration of former Tennessee Governor Don Sundquist. She spent two years on the Governor's communications team before moving to his legislative office where she focused on education, environment, and conservation, along with consumer and employee affairs. She then served in the Department of Finance and Administration as the Commissioner's Executive Assistant and lead lobbyist. In her final year with Sundquist, she worked with education and policy experts to develop the Reading Improvement Act – a \$98 million initiative to boost K-12 test scores. Hafner has been recognized by *Business Tennessee* as one of the state's "Next Wave of Influential Lobbyists," and *Nashville Post Magazine* as "In Charge." She also served on the Tennessee Lobbyist Association's Election Information panel for a number of years.



Will Cromer*Director of Policy and Research*

As Director of Policy and Research in the Governor's Office, Will Cromer is responsible for advising Governor Haslam on policy decisions and leading the development and implementation of the Governor's policy agenda. Prior to his role in the administration, Cromer served as the policy director for the successful Bill Haslam for Governor campaign and as a member of then Governor-elect Haslam's transition team. Cromer previously worked for the State Collaborative on Reforming Education (SCORE), a bipartisan education initiative led by former U.S. Senate Majority Leader Bill Frist, and prior to that worked in the Washington, D.C. nonprofit sector promoting free market policies. A Nashville native, Cromer is an Honors Program graduate of Belmont University, where he studied Philosophy, Politics, and Economics and served as student body president.





Janet McGaha
Executive Assistant to
the Governor



Ashleigh Roberts
Deputy Counsel



Warren Wells
Deputy Director
for Legislation



Dave Smith
Press Secretary



Hannah Parker
Deputy Director of
Operations



John Rader
Assistant Deputy Counsel



Beth Tipps
Deputy Director of Policy
and Research



Luke Ashley
Legislative Liaison



Katie Argo
Legislative Liaison



Trammel Hoehn
Legislative Liaison



Russell Marty
Legislative Liaison



Jayme Place
Policy Analyst



Christin Sullivan
Policy Analyst



Brian McCormack
Deputy Director for Boards
and Commissions



Don Johnson
Deputy Director for
Constituent Services



Wendy Carter
West Tennessee
Regional Liaison



Harlow Sumerford
East Tennessee Regional
Liaison



Mike Morrow
Communications Manager



Catherine Wooten
Assistant Scheduler



McCauley Gatliff
Assistant for Constituent
Services



Kayte Holden
Assistant for Boards and
Commissions



Michelle Houston
Assistant for Constituent
Services



Sheila Sage
Legal Assistant



Cindy Gore
Administrative Assistant for
Communications and Policy



Jeal Atwood
Administrative Assistant
for Legislation



Daphne Cooper
Assistant for
Administration



Vanessa Hatcher
Administrative Assistant



Lindsay Bales
Administrative Assistant



Emily Mitchell
Administrative Assistant

Jude White

Executive Director of the Children's Cabinet

The Governor's Children's Cabinet is the only one in the country co-chaired by both a governor and spouse. The cabinet's focus is on the physical and mental health, education, safety, and overall well-being of Tennessee children especially through coordinating, streamlining, and enhancing the state's efforts to provide resources and services to families in a comprehensive way.



Executive Branch





Department of Agriculture

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TN.gov/agriculture

Julius Johnson, Commissioner
Jai Templeton, Deputy Commissioner

As Tennessee's first state agency, the Tennessee Department of Agriculture (TDA) promotes wise uses of its agricultural and forest resources, develops economic opportunities, and ensures safe, dependable food and fiber. Tennessee's farming industry is diverse with products ranging from cattle and poultry to tomatoes and honey. The department helps protect the farming industry and Tennesseans by ensuring food safety, proper pesticide use, fuel quality, and fairness in the marketplace. The department supports the state's rural economy through farmer incentive programs, agribusiness development, and promotional activities to expand markets. Tennessee is heavily forested and consistently one of the top hardwood producing states. Division of Forestry services include landowner assistance, wildfire suppression, and state forests management while water quality programs encourage and promote stewardship of our natural resources.

The department is divided into four major program areas including Administration, Forestry, Market Development, and Regulatory Services.

Tennessee Agriculture

Tennessee's top agricultural products include cattle and calves, broilers, cotton, greenhouse/nursery, corn, dairy products, soybeans, tobacco, hay, and a variety of fruits and vegetables. Agricultural production alone generates more than \$3.5 billion annually in farm cash receipts. Food manufacturing, marketing and distribution, forestry-related industries, equine, and other agricultural products make the economic impact much greater.

International trade has a significant impact on Tennessee agriculture as exports of raw agricultural commodities generally total nearly \$1 billion annually.

Farming and forestry dominate Tennessee's landscape with farm production occurring on 76,000 farms. More than 10.8 million acres, or about 41 percent of the state's land area, are in farms. Forestlands total more than 14 million acres. Tennessee's forests produce millions of board feet of hardwood and softwood lumber, with timber sales topping \$305 million in 2012.

With a temperate climate and abundant water supply, Tennessee farmers produce a variety of food and fiber products which help Tennessee live up to its official slogan, "America at its best."

In and around hillsides, in the shadows of mountains and along the fertile river valleys of East Tennessee are the forests, beef cattle, dairy, tobacco, and vegetable farms that are well-suited to this terrain.

Middle Tennessee is made up of a dish-shaped basin rimmed with mountains to the east, sloping off to rolling hills westward and bordered on either side by the Tennessee River. The rolling pasturelands make beef cattle, horse, and dairy farms practical for the region. A variety of row crops also flourish in Middle Tennessee, as does the World's Nursery Capital in Warren County.

West Tennessee is lush flatland created by the Mississippi River's ancient flood plains. This delta region traditionally has the state's largest production of soybeans, wheat, corn, cotton, and sorghum. West Tennessee's famous river city, Memphis, has long been known as a major commodity transportation hub.

History

In 1854 the Bureau of Agriculture was established as the first state agency. It was organized primarily to promote agriculture through fairs and livestock expositions. The original agency had a staff of nine – the governor and eight others who met twice a year to conduct state business. The Bureau of Agriculture was discontinued during the Civil War but was reorganized in 1871. In 1875 the state legislature created the Bureau of Agriculture, Statistics and Mines. The duties of immigration were also added to the responsibilities of the commissioner of agriculture for a brief period. In 1923 the name was officially changed to the Tennessee Department of Agriculture.

Ellington Agricultural Center, the former estate of 1920s financier Rogers Caldwell, has been the home of TDA since January 1961. The 200-acre center, located in Nashville, is named for Buford Ellington, former governor of Tennessee who served as commissioner of agriculture from 1952-1956. TDA was the first state department of agriculture in the nation to be located on a working farm.

Services

Administration — Administration provides budgetary, legal, human resources, and communications support to help department programs achieve goals and objectives in an efficient and cost-effective manner. Staff also works with legislators and the industry to ensure programs have adequate statutory authority, staffing, and clerical support. Other programs within administration include the Agricultural Crime Unit, Boll Weevil Eradication, Commodity Distribution, Water Resources, and a partnership with USDA to provide agricultural statistics.

Agricultural Crime Unit (ACU). The ACU provides law enforcement support for the department's regulatory and forestry programs related to animal and plant health, food safety, pesticide use, and wildland fire arson investigation. The unit frequently assists local law enforcement agencies in the investigation and prosecution of crimes related to livestock theft and illegal drug manufacturing.

Boll Weevil Eradication. The Boll Weevil Eradication Program is a cooperative effort among the Tennessee and Southeastern Boll Weevil Eradication Foundations, TDA, and the U.S. Department of Agriculture to rid the state and keep it free of one of the costliest agricultural pests in history. The initial goal of eradication was accomplished in 2008 and the program is now in a maintenance phase where monitoring guards against natural or artificial migrations of boll weevils into the state. The \$140 million public and private investment has achieved substantial economic and environmental benefits by increasing cotton yields and reducing farmers' reliance on cotton insecticides. The program is now debt free and funded wholly through cotton grower assessments.

Commodity Distribution. TDA administers USDA's food distribution program for the National School Lunch Program. This program supports American agriculture while providing nutritious food to schoolchildren. TDA also administers the Emergency Food Assistance Program, which supplements the diets of low-income individuals. In fiscal year 2012, 26.4 million pounds of food valued at \$33.6 million were ordered and allocated for schools, childcare institutions, and non-profit charities.

Tennessee Agricultural Museum. The museum is the department's outreach program to provide schoolchildren and adults an appreciation for agriculture's importance – past and present. About 25,000 visitors each year view the museum's 2,600 artifacts and participate in educational activities.

USDA, National Agricultural Statistics Service, Tennessee Field Office. The department maintains a cooperative relationship with this USDA agency to provide timely, unbiased statistics and analysis of farm production in Tennessee.

Water Resources. The state Agricultural Resources Conservation Fund helps landowners install Best Management Practices (BMPs) to improve water quality. In fiscal year 2012, approximately 2,200 BMPs were funded through Soil Conservation Districts, local Resource Conservation and Development Districts, and universities. The goal of the federally-funded "319" program is to remove rivers and streams from the state's list of impaired waters. The program funds projects that address nonpoint source pollution from urban areas, abandoned mine lands, farms, and forests. In fiscal year 2012, the program provided funding for 248 nonpoint abatement practices through 57 active grant projects. TDA reviews nutrient management plans associated with the federal permitting program for Concentrated Animal Feeding Operations, administered by the Tennessee Department of Environment and Conservation.

Forestry — The Division of Forestry promotes the wise use of forest resources by helping landowners, fighting wildfires, providing quality seedlings, monitoring insects and diseases, improving urban forests, managing state forests, protecting water quality, and collecting forest inventory data. To prevent wildfires, the division trains volunteer fire departments, issues burning permits, enforces fire laws, and teaches the public fire safety.

Landowner Assistance. The division provides technical advice and assistance to private, non-industrial landowners in forestry practices including timber and wildlife management, water quality protection, forest health, and reforestation.

Fire Protection. The Division of Forestry has primary responsibility for wildfire suppression statewide. The department controls an average of 2,100 wildfires each year, saving timber and personal property valued in the tens of millions of dollars. The agency works to prevent fires by issuing outdoor burning permits, and through education and law enforcement. The Division of Forestry also provides wildfire training, grants, and surplus federal property to volunteer fire departments.

Seedling Nursery and Tree Improvement. The division produces millions of high quality, low cost pine and hardwood seedlings for timber production, wildlife habitat improvement, and erosion control. Working with the University of Tennessee and other organizations, the division develops genetically superior stock capable of producing up to 30 percent more usable wood per acre.

Forest Health Protection. Foresters monitor native as well as exotic insect pests and diseases through a variety of aerial and ground survey techniques, provide information to the public, and take action to control or slow the spread of certain forest pests. Foremost of these are the gypsy moth, the southern pine beetle, oak decline and mortality and more recently, the hemlock woolly adelgid, emerald ash borer, and thousand cankers disease.

Urban Forestry. The urban forestry section provides urban tree management assistance to communities through federally funded grants administered by the division. This section also administers tree planting grants through the Tennessee Agricultural Enhancement Program, the Champion Tree, Tree City USA, and Tree Line USA programs.

Forest Products Utilization. Forest products demand and harvested timber volume and value are monitored in the state. A directory of the state's wood-using industries is maintained, and better utilization practices are promoted to extend the state's forest resources.

Water Quality Protection. Protection of water quality during forestry operations is a priority. Partnering with the Tennessee Department of Environment and Conservation, foresters inspect logging sites for compliance with state water quality regulations and the use of forestry BMPs. Division foresters also train and advise loggers in the application of forestry BMPs.

Forest Inventory and Analysis. Certified inventory foresters take precise and detailed measurements on tree growth, quality, health, and utilization at pre-determined locations across the state to provide an annual update on the condition of Tennessee's forests.

State Forests. Fifteen state forests totaling 168,349 acres are managed for a variety of public benefits including recreation, wildlife, unique features, timber, and water quality. In 2012 a new timber harvest plan was developed that will ensure the health of the forest for generations to come. Timber harvesting will increase in order to regenerate over-mature stands to young vigorous stands that will be the forest of the future. All timber harvesting on state forests is done in a sustainable and environmentally sensitive manner.

<i>State Forest</i>	<i>Acres</i>	<i>County</i>
Bledsoe	8,373	Bledsoe, Cumberland, Van Buren, White
Cedars of Lebanon	8,088	Wilson
Chickasaw	12,751	Chester, Hardeman
Chuck Swan	24,739	Campbell, Union
Franklin	7,735	Franklin, Marion
John Tully	2,132	Lauderdale
Lewis	1,288	Lewis
Lone Mountain	3,571	Morgan
Martha Sundquist	2,001	Cocke
Natchez Trace	36,643	Benton, Carroll, Decatur, Henderson
Pickett	20,932	Fentress, Pickett
Prentice Cooper	24,685	Hamilton, Marion, Sequatchie
Scott	2,827	Scott
Standing Stone	8,355	Clay, Overton
Stewart	4,229	Stewart

Market Development — With its prime geographical location, transportation infrastructure, and production capacity, Tennessee is poised to fully participate in the expanding world market for agricultural products. Market Development works to maximize economic opportunities for Tennessee agriculture through innovative marketing programs and promotional services.

Tennessee Agricultural Enhancement Program (TAEP). The TAEP was created in 2005 to help improve cattle production and to encourage diversification and innovation on Tennessee farms. The program provides cost share assistance to farmers for investment in key areas of agriculture

with the goal of increasing farm income. In addition to cattle genetic improvement, livestock equipment, and hay and feed storage facilities, the division also provides cost share assistance to farmers for organics, grape production, fruits and vegetables, honey, agritourism, and many other developing areas of agriculture.

Agricultural Industry Development and Recruitment. Marketing efforts focus on increasing income for farmers and forestland owners and new jobs, which enhance income both locally and statewide. Emphasis is on recruiting new businesses including alternative fuels, emerging biotechnologies, and expanding existing industries in food manufacturing and in the forest products industry.

International Marketing. Efforts are aimed at building opportunities for Tennessee producers and processors in world markets. Special emphasis is placed on marketing of food products, fruits and vegetables, horticultural products, and livestock. Cooperative marketing activities are conducted in conjunction with the Southern United States Trade Association and other agricultural trade organizations to increase overseas sales of a variety of Tennessee agricultural products including nursery stock, livestock, and processed food products. Recent trade missions have targeted marketing opportunities in Australia, China, Germany, New Zealand, United Arab Emirates, and the United Kingdom, and reverse trade missions from Turkey, the Netherlands, and Chile.

Agritourism. An ongoing statewide Agritourism Initiative is aimed at increasing income for Tennessee farmers and their communities. Primary partners include the Tennessee departments of Agriculture, Tourist Development, Economic and Community Development, Transportation, and the University of Tennessee Center for Profitable Agriculture with USDA Rural Development, the Tennessee Farm Bureau Federation, and Tennessee's Agritourism Association. Outreach efforts also include assistance to local governments and chambers of commerce interested in agritourism development. A vital part of this program is alerting consumers and potential tourists about farm-direct crops, like apples, pumpkins or strawberries, and entertainment opportunities and activities. The ultimate goal is to increase farm income and make a positive impact on rural communities in our state by identifying and promoting existing agritourism operations while developing additional farm-based venues.

Pick Tennessee Products. Market Development's domestic services focus on disseminating updated information through the division's website, www.picktnproducts.org. The aim of the promotional campaign is to increase consumer awareness of high quality, locally grown and processed food, and other products. Participation in the program by Tennessee manufacturers, growers, and retailers results in increased sales of Tennessee products as consumers learn to recognize and choose products featuring the "Pick Tennessee Products" logo.

Tennessee Ag Tag. The specialty license plate funds the Tennessee Agricultural Development Fund which pays thousands of dollars annually to agricultural organizations across the state for projects involving agricultural or forestry market development, public awareness, information, and education. Ag Tags serve as traveling billboards for the Pick Tennessee Products promotion and have helped unify the state's agricultural industry with a single positive image.

Market News Service. Market Development assists farmers in the areas of price discovery and in packaging through Livestock Grading Services. Fruit and vegetable grading is provided through a joint program with USDA.

Agricultural Fairs. Fairs are a tradition and the department proudly supports some 60 agricultural fairs and livestock shows each year throughout the state. In addition to showcasing the best

of Tennessee agriculture, these events are a source of education, community pride, and enjoyment. More than 3 million people attend a fair in Tennessee each year.

Regulatory Services — Regulatory Services monitors agricultural materials, food and consumer products, and services to assure quality, public safety, and a fair marketplace.

Animal Diagnostics. The C.E. Kord Animal Health Diagnostic Laboratory provides a variety of diagnostic services in support of animal disease detection and animal health regulatory programs. Services range from animal export and import health certification to diagnostic support for practicing veterinarians, individual farmers, and companion animal owners. The department partners with the University of Tennessee College of Veterinary Medicine and the University of Tennessee at Martin to provide animal diagnostic services in each grand division of the state.

Agricultural Inputs. This section ensures the safety and effectiveness of agricultural products for all Tennesseans. Animal feed, seed, fertilizer, and agricultural lime products are inspected for proper labeling, and analyses are performed to ensure compliance with state and federal regulations.

Animal Health. TDA is the common denominator between state and federal regulators, private veterinarians, and livestock industries for animal disease surveillance, diagnosis, and protection. Increased monitoring for potentially devastating animal health problems is part of the department's ongoing emergency planning and Homeland Security efforts. A portion of Tennessee Agricultural Enhancement Program funding is helping to improve and protect livestock health in the state through expanded diagnostic services, animal identification, increased access to veterinarian care, and through the promotion of livestock health management practices and record-keeping to increase the marketability of Tennessee livestock.

Food and Dairy. All retail food stores are licensed and inspected yearly. Food manufacturers, warehouses, and distributors are also inspected. TDA inspects dairy farms, dairy plants, milk transport trucks, dairy and trade product distributors, and milk samplers. Every dairy product offered for sale must be registered with the department. Other responsibilities include bottled water regulations, custom slaughterhouse inspections, hazardous substance inspection and labeling, nutritional labeling, and the enforcement of state tobacco laws regarding sales to minors.

Laboratory Services. The L.H. "Cotton" Ivy Laboratory provides quality analytical data in a safe, timely, and efficient manner. The laboratory consists of biological services, including animal diagnostics and food microbiology; chemical services comprised of toxicology, food residue services, and environmental monitoring; and feed, seed, and fertilizer testing.

Pesticides. TDA registers all pesticides, administers certification and licensing exams for commercial and private applicators, inspects and regulates pest control businesses, as well as monitors the state's groundwater supply. The department also enforces agricultural pesticide worker protection standards to ensure farm worker and pesticide applicator safety.

Petroleum Quality. The department verifies accurate octane rating labeling and the exclusion of harmful impurities in petroleum products.

Plant Certification. Nursery, greenhouse, and plant dealer certification programs ensure the continued movement of healthy, pest-free plant material in interstate and international trade. The phytosanitary condition of plants coming into the state is also monitored. Some of the pests of major concern include gypsy moths, imported fire ants, Japanese beetles, emerald ash borer, and thousand cankers disease – all of which threaten Tennessee's forests, nurseries, and major crops.

Weights and Measures. Commercially used weighing and measuring devices such as fuel pumps, scales, and liquid propane gas meters are tested for accuracy and related requirements. Inspections

are also conducted to ensure proper labeling, correct packaged product net quantity, and price scanner accuracy.

Related Boards and Commissions

State Soil Conservation Committee — In 1939 the Tennessee General Assembly passed the Soil Conservation District Act, creating the State Soil Conservation Committee. The committee assisted with the formation of soil conservation districts in all 95 counties, and today it continues to provide overall guidance and leadership to the state’s soil and water conservation efforts. The committee advises the Commissioner of Agriculture and helps develop the state’s plan for controlling agricultural-related nonpoint source pollution. Other duties include assisting the supervisors of soil conservation districts in carrying out their programs, coordinating such programs, and assisting with watershed treatment programs.

Tennessee Forestry Commission — This seven-member panel appointed by the governor with three ex officio members provides guidance on program and policy development regarding forest resource programs of the department. The commission advises the commissioner of agriculture and the Governor on matters pertaining to forest protection, management, reforestation, and related educational activities. Other responsibilities include reviewing the annual forestry budget and submitting an annual report of program accomplishments.

Tennessee State Fair and Exposition Commission — This commission is responsible for selecting and supervising a Tennessee not-for-profit corporation for the purpose of operating a fair or exposition and for granting the exclusive use of the names “Tennessee State Fair” or “Tennessee State Exposition.” The board comprises eight members including the commissioners of Agriculture, Tourist Development, and Economic and Community Development; the University of Tennessee Dean of Extension; the president of the Tennessee Farm Bureau Federation; an appointee by the mayor of the host county; and appointees by the Governor.

Other entities include the Tennessee Pest Control Licensing and Advisory Board, the Tennessee Viticulture Advisory Board, the Tennessee Beef and Dairy Promotion boards, and the Tennessee Agricultural Hall of Fame Board.

Commissioner Julius Johnson

Tennessee Department of Agriculture

Julius Thomas Johnson was appointed by Governor Bill Haslam and sworn in as Tennessee’s 36th Commissioner of Agriculture in January 2011. Prior to his appointment, Johnson served as Chief Administrative Officer of the Tennessee Farm Bureau Federation (TFBF), a leading farm and rural advocacy organization with the largest membership in the nation. During his 37 years of professional service to the TFBE, he directed the organization’s legislative affairs, served as director of research, and served as a regional field service director. He has extensive experience in working with government leaders and agencies at local, state, and federal levels. He has served on the Legislative Tax Structure Study Committee, the Governor’s Council on Agriculture and Forestry, the Governor’s Interagency Task Force on Wetlands, and other agricultural committees primarily related to issues affecting rural Tennessee. In a civic role, Johnson has served on the University of Tennessee Agriculture Development Board, the Maury



County Chamber of Commerce Board of Directors, the Maury County United Way Board of Directors, the Maury County Vision 2020 Board of Directors, and as president of the Maury County University of Tennessee Alumni Board. He was a Kiwanian and is an active supporter of Boy Scouts as president-elect of the Middle Tennessee Council. He has been recognized by the Tennessee Association of Future Farmers of America with the Honorary State FFA Degree and by the University of Tennessee Gamma Sigma Delta Honorary Society with the Distinguished Achievement in Agriculture Award. He is an honorary brother of the Alpha Kappa Chapter of the Alpha Gamma Rho agricultural fraternity. A native of Forbus, Tenn., in Fentress County, Johnson received his bachelor's degree in animal science from the University of Tennessee at Knoxville and has completed postgraduate work. He and his wife, Karen, have two children and one granddaughter, Lucy Adeline. They make their home in Columbia, Tenn.







Department of Children's Services

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James M. Henry, Commissioner

Introduction

The Department of Children's Services (DCS) was established in April 1996, through Tenn. Code Ann. § 37-5-101. DCS protects children who are victims of abuse or neglect, strengthens families through services that focus on support and preservation, provides permanency services to children in state custody, and develops community driven solutions to challenges faced by young people and their families.

The department administers child protective services, foster care, adoption services, programs for delinquent youth including probation, aftercare, and treatment, and rehabilitation services for youth. Services are delivered across the state through the department's 12 regional offices, contracted providers, and three secure juvenile justice facilities which are fully accredited by the American Correctional Association.

Tennessee leads the nation in two important areas of child welfare practice – adoption and permanency. The Adoption and Foster Care Analysis and Reporting System (AFCARS) ranks Tennessee first in the country in time to adoption, meaning children eligible for adoption in Tennessee find permanent homes more quickly than children in any other state in the country. AFCARS also ranks the state first in time to permanency for children in foster care for 24 months.

DCS received the 2012 Commitment Award from the Tennessee Center for Performance Excellence. The award is the second in a series of four award levels an organization must achieve on the road to the national Baldrige Award.

Vision

Tennessee's children thrive in safe, healthy, and stable families. Families thrive in healthy, safe, and strong communities.

Tennessee's citizens benefit from the best child welfare and juvenile justice agency in the country.

Mission

Fostering partnerships to protect children, develop youth, strengthen families, and build safe communities.

Services

The Commissioner's Office is in charge of the overall operation of the department. Reporting directly to the Commissioner are the Deputy Commissioner for Child Safety, the Deputy Commissioner for Child Health, the Deputy Commissioner for Child Programs, and the Deputy Commissioner for Juvenile Justice. The Commissioner's Office also includes Quality Control, Budget and Finance, Information Systems, General Counsel, Human Resources, Risk Management, Communications, and Customer Focused Government.

The Division of Child Safety oversees child protective services investigations, training and development, the child abuse hotline, internal quality control, and community partnerships.

The Division of Child Health is responsible for managing the child fatality review process, safety analysis, and nursing, psychology, and education services.

The Division of Child Programs oversees services provided to all children in state custody or guardianship, including foster care, adoption, independent living, in-home services, child welfare benefits, interstate compact services, and network development.

The Division of Juvenile Justice oversees programs providing services to juveniles who have committed delinquent offenses and have been adjudicated in a juvenile court proceeding. Services range from community diversion to custodial care. The division operates three Youth Development Centers across the state.

The Office of Quality Control is responsible for strengthening the department through effective planning, policy development, performance management, evaluation, and problem-solving. It works to improve DCS processes, system performance, and outcomes. The office has three divisions: Quality Assurance, Policy, and Accreditation.

The Office of Budget and Finance manages the department's financial and business responsibilities and the procurement of goods and services for the department. The office includes budget, contracts, revenue maximization, accounting services, and eligibility determination.

The Legal Division is comprised of more than 85 attorneys located throughout the state. The attorneys practice in all 95 counties representing the department's involvement in both custodial cases and non-custodial cases.

The Office of Human Resources consists of three divisions: Personnel, Training, and Diversity Initiatives (equal employment opportunity, affirmative action, and Title VI of the Civil Rights Act of 1964) that are responsible for maximizing the deployment, performance, and development of the department's human resources.

The Office of Information Systems provides technology and systems management, including the Tennessee Family and Child Tracking System (TFACTS) administration, regional support and enhancements for technology systems, and operation of the TFACTS and information systems help desks. This office includes the divisions of regional information support, systems enhancement, security, and asset management.

Regional Offices and Facilities

Regional Offices

DCS Knox County Regional Office

2600 Western Avenue
Knoxville, TN 37921
Phone: (865) 329-8879
Fax: (865) 525-2564

DCS Southwest Regional Office

225 Dr. Martin Luther King Drive, 4th Fl.
Jackson, TN 38301
Phone: (731) 421-2000
Fax: (731) 426-0850

DCS Tennessee Valley Regional Office

5600 Brainerd Road, Suite C-20
Chattanooga, TN 37411
Phone: (423) 296-1234
Fax: (423) 296-9186

DCS Upper Cumberland Regional Office

1300 Salem Road
Cookeville, TN 38506
Phone: (931) 646-3000
Fax: (931) 520-1877

DCS Davidson County Regional Office

900 2nd Avenue North
Nashville, TN 37243
Phone: (615) 253-1400
Fax: (615) 532-9814

DCS Northwest Regional Office

8600 Highway 22
Dresden, TN 38225
Phone: (731) 364-3149 (press 0)
Fax: (731) 364-3676

DCS East Tennessee Regional Office

182 Frank L. Diggs Drive, Suite 100
Clinton, TN 37716
Phone: (865) 425-4400
Fax: (865) 457-0113

DCS Shelby County Regional Office

170 North Main Street
Memphis, TN 38103
Phone: (901) 578-4000
Fax: (901) 543-7110

DCS Northeast Regional Office

2555 Plymouth Road
Johnson City, TN 37601
Phone: (423) 854-5311
Fax: (423) 854-5315

DCS Mid-Cumberland Regional Office

287 Plus Park Blvd.
Murfreesboro, TN 37127
Phone: (615) 360-4320
Fax: (615) 360-1196

DCS Smoky Mountain Regional Office

613 West Highway 11E, Suite 1
New Market, TN 37820
Phone: (865) 475-0722
Fax: (865) 475-7498

DCS South Central Regional Office

1400 College Park Drive, Suite A
Columbia, TN 38401
Phone: (931) 380-2587
Fax: (931) 380-2585

Youth Development Centers

Woodland Hills Youth Development Center

3965 Stewarts Lane
Nashville, TN 37243-1297
Phone: (615) 532-2000
Fax: (615) 532-8402

Mountain View Youth Development Center

809 Peal Lane
Dandridge, TN 37725
Phone: (865) 397-0174 (press 0)
Fax: (865) 397-0738

Wilder Youth Development Center

P.O. Box 639, 13870 Highway 59
Somerville, TN 38068
Phone: (901) 465-7359
Fax: (901) 465-7363

Commissioner James M. Henry

Tennessee Department of Children's Services

James M. Henry is the Commissioner of the Department of Children's Services, a role he assumed on June 1, 2013 after serving as interim Commissioner since February 5, 2013.

Prior to being appointed Commissioner at DCS, Mr. Henry served as the first Commissioner of the Department of Intellectual and Developmental Disabilities, which became a state department on January 15, 2011.

Previously, he was the president and CEO of Omni Visions Inc., a company serving adults with intellectual and developmental disabilities, and children and families in crisis. The company has operations in Georgia, Kentucky, North Carolina, and Tennessee.

A former Kingston mayor, Mr. Henry spent 12 years as a State Representative and six of those years as the Minority Leader.

Mr. Henry, a Vietnam veteran, is married to Patricia, and they have three grown children. They attend First Baptist Church in Kingston.







Department of Commerce and Insurance

500 James Robertson Parkway
Nashville, TN 37243-5065
(615) 741-6007

TN.gov/commerce

Julie Mix McPeak, Commissioner
Steven Majchrzak, Deputy Commissioner

This agency is responsible for protecting the interests of consumers while providing fair, efficient oversight and a level field of competition for a broad array of industries and professionals doing business in Tennessee.

The Division of Consumer Affairs, in concert with other state and federal agencies, is charged with the enforcement of the Tennessee Consumer Protection Act. It mediates or otherwise resolves consumer complaints and coordinates many of the department's consumer education efforts. During state fiscal year 2012, Consumer Affairs received almost 42,000 complaints and helped obtain more than \$5 million in recovered products and/or refunds to consumers.

The Division of Insurance regulates approximately 3,000 insurance companies and 142,356 insurance agents. It generates approximately \$675 million for the state in fees and taxes.

The Securities Division licenses investment brokers and dealers and investigates fraud.

The TennCare Oversight Division monitors the financial condition and claims payment practices of the health maintenance organizations (HMOs), behavioral health organizations (BHOs), and third party administrators (TPAs) that contract to provide services to TennCare enrollees.

The Division of Fire Prevention includes the state's building and safety codes enforcement operations, arson and explosives investigations, and offers training for volunteer and career firefighters and codes officials through the state's Fire Service and Codes Enforcement Academy.

The Division of Regulatory Boards regulates about 30 professions and houses 22 boards and commissions that enforce professional standards of conduct and statutory mandates for many different industries ranging from architecture and engineering to contracting, cosmetology, and accounting.

Attached entities include the Commission on Firefighting Personnel and Standards Education, which sets criteria for fire service personnel standards, and the Emergency Communications Board.

In fiscal year 2012 the Department of Commerce and Insurance collected \$832.1 million in fees and premium taxes and had expenditures of \$121.8 million.

History

In 1878 the Tennessee General Assembly recognized the need for consumer protection and insurance regulation by creating the Bureau of Insurance with the State Treasurer acting as insurance commissioner. In 1913 a separate Department of Insurance was formed under the direction of a commissioner, who became an officer in the Governor's Cabinet. The Fire Prevention Division

was added in 1937, and, to reflect its expanded role in business regulation and consumer protection, the State Insurance Department became the Department of Commerce and Insurance in 1983.

Services

Consumer Affairs Division. Created by the General Assembly in 1977, the division's mission is to protect Tennessee consumers from deceptive business practices.

Consumer Affairs acts both as an intermediary for consumers and businesses and as a primary source of consumer education and information. The division takes a proactive approach toward preventing consumer fraud and investigates claims and refers cases to the state attorney general, who may take action against a person or business violating the Tennessee Consumer Protection Act.

The division mediates thousands of consumer complaints each year resulting in millions being returned to consumers. In 2005 the division began the Contractor/Homeowner Accountability and Mediation Program (CHAMP), which mediates complaints filed with the Board of Licensing Contractors and the Home Improvement Commission.

Tennesseans can contact Consumer Affairs at (800) 342-8385 or (615) 741-4737. The division maintains a consumer-friendly website with an online complaint form at Tennessee.gov/consumer.

Fire Prevention Division. The Commissioner of Commerce and Insurance also serves as the State Fire Marshal. Day-to-day operations of the Fire Prevention Division are the responsibility of an assistant commissioner.

Administrative Services Section. This section coordinates the state's public fire education efforts, administers the certification program for fire and building code inspectors, collects and disseminates fire data from throughout the state, and issues permits and licenses required by statute.

Bomb and Arson Section. This section works with local, state, and federal law enforcement to investigate incidents of arson and criminal misuse of explosives. Persons with information about incendiary fires are urged to call the Arson Hotline at (800) 762-3017.

Codes Enforcement Section. Most new construction plans are required to be reviewed, approved, and inspected by this section. The section also inspects schools, day care facilities, residential mental health and mental retardation facilities, propane gas dealerships, and fireworks establishments. In addition, blasting incidents are reported to and investigated by this section. Modular buildings, manufactured homes, and recreational vehicles are regulated by this section.

Manufactured Housing Section. This section enforces the Federal Housing and Urban Development (HUD) standards concerning manufactured housing. It is designated as the State Administrative Agency (SAA). As such, the division enforces the Uniform Standards Code of the manufactured housing industry by licensing manufacturers, dealers, and installers.

Electrical Inspection Section. This section performs residential, commercial, and industrial inspections of new and existing structures while assisting county and municipal officials with large commercial and industrial installations.

Fire Service and Codes Enforcement Academy. This educational facility is designed to train volunteer and career firefighters, codes enforcement personnel, and others involved in the delivery of emergency services throughout Tennessee.

Insurance Division. Headed by an assistant commissioner, this division is responsible for enforcing the state's insurance laws.

Actuarial Section. This section reviews about 18,000 life, credit life, and accident and health insurance policy form changes annually and approves changes in those policies. This office is also

responsible for regulating property and casualty insurance premium rates to ensure that rates are not excessive, inadequate, or unfairly discriminatory. This section reviews rate, rule, and policy form filings by licensed insurance companies to assure compliance with applicable statutes and rules as interpreted by the department. Approximately 4,000 filings are processed each year.

Agent Licensing. This office is responsible for the licensing and regulation of approximately 90,000 insurance producers licensed to do business in Tennessee. It also regulates approximately 325 approved continuing insurance education providers.

Financial Affairs Section. This section regulates the formation, admission, operation, and examination of life, accident and health, property, casualty, title, and captive companies, health maintenance organizations, governmental pools, and risk retention groups. The duties of this section include review and analysis of financial statements, receipt of required reports and premium taxes, and the performance of detailed company financial examinations. This section also reviews and approves both individual and group self-insurance proposals. Further responsibilities include the licensing and review of automobile clubs and agents as well as surplus lines agents, and the regulation of workers' compensation insurance.

Employee Leasing Section. This section licenses entities that handle, by contract, all personnel situations for companies and industries in Tennessee. Tennesseans can call the section at (615) 741-1633.

Consumer Insurance Services Section. Through this office, insurance consumers have access to mediation services to help resolve insurance-related disputes. The section also works in conjunction with the Division of Consumer Affairs to educate consumers about insurance issues. Complaints, questions, or concerns regarding insurance companies or practices can be emailed to cis.complaints@state.tn.us or faxed to (615) 532-7389. Tennesseans can call the division at (800) 342-4029 or (615) 741-2218.

Captive Insurance Section. This section works with companies that would like to form specialized insurance cells to better manage isolated categories of risk. Contact at (855) 809-0069 or captive.insurance@tn.gov.

Securities Division. Responsible for enforcing the 1980 Tennessee Securities Act, this division helps protect Tennessee investors by maintaining the integrity of capital markets. The division provides three principal areas of regulation.

Securities Registration. This section registers all nonexempt securities, reviews applications for exempt securities that require a filing fee, and receives notice filings for covered securities to be sold in the state. Applications and notices are processed and examined for compliance with federal and state securities registration laws and rules.

Broker-Dealer, Agent, Investment Adviser Registration. This section registers broker-dealers (securities firms), registered representatives (salespersons), investment advisers, and investment adviser representatives to do business in the state and receives notice filings for federally registered investment advisers. There are more than 1,500 broker-dealers, 150 investment advisers, and 73,000 securities agents registered through this section. More than 900 federally registered investment advisers are registered through this section.

Enforcement. This office is responsible for the enforcement of the Tennessee Securities Act of 1980. This section investigates complaints filed with the division to determine whether violations have occurred. Investigations may result in the filing of an administrative action against registered or nonregistered parties, the initiation of an injunctive action in chancery court, and/or a criminal referral to the Attorney General or the appropriate district attorney general.

For information about a brokerage firm, investment adviser, or stockbroker, to file a complaint, or to inquire about any other services of the Securities Division, call (615) 741-2947 in Nashville or (800) 863-9117 anywhere in Tennessee.

TennCare Oversight. This division is responsible for ensuring the financial responsibility, stability, and integrity of operations of the HMOs, BHOs, and TPAs that contract with the TennCare Program through oversight, examination, and monitoring. The responsibilities of this division include reviewing and analyzing financial status, market conduct activities, and compliance with federal and state laws, rules, and regulations as they apply to the TennCare Program HMO, BHO, and TPA operations. The division also supports the Selection Panel for TennCare Reviewers and administers the independent review of provider claims denials. Contact the division at (615) 741-2677.

Regulatory Boards Division. This division licenses and regulates several hundred thousand Tennesseans in their professions and businesses through 28 regulatory programs. Some programs have boards and commissions comprised of private citizens, while others register professionals or are regulated administratively through the Commissioner. These entities are empowered to take disciplinary action—including revocation of licenses and assignment of civil penalties—against license-holders found guilty of violating laws governing their professions. Created by statute in 1959 and headed by an assistant commissioner, the division has a separate investigations unit.

Regulatory Boards and Commissions

The Commissioner of Commerce and Insurance appoints the members of the Advisory Board on Professional Boxing, the Private Protective Services Advisory Committee, and the Cemetery Advisory Board. All other appointments are made by the Governor.

Administration	(615) 741-3449
Board of Accountancy	(615) 741-2550
Alarm System Contractors Board	(615) 741-9771
Board of Architectural & Engineering Examiners	(615) 741-3221
Auctioneer Commission	(615) 741-3600
Board of Barber Examiners	(615) 741-2294
Collection Service	(615) 741-1741
Contractors/Home Improvement	(615) 741-8307
Cosmetology Board	(615) 741-2515
Board of Funeral Directors and Embalmers, Burial Services/Cemetery	(615) 741-5062
Geology Registration Section	(615) 741-3611
Home Inspector Licensing Advisory	(615) 741-1831
Board of Examiners for Land Surveyors	(615) 741-3611
Locksmith Licensing Program Advisory	(615) 532-3369
Motor Vehicle Commission	(615) 741-2711
Private Investigators/Polygraph Commission	(615) 741-4827
Private Probation Services	(615) 741-1741
Private Protective Services Program	(615) 741-6382
Race Track Licensing Program	(615) 741-1741

Real Estate Appraiser Commission.....	(615) 741-1831
Tennessee Real Estate Commission	(615) 741-2273
Scrap Metals Registration Program	(615) 741-1741
Soil Scientist Licensing Program.....	(615) 741-3611

The following commissions are attached to the Department of Commerce and Insurance:

Tennessee Athletic Commission. Enacted by Public Chapter No. 1149 of the Public Acts of 2008, the commission was created as an independent entity of state government attached to the Department of Commerce and Insurance. That statute extinguished the authority of the Commissioner of the Department of Commerce and Insurance to regulate professional boxing as of July 1, 2008. The commission, which regulates unarmed combat sporting events, is composed of five members appointed by the Governor, Speaker of the Senate, and Speaker of the House.

Tennessee Commission on Firefighting Personnel and Standards Education. This commission sets criteria for standards of performance, courses of instruction and training, and procedures for certifying levels of achievement for fire service personnel throughout the state. It is also responsible for administering the supplemental pay plan for firefighters.

Tennessee Emergency Communications Board (E-911). This nine-member board serves as the state's authority for E-911 matters. The board was created by the General Assembly in 1998 for the purpose of assisting the state's 100 emergency communications districts in the areas of management, operations, and accountability and establishing uniform E-911 service statewide.

The Tennessee Peace Officer Standards and Training (P.O.S.T.) Commission is responsible for developing and enforcing standards and training for all local police officers. The commission also promotes continuing law enforcement training for the full-time peace officers in Tennessee. The commission is composed of 18 members and includes local law enforcement personnel, legislators, and Tennessee citizens who are not connected with law enforcement. The work of the commission is supported by two staff members, as well as by the Tennessee Law Enforcement Academy staff.

Serving as the primary regulatory body for Tennessee law enforcement, the P.O.S.T. Commission develops and enforces standards for law enforcement agencies statewide including physical, educational, and proficiency skills requirements for both employment and training. In addition to setting standards, the commission certifies law enforcement training instructors, curricula, and specialized schools. Training programs that may seek P.O.S.T. certification include the basic police training required of all new recruits and continuing education training programs that officers complete to fulfill the P.O.S.T.-required 40 hours of in-service training each year.

Tennessee Corrections Institute (TCI). Under the authority of Tenn. Code Ann. § 41-4-140, the TCI is required to establish minimum standards for adult local jails, lock-ups, workhouses, and detention facilities in the state. The agency's Board of Control establishes the standards to inspect and certify local correctional facilities. Inspections and re-inspections are conducted within the mandated time frame to ensure compliance of all standards for the purpose of certification. TCI is responsible for educating local correctional staff while providing and monitoring basic certification and annual in-service training for personnel within local adult correctional detention facilities. TCI provides technical assistance and conducts research in relation to requests from local correctional detention facilities, the Tennessee legislature, and other state agencies.

Commissioner Julie Mix McPeak

Tennessee Department of Commerce and Insurance

Commissioner Julie Mix McPeak was appointed by Governor Bill Haslam to lead the Tennessee Department of Commerce and Insurance in January 2011. She brings to the department more than 14 years of legal and administrative experience in state government.

Before being named to lead the department, she practiced as Counsel to the insurance practice group of law firm Burr & Forman LLP. She also served as the Executive Director of the Kentucky Office of Insurance (KOI). Before her appointment as Executive Director, McPeak spent nine years as an attorney for KOI, the final five as general counsel. She also served as general counsel to the Kentucky Personnel Cabinet.



McPeak served as co-counsel for *Kentucky Association of Health Plans v. Miller*, a case heard before the Supreme Court of the United States, regarding ERISA preemption and state “Any Willing Provider” statutes. McPeak is a frequent author and lecturer on insurance issues, having addressed members of the American Council of Life Insurers, the National Association of Mutual Insurance Companies, the National Alliance of Life Companies, and the Million Dollar Roundtable. Her recent presentations include the Self-Insurance Institute of America and the South Carolina Captive Insurance Association. Recent articles include, “The Saga Continues: More Uncertainty for Fixed Indexed Annuity Insurers;” “The SEC’s Adventures in Wonderland: The Indexed Annuities Regulatory Debate;” and “The Securities and Exchange Commission’s Rule 151A: Laudable Goals, but Suspect Rationale.” McPeak also co-authored the article, “The Future of State Insurance Regulation: Can It Survive?” featured in *Risk and Management Insurance Review*.

McPeak is a member of the Tennessee Bar Association, Kentucky Bar Association, Nashville Bar Association, and Franklin County Bar Association. She is an active member of the American Bar Association, Tort and Insurance Practice section, where she serves as vice chair of the Insurance Regulation Committee and a member of the Federal Involvement in Insurance Regulatory Modernization Task Force. She was also a member of the National Association of Insurance Commissioners, including participating on the executive committee, serving as the southeastern zone secretary/treasurer and chair of the life insurance and annuities committee. McPeak has also served on the Board of Directors of the National Insurance Producer Registry.

McPeak received her J.D. from the University of Louisville School of Law in 1994. She is a 1990 graduate of the University of Kentucky, where she received her B.B.A., with Distinction, in marketing.





Department of Correction

320 Sixth Avenue North
Sixth Floor, Rachel Jackson Building
Nashville, TN 37243-0465
(615) 741-1000
TN.gov/correction
Derrick D. Schofield, Commissioner

Introduction

The Tennessee Department of Correction (TDOC) has emerged as a model in the nation for its management practices and cost-saving measures since becoming one of the first correctional systems in the country to be fully accredited in 1994. Since that time, each component of the system has been reaccredited in a three-year cycle by the American Correctional Association.

The department's mission has always been to operate safe and secure prisons to enhance public safety in Tennessee through incarceration and rehabilitation of felony offenders. The mission was expanded in 2012 to include providing effective community supervision of adult offenders to ensure public safety based upon the transfer of probation and parole supervision and community correction grant program functions from the Board of Probation and Parole (BOPP) to the department. This transition is critical to the seamless supervision of felons in Tennessee, whether they are on probation, incarcerated in prison, on parole, or under the supervision of one of the community corrections agencies. The department is working to ensure seamless supervision of offenders from the minute they enter the state system through their return to the community and the eventual end of their sentence.

Beginning in 1995, the department increased its bed capacity by 2,151 beds through double-celling and 3,552 beds by contracting with Hardeman County at the Hardeman County Correctional and the Whiteville Correctional facilities. New housing construction added a net of 1,914 new beds (742 beds in obsolete units were demolished), including a 1,536-bed facility in West Tennessee, which opened in March 1999. The department increased the number of beds for females by converting the Mark Luttrell Correctional Center to a female facility in 1999. A net increase of 410 beds at the Tennessee Prison for Women, completed in 2001, more than doubled that facility's original population capacity. In 2004, the department announced two prison expansion projects to existing facilities in East Tennessee: Morgan County Correctional Complex and Southeastern Tennessee State Regional Correctional Facility. The Morgan County expansion was completed in April 2009, and the Southeastern expansion was completed in March 2013. The two projects provided a net increase of approximately 2,300 beds.

The department manages and operates 11 adult facilities, contracts with a private prison management company for the operation of another state facility, and leases two facilities owned by a county government (Hardeman County), collectively housing 20,397 inmates. The TDOC also supervises some 79,000 offenders on probation, parole, or community corrections.

The community supervision unit consists of eight districts and 45 offices. The department has more than 6,500 employees, including more than 5,000 institutional security personnel. The Tennessee Correction Academy in Tullahoma is the department's training facility. The facility also trains personnel for the Department of Children's Services. During fiscal year 2011-2012, the academy trained more than 6,879 employees, including 4,531 institutional security personnel. The remaining 4,254 employees received annual refresher training or specialized training programs offered on-site or at satellite locations across the state.

Like other corrections departments nationwide, Tennessee's most pressing challenge today is population growth. The agency has developed strategies that have been shown to reduce populations including the expansion of regional drug court programs, residential and community-based treatment and diversion programs, sentencing reforms, and contracting with counties for bed space. To address the issue of escalating health care costs driven by a sicker and older population, the Office of Clinical Services has secured contractual agreements for medical as well as mental health and substance abuse treatment. These contractors have assisted the department with implementation of new and innovative methods to improve the quality of care and cost containment through an interdisciplinary approach. The department has undertaken initiatives of culture change to more effectively manage the costly transport of patients off-site for certain procedures. This is accomplished with enhanced skill development of our front-line providers so that less complex treatment can be handled at the facility level while utilizing tele-health and tele-mental health for specialty consults and coverage in areas where it is more difficult to staff health care providers. In addition, the Office of Clinical Services has put in place a quality assurance process that expands the management of performance level, accountability, and quality of health care delivery by the use of data and results to continually identify opportunities for improvements, facilitating successful reentry and decreasing recidivism.

The Department of Correction works toward becoming the best correctional agency in the nation by adhering to its mission to operate safe and secure prisons and provide effective community supervision in order to enhance public safety. Through new initiatives, the agency is able to further its goals of holding offenders accountable, improving offender outcomes, and reducing recidivism. In 2012- 2013, the department intensified probation/parole home visits, opened the Morgan County Drug Court, implemented an automated collection system to accept supervision fees, established the Young Adult Offender Cognitive Behavioral Program, launched "Operation Blackout" to protect children by targeting sex offender residences on Halloween, and partnered with the Tennessee Housing Development Agency to create a housing initiative for offenders leaving prison.

The Tennessee Department of Correction is committed to providing quality services to victims of crime. The department is legally mandated to keep victims, family members of victims, and interested parties informed of offender hearing dates, release dates, escapes, and certain movements. In addition to notifications, the department provides Victim Impact classes to offenders in an effort to increase an offender's understanding of the impact of crime on victims. A 24-hour toll-free telephone line for crime victims is also provided. The Victims Offender Information Caller Emissary (VOICE) allows registered victims and/or their immediate family members access to information about an offender's current location, release eligibility dates, and any scheduled parole hearings. Since its inception in 1996, VOICE has served 11,000 registered victims and their immediate family members. In 2013 more than 8,500 victims and their immediate family members were registered to use VOICE.

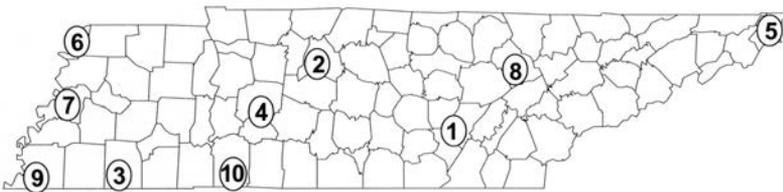
Office of Reentry

In 2013 the Department established The Office of Reentry which is responsible for directing complex multi-disciplinary initiatives to improve offender outcomes, reduce recidivism, and enhance public safety. All initiatives start and begin with the goal of providing a seamless system of care for successful reentry. This approach is accomplished through assessing each offender to identify their needs, providing the correct amount of treatment to each offender based on their assessed needs, and linkage with partnerships in the community upon their release. Initiatives from the Office of Reentry include:

- New structure and model for reentry counseling services
- Developed reentry policy for correctional counselor
- Developed process for offender identification at release
- Implemented the department's risk/needs assessment strategies

Under the banner of Passport to Success, the Office of Reentry promotes offender advocacy and reduces recidivism by providing offenders with the following constitutional and legally required evidence-based programs and services that target changing criminal behavior and thinking:

- Education and Vocational Programs
- Inmate Jobs
- Religious and Volunteer Services
- Pro-social Programs
- Offender Workforce Development
- Behavioral Programs
- Housing
- Reentry Services
- Clinical Services
- Victim Services



The Office of Reentry also offers two transition centers, Exodus at the Tennessee Prison for Women and the Chattanooga Release Center. The department continues to place strong emphasis on the inmate community work program. Offenders provide labor and skills for various projects including construction of senior citizens centers, assistance to local governments, and maintenance of state and local parks. During fiscal year 2012-2013, the crews performed 587,000 hours of community service work, resulting in a savings of nearly \$4.3 million.

As indicated by its many initiatives, the department continues to be committed to ways to operate its prisons in an efficient and effective manner while maintaining the safety of the public, its employees, and the inmates in its custody.

In 1999 as a result of increasing gang activity in the prison population, the department created the position of Security Threat Group (STG) Coordinator. In an effort to stem the tide of gang or STG-related activity within its facilities, the department has developed and implemented several initiatives, which include separate housing units for STG members and a four-month rehabilitation program.

In 2002 an online service was created that provides users with the status of convicted felony offenders who are, or have been, under the supervision of TDOC. Information such as an individual's current status (e.g., inmate, probation, parole) or parole eligibility is available to citizens free of charge. Any individual, who has been in a county or city facility, but not state custody, will not appear.

In 2009 the Joint Offender Management Plan was initiated, in partnership with BOPP, to ensure an effective strategy for transition, supervision, and re-integration of offenders back into the community.

Department of Correction Facilities

County	Facility	Abbreviation
1. Bledsoe	Bledsoe County Correctional Complex	BCCX
2. Davidson	Lois M. DeBerry Special Needs Facility	DSNF
	Charles B. Bass Correctional Complex	CBCX
	Riverbend Maximum Security Institution	RMSI
	Tennessee Prison for Women	TPW
3. Hardeman	Hardeman County Correctional Facility	HCCF
	Whiteville Correctional Facility	WCFA
4. Hickman	Turney Center Industrial Complex	TCIX
5. Johnson/Carter	Northeast Correctional Complex	NECX
6. Lake	Northwest Correctional Complex	NWCX
7. Lauderdale	West Tennessee State Penitentiary	WTSP
8. Morgan	Morgan County Correctional Complex	MCCX
9. Shelby	Mark H. Luttrell Correctional Center	MLCC
10. Wayne	South Central Correctional Facility	SCCF
	Turney Center Annex	TCIX-Annex

Decommissioned Prisons

1. Morgan	Brushy Mountain State Penitentiary (1896-2009)
2. Davidson	Tennessee State Penitentiary (1831-1992)

History

The department's role and scope has evolved dramatically since the Tennessee State Penitentiary opened in 1831 with 13 prisoners. From 1871-1939, the department went through various name

changes and reorganizations to become the modern-day Tennessee Department of Correction in 1955.

Various divisions were created, including one for juvenile probation in 1957 and the Division of Adult Probation and Parole in 1961. In 1979 the Adult Board of Paroles became an autonomous unit with probation remaining under the jurisdiction of the department. Legislation adopted in 1998, which became effective July 1, 1999, created the Board of Probation and Parole, a separate agency from the department. The legislation placed the Community Correction Division and the Probation Division under the supervision of the new Tennessee Board of Probation and Parole.

The juvenile division of the Department of Correction also underwent changes in 1989 with its separation from the department to become the new Tennessee Department of Youth Development, now a part of the Department of Children's Services.

In the 1970s, the department began a major building program to accommodate a growing inmate population. More than 3,000 beds were added to the system at regional prisons in Lake, Bledsoe, Morgan, and Davidson counties.

The 1980s ushered in a period of great change. A federal lawsuit filed by inmates complained of unfit and crowded conditions, and the demand for bed space surpassed the supply due to changes in the state's sentencing structure. Consequently, the department came under federal supervision. In October 1985, a special session of the Tennessee General Assembly convened to address prison problems. The legislature approved the 1985 Comprehensive Correction Improvement Act that addressed these areas and funded more than \$320 million to improve current facilities and build new ones.

From 1989 through the 1990s, the department opened Riverbend Maximum Security Institution, Lois M. DeBerry Special Needs Facility, Northeast Correctional Complex, Northwest Correctional Complex, South Central Correctional Facility, and West Tennessee State Penitentiary.

In November 1994 Tennessee's prison system was released from federal court oversight. Today, the American Correctional Association accredits all of the system's 14 facilities, training academy, and the central office.

The last execution by electrocution in Tennessee occurred on September 12, 2007, the first since November 7, 1960. Capital punishment remained in hiatus for nearly 40 years, until the first execution by means of lethal injection took place on April 19, 2000.

Related Boards and Commissions

Tennessee Community Resource Board. This board consists of 15 members and a chairperson. The Commissioner of Correction and the chair of the Board of Probation and Parole approve all positions. The board was created to coordinate volunteer activities in Tennessee's state prisons and community supervision programs and to train a network of volunteers for offender programs. All members of the board are appointed for three-year terms.

Tennessee Rehabilitative Initiative in Corrections (TRICOR). Effective July 1, 1994, legislation removed the former Correctional Enterprises from the department and created the independent TRICOR Board. The board consists of nine individuals appointed by the Governor, with the commissioner serving as an ex officio member. State statute requires that the board members consist of individuals with specific and varied backgrounds. Effective July 1, 1999, legislation was adopted that removed TRICOR from the Department of Correction for administrative and fiscal purposes.

TRICOR continues to operate, in partnership with the department, in all prisons throughout the state, using inmates as its main workforce.

Tennessee Sex Offender Treatment Board. The Tennessee Sex Offender Treatment Board was created by statute and became effective July 1, 1995. The purpose of the board is to develop standardized procedures for the identification and evaluation of sex offenders, and guidelines and standards for sex offender treatment and community monitoring. The board is comprised of 13 members who possess expertise in the areas of sex offender treatment, monitoring, and victimology.

Commissioner Derrick D. Schofield

Tennessee Department of Correction

Derrick D. Schofield was sworn in as Commissioner of the Tennessee Department of Correction (TDOC) on January 15, 2011 by Governor Bill Haslam. Commissioner Schofield had served as Assistant Commissioner and Chief of Staff of the Georgia Department of Corrections where he directed the day-to-day activities of the fifth largest prison system in the country. As TDOC Commissioner, Schofield oversees 14 prisons, eight district offices, and 45 field services offices with a statewide offender population of more than 107,000. The department employs 6,879 professionals and has an operating budget of more than \$950 million. Commissioner Schofield has more than 20 years of correctional experience, having served in various positions including Warden, Facility Operations Director, and Director of Investigations and Compliance. Prior to being Commissioner, Schofield served in the United States Army from 1982-1989 where he reached the rank of Captain.



He holds a Bachelor of Arts degree in political science from Fort Valley State University and an MPA from Columbus State University. He is also a graduate of Georgia's Law Enforcement Command College. Schofield is a recipient of the Distinguished Social Sciences Alumnus Award from Fort Valley State University and served on a national committee on the incarceration of youthful offenders in adult prisons. He serves on the board of directors of the Tennessee Correctional Institute (TCI), the Tennessee Rehabilitative Initiative in Correction (TRICOR), and is a member of the advisory boards of Big Brothers Big Sisters of Middle Tennessee and Volunteer State College. He is also a Presidential Advisor to the National Association of Blacks in Criminal Justice.

FedExForum

The image shows the exterior of the FedExForum arena. The building's facade is composed of large, rectangular panels in various shades of red and orange. The name "FedExForum" is prominently displayed in large, three-dimensional, silver-colored letters. Above the main facade, there is a balcony or upper level with a yellow and grey striped pattern. In the foreground, there is a green lawn and a sidewalk. Two green streetlights with multiple lamps are visible, one of which has a sign that says "100". The sky is clear and blue.



Department of Economic and Community Development

312 Rosa L. Parks Avenue North
27th Floor, William R. Snodgrass Tennessee Tower
Nashville, TN 37243-0405
(615) 741-1888, Fax (615) 741-7306
TN.gov/ecd

Bill Hagerty, Commissioner

The Tennessee Department of Economic and Community Development's mission is to develop strategies which help make Tennessee the No. 1 location in the Southeast for high quality jobs. The department seeks to attract new corporate investment in Tennessee and works with Tennessee companies to facilitate expansion and economic growth.

The skilled workforce, prime geographic location, outstanding transportation network, and pro-business environment have earned Tennessee a solid reputation as a premier business location. The Department of Economic and Community Development (ECD) works to maintain Tennessee's successful business climate and seeks to enhance community quality of life, promote job creation and business opportunities, and offer support services to entrepreneurs and new and existing industries.

History

In 1945 general reorganization of state government formed an Industrial Development Division of the Tennessee State Planning Commission. In 1953 this division was made an independent agency known as the Tennessee Industrial and Agricultural Development Commission. The work of that commission was combined six years later to form a new Department of Conservation and Commerce. In 1963 the General Assembly placed state-level industrial development under a new staff division in the Governor's Office. The division's work was incorporated by the General Assembly in 1972 into what is now the Department of Economic and Community Development.

Jobs4TN

Governor Bill Haslam and Commissioner Bill Hagerty established a new economic development strategy for Tennessee in the spring of 2011. The plan is entitled Jobs4TN and focuses on prioritizing the strategic recruitment of target industries, assisting existing Tennessee businesses in expansions and remaining competitive, supporting regional and rural economic development strategies, and investing in innovation and reducing business regulation.

To capitalize on Tennessee's unique assets and available workforce, Jobs4TN includes four key strategies: prioritizing target clusters and existing industries, establishing regional "jobs base camps" across the state, investing in innovation, and reducing business regulation.

Target clusters and existing industries. ECD's recruitment efforts are focused on (but not limited to) the following target clusters in which the state has a clear competitive advantage: manufacturing, aerospace, automotive, chemicals and plastics, distribution and logistics, energy and technology, agribusiness, healthcare and medical devices, and headquarters/research and development.

ECD also partners with other state agencies, such as the Department of Agriculture and the Department of Tourist Development, to support additional means of economic development and job creation.

Regional Jobs Base Camps. ECD has established jobs base camps in nine regions across the state that work with local partners in developing regional economic development plans. ECD regional directors serve as a single point of contact for all jobs and business-related issues in the region.

Each of the jobs base camps focuses on six key activities:

- Strategic Plan – providing assistance by developing or revising a regional economic development plan.
- Business Recruitment – identifying "shovel-ready" sites in each region and creating a regional plan for investing in near "shovel-ready" sites.
- Business Expansion – developing a plan for reaching out to all existing businesses to see if anything can be done to help them re-invest and expand.
- Innovation – creating or re-investing in an entrepreneurial incubator in each region.
- Workforce Development – enhancing coordination between workforce investment boards and regional jobs base camps through regular meetings, and using data to ensure that workforce investment funds are aligned with training needs of existing employers.
- Grants – aligning existing funding sources and exploring new funding sources to support implementation of regional economic development plans.

The nine economic development regions include: Greater Memphis, Northwest Tennessee, Southwest Tennessee, Northern Middle Tennessee, Southern Middle Tennessee, Upper Cumberland, Southeast Tennessee, Northeast Tennessee, and East Tennessee.

Innovation Investments. ECD manages a \$50 million initiative designed to support innovation across the state named INCITE for its focus on innovation, commercialization, investment, technology, and entrepreneurship. The program's goal is to raise Tennessee's profile in innovation-based economic development and drive growth in the creation of knowledge-based jobs.

The five areas of focus for the INCITE initiative are:

- Innovation Coordination – with the help of ECD field staff, each of the nine economic development regions has created a strategy for developing innovation using the region's unique assets. Launch Tennessee, a public-private partnership, also assists with these innovation plans and initiatives.
- Commercialization – ECD manages initiatives and partnerships designed to help move new products and technologies from the research lab to the marketplace faster.
- Entrepreneurship – ECD provides funding to business incubators in each of the state's nine regions, with oversight by Launch Tennessee. ECD, Launch Tennessee, and Startup

Tennessee created a statewide entrepreneurial network to share best practices and support efforts to raise private capital.

- **Co-Investment Funds** – Tennessee has targeted \$30 million toward the creation of early stage, seed, and mezzanine capital co-investment funds. The funds are designed to be self-sustaining and complement Tennessee's existing programs.
- **Technology** – ECD will support the continued expansion of technology-based clusters across the state and work with regions to integrate technology-based economic development into each region's strategic plan.

Reducing Business Regulation. ECD works with existing Tennessee businesses, business advocacy groups, and state agencies to identify federal and state laws inhibiting job growth. Options are then developed for modifying laws and regulations where costs outweigh benefits, while coordinating with local, state, and federal officials.

ECD Divisions

Under the direction of Commissioner Bill Hagerty, ECD is led by a senior leadership team in the following areas: Chief-of-Staff, Legal, Business Development, International Affairs, Communications and Marketing, Strategy, and Administration.

Chief-of-Staff. ECD's Chief-of-Staff manages the day-to-day operation of ECD, ensuring all programs and policies are implemented, and oversees the Tennessee Film Entertainment and Music Commission, which helps recruit and promote the state's entertainment industry.

Legal. The General Counsel and staff attorneys manage all legal affairs for ECD including drafting and monitoring agency contracts, preparing requests for proposals, and legislative drafting and analysis.

Business Development. This division manages the recruitment and support of new and expanding businesses in Tennessee. Business Development includes ECD project managers and nine regional offices. ECD's state-funded grant programs are managed in Business Development and include: the FastTrack Infrastructure Development Program, which provides grants to communities for infrastructure assisting job creation; the FastTrack Job Training Assistance Program, which provides grants to companies in Tennessee for job training opportunities; the FastTrack Economic Development Fund, which covers a variety of company expenditures not covered by infrastructure or job training but is only used in exceptional cases where company impact is significant; and the Job Skills Program, which provides grants to companies for job training enhancement projects.

International Affairs. The International Division leads TNTrade, a multifaceted initiative to increase Tennessee exports. Tennessee has eight overseas offices: four targeting investment recruitment and four targeting export development. Recruitment offices are located in Japan, the European Union, Canada, and the United Kingdom. Export development offices are located in Mexico, the European Union, the United Kingdom, and China.

Communications and Marketing. The Communications and Marketing Office keeps staff, legislators, other state and city departments, local agencies, the media, corporate decision makers, and the general public informed of ECD services, programs, and activities. The division also provides strategic communications planning and advertising for the department and the coordination and execution of all ECD public events.

Strategy. This division is comprised of the Research Department; TNInvestco; the Business Enterprise Resource Office; Rural Development, including the Tennessee Main Street Program, Tennessee Downtowns, and Retire Tennessee; and Federal Programs, including the administration of Community Development Block Grants, Delta Regional Authority Grants, and Appalachian Regional Commission Grants.

Administration. In the Administration division, all budget and fiscal, accounting, information technology, audit, and human resources for the department are managed.

ECD Offices

ECD's programs and services are delivered to the people of the state and to existing and prospective industries from a central office in Nashville and through nine regional offices throughout the state.

ECD Main Office

William R. Snodgrass Tennessee Tower
312 Rosa L. Parks Ave. N., 27th Floor
Nashville, TN 37243
615-741-1888
tn.gov/ecd

ECD Northeast Tennessee Office

Carter, Greene, Hancock, Hawkins, Johnson, Sullivan, Washington, and Unicoi counties.
3211 N. Roan Street
Johnson City, TN 37601-1213

ECD East Tennessee Office

Anderson, Blount, Campbell, Claiborne, Cocke, Grainger, Hamblen, Jefferson, Knox, Loudon, Monroe, Morgan, Roane, Scott, Sevier, and Union counties.
520 W. Summit Hill Drive
Knoxville, TN 37902

ECD Southeast Tennessee Office

Bledsoe, Bradley, Grundy, Hamilton, Marion, McMinn, Meigs, Polk, Rhea, and Sequatchie counties.
540 McCallie Avenue, 6th Floor
Chattanooga, TN 37402

ECD Upper Cumberland Office

Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren, and White counties.
444 Neal St., Suite A
Cookeville, TN 38501

ECD Northern Middle Office

Cheatham, Davidson, Dickson, Houston, Humphreys, Montgomery, Robertson, Rutherford, Stewart, Sumner, Trousdale, Williamson, and Wilson counties.

312 Rosa L. Parks Ave. N., 26th Floor
Nashville, TN 37243

ECD Southern Middle Office

Bedford, Coffee, Franklin, Giles, Hickman, Lincoln, Lawrence, Lewis, Marshall, Maury, Moore, Perry, and Wayne counties.

505 North Ellington Parkway
Lewisburg, TN 37091

ECD Northwest Tennessee Office

Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Obion, and Weakley counties.

James G. Neely Career Center
470 Mustang Drive
Huntingdon, TN 38344-3363

ECD Southwest Tennessee Office

Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, Madison, and McNairy counties.

224 Dr. Martin Luther King Drive, Suite 420
Jackson, TN 38301-6900

ECD Greater Memphis Office

Fayette, Lauderdale, Shelby, and Tipton counties.

100 Peabody Place, Suite 1100
Memphis, TN 38103-1877

Related Boards and Commissions

Building Finance Committee. This committee reviews and approves applications for Certificates of Public Purpose and Necessity, required for counties and municipalities desiring to issue debt obligations for industrial parks or buildings.

Local Government Planning Advisory Committee. This committee advises the commissioner on the administration of the Local Planning Assistance Program. It also exercises appointment and jurisdictional controls over regional planning commissions. The committee is the approving authority for county-wide growth plans under the provisions of Public Chapter 1101 of 1998, the Tennessee Growth Management Act.

Launch Tennessee. This organization is a public-private partnership focused on supporting the development of high-growth companies in the State of Tennessee with the ultimate goal of fostering job creation and economic growth.

Commissioner William F. Hagerty, IV*Department of Economic and Community Development*

William F. Hagerty, IV was sworn in as Commissioner of the Tennessee Department of Economic and Community Development by Governor Bill Haslam on January 15, 2011. As head of the state agency primarily responsible for job creation in Tennessee, Commissioner Hagerty is on leave from Hagerty Peterson, LLC, a merchant bank and private equity firm he founded.



Hagerty has served on a number of corporate boards including RJ O'Brien, the nation's largest independent futures and commodities firm; Houghton Mifflin Harcourt, a global publisher that is the largest K-12 educational content provider in the United States; and Birch Telecom, one of the nation's largest competitive carriers. Hagerty has served in a number of senior executive positions with companies such as CyMed, the nation's third largest medical records company, and NEW Customer Services Company, the nation's largest electronics warranty company. He was an early investor in Mapquest, which subsequently went public and was acquired by AOL/Time Warner. His international experience includes having served as CEO of ALAM, Ltd, a joint venture private equity investment platform majority owned by Lehman Brothers, which he helped establish with offices in Hong Kong and Beijing, China.

Hagerty also worked for the Boston Consulting Group for seven years and spent three years based in Tokyo, Japan where he served as senior expatriate with responsibilities throughout Asia.

In 2007 and 2008, Hagerty served on a voluntary basis as a National Finance Chairman for the Romney for President campaign and later served on the transition planning team in the 2008 general election for John McCain's presidential campaign. In 2012 Hagerty served as a senior leader for the Romney/Ryan transition project, where he led a 124-person team responsible for screening and placing the Cabinet, senior White House staff, and key Ambassadorial appointments for the prospective President-elect. During the first Bush Administration, Hagerty served on the White House Domestic Policy staff as a member of the President's Council on Competitiveness where his portfolio included international trade, financial markets, telecommunications, and defense. Hagerty was also a White House Fellow, where he served on the staffs of the NASA Administrator and the Vice President.

Hagerty attended Vanderbilt University where he graduated Phi Beta Kappa with a degree in economics. He also attended Vanderbilt University Law School where he was a Wilson Scholar and associate editor of the *Law Review*. He and his family reside in Nashville, Tenn. where they are members of St. George's Episcopal Church.





Department of Education

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TN.gov/education

Kevin S. Huffman, Commissioner
Kathleen Airhart, Deputy Commissioner

The Department of Education has set a goal of making Tennessee the fastest-improving state in the nation in student achievement results by 2015.

To accomplish this goal, Commissioner Kevin Huffman has focused the department on four main strategic priorities: expand children's access to effective teachers and leaders; expand families' access to good schools; expand educators' access to resources and best practices; and expand public access to information and data.

In his first term, Governor Bill Haslam continued to make education a top priority across the state by developing several initiatives to ensure that every child has the skills needed to succeed upon graduation. The most recent student achievement scores show three years of sustained growth on the Tennessee Comprehensive Assessment Program, following the implementation of Race to the Top initiatives. In 2012-2013, an additional 91,000 students were at or above grade level in math, and 52,000 more students were at or above grade level in science.

Tennessee's 2010 federal Race to the Top grant of \$501 million ushered in many reform efforts, most notably a new teacher evaluation system and tenure law, as well as the Achievement School District. The Tennessee Educator Acceleration Model (TEAM), now in its third year of implementation, is an evaluation system for teachers and principals based on multiple measures, including student achievement. Teachers receive regular feedback from their administrators through multiple observations per year, as opposed to two observations every 10 years, as mandated under the previous system. Additionally, teacher tenure has been overhauled and tied to student performance. Teachers must now serve five school years as a probationary teacher (instead of three) and receive evaluations demonstrating an overall performance effectiveness level of "above expectations" or "significantly above expectations" during the last two years of the teacher's probationary period to gain tenure.

In 2012 the Achievement School District, a state-run district with no geographic boundaries, opened with six schools, and another six were added in fall 2013. The district is made up of schools in the lowest 5 percent of schools in the state and aims to move them to the top 25 percent in five years.

Tennessee's recent increase in test scores also follow the full implementation of the Tennessee Diploma Project in 2009, a move that added chemistry, Algebra II, and three additional math classes as high school graduation requirements.

In addition to taking steps at the state level to improve education, Tennessee was one of the first states to request and receive a waiver from certain portions of the federal Elementary and Secondary Education Act, or No Child Left Behind. The Department of Education then built a new accountability system based on growth for all students and closing achievement gaps between groups of students.

The department is now engaged in implementing the Common Core State Standards, a rigorous set of standards that will ensure all Tennessee students graduate high school with the core academic knowledge and skills necessary for success in college, careers, and life. The standards are being implemented in classrooms across the state and the Department of Education is directly providing high-quality training on the new standards to more than 30,000 teachers.

Administration

The Tennessee Department of Education supports districts, schools, and educators across the state in increasing student achievement results and closing achievement gaps.

The department is led by the commissioner of education. Appointed by the Governor, the commissioner serves as a member of the Governor's Cabinet and as executive officer of the Department of Education. The department supervises the allocation of funds appropriated as state and federal aid to public education. For the 2012-2013 school year, Tennessee's 136 public school systems served more than 1,800 schools and had a combined average membership of more than 990,000 students. With administrative responsibility for nearly 70,000 teachers, principals, supervisors, and other professional employees, the department spends almost \$6.5 billion in state, federal, and local funds annually.

Organizationally, the department carries out its responsibilities through a central office staff in Andrew Johnson Tower in Nashville and through nine Centers of Regional Excellence, located in Johnson City, Knoxville, Cookeville, Nashville, Jackson, Cleveland, Memphis, Martin, and Shelbyville.

History

The first public school law in Tennessee was passed in 1829 authorizing local taxes for the support of common schools. Tennessee's first constitution made no mention of public education. The second state constitution, adopted in 1835, charged the Tennessee General Assembly with the duty "in all future periods of this Government, to cherish literature and science."

The third state constitution, approved in 1870, placed upon the General Assembly the responsibility for providing a state public school system and of restoring the common school fund.

Tennessee's first state superintendent of public instruction, Colonel Robert H. McEwen, was appointed in 1836. In 1844 the General Assembly abolished the office of state superintendent. From 1844-1867, and then from 1870-1872, the public schools were under the office of the Treasurer. The Public School Law of 1873 is regarded as the parent act of public education and provided the basic framework for Tennessee's system of public education.

The General Assembly authorized secondary schools in 1891. In 1899 a second act authorized at least one high school to be established in every county. The General Education Act of 1901 provided revenue for the support of all levels of public education from elementary school through

college. The act also provided for election of county school boards and provided the first percentage distribution of the school fund to all levels of public education.

In 1913 Tennessee became the first among southern states to enact a compulsory school attendance law. In 1923 the legislature created the Tennessee Department of Education and the Commissioner of Education position.

Public school laws were re-codified in 1925. In 1947 the legislature levied the state's first retail sales tax and allotted 80 percent of the proceeds to the public schools. Findings of a 1957 survey of K-12 and higher education furnished the guidelines for education during the next two decades.

In 1984 the Tennessee General Assembly enacted the Better Schools Program, which brought Tennessee to the national forefront in education reform. The 1992 Education Improvement Act (EIA), which mandated accountability for schools and school systems, renewed the state's position of national leadership in education.

Divisions and Offices

Curriculum and Instruction. The Division of Curriculum and Instruction is leading the department's work in implementing higher standards for all students in Tennessee. Specifically, it is leading the implementation of the Common Core State Standards, which are expectations for student knowledge in reading and math that were created when governors and state commissioners of education came together to jointly agree to higher standards for students. The Division of Curriculum and Instruction leads the work in assessment design, providing curriculum content best practices, professional development and training, and resource sharing.

Career and Technical Education. The Division of Career and Technical Education (CTE) is responsible for ensuring strong alignment between the K-12 school system and employers and higher education to ensure that all students graduate with the skills they need for college or careers. The division ensures the alignment and rigor of CTE coursework, supports CTE educators, and leads and implements early postsecondary strategies.

Special Populations. The Division of Special Populations is responsible for ensuring that students with a broad range of special needs are supported in meeting higher academic expectations. This includes programmatic support for students with disabilities, economically disadvantaged students, homeless students, migrant students, and English Language Learners. The division also includes the Tennessee Early Intervention Service, providing services for children from birth to three years old, and the state's special schools, the Tennessee School for the Blind, the Tennessee School for the Deaf, and the West Tennessee School for the Deaf.

Office of Consolidated Planning and Monitoring. The Office of Consolidated Planning and Monitoring leads implementation of a new, online consolidated planning tool for districts to use in creating annual plans required for accessing federal funds through the Individuals with Disabilities Education Act (IDEA) and the Elementary and Secondary Education Act (ESEA). The office also leads the work to streamline monitoring for both IDEA and ESEA. It also consolidates and streamlines planning and monitoring for state and federal funds over time, while remaining in compliance with all statutory and regulatory requirements.

Teachers and Leaders. The Division of Teachers and Leaders works to ensure there are great teachers in every classroom and great leaders at every level across the state. The division oversees teacher and leader licensure, educator program approval, teacher evaluation, the recruitment

of talented educators through Teach Tennessee, and the professional development of dedicated leaders through the Tennessee Academy for School Leaders.

Data and Research. The Division of Data and Research ensures quality data and analysis to facilitate effective decision-making and improve results. The division leads the work on assessment logistics, ensuring the quality of underlying data, internal research and analysis, coordinating external research partnerships, and the design and implementation of the state's accountability system.

Office of the Chief Information Officer. The Office of the Chief Information Officer provides information technology support, information technology engineering, and software development. The office also leads the development and maintenance of data systems and carries out product portfolio management.

District Support/CORE. The Division of District Support and the Centers of Regional Excellence (CORE) provide support in implementation to districts across the state. The eight CORE offices, each led by a director, are responsible for the aggregate student achievement goals of the districts in their region, both for overall growth and improvement, and for gap closure. The CORE offices provide academic support and implementation for districts, provide consultation on strategic use of financial resources, and carry out streamlined monitoring to meet requirements.

Office of the Chief Financial Officer. The Office of the Chief Financial Officer is responsible for all financial resources of the Department of Education, including state and federal funds. The office leads the work of budget, accounting, and disbursement of these funds for both state department operations and disbursement to districts.

Policy and Legislation. The Division of Policy and Legislation leads the department's legislative efforts and policy work with the State Board of Education. The division includes the general counsel and works in legal support, civil rights, and contracts. The division also includes the Office of State Operations and works in human resources, facilities, as well as conditions for learning for districts, including nutrition, health, school safety, and the Alvin C. York Institute.

Related Councils and Commissions

Tennessee Advisory Council for the Education of Students with Disabilities. Appointed by the Governor, this state advisory council advises the Governor, the Legislature, and the Commissioner of Education on special programs and issues which will help meet the needs of children with disabilities.

Tennessee Advisory Council for Teacher Education and Certification. The council is appointed by the State Board of Education to advise the board on matters involving teacher education programs and teacher certification. The council includes teachers, administrators and supervisors, representatives from institutions of higher education, representatives of local boards of education, and the community.

Tennessee Council for Career and Technical Education. This council is an independent advisory group of 13 persons appointed by the Governor to serve in an advisory capacity to the Tennessee Board of Education, Tennessee Board of Regents, the Governor, and the General Assembly. Members of the council are appointed to serve six-year terms. The council is active in formulating statewide educational policy and programs for career and technical education.

Tennessee Interagency Coordinating Council. This council advises and assists the state's lead agency, the Tennessee Department of Education, in the responsibilities specified under Part C of the Individuals with Disabilities Education Act for implementation of a statewide system of early

intervention services to infants and toddlers with disabilities and their families. The Governor appoints council members, and the council's composition is specified by federal statute.

Tennessee Textbook Commission. The 10-member commission is appointed by the Governor to review and recommend to the State Board of Education a list of textbooks for the board's approval for use in public schools. The commission publishes a list of approved textbooks, determines policies and conditions for the addition or removal of textbooks from the state textbook lists, sets standards and specifications for textbooks, and contracts with publishers for the prices charged during the contract period. Commission members are appointed for three-year terms and include six full-time practicing educators and three lay citizens. The Commissioner of Education serves as secretary of the commission.

Tennessee Holocaust Commission (tennesseeholocaustcommission.org). Established in 1984, the commission serves with the purpose to educate and commemorate the history of the Holocaust. In 1996 the commission was recreated with the primary focus of education as its mission. The commission creates and implements resources, workshops, conferences, exhibits, learning, and in-service seminars, as well as publications for the educational and general community.

Commissioner Kevin S. Huffman

Tennessee Department of Education

Appointed by Governor Bill Haslam in April 2011, Kevin Huffman brings a strong educational leadership background to his role as Commissioner of the Tennessee Department of Education. Huffman has spent nearly two decades working with public education systems as a teacher, lawyer, nonprofit executive, and nonprofit board member.

Huffman began his education career as a first and second grade bilingual teacher in the Houston Independent School District, teaching students in English and Spanish. He was a member of his school's elected shared decision-making committee and trained new teachers as a faculty advisor and school director at Teach For America's summer training institutes.

As a lawyer at the Washington, D.C. law firm of Hogan & Hartson, Huffman represented school districts, state departments of education, and universities, working on policy and litigation matters including challenges to state finance systems, desegregation litigation, and special education hearings and trials.

Huffman joined the senior management of Teach For America in 2000, serving as the general counsel, the senior vice president of growth strategy and development, and the executive vice president of public affairs during more than a decade with the organization. As head of growth strategy and development, he grew Teach For America's annual revenue from \$11 million to more than \$110 million and managed the opening of 14 new regional sites. As the head of public affairs, he managed all federal policy and legislative work, including passing authorizing legislation through Congress, managing organizational engagement in the reauthorization of education and national service legislation, and overseeing federal grants, including receipt of a \$50 million Innovation Fund grant. Huffman also managed research and evaluation, communications, state and district policy, and relations with nonprofit and faith community leaders. Huffman served on the organization's leadership team throughout his tenure, as Teach For America grew into the largest provider of new teachers in the country.



In 2009 Huffman won the *Washington Post's* "America's Next Great Pundit" writing competition, besting nearly 5,000 competitors. He wrote opinion columns for the *Post's* editorial page, and has written columns, articles, and blogs for multiple publications.

Huffman graduated from Swarthmore College with a B.A. in English literature in 1992, and from the New York University School of Law in 1998, where he was a member of the *Law Review*. Huffman has served on the advisory boards of KIPP-Denver, Explore Schools Inc., College Summit, and the National Science Resources Center.

Higher Education

Public higher education in Tennessee is coordinated by the Tennessee Higher Education Commission and consists of two systems—the University of Tennessee campuses, governed by the University of Tennessee Board of Trustees, and the state universities, community colleges, and colleges of applied technology, governed by the Tennessee Board of Regents.

These bodies are composed of appointed lay citizens to ensure public direction and policy guidance in higher education. All three employ chief executive officers and are legislative entities with defined purposes and responsibilities.

Tennessee Higher Education Commission

The Tennessee Higher Education Commission (THEC) was created in the fall of 1967 by the Tennessee General Assembly to achieve coordination and foster unity in higher education in this state. The commission is composed of nine lay members, with six-year terms, representing congressional districts of the state; three constitutional officers (Comptroller of the Treasury, Treasurer, and Secretary of State) who are ex officio voting members; two student members with staggered two-year terms with voting privileges in their second year (one student member from the University of Tennessee System and one student member from the Board of Regents System); and the executive director of the State Board of Education as an ex officio, nonvoting member.

The commission has become one of the strongest coordinating boards in the country by providing leadership in public policy development for higher education. It also develops policies to outcomes-based, productivity-focused funding of the various public institutions, and manages growth to maintain the efficiency of state appropriations.

Among the commission's statutory responsibilities are strategic planning for Tennessee postsecondary education; reviewing and approving new academic programs; developing formulae consistent with the statewide master plan and recommending the operating and capital budgets for public higher education; approving institutional mission statements; providing data and information to the public, institutions, legislature, and state government; and providing authorization for private postsecondary institutions operating within the state. The commission is also the State Approving Agency for the U.S. Department of Veterans Affairs to ensure that any postsecondary institution desiring to offer veterans benefits to its students meets the department's standards. The underlying principles of the commission in the fulfillment of the responsibilities and development of policies have been and continue to be equity, excellence, accessibility, and accountability.

Members of THEC include: Cato Johnson, Memphis, chairman; John Kinsey, Chattanooga, vice chairman; Evan Cope, Murfreesboro, vice chairman; A C Wharton, Jr., Memphis, secretary; the Honorable Tre Hargett, Secretary of State; the Honorable Justin P. Wilson, Comptroller of the Treasury; the Honorable David H. Lillard, Jr., State Treasurer; Keith Wilson, Kingsport; Greg Isaacs, Knoxville; Pam Koban, Nashville; Charles W. Bone, Hendersonville; Sharon L. Hayes, Brownsville; Dr. Gary Nixon, Executive Director of the State Board of Education; Adam Jarvis, East

Tennessee State University, student, voting ex officio; and Robert Fisher, University of Tennessee, Chattanooga, student, non-voting ex officio.

Executive Director Richard G. Rhoda, Ph.D.

Tennessee Higher Education Commission

Richard G. Rhoda, executive director of THEC, started in 1973 as a research associate at the Tennessee Board of Regents (TBR), eventually becoming the executive assistant to the chancellor. He served in various administrative capacities at Tennessee State University beginning in 1985, and returned to TBR as vice chancellor for administration in 1990. During his tenure as vice chancellor, he served as interim president at Nashville State Technical Institute, acting chancellor of TBR, and interim president of Austin Peay State University. From 1995-1997, he served on the faculty of Vanderbilt University before returning to TBR in 1997. He was confirmed as executive director of THEC in September 1998 and as executive director of the Tennessee Student Assistance Corporation in 2008. Dr. Rhoda received a B.A. in history from Vanderbilt, an M.A. in education at Peabody, and a Ph.D. in higher education administration at Vanderbilt.



The University of Tennessee System

The University of Tennessee is a statewide system of higher education with a presence in each of Tennessee's 95 counties.

Through the combined force of its education, research, and service capabilities, the university serves students, business and industry, schools, governments, organizations, and citizens throughout the state.

The statewide university provides a range of accessible and affordable educational opportunities and highly regarded professional schools. About 49,000 students are enrolled, and graduates number almost 10,000 a year. More than 335,000 alumni live throughout the state, nation, and world.

The University of Tennessee system is focused on the priorities of education, research, and public service.

UT has nationally ranked programs in the fields of law, pharmacy, business administration, engineering, social work, education, arts and sciences, and medicine.

The UT-Battelle partnership manages Oak Ridge National Laboratory for the Department of Energy, strengthening the university's long-standing affiliation with the nation's largest science and energy laboratory. The Health Science Center in Memphis has extensive ties with St. Jude Children's Research Hospital, an internationally recognized research institution.

The university system is governed by a board of trustees appointed by the Governor. Board members are: J. Brian Ferguson, Jonesborough, vice chairman; Charles Anderson, Jr., Knoxville; George E. Cates, Memphis; Spruell Driver, Nashville; John N. Foy, Chattanooga; D. Crawford Gallimore, Martin; Vicky B. Gregg, Chattanooga; Monice Moore Hagler, Memphis; Raja Jubran, Knoxville; Brad A. Lampley, Nashville; James L. Murphy, III, Nashville; Sharon J. Miller Pryse, Knoxville; Karl Schledwitz, Memphis; Don Stansberry, Jr., Huntsville; Betty Ann Tanner, Union City; Charles Wharton, Winchester; and Tommy Whittaker, Portland.

Two UT students and two faculty members serve one-year terms on the board, and those positions rotate annually among the institutions within the UT system. Ex officio members of the board are the Governor of Tennessee, the commissioners of education and agriculture, the executive director of the Tennessee Higher Education Commission, and the president of the university.

Dr. Joe DiPietro is president of the statewide University of Tennessee system. Officials in charge of the UT campuses and institutes are Dr. Steve Angle, chancellor of UT Chattanooga; Dr. Jimmy G. Cheek, chancellor of the Knoxville campus; Dr. Tom Rakes, chancellor of UT Martin; Dr. Steve Schwab, chancellor of the Health Science Center; Dr. Larry Arrington, chancellor for the statewide Institute of Agriculture; and Dr. Mary Jinks, vice president of the statewide Institute for Public Service.

President Joe DiPietro

The University of Tennessee System

Dr. Joe DiPietro is the chief executive officer of the statewide University of Tennessee system. He became the 25th president of the University of Tennessee on January 1, 2011. Previously, he was chancellor of the UT Institute of Agriculture, where he oversaw UT Extension, AgResearch, the College of Agricultural Sciences and Natural Resources, and the College of Veterinary Medicine. A veterinarian by training, DiPietro's research emphasis was veterinary parasitology. He earned bachelor's, master's, and doctor of veterinary medicine degrees all at the University of Illinois, Urbana. The president's office is located on the University of Tennessee campus in Knoxville.



Steve Angle
Chancellor, Chattanooga



Jimmy G. Cheek
Chancellor, Knoxville



Tom Rakes
Chancellor, Martin



Steve Schwab
Chancellor, Health
Science Center



Larry Arrington
Chancellor, Institute of
Agriculture



Mary Jinks
Vice President, Institute for
Public Service

University of Tennessee Campuses and Institutes

The University of Tennessee is headquartered in Knoxville and comprised of:

- The flagship campus at Knoxville, Tennessee's oldest and largest public university, a land-grant institution and major research university.
- The University of Tennessee at Chattanooga, a metropolitan university offering bachelor's, master's, and doctoral programs through eight colleges and schools.
- The University of Tennessee at Martin, a primarily undergraduate campus with more than 100 specialized fields of study, located in northwest Tennessee.
- The Memphis-based Health Science Center, a statewide educational and research entity and hub of the Memphis medical center since 1911.
- The Institute of Agriculture, a statewide education, research, and outreach organization serving students, producers, and consumers throughout Tennessee and beyond.
- The Institute for Public Service, a statewide organization of agencies serving city and county governments, training law enforcement professionals at the state and national levels, and helping manufacturers throughout Tennessee reduce costs and increase revenue.
- The Space Institute at Tullahoma, a graduate education and research institution in Middle Tennessee, adjacent to the U.S. Air Force Arnold Engineering Development Center.

The Tennessee Board of Regents System

The State University and Community College System of Tennessee, which is governed by the Tennessee Board of Regents, was created by the General Assembly in 1972. The Board of Regents is among the nation's largest systems of higher education, enrolling about 200,000 students annually. The system is composed of six state universities, 13 community colleges, and 27 colleges of applied technology. The institutions span the state and operate as a coordinated network with each institution retaining its unique characteristics and services. All community colleges and universities are accredited by the Southern Association of Colleges and Schools, while the colleges of applied technology are accredited by the Council on Occupational Education. The institutions and their programs are also recognized by numerous national and regional accreditation associations.

Among the responsibilities of the Tennessee Board of Regents are the prescription of curricula and requirements for programs and degrees, approval of operating and capital budgets, selection of campus presidents, and the establishment of policies regarding system and campus operations. The Board of Regents is also committed to meeting the goals and requirements of the Complete College Tennessee Act.

Appointive and statutory members of the Tennessee Board of Regents are: the Honorable Bill Haslam, Governor, chairman, voting, ex officio member; Emily J. Reynolds, Nashville (At-Large Middle Tennessee), vice chairman until June 30, 2014; Steve Copeland, Cookeville (6th Congressional District); Gregory Duckett, Memphis (9th Congressional District); John M. Farris, Memphis (At-Large West Tennessee); Darrell Freeman, Sr., Nashville (7th Congressional District); Tom Griscom, Chattanooga (3rd Congressional District); the Honorable Kevin Huffman, commissioner of education, voting, ex officio member; the Honorable Julius Johnson, commissioner of agriculture, voting, ex officio member; Jonas Kisber, Jackson (8th Congressional District); Fran

Marcum, Tullahoma (4th Congressional District); Richard G. Rhoda, Tennessee Higher Education Commission executive director, nonvoting, ex officio member; Howard Roddy, Chattanooga (At-Large East Tennessee); J. Parker Smith, Kingsport (1st Congressional District); Robert P. Thomas, Nashville (5th Congressional District); and Danni Varlan, Knoxville, (2nd Congressional District). Appointive members serve six-year terms except for one faculty member and one student member, each of whom serves a one-year term. Until June 30, 2014, the faculty representative is Deanna Wallace, Tennessee College of Applied Technology – Dickson, and the student representative is Ashley Humphrey, Tennessee Technological University.

John G. Morgan

Chancellor, Tennessee Board of Regents

John Morgan joined the Tennessee Board of Regents as chancellor on September 30, 2010, after leaving Governor Phil Bredesen's staff as Deputy to the Governor and having served the state of Tennessee in a variety of roles for more than 30 years, including a 10-year stint as Comptroller of the Treasury.

In his role as Deputy to the Governor, Morgan served as chief of staff and advisor to the Governor on statewide issues, including education. He played a significant role in the development and subsequent adoption of the Complete College Tennessee Act and the First to the Top Act in the historic January 2010 special legislative session.

He helped organize the Governor's working group of state higher education policy decision-makers that led to the development of the state's new postsecondary completion agenda. It was during his time in the Governor's office that Morgan began serving as liaison for Tennessee's participation in Complete College America, a responsibility he continues to espouse.

His public service career dates back to 1976 when he entered state government as a research assistant for the Legislative Fiscal Review Committee. He served the Department of Finance and Administration as a research assistant from 1978-1980, and the State Treasurer from 1980-1982 as an administrative assistant.

In 1982 he began working in the Office of the Comptroller of the Treasury as assistant director of Bond Finance and in 1983 as director of Bond Finance. In 1987 he served as assistant to the Comptroller, as well as Director of Bond Finance. In October 1987, Morgan briefly left state government to become vice president and director of public finance for Third National Bank in Nashville.

In February 1989, Morgan returned to state government as executive assistant to the Comptroller of the Treasury, and in January 1999 was elected Comptroller of the Treasury by the Tennessee General Assembly. He was re-elected to the position in 2001, 2003, 2005, and 2007. In January 2009, he was appointed to the position of Deputy to the Governor and served in that position until his appointment as Chancellor of the Tennessee Board of Regents.

Morgan holds a Bachelor of Science degree in political science and history from Austin Peay State University. He serves as vice president of the National Association of System Heads; holds membership in the Nashville Area Chamber of Commerce board of directors, the American Society of Public Administration, and the National Association for the Advancement of Colored People; and is a former member of the Association of Government Accountants.



Austin Peay State University

Named for former Tennessee Governor and Clarksvillian Austin Peay, Austin Peay State University (APSU) is one of the region's key economic engines, with a total impact of more than \$200 million annually.

Established in 1927 with 158 students, APSU attained its highest enrollment in history in fall 2010 with 10,723 students – making it the fastest growing public university in Tennessee.

In fall 2010, APSU opened its newest facility, the Hemlock Semiconductor Building, which houses the university's chemical engineering technology program. The first graduates from the chemical engineering technology program walked across the commencement stage, receiving their degrees, in May 2011.

In March 2009, the university opened a \$4.7 million education facility at nearby Fort Campbell, Ky., becoming the only on-post university with an individual facility at the time, as part of a university-wide focus to support active duty military personnel, reservists, veterans, and their families.

In addition to the main campus and the Fort Campbell campus, APSU offers courses and degree programs at two other locations: the Highland Crest Campus in Springfield and the Renaissance Center in Dickson.

APSU shares the Highland Crest Campus with Volunteer State Community College. APSU offers bachelor's degree programs in professional studies and criminal justice/homeland security at Highland Crest. Courses are on an eight-week term schedule.

At the Renaissance Center, located on Highway 46 South in Dickson, APSU offers the Bachelor of Business Administration (BBA) with a concentration in management. In addition, ESL (English as a Second Language) classes are available.

Two Centers of Excellence are located at APSU. The Center of Excellence for the Creative Arts offers students experiences in music, theater, creative writing, and visual art. The Center of Excellence for Field Biology brings together scholars and students for research on topics in field biology and ecology.

The state's first Hispanic Cultural Center in APSU's Morgan University Center helps to accommodate the university's fast-growing Hispanic enrollment. In 1991 APSU founded the Wilbur N. Daniel African American Cultural Center. In 2010, the university opened the Military Student Center, located in the Morgan University Center.

In addition to international and national leaders who are graduates, APSU alumni fill key posts in the Tennessee legislature and in higher education. During the November 2008 election, Dr. Phil Roe, a 1967 chemistry graduate, became the first APSU alumnus elected to the U.S. Congress. In 2010 John Morgan, a 1973 graduate, became chancellor of the Tennessee Board of Regents system.



Tim Hall
President

East Tennessee State University

Established under the General Education Bill by the General Assembly in 1909, East Tennessee State University (ETSU) opened in 1911 as East Tennessee State Normal School. To reflect the institution's expanding role in education, the General Assembly authorized a series of name changes, and, in 1963, university status was achieved. East Tennessee State University's 350-acre main campus is located in Johnson City with centers in nearby Kingsport and Elizabethton. Enrollment exceeds 15,000 students pursuing studies in more than 100 academic programs offered within the areas of arts and sciences, business, education, health sciences and services, and technology.



Brian Noland
President

Accredited by the Commission on Colleges of the Southern Association of Colleges and Schools, ETSU is one of the principal campuses governed by the Tennessee Board of Regents. ETSU offers four-year and graduate programs of study through 11 colleges and schools: College of Arts and Sciences, College of Business and Technology, College of Clinical and Rehabilitative Health Sciences, Claudius G. Clemmer College of Education, Honors College, James H. Quillen College of Medicine, College of Nursing, Bill Gatton College of Pharmacy, College of Public Health, School of Continuing Studies, and School of Graduate Studies. Students may choose from programs of study leading to bachelor's and master's degrees, graduate certificates, and doctoral degrees in audiology, biomedical sciences, psychology, early childhood, educational leadership, environmental health sciences, medicine, nursing, pharmacy, physical therapy, public health, and sport science.

The James H. Quillen College of Medicine was created by the Tennessee legislature in 1974. Its first class of 24 students enrolled in 1978 and earned the first M.D. degrees four years later. In 1988 the College of Medicine combined with the colleges of Nursing and Public and Allied Health to form a Division of Health Sciences. As a result, ETSU is the only major academic health sciences center between Knoxville, Tenn., and Roanoke, Va.

The university's Bill Gatton College of Pharmacy was created in 2005, and in 2007, ETSU's College of Public and Allied Health transitioned into the College of Public Health and the College of Clinical and Rehabilitative Health Sciences. The Academic Health Sciences Center is thus comprised of five colleges.

East Tennessee State University's one-of-a-kind programs include the world's only master's degree in storytelling and reading. Further, ETSU became the first university in America to offer a four-year degree in bluegrass and country music.

The five-acre ETSU Gray Fossil Site, located less than two miles from Interstate 26, is one of the richest sources of information in the nation about the Miocene Epoch.

Middle Tennessee State University

Middle Tennessee State University (MTSU) is the No. 1 choice among undergraduate students in Tennessee. A comprehensive university with more than 140 programs of study, it also features signature disciplines in accounting, aerospace, recording industry, equine studies, psychology, business, teacher education, and concrete industry management. With an enrollment of about 24,000 as of fall 2013, MTSU is the No. 1 producer of college graduates in the Tennessee Board of Regents system; the No. 1 producer of adult (25-years-old and older) and low-income (Pell Grant-eligible) graduates in the state; and the most efficient producer of graduates among the state's public universities, helping more students reach their educational goals with fewer tax dollars per pupil from the state.



Sidney A. McPhee
President

A comprehensive, doctoral degree-granting university, MTSU occupies 515 acres at the geographic center of Tennessee in Murfreesboro, about 30 miles southeast of Nashville. MTSU is the leading producer of college graduates in the Middle Tennessee market, with more than 60 percent of its alumni living within an hour's drive of Murfreesboro and almost 75 percent of its alumni residing in Tennessee.

An economic engine in the Volunteer State, MTSU adds not only educational and cultural value to Tennessee but also stimulates a vibrant business environment within the region. A recent study by the Business and Economic Research Center estimated MTSU's economic impact on Middle Tennessee to be nearly \$1 billion.

MTSU was founded in 1911 as a teachers' school and today remains one of the top producers of educators in Tennessee. Throughout its century of service, its academic offerings have grown in quantity and quality to better serve the needs of the Middle Tennessee region and to support economic growth and development. Its University Honors College, the first of its kind at a public university in Tennessee, provides the highest standard of education, and its graduates have been accepted to many prominent institutions including Oxford (UK), Harvard, Yale, and Howard universities.

MTSU was recognized by the *Chronicle of Higher Education* for producing Fulbright scholars in 2012–2013, ranked alongside universities such as Duke, Harvard, and Yale. For the third year in a row, MTSU was designated a "military-friendly institution" by *G.I. Jobs* magazine and it has the state's first federal VetSuccess on Campus program. In 2012 MTSU was the only institution of higher education in Tennessee to receive the Adult Learner Friendly Institution designation from the Coalition of Adult Learning Focused Institutions.

The university's athletics program joined Conference USA on July 1, 2013, fields 17 teams in men's and women's sports, and competes at the highest levels of all sports. Its athletes have also excelled in the classroom, meeting or exceeding NCAA Academic Progress Rates (APR) requirements in all 17 sports. Two of its athletic programs, men's golf and men's cross-country, earned NCAA Public Recognition Awards based on their APR performance.

Tennessee State University

“Think. Work. Serve.” has long been the University’s defining mission. Tennessee State University (TSU), the only land-grant institution in the Tennessee Board of Regents system, has – in addition to its teaching mission – a unique statewide mission of research and service. Established under a 1909 act of the General Assembly, TSU opened as the Agricultural and Industrial State Normal School at Nashville in 1912. After various name and status changes, TSU emerged as a full-fledged land-grant university in 1951 and continues its mission of instruction, research, and public service. Tennessee State University offers unparalleled research and service opportunities in these areas for students, scholars, and business partners from around the globe. Its Centers of Excellence in research have earned international recognition for groundbreaking work in educational policy and planetary discoveries.



Glenda Glover
President

Tennessee State University is among the few historically black colleges and universities (HBCUs) with a chapter of Phi Eta Sigma, the oldest and largest freshman honor society in the United States, and one of only three HBCUs with a Phi Kappa Phi Honor Society, the most prestigious honor society comprising all academic disciplines. The university’s College of Business was the first in Nashville to hold accreditation by the American Assembly of Collegiate Schools of Business. With a student body (77 percent undergraduate, 23 percent graduate) representing the rich cultural diversity of a vibrant global society, Tennessee State University remains committed to the democratic principle of accepting all qualified applicants. The university is dedicated to serving the needs of its extended communities and to preparing graduates for meaningful careers. TSU emphasizes undergraduate and graduate degrees in health professions, education, business, engineering, agricultural sciences and associated STEM (Science, Technology, Engineering, Mathematics) disciplines, and is especially committed to increasing representation and measures of success in these areas.

On January 2, 2013, Dr. Glenda Glover, a 1974 alumna, became the university’s eighth president and the first female selected to lead the institution in its 100-year history.

The university has received numerous accolades over the years, including being named to the President’s Higher Education Community Service Honor Roll for five consecutive years. TSU has been named one of the top 20 HBCUs in the nation by *U.S. News and World Report*, and in 2013, the No. 1 university in the state of Tennessee, and among the top 17 universities in the nation according to *Washington Monthly* in relation to educating and graduating academically-talented, low-income students who become service-oriented leaders in their profession. The university was also ranked as one of the top colleges and universities in Tennessee for the best return on financial investment for institutions with tuition rates under \$20,000 in 2013 by *College Database*.

Tennessee State University Tigers can be found in just about every profession, from science and medicine, to athletics, business, and television. For more than 100 years, our alumni have been making their mark on the world and include world-class Olympic athletes like Wilma Rudolph; TV talk show host and entertainment entrepreneur Oprah Winfrey; award winning journalist and philanthropist Carl Rowan; engineer Jesse Russell, whose pioneering engineering studies led to the development of the cellular telephone; and cardiac surgeon Dr. Levi Watkins, who implanted the first heart defibrillator, among many others. Their incredible achievements are a testament to the institution’s tradition of excellence. TSU is also home to the world-renowned Aristocrat of Bands. The marching band has performed in more than 15 nationally televised NFL half-time

shows, three presidential inaugurations, and has appeared and performed in a variety of television, movie, and concert venues.

The beauty and accessibility of the university's main campus is augmented with 65 buildings on more than 450 acres. Complementing the main campus is the downtown campus that features a simulated stock-trading center, a student computer laboratory, and continuing education, distance learning, and multimedia services. The university is arming students with the intellectual resources to compete in a global environment. In support of that, important partnerships have been established with leading global companies such as Boeing, Raytheon, Dell, IBM, and others, in which both funding and service-learning opportunities are currently active.

TSU has been a leading institution in the Tennessee Board of Regents system in funding for research. As Nashville's only comprehensive public university, Tennessee State University's economic impact in the state of Tennessee amounts to \$610 million annually. TSU's presence generates 5,500 jobs and injects about \$330 million directly into the state economy and \$280 million in indirect impact.

Tennessee Technological University

Tennessee Technological University (TTU) was established by an act of the General Assembly in 1915. Its first grounds and buildings had belonged to Dixie College, a private institution founded in 1911. The 235-acre campus is located in Cookeville, the largest and most centrally located city in the Upper Cumberland region. The university also operates the Joe L. Evins Appalachian Center for Craft in nearby Smithville and three area farms. The fall 2012 enrollment exceeded 11,400 students.

Best known for its engineering- and science-related disciplines, Tennessee Tech offers more than 40 bachelor's degree programs in six colleges – Arts and Sciences, Agriculture and Human Ecology, Business, Education, Engineering, and Interdisciplinary Studies. Students can also earn graduate-level degrees in more than 20 programs, including the Ph.D. in engineering, environmental sciences, and education.

Tennessee Tech is also proud to host two chairs of excellence in business and three multimillion dollar Centers of Excellence in engineering. Each center supports the work of faculty members and researchers who have earned national and international reputations in their fields. The centers bring together interdisciplinary research teams of faculty and students from across campus to offer valuable assistance to area industry, government, and professional organizations. The university is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools and has received three commendations from the organization. Of the full-time faculty, more than 75 percent hold an earned doctorate or terminal degree.

As a result of these successful relationships, Tennessee Tech typically earns high marks for student and alumni satisfaction. TTU is consistently ranked one of "America's 100 Best College Buys" by Institutional Research and Evaluation Inc. TTU has been included in the list every year from 2006-2012. TTU graduates have the least debt in the South, according to *U.S. News & World Report*. More than half of TTU's 2011 graduates left school debt free. The 47 percent of grads who had private or government student loan debt owed an average of \$9,952, the second lowest average debt amount in the nation. TTU students have the highest mid-career median salary potential of any public university graduates in the state, according to PayScale.com.



Philip Oldham
President

The University of Memphis

Established in 1912 under the General Education Act of 1909 as West Tennessee Normal School, today the University of Memphis is classified by the Carnegie Foundation as one of only two doctoral research-extensive public higher education institutions in the state.

Serving more than 21,000 students, the university's main campus is located on a 230-acre tract in the heart of metropolitan Memphis. The Park Avenue Campus, 146 acres just south of the main campus, houses research and community facilities, graduate and student family housing, and the Billy J. Murphy Athletic Complex. The Cecil C. Humphreys School of Law is housed downtown in the historic U.S. Post Office and Customs House, which the school occupied in January 2010 after the building's renovation.

Another major site, useful especially for field research, is the 640-acre Meeman Biological Field Station in northwest Shelby County. The university also offers classes at several satellite locations in Shelby County and West Tennessee, as well as extensive online offerings. In August 2011, the University of Memphis began offering classes at its new Lambuth Campus in Jackson, site of the former Lambuth University.

The University of Memphis offers world-recognized programs in disciplines as diverse as education, philosophy, earthquake science, audiology, biomedical engineering, discrete mathematics, and psychology. In addition, the university's Fogelman College of Business and Economics has moved into the forefront of international business education, offering undergraduate and graduate programs as well as advice and training for Mid-South business leaders. Other notable initiatives of the university are the Kemmons Wilson School of Hospitality and Resort Management and the FedEx Institute of Technology.

As is appropriate for one of America's major metropolitan research universities, the mission of the University of Memphis is tied to meeting the needs of the city of Memphis and the larger Mid-South region, which includes Tennessee, Arkansas, and Mississippi, plus parts of Alabama, Missouri, and Kentucky. Evidence of this mission is demonstrated by the university's groundbreaking techniques in training teachers for the urban classroom and by ongoing research into such issues as health care, economic opportunity, housing, public safety, and water quality.

The University of Memphis is also well-connected to its metropolitan community through internships and "connected research" conducted in conjunction with area business and industry. Such "Memphis Extras," which can be offered by a large university in a large city, provide students with unique educational and career opportunities.

The university is organized into six undergraduate colleges: College of Arts and Sciences, Fogelman College of Business and Economics, College of Education, Health and Human Sciences, College of Communication and Fine Arts, Herff College of Engineering, and University College, which offers nontraditional degrees with an emphasis on personally designed education. The University of Memphis also includes a graduate school, the Cecil C. Humphreys School of Law, the Loewenberg School of Nursing, the School of Communication Sciences and Disorders, and the newest academic entity, the School of Public Health.



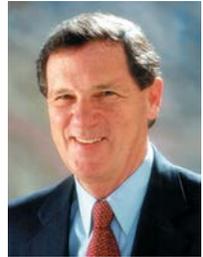
Brad Martin
Interim President

Chattanooga State Community College

Chattanooga State Community College is a comprehensive community college offering associate of arts, associate of science, and associate of applied science degrees. The college was established as the Chattanooga State Technical Institute in 1965. By an act of the 1973 General Assembly, the institute was expanded to Chattanooga State Technical Community College.

Chattanooga State is organized into the following academic divisions: Humanities and Fine Arts, Social and Behavioral Sciences, Mathematics and Sciences, Engineering Technology, Business and Information Technologies, Nursing and Allied Health, Applied Technology (Tennessee College of Applied Technology at Chattanooga), and Library Services. Other divisions of the college include Economic and Community Development, Student Affairs, Business and Finance, Human Resources, and Leadership and Fund Development. In addition, Middle College High School (MCHS) serves as a national model high school for bright students who wish to earn an associate's degree while completing their studies for a high school diploma. The college also houses a 9-12 STEM high school as part of the Hamilton County Department of Education. The STEM high school is the STEM innovation hub for Southeast Tennessee secondary schools.

Courses and programs are offered through five satellite sites located in the Sequatchie Valley, Dayton, Kimball, and two in Chattanooga, and through more than 200 college-developed e-courses. Chattanooga State is also in the unique position of overseeing the Tennessee College of Applied Technology – Chattanooga offering numerous one-year technical diploma programs and technical certificates of proficiency. The college is distinguished by its diverse service area population, its high market penetration (fall 2012 enrollment of more than 12,000 students in a service area of less than 350,000 people), breadth of curriculum, and impact on the business-industrial-professional community of southeast Tennessee. The college boasts the largest engineering technology, health science, and industrial technology divisions in the state system as well as the strongest corporate training activity in the region. Chattanooga State has forged corporate training partnerships with TVA, Volkswagen Group of America Chattanooga Operations, WACKER Polysilicon North America, and more than 100 other companies.



James L. Catanzaro
President

Cleveland State Community College

The mission of Cleveland State Community College is to provide accessible, responsive, and quality educational opportunities primarily for residents of southeastern Tennessee. The college delivers developmental education, university transfer programming, workforce training, and community services. By engaging students in the learning process, the college aspires to promote success, enhance quality of life, and encourage civic involvement. The college strives to be a responsible partner in lifelong learning for the individual and in economic development for the region.

Authorized in 1965 by the General Assembly, Cleveland State admitted its first students in 1967. The attractive 105-acre Cleveland campus has 10 buildings, an observatory, an extensive library, athletic fields, and fitness facilities. Cleveland State operates two additional sites located in Athens, Tenn., and Madisonville, Tenn., respectively. The college focuses on responsive delivery of the highest quality education



Carl Hite
President

and training at the lowest possible cost for the citizens of Bradley, McMinn, Meigs, Monroe, and Polk counties. Degree offerings include associate of art, associate of science, associate of applied science, and 23 technical certificate programs.

Cleveland State makes every effort to provide students with the total college experience. In addition to classroom participation and studies, Cleveland State creates opportunities for students to interact with the entire campus community. Student Senate, Phi Theta Kappa, Student Host Ambassadors, intramural sports, and more than 15 campus organizations all provide excellent avenues for student involvement.

Columbia State Community College

Columbia State Community College, the first of Tennessee's community colleges, was founded in 1966. The college was temporarily housed in facilities throughout the city of Columbia until the newly constructed campus was occupied in fall 1967 and dedicated by Lady Bird and President Lyndon B. Johnson on March 15, 1967. Columbia State has grown from a vision into a college serving nine counties of south central Tennessee with campuses in Maury, Williamson, Lawrence, Marshall, and Wayne counties.

Columbia State is focused on teaching, learning, and student success for student retention and completion. Three academic divisions – humanities and social sciences; science, technology and mathematics; and health sciences – offer students more than 50 areas of study for transfer and career entry. Career programs include Respiratory and Radiology Technology, Information Systems Technology, Business Management, Criminal Justice, Nursing, Film Crew Technology, Commercial Entertainment, Vet Tech, and EMT-IV/Paramedic. Since its inception, the college has served approximately 96,000 students with more than 16,000 graduates. Today, the college serves approximately 10,516 students annually in credit (7,316 students) and workforce (3,200 students/43 companies) and awards close to \$13 million in financial aid.

Columbia State maintains connections with its communities, schools, and businesses for program development, curriculum enhancements, and job placements through input and involvement with career advisory committees, business organizations, employer surveys, and one-on-one visits to industries. As a result, in fall 2012 Columbia State launched its new Advanced Integrated Industrial Technology program, created to meet both industry and student demand. The Information Technology program was redesigned in spring 2012 to meet growing workforce needs.

Columbia State also partners with many four-year institutions to provide bachelor's and master's degree opportunities at its campuses. In fall 2013, Columbia State began offering a new 3+1 bridge program through a partnership with Middle Tennessee State University, which gives students the opportunity to earn a Bachelor of Science degree in nursing.

Columbia State continues to move forward with its new Williamson County Campus. The 36 acres on Liberty Pike in Cool Springs was purchased in December 2011. The 2012 state budget provided funding authority for the college to begin design of the new campus. The Tennessee State Building Commission selected Bauer Askew as the architectural firm and a master plan that meshes the future needs with current programs developed. Hoar Construction was approved as construction manager/general contractor in August 2013. As of September 2013, 50 percent of the architectural drawings were complete and site design underway.



Janet F. Smith
President

In June 2013, Columbia State received re-accreditation through 2023 from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). As part of the process, the college developed a Quality Enhancement Plan that focuses on writing as a means of improving academic achievement and success among first-year students. The college is accredited by SACSCOC to award Associate of Art, Associate of Science, Associate of Science in Teaching, Associate of Fine Arts in Music, and Associate of Applied Science degrees, and technical certificates.

In addition, some college programs have specialized accreditation by the following agencies: Committee on Accreditation of Educational Programs for the EMS Profession, National League for Nursing Accrediting Commission, Joint Review Committee on Education in Radiologic Technology, Committee on Accreditation of Respiratory Care, Commission on Accreditation of Allied Health Education Programs, and American Veterinary Medical Association Committee on Veterinary Technician Education and Activities.

Dyersburg State Community College

Dyersburg State Community College (DSCC) was founded in 1969 by the State Board of Education as the second community college in West Tennessee. Today, Dyersburg State provides higher education to thousands of students throughout three locations: the Dyersburg campus, the Jimmy Naifeh Center at Tipton County, and the Gibson County Center in Trenton. These convenient locations help serve the communities of Crockett, Dyer, Gibson, Lake, Lauderdale, Obion, and Tipton counties. Approximately 3,600 total students attend Dyersburg State Community College.

Under the leadership of President Karen Bowyer, Dyersburg State has become a major resource for workforce development and training for regional business and industry. Offering courses in the arts and sciences, business and technology, and nursing and allied health, Dyersburg State is a comprehensive community college that provides traditional and non-traditional students with high-quality career programs and courses designed to enable them to obtain their associate degree for professional career opportunities or to easily transfer to a four-year college. Instruction is delivered through traditional, online, and interactive television classes. Dyersburg State also offers a very successful Dual/Joint Enrollment program to eligible high school juniors and seniors who wish to get a jump start on college. The college also provides learning support and continuing education courses at each campus. Enriching the culture of West Tennessee through its performing and fine arts programs, Dyersburg State hosts a variety of music concerts and recitals, theatrical productions, art exhibits, and an annual Literary and Visual Arts Celebration.

The Dyersburg campus is centrally located in the college's seven-county area and is spread over more than 115 acres. It consists of several facilities including the E. B. Eller Administration Building, the Dale F. Glover Education Center, the state-of-the-art Learning Resource Center, the Student Center featuring a One-Stop Center to provide multiple convenient services to students, the Mathematics Building, the Campus Activities Building, the Security Bank Community Learning Center, and the E. H. Lannom, Jr. Gymnasium.

The DSCC Gibson County Center, located next to Peabody High School in Trenton, opened in 1992. The center houses six master classrooms, four of which include Symposium systems; an ITV interactive classroom; a mathematics lab; a computer lab; and a Learning Resource Center. In addition, the center has a large commons area and a bookstore.



Karen A. Bowyer
President

The DSCC Jimmy Naifeh Center at Tipton County, situated on 102 acres in Covington, was constructed and opened in 2007. The center currently consists of two main buildings, including the 33,503-square-foot Jimmy Naifeh Building which houses instructional classrooms, labs, a commons area, an advising center, an on-site bookstore, and administrative offices. The Academic Building supports the Nursing and Emergency Medical Services/Paramedic programs. The Peter and Gracey McNeely Fyfe Learning Resource Center, equipped with a large computer lab and a 244-seat auditorium, is also located here. Dyersburg State broke ground for a new Learning Resource Center/Student Center and the Tipton County Public Library in 2011. The new state-of-the-art 54,000 square-foot building is expected to open in summer 2014.

Jackson State Community College

Authorized by the General Assembly in 1965, Jackson State Community College opened its doors in 1967. Since its first graduation ceremony in 1969, more than 13,000 West Tennesseans have earned an associate's degree from Jackson State, and most of them have remained in the West Tennessee community, living, working, and contributing to the economic growth and development of the state. The college operates a 109-acre main campus in Jackson and full-service campuses in Humboldt, Lexington, and Savannah. Additional instructional services are offered in cooperation with Tennessee Colleges of Applied Technology in Paris, McKenzie, and Whiteville. Jackson State serves a 14-county area in West Tennessee including the counties of Benton, Carroll, Chester, Crockett, Decatur, Gibson, Hardeman, Hardin, Haywood, Henderson, Henry, Madison, McNairy, and Weakley.



Bruce Blanding
President

Jackson State Community College serves more than 4,500 students each semester in credit and non-credit programs, making it the largest college in Jackson. Students are provided the opportunity to enroll in general education associate degree programs designed to prepare them for transfer to baccalaureate institutions, in professional and technical associate degree programs designed to prepare them for employment, or in individual personal interest courses.

The college's Nursing program is the largest associate degree program in the TBR system. Since the program's inception, graduate success on the national licensure exam has consistently exceeded state and national norms.

The college's Computer Information Systems Information Assurance Concentration was awarded the Committee on National Security System 4011 and 4013 Certification. Only 30 community colleges across the nation hold one or more of the committee's certifications.

The college was awarded the Futures Assembly Bellwether Award for excellence in community college instructional services and programs for its SMART math development studies redesign. One hundred community colleges were considered for the award.

Motlow State Community College

Motlow State Community College is a public, multi-campus college offering certificates, associate degrees, and flexible learning pathways in southern Middle Tennessee. For more than 40 years, Motlow has proven to be a student-centered institution that promotes academic excellence as well as personal and professional growth.

The main campus is located in Moore County on 187 acres of land donated by the late Senator Reagor Motlow and family. In addition to the main campus, the college boasts three learning centers in Fayetteville, McMinnville, and Smyrna. The college serves more than 540,000 citizens in Motlow's 11-county service area including: Bedford, Cannon, Coffee, DeKalb, Franklin, Lincoln, Moore, Rutherford, Van Buren, Warren, and White.

The wide range of quality academic programs offered at Motlow results from the steady expansion of degree programs to provide alternatives for changing educational needs. In addition to general education courses, students may choose from two-year degree programs in more than 40 disciplines.

Motlow's highly ranked, accredited nursing program has consistently exceeded National Council Licensure Examination (NCLEX) pass rates at both the national and state levels. Other programs of national merit include the Education program, which was recently named one of the Top 50 Community College Education Programs in the country, and the Business program which recently earned reaccreditation from the Association for Collegiate Business Schools and Programs.

The college has partnered with other in-state universities allowing rural citizens to obtain four-year degrees while staying close to home. The 2+2 Program in Elementary Education (K-6) in partnership with Tennessee Technological University allows students to earn a Bachelor of Science degree in elementary education in Motlow classrooms. The Management and Human Relations (MHR) program, through Trevecca Nazarene University, enables working adults to earn a bachelor's degree in 13 months by attending class one night a week at the Moore County campus. In addition, the 2+2 program in Criminal Justice Administration takes advantage of Motlow's partnership with Tennessee State University where students attend classes at Motlow's Moore County campus to work toward a bachelor's degree. Motlow provides area high school students the opportunity to get a jump start on college courses with dual/joint enrollment. The Adult College Express (ACE), a fast-track degree program designed for busy adults, leads to the Associate of Science in General Studies and the Associate of Applied Science in Early Childhood Education.

The quality, flexibility, and variety of programs offered at Motlow meet the needs of students whether they are still in high school, recent high school graduates, returning to complete a degree, or seeking higher education for the first time as adult students.

Motlow College changes lives with faculty and staff who are committed to the success of students.



MaryLou Apple
President

Nashville State Community College

Nashville State Community College is a comprehensive community college located in west Nashville. In addition to its main campus, Nashville State offers classes at five satellite locations: Clarksville, Cookeville, Waverly, The Southeast Center located in southeast Davidson County, and the Renaissance Center located in Dickson.

The college was founded in 1970 under the enabling legislation for all of the state's technical institutes and served the community as Nashville State Technical Institute until July 2002, when the mission of Nashville State was expanded to that of a community college. As a community college, Nashville State continues to offer the associate of applied science career and technical degrees, technical certificate programs, and an extensive series of courses for business and industry. In addition, Nashville State's enhanced mission allows the college to offer degrees designed to transfer into baccalaureate programs. Students can complete their first two years at Nashville State, receive an associate of science, associate of science in teaching, or associate of arts degree, and transfer credits to a university. The college maintains articulation agreements with public and private universities for students who decide to pursue a bachelor's degree.

The college's mission is to provide comprehensive educational programs and partnerships; exemplary services; an accessible, progressive learning environment; and responsible leadership to improve the quality of life for the communities it serves. The college serves a broad geographic area comprised of Davidson, Cheatham, Dickson, Houston, Humphreys, Montgomery, and Stewart counties, and the Upper Cumberland region. Nashville State offers associate degrees and certificates that prepare students to think and perform well, whether entering the workforce or transferring to a university upon graduation.

Northeast State Community College

Northeast State began as Tri-Cities State Area Vocational-Technical School in 1966 under the governance of the State Board for Vocational Education. In 1970 the mission was expanded, and the school became a regional center for vocational and technical training. The scope was again expanded in 1978 to include the awarding of both one-year certificates and associate degrees in technology, and the name was changed to Tri-Cities State Technical Institute.

Effective on July 1, 1983, Tri-Cities State Tech was placed under the governance of the Tennessee Board of Regents and became part of the State University and Community College System of Tennessee. On July 1, 1990, the college added a university parallel component, and the institution's name was changed to Northeast State Technical Community College. On July 1, 2009, the college's name was changed to Northeast State Community College to better reflect the diverse range of programs offered by the institution.

Northeast State provides university parallel programs designed for students desiring to transfer to another college or university, career programs for students planning to enter the workforce immediately upon graduation, and continuing education and community service programs for professional growth and personal enrichment to the citizens of Carter, Johnson, Sullivan, Unicoi,



George H. Van Allen
President



Janice Gilliam
President

and Washington counties. The main campus is located in Blountville, and the college maintains teaching sites in Bristol, Elizabethton, Gray, and Kingsport.

Pellissippi State Community College

Pellissippi State Community College was founded in 1974 as State Technical Institute at Knoxville with an initial enrollment of 45 students. In 1988 the college's name was changed to Pellissippi State Technical Community College, and its mission was expanded from engineering and business technology programs to include college transfer programs. Enrollment grew quickly. In 2009 the Legislature voted to remove the word "technical" from the college's name. Enrollment for fall 2012 was 10,588, following a record number of 1,166 graduates the previous spring.

The college's primary location, known as the Hardin Valley Campus, is located on 144 acres off the Pellissippi Parkway between Knoxville and Oak Ridge. Pellissippi State has four additional campuses in Knox and Blount counties: the Division Street Campus, the Magnolia Avenue Campus, the Strawberry Plains Campus, and the Blount County Campus.

The college continues to support and develop career-path associate's degrees, associate's degrees for transfer, certificates, and continuing education opportunities for the citizens of Knox and Blount counties. Pellissippi State is home to seven academic departments: Business and Computer Technology, Engineering and Media Technologies, English, Liberal Arts, Mathematics, Natural and Behavioral Sciences, and Nursing.



L. Anthony Wise, Jr.
President

Roane State Community College

Founded in 1971, Roane State serves a diverse eight-county service area that includes Anderson, Campbell, Cumberland, Fentress, Loudon, Morgan, Roane, and Scott counties. The college provides health sciences education in Knox and Blount counties.

In addition to its main campus in Harriman, Roane State has campuses in Crossville, Huntsville, Jamestown, Knoxville, LaFollette, Lenoir City, Oak Ridge, and Wartburg. The college also operates Channel 15 television station and the historic Princess Theatre, both in Harriman; the Tamke-Allan Observatory in Rockwood; and the Clinton Higher Education and Workforce Training Facility.

Thanks to its multiple locations and wide range of distance-learning offerings, Roane State brings the benefits of higher education within reach of all who live and work in these communities. Fall 2012 enrollment was 6,508 students.

Roane State provides transfer curricula, career-preparation programs, and continuing education. The college is a leading provider of health sciences programs. Nursing, dental hygiene technology, opticianry, radiologic technology, and respiratory therapy technology are just a few of the many opportunities available.

Roane State also partners with Oak Ridge National Laboratory and numerous industries to provide training in advanced manufacturing.

Roane State has an excellent job placement rate for students in career-preparation programs such as criminal justice, early childhood education, and paralegal studies. The college offers numerous



Chris Whaley
President

options for transferring to four-year schools and provides dual studies courses. Through dual studies, high school students can earn college credit and high school credit at the same time.

Roane State's international education program gives students exciting opportunities to study abroad. Destinations have included Haiti, Guatemala, Mexico, France, and Belgium. The college also features numerous extracurricular activities such as athletics, music, and theatre.

For more information, visit roanestate.edu.

Southwest Tennessee Community College

Southwest Tennessee Community College was established by Chapter 510 of the Public Acts of 1999, consolidation of State Technical Institute at Memphis and Shelby State Community College. Southwest Tennessee Community College is a comprehensive, open-access, culturally diverse, public two-year college. The college provides the citizens of Shelby and Fayette counties, and the surrounding Mid-South region, with a high quality and affordable postsecondary education that prepares them for associate degrees, future educational opportunities, and successful employment. Southwest promotes student success in a supportive teaching and learning environment designed to raise educational levels, promote work readiness skills, enhance career advancement, prepare for university transfer, and enrich personal lives.

Southwest has two main campuses, the Union Avenue Campus near the city's downtown area and the Macon Cove Campus in the city's northeastern section. Southwest also teaches in major off-campus centers and teaching sites located throughout Shelby and Fayette counties. These locations provide citizens with convenient opportunities for educational advancement.

Southwest is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award associate degrees. Southwest offers Associate of Arts, Associate of Science, and Associate of Science in Teaching degrees designed for transfer to universities. Southwest also offers Associate of Applied Science degrees and short-term certificate programs designed to prepare students for career opportunities. Students can enroll in a large curriculum that includes allied health sciences, nursing, biotechnology, business, criminal justice, hospitality management, humanities, mathematics, natural and social sciences, education, and engineering and related technologies. The college boasts such advantages as small class sizes, quality faculty, affordable tuition, open and early admissions, and comprehensive support services.

Southwest Tennessee Community College is the largest two-year public college in Tennessee.



Nathan L. Essex
President

Volunteer State Community College

Volunteer State Community College is a comprehensive, two-year college located in Gallatin, about 30 miles northeast of Nashville. Authorized by the General Assembly in 1969, Vol State, as it is popularly known, admitted its first students in 1971. It occupies a 100-acre main campus with 16 buildings. Student enrollment for fall 2012 was 8,177.

Classes are offered in a 12-county service area, and for the convenience of students, there are degree-granting locations at Livingston in Overton County and at McGavock High School in Nashville. Volunteer State Community College at Highland Crest offers many classes each semester at the campus location in Springfield. Numerous off-campus operations extend the college's instruction and public service roles throughout its service area that includes the counties of Clay, Davidson, Jackson, Macon, Overton, Pickett, Putnam, Robertson, Smith, Sumner, Trousdale, and Wilson.

Vol State offers Associate of Arts and Associate of Science degrees for transfer to a four-year institution. The Associate of Applied Science degree, and one- or two-year technical certificates, prepare students with the essential skills needed for job entry and career advancement. There are more than 70 areas of study in five major divisions: Humanities, Allied Health, Social Science and Education, Business, and Math and Science. Vol State is a distance education leader in Tennessee, offering a large number of courses online for students who need a convenient and flexible class schedule.

The college is committed to student success and offers a number of specialized services to help students academically. The International Education Program at the school allows students to travel internationally for study and brings global-themed events to the campuses.

Vol State also has a number of non-credit programs, services, and activities for area residents. Leisure and self-help courses are offered to provide local residents with convenient classes to enhance their personal and professional lives. The workforce development program creates business partnerships to help local businesses prepare their employees to be more effective in the global economy.

Walters State Community College

Walters State was authorized by the General Assembly in 1967, and the college opened in 1970. The institution is named for the late U.S. Senator Herbert S. Walters. The 175-acre main campus is in Morristown; additional campus sites are located in Sevierville, Greeneville, and Tazewell, and the Walters State Great Smoky Mountains Expo Center is located in White Pine.

Walters State enrolls approximately 6,400 degree-seeking students and serves an additional 4,000 students in continuing education and job training programs. The college provides university parallel programs that prepare students to transfer two years of college work to four-year colleges or universities, and technology, health, and public safety programs that prepare them for immediate employment. Additionally, the college stimulates community and economic development through a wide array of continuing education and community service programs. Through Walters State's Office of Community Education and the Center for Workforce



Jerry Faulkner
President



Wade B. McCamey
President

Development, the college provides state-of-the-art technology and customized training programs, producing well-trained and educated employees who contribute to East Tennessee's development of world-class products, services, and operations.

Tennessee Colleges of Applied Technology

The Tennessee Colleges of Applied Technology (TCATs) are the premier providers of workforce development training throughout the state. Established as a statewide system by legislation passed by the 1963 General Assembly, the state area vocational technical schools were transferred from the State Department of Education in July 1983 to operate under the governance of the Tennessee Board of Regents. During the 1994 legislative session, the names of the institutions were changed from the Area Vocational-Technical Schools to the Tennessee Technology Centers. New legislation in 2013 changed the name once again to the Tennessee Colleges of Applied Technology.

The TCATs have been nationally recognized for their model of competency-based technical training and for their outstanding completion and placement rates (completion and placement averages are in the high 70s and 80s). TCATs' graduation rates are significantly better than those of peer institutions because of the focus on teaching job skills in high demand, structured programming, embedded technology foundations, competency-based learning, and student-centered environments. TCAT campuses can be found in 27 locations across the state to meet the occupational and technical training needs of Tennessee's citizens by emphasizing job placement and workforce development. TCATs contribute to economic and community development by working with existing and prospective businesses and industries to train both adults and youth for employment or career advancement. By providing training that involves the latest technologies, TCATs help keep Tennessee's workforce prepared for the future. Total TCAT enrollment across the state at the end of 2012 numbered close to 30,000.



James D. King
Vice Chancellor

Other Education

Tennessee Foreign Language Institute

Janice Snow Rodriguez, Executive Director

The Tennessee Foreign Language Institute (TFLI) was established in 1986 by the General Assembly to promote, encourage, enhance, and facilitate the learning and teaching of foreign languages and cultures for the economic, professional, and educational enrichment of the state government and its employees, the business community, foreign language educators, and the citizens of Tennessee. Since its inception, TFLI has provided and participated in teachers' programs, has been awarded federal and state grants for innovative programs, and has awarded scholarships for language learners and educators. Presently, TFLI serves more than 4,000 people per year and offers classes, translation, and interpretation services in more than 140 languages. TFLI also offers English as a Second Language (ESL) classes, which focus on proficiency in conversation, reading, writing, and U.S. English pronunciation skills, as well as a certification program for teachers of ESL. Other professional development programs TFLI offers include Legal and Medical Interpreter Training as well as a seminar in Cultural Awareness and Diversity. Additionally, TFLI provides telephonic interpretation and voice-over services in more than 100 languages.



Tennessee Student Assistance Corporation

Richard G. Rhoda, Executive Director

The Tennessee Student Assistance Corporation was chartered by the General Assembly in 1974 to administer state-supported programs of student financial aid. Every year TSAC helps nearly 125,000 students attend college by providing \$375 million in merit and need-based grants and scholarships. Current programs, supported by state, lottery, and federal funds, include the Federal Stafford Loan Program, Federal PLUS Loan Programs, Tennessee Education Lottery Scholarship Programs (including the HOPE Scholarship Program), Tennessee Student Assistance Award Program, Robert C. Byrd Honors Scholarship Program, Ned McWherter Scholars Program, Dependent Children Scholarship Program, Christa McAuliffe Scholarship Program, Minority Teaching Fellows Loan Forgiveness Program, Tennessee Teaching Scholars Loan Forgiveness Program, Tennessee Math and Science Teacher Loan Forgiveness Program, the Graduate Nursing Loan Forgiveness Program, the Helping Heroes Grant, and the Rural Health Loan Forgiveness Program.



Governor's Books from Birth Foundation

Theresa Carl, President

312 Rosa L. Parks Avenue, 27th Floor, Nashville, TN 37243

(615) 253-3600, governorsfoundation.org

A unique public-private partnership dedicated to early childhood literacy, Tennessee's statewide Imagination Library mails one new, age-appropriate book every month to registered children from birth until age five (a gift of up to 60 books) – at no cost to families and regardless of income. Created in 2004 as a partnership with all 95 Tennessee counties and Dolly Parton's Imagination Library, the Governor's Books from Birth Foundation (GBBF) funds half the monthly cost of buying and mailing these books to preschool children in every county in the state. More than 19 million books have been delivered to children across the state since 2004. More than 215,000 children – nearly 53 percent of the state's total under-age-five population – currently receive books through the program. More than 323,000 five-year-olds have "graduated" from the program since 2004, and the Imagination Library is accessible to all 408,000 eligible-age children in Tennessee. Through a budgetary allocation via the Tennessee General Assembly, the GBBF matches, dollar for dollar, all funds raised by each county Imagination Library program. As part of a unique public-private partnership with the Dollywood Foundation, multiple private sector sponsors, and local municipal governments and nonprofit organizations in communities across Tennessee, this wonderfully unique program brings the joy of reading and learning to the mailboxes of children, transcending socioeconomic barriers and creating a culture of literacy in the homes of hundreds of thousands of families. The GBBF works to ensure the program will continue to do so far into the future.



Past and Future

From its beginning to the present, Tennessee has been at the forefront of education. Washington College Academy is the first school in Tennessee and can trace its origins to 1780 – 16 years before Tennessee was admitted to the Union in 1796. The academy is located between Johnson City and Greeneville on a 155-acre campus overlooking the Great Smoky Mountains. This traditional school concentrates on a classical education while emphasizing traditional values. It is a nondenominational and co-educational boarding and day school for grades 6-12. Presbyterian minister Samuel Doak founded the school that has graduated 22 college presidents, 28 members of Congress, three governors, 63 physicians, 16 missionaries, and 162 ministers. The principles laid forth by its founding fathers are still a large part of the educational experience of Washington College Academy.

Parents in the Volunteer State have always relied on a variety of educational options for their children. In recent years, homeschooling has become an increasingly popular alternative to the traditional scholastic settings of public and private schools.

Homeschooling provides the opportunity for parents to tailor an education unique to their child's interest and learning style through a wide range of curriculum options, while also interacting with a broad spectrum of individuals in a variety of social settings outside of the home. Tennessee codified homeschooling in 1985 with the passage of Public Chapter 398, and there are many support systems in place at the state and federal level to assist parents with the various aspects of educating their child at home.

Charter schools are a version of public schools that are individually operated with their own budget. In the 2012-2013 academic year, 48 charter schools operated in Tennessee. The General Assembly passed the Public Charter School Law in 2002, making Tennessee the 39th state to adhere to this law. Charter schools are accountable to the same standards as public schools, often adding other requisites for their schools. They cover fundamental preparatory curriculum and frequently specialize in arts, sciences, or other subjects. In 2011 Tennessee passed a law to lift the cap on the number of students able to participate in charter schools and removed the statewide limit of 90 charter schools.







Department of Environment and Conservation

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Robert Martineau, Jr., Commissioner

Tennessee is one of the most biodiverse inland states in the nation. The Volunteer State features the lush peaks and valleys of the Southern Appalachian Mountains, the rolling hills and pastoral landscape of Middle Tennessee, and the rich floodplains of the Mississippi River. Protection of these natural resources and the health and safety of Tennessee citizens from environmental hazards are the responsibilities of the Tennessee Department of Environment and Conservation (TDEC).

TDEC is legally required and ethically committed to protecting and improving the quality of Tennessee's air, land, and water. The department meets its mission through managing regulatory programs that set standards for air, water, and soil quality; providing assistance to businesses and communities in areas ranging from recreation to waste management; and through a series of programs to inventory, interpret, and protect Tennessee's rich natural, historical, and archaeological heritage.

Department programs and initiatives protect human health and the environment and support economic development, job creation, and quality of life through education of citizens and the regulated community regarding natural resource issues, as well as effective enforcement of state and federal environmental laws.

The department also oversees one of the state's greatest treasures: the award-winning Tennessee State Parks system. Tennessee is home to 54 state parks, providing a full range of recreational opportunities and experiences for the nearly 31 million visits they host each year. Whether one is seeking a quiet hike in the woods, a safe and friendly campground for their family, a natural setting for a company conference, or a good night's rest in a modern inn – it can be found in a Tennessee State Park.

Unique areas with rare or unusual flora, fauna, or other ecological features are reserved as state natural areas. As of 2013, Tennessee had 83 state natural areas. These special places are preserved and managed for the protection of the natural resources they contain, whereas state parks are managed for many uses including recreation.

In addition to protecting natural resources and providing outdoor recreational opportunities for Tennesseans, Tennessee State Parks and natural areas are economic engines, pumping millions of dollars into local economies and creating thousands of jobs. In fact, all of the department's work is directly tied to the economic well-being of Tennessee. Families and businesses are drawn to Tennessee because of its abundant clean water, beautiful natural scenery, and its proximity to

the economic centers of the Southeast. Meeting increased demand for environmental protection while ensuring a strong and growing economy requires balance and creative solutions to complex, ever-changing concerns.

The department has eight Environmental Field Offices conveniently located across the state. Information and services regarding environmental programs are available by calling toll free 888-891-TDEC (888-891-8332) or by accessing the department's website at TN.gov/environment. Information about Tennessee State Parks is available by calling toll free 888-TN-Parks (888-867-2757) or online at tnstateparks.com.

History

Modern regulation of environmental quality began in the late 1960s. At that time, Tennessee was experiencing severe environmental problems, particularly in its urban areas. Large stretches of rivers, such as the Ocoee, were "dead." Air quality in Chattanooga was so bad that drivers had to use their headlights during the day; and in Nashville visibility was reduced to less than 100 yards on particularly bad days. A suite of state and federal environmental laws was passed beginning in the late 1960s to address these massive problems.

Congress passed the National Environmental Policy Act in 1969, spurring President Richard Nixon to establish the United States Environmental Protection Agency. Numerous federal environmental laws followed, using a "command and control" system to reverse large, obvious problems. Parallel with the development of federal laws in the 1960s and 1970s, the state enacted a body of state law, regulations, permit programs, and monitoring systems, and expanded inspection and enforcement systems.

The Tennessee General Assembly had previously created the Stream Pollution Control Board in 1945, making Tennessee the first state in the South to pass a water pollution control law. This board undertook a proactive program to protect streams and develop a network of wastewater treatment systems. Tennessee then passed the state Water Quality Act in 1971 and established the Water Quality Control Board. The federal Clean Water Act was passed in 1972.

The Tennessee Solid Waste Disposal Act passed in 1969, giving the state authority to regulate local landfills and to manage solid waste disposal. A new Solid Waste Management Act passed in 1991.

The state also passed laws to protect air quality and support recreation and resource management, including the Air Quality Act, the Scenic Rivers Act, the Scenic Trails Act, and the Natural Areas Preservation Act.

One of the most significant developments in resource conservation in Tennessee since 1900 was the establishment of the state park system. The State Government Reorganization Act of 1937 established a Department of Conservation in the Executive Branch. In the same year, another act was passed that brought management of all state areas used as parks, monuments, or recreation under a Division of Parks in the Department of Conservation. Today, the Bureau of State Parks and Conservation manages more than 120,000 acres of land in 54 state parks and 83 natural areas located throughout Tennessee.

The current Department of Environment and Conservation was created in 1991. This department is comprised of the environmental programs formerly housed in the Department of Health and Environment and most of the programs previously located in the Department of Conservation.

Commissioner's Office

The Commissioner's Office oversees all departmental operations. Deputy and assistant commissioners for Parks and Conservation, the Bureau of Environment, Administrative Services, and External Affairs work closely with, and report directly to, the commissioner. Also reporting directly to the commissioner are the department's offices of general counsel, sustainable practices, policy and planning, and energy programs.

The Office of General Counsel houses the department's attorneys and is responsible for providing guidance and legal services for all aspects of the department's operation – including enforcement, permitting, legislation development and interpretation, and other services as needed.

The department's legislative liaisons work with the Governor's Office and the General Assembly on legislation that may impact the department and address constituent concerns.

In 2011 the department reallocated resources to create the Office of External Affairs, with regional directors in each TDEC field office serving as a single point of contact to provide better outreach to local citizens, to help stakeholders navigate permitting processes, assist with front-end compliance over back-end enforcement, and to communicate proactively on subjects ranging from parks opportunities to environmental concerns and grant offerings. The office also manages media relations, legislative support, and oversees the department's website, graphic design services, and the *Tennessee Conservationist* magazine.

The Office of Sustainable Practices was also created in 2011 to work with local governments, businesses, and communities on real world issues, including energy efficiency, energy conservation, and cost saving ideas that promote reuse and recycling while producing less pollution and using fewer resources.

The Office of Energy Programs' grant administration and energy-related education and outreach activities complement TDEC's work in energy efficiency, energy conservation, and support for renewable fuels as it reduces overall demand for energy- and fossil-generated power specifically.

The Office of Policy and Planning provides strategic planning, policy recommendations, research capabilities, performance improvement services, and Title VI/Environmental Justice functions within the department. The policy office coordinates and produces comprehensive research, analysis, and option alternatives, and assists in developing strategic goals and objectives for the department. The policy office also implements TDEC's LEAN initiative.

The Offices of Talent Management and Human Resources Operations help the agency grow leaders and engage employees to improve organizational performance while managing all department personnel transactions, classification and compensation issues, recruitment and placement, insurance, and employee relations. Support is provided to all divisions, program areas, offices, and parks in the department. Particular attention is dedicated to assessment, training, succession planning, coaching, mentoring, and individual professional development that assists every employee in achieving their highest potential.

Environment

Air Pollution Control. Air Pollution Control staff work to ensure that state air quality standards are upheld. Monitors across the state are checked regularly; complaints are investigated; and the division works to bring violators into compliance. Other staff activities include planning and assessing whether new or expanded industries can fit within the air quality limits for specific areas

of the state. The Air Pollution Control Board establishes state regulations for air quality and hears enforcement cases for violations of state laws.

Environmental Assistance. Through the Office of Sustainable Practices, information and non-regulatory support are offered to businesses, schools, local governments, industries, organizations, and individuals to prevent and reduce negative environmental impacts. The staff utilizes a wide range of outreach techniques and partnerships to enhance knowledge and environmental awareness for individuals and organizations through green leadership and partnership initiatives.

Radiological Health. This quality control program seeks to protect Tennesseans and the environment from excess exposure to radiation. Among their many duties, Radiological Health staff inspect X-ray equipment in medical offices and hospitals to prevent unsafe exposures to radiation.

Remediation. This program identifies and investigates sites that pose a chemical threat to public health or the environment and works to resolve that threat through remedial action, cleanup, and control of potential hazards. Staff members address contamination from past manufacturing sites, spills, and storage sites where no other environmental permits are available to require cleanup of contamination. This division also ensures that the environmental impacts associated with past and present activities at the U.S. Department of Energy's Oak Ridge Reservation are thoroughly investigated and that appropriate cleanup action is taken as necessary to protect the public health and environment.

Solid/Hazardous Waste Management. Solid and Hazardous Waste Management staff ensure that wastes are stored, treated, and disposed of in environmentally safe ways. Activities include permitting and inspecting landfills, investigating old dump sites that may pollute water or land, managing the state's Hazardous Waste Disposal Tracking System, and helping cities and counties handle solid waste disposal problems. The Solid Waste Disposal Control Board establishes state regulations and hears enforcement cases for violations of state laws.

Subsurface Septic Systems. This program is responsible for permitting septic tank installations and for licensing water well drillers.

Underground Storage Tanks. Staff members work to ensure the thousands of underground petroleum storage tanks in use in Tennessee meet federal and state standards to prevent ground and water contamination from leaking tanks. They regulate the type of tanks installed, investigate and determine the source of petroleum when tanks are suspected of leaking, and require cleanup when tanks leak. The Underground Petroleum Storage Tank Board establishes state regulations and hears enforcement cases for violations of state laws.

Water Resources. This division issues permits for municipal and industrial wastewater discharges, investigates complaints, examines fish kills and spill sites, and conducts inspections of permitted activities. Other responsibilities include monitoring the water quality of streams and lakes across the state, protecting wetlands and issuing permits for such activities as stream channel modifications, and sand and gravel dredging. This program investigates and enforces laws regarding water quality impacts from coal mining and other mineral surface mining activities. The division also regulates public drinking water providers and develops groundwater and wellhead protection plans to protect Tennessee's public water supplies. Water Resources also regulates most non-federal dams across the state, administers the Clean Water and Drinking Water State Revolving Loan program to provide low-interest loans to municipalities in need of updating or expanded drinking water or wastewater facilities, and operates the Fleming Training Center to provide training for water and wastewater plant operators.

West Tennessee River Basin Authority. The Obion-Forked Deer Basin Authority was established by statute as an agency of state government in 1972. On July 1, 1996, it became attached to the Department of Environment and Conservation, and the name was changed to West Tennessee River Basin Authority. The agency is charged with water resources management in the 17-county area drained by the Obion, Forked Deer, and Hatchie River systems.

Parks and Conservation

Archaeology. The department's archaeologists are responsible for the identification, survey, protection, and excavation of important archaeological sites in Tennessee.

Natural Areas Program. This program is charged with protecting and restoring Tennessee's natural biological diversity through identification, conservation, and communication. Program areas include Natural Heritage Inventory, 83 State Natural Areas, Rare Plant Protection, 13 State Scenic Rivers, Ginseng Management, and Environmental Review. These programs work together and in partnership with the public and private sector to identify and protect Tennessee's most rare and important plant and animal species and natural communities.

Recreation Educational Services. This section administers technical, planning, and financial assistance services to state, local, and private providers of public recreation systems across the state. It also encourages the development of local recreation systems.

Tennessee Historical Commission. The Tennessee Historical Commission is responsible for recording, preserving, and interpreting the history of Tennessee. It promotes historical preservation through the selection of and research on historical sites and administers state-owned historic properties and all programs established under the National Historic Preservation Act of 1966.

Tennessee State Parks. The mission of Tennessee State Parks is to preserve and protect, in perpetuity, unique examples of natural, cultural, and scenic areas, and provide a variety of safe, quality outdoor experiences through well-planned and professionally managed systems. The majority of Tennessee's 54 state parks offer interpretative and resource-based recreation activities resulting in more than 16,000 learning programs annually that are attended by more than 600,000 participants. State parks possess approximately 1,000 miles of hiking trails, 2,999 improved and primitive campsites, and provide abundant opportunities for aquatic activities. Details on features and activities at each state park are available at tnstateparks.com.

Tennessee State Parks manages hospitality and retail operations at six resort parks: Fall Creek Falls, Henry Horton, Montgomery Bell, Natchez Trace, Paris Landing, and Pickwick Landing. These parks provide restaurants, cabins, group lodges, conference centers, marinas, recreational rooms, swimming pools, outdoor sporting facilities, and inns. There are also six traditional and three Bear Trace golf courses that make up the Tennessee Golf Trail.

Administrative Services

Fiscal Services. This division provides a full range of financial management and support services. The division has responsibility for preparing the department's budget request, procuring goods and services, managing and coordinating motor vehicles, plus handling all other financial transactions. The division administers the performance-based budgeting initiative; oversees the business continuation planning process; and is responsible for leasing and managing the department's office space, furnishings, and equipment throughout the state.

Information Systems. Comprised of Applications Development/Support and Technical Services, the Information Systems Division provides services under the guidance of the Management Advisory Committee that helps organize data into meaningful information to employees and aids personnel in managing data as a vital asset.

Boards, Commissions, and Councils

The following boards, commissions, and councils may be contacted through the Department of Environment and Conservation:

- Air Pollution Control Board
- Commissioner’s Council on Greenways and Trails
- Compliance Advisory Panel
- Dry Cleaners Environmental Response Board
- Great Smoky Mountains Park Commission
- Ground Water Management Board
- State Review Board
- Tennessee Archaeological Advisory Council
- Tennessee Board of Water Quality, Oil and Gas
- Tennessee Heritage Conservation Trust Fund Board
- Tennessee Historical Commission
- Underground Storage Tank and Solid Waste Disposal Board
- Water and Wastewater Operators Certification Board
- West Tennessee River Basin Authority

Commissioner Robert “Bob” Martineau, Jr.

Tennessee Department of Environment and Conservation

Robert “Bob” Martineau, Jr. was selected as the seventh commissioner of the Tennessee Department of Environment and Conservation by Tennessee Governor Bill Haslam on January 15, 2011. Martineau has more than 25 years of experience as an attorney in the field of environmental law. For seven years, he served as senior attorney in the Office of the General Counsel for the U.S. Environmental Protection Agency in Washington, D.C. He was recognized in *Best Lawyers in America* and Chambers USA for his expertise in environmental law. He was co-editor of the American Bar Association’s *The Clean Air Act Handbook* and has authored a variety of substantive articles on critical environmental topics. He has also co-authored a book on drafting statutes and rules in plain English.



Prior to his appointment as commissioner, Martineau was a partner at the Waller Law Firm in Nashville for 16 years, practicing in the area of environmental law. At the firm, he had extensive experience working with companies on the development and implementation of corporate environmental management programs and auditing programs. In private practice, Martineau helped clients, including business and local government, anticipate issues proactively, navigate permit processes, solve problems, and establish effective environmental management programs. He regularly assisted clients in assessing the impacts of proposed legislative or regulatory initiatives at the federal and state level and developing policy positions with respect to those initiatives.

Martineau is a member of the Air and Waste Management Association and a former council member of the Section of Environment, Energy, and Resources of the American Bar Association. He is a graduate of Leadership Nashville and is also active in the community, currently serving on the board of the Legal Aid Society of Middle Tennessee and the Cumberlands. He is past president of the Tennessee Chapter of the Cystic Fibrosis Foundation, First Steps, and currently serves as past president of the board for Community Health Charities.

His environmental leadership at the Tennessee Department of Environment and Conservation was recognized at the national level in August 2012, as he was elected by his peers as secretary-treasurer of the Environmental Council of the States, the national association of state environmental officers. This is the first time a head of TDEC has been elected to any top leadership post at ECOS.

Martineau, 54, is married to Pamela Eddy, and they have a teenage daughter, Meredith. Martineau earned his law degree at the University of Cincinnati and holds a bachelor's degree from St. John's University (Minnesota).





Department of Finance and Administration

State Capitol
Nashville, TN 37243-0285
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TN.gov/finance

Larry Martin, Commissioner
Micheal Morrow, Deputy Commissioner
Darin J. Gordon, Deputy Commissioner

The department's mission is "Good Business, Great Customer Service." The department also acts as the chief corporate office of state government. Many complex processes are required to achieve this mission. The governor's proposed budget for state government is developed with the oversight of the commissioner, the governor's chief financial officer. Centralized accounting and financial reporting of the state's financial activity is also managed by the department. Other processes which provide state government with the necessary infrastructure to work effectively are information resources, insurance administration, and project management. The department has received various awards for excellence in budget preparation, financial reporting, financial management, and information systems management.

History

Prior to 1959, the financial workings of state government were conducted in various staff divisions of the Governor's Office. These offices had titles like Division of Accounts and Division of Budgeting but did not have departmental status. The Reorganization Act of 1959 created the Department of Finance and Administration, consolidating financial or monetary matters of state government into one cabinet-level department.

Services Divisions

Division of Accounts. The Division of Accounts is responsible for processing and recording all accounting entries in the state's centralized accounting system, preparation and distribution of the state payroll, establishment of state accounting policy, and preparation of the Comprehensive Annual Financial Report.

Division of Administration. This division handles internal fiscal, audit, human resources, billing, and information systems support issues for the department. The division also provides grant administration services to public and private agencies through the offices of Criminal Justice Programs and Volunteer Tennessee, and provides consulting services to executive branch agencies.

Business Solutions Delivery (BSD). This division provides project management resources to state agencies to help implement large, complex information technology projects. BSD develops standard methodologies, tools, and measurements to help agencies achieve desired project outcomes.

Customer-Focused Government. The Office of Customer-Focused Government concentrates on improving business for internal and external customers. The office helps state agencies become more effective and efficient, reducing cost of operations and resulting in better services.

Division of Budget. This division prepares and administers the Governor's annual budget which estimates the revenue and expenditures required to run state government. The annual budget document details the estimates of revenue by source and the planned uses of that revenue by functional area of state government.

Division of Benefits Administration. This division manages and administers health, dental, vision, life, and long-term care insurance programs for nearly 300,000 state and higher education, local government, and local education agency employees, retirees and their eligible dependents, as well as the Employee Wellness Program and Employee Assistance Programs.

Enterprise Resource Planning (ERP). ERP delivers an integrated enterprise software solution for addressing the state's administrative functions, such as human resources, payroll, financial management, and procurement.

LEAN. The LEAN program was formed in state government to help streamline the state's business processes, focusing on the customer, and working to eliminate cumbersome, bureaucratic steps. LEAN focuses on core business processes, licenses/permits, and internal administrative procedures. LEAN provides proven principles and methods to focus on the customer, encourage employee creativity, and create new, efficient business processes.

Office for Information Resources (OIR). OIR provides direction, planning, resources, and coordination in managing the information systems needs of the state. OIR serves as staff to the Information Systems Council (ISC), and under the ISC's guidance, provides technical direction, services, and infrastructure to the state. OIR provides for statewide data, voice, and video operations; information systems planning; information technology training; and security policy, direction, and protection. OIR also provides solutions development and support; manages the state's website; and operates two data centers that house a mainframe, distributed computers, and data storage.

Office of Inspector General. This division has the responsibility to help identify, investigate, and prosecute individuals who commit or attempt to commit fraud and/or abuse involving the TennCare program, to recover money lost due to fraud and abuse, and to prevent fraud and abuse from occurring in the future.

Division of Health Care Finance and Administration. This division brings together the health care programs within the department to focus their efforts and ensure the best possible coordination of resources for maximum effectiveness and efficiency. It includes:

- **Bureau of TennCare.** TennCare is responsible for the administration of Tennessee's Medicaid waiver program. TennCare provides basic health care, mental health, and long-term services and supports to people who meet Medicaid eligibility requirements and certain low-income children.
- **Strategic Planning and Innovation Group.** Provides technical assistance concerning the federal insurance exchange to Tennessee industries and stakeholders upon request and presses for changes to draft federal regulations in order to minimize adverse affects on the

Tennessee insurance market. This group also is working on plans to implement alternative payment methodologies in Tennessee. The Cover Tennessee Programs are also under this group.

- **Cover Tennessee.** Cover Tennessee offers health insurance to uninsured individuals in Tennessee. CoverTN, the centerpiece of the initiative, partners with the state, private employers, and individuals to offer guaranteed, portable, affordable basic health coverage for employees of Tennessee's small businesses, individuals, the self-employed, and the recently unemployed. Comprehensive coverage for children is provided through CoverKids, and chronically ill adults who have been turned down by insurance companies are covered through AccessTN. CoverRx is a statewide pharmacy assistance program designed to assist those who have no pharmacy coverage but have a need for medication.
- **The Office of e-Health Initiatives** is the single coordinating authority for the exchange of electronic health information in Tennessee and works to improve the health of Tennesseans by ensuring that health care providers have complete patient information at the point of care. The Office of e-Health Initiatives is modernizing how Tennessee health care providers access, manage, and share patient information to improve health care costs, delivery, and safety for Tennessee patients.

Division of Shared Services Solutions. This division delivers budget, procurement, and human resource support to small state agencies. Overseen by a board of small agency customers who contract for services and business partners, the division gives small agencies a chance to leverage economies of scale, strengthen internal controls through segregation of duties, and have easy access to specialized expertise.

Related Boards and Commissions

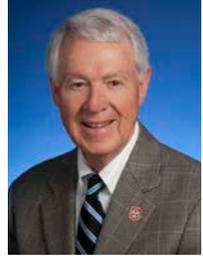
The Commissioner serves on the following boards, commissions, and committees: AccessTN Board of Directors, Committee for the Purchase from the Blind and Severely Disabled, Community Services Agency Board, Council on Pensions and Insurance, Council on Children's Mental Health Care, Employee Suggestion Award Program, Information Systems Council, Local Education Insurance Committee, Local Government Insurance Committee, State School Bond Authority, State Building Commission, State Capitol Commission, State Funding Board, State Insurance Committee, State Procurement Commission, State Protest Committee, State Trust of Tennessee Board of Directors, Tennessee Advisory Commission on Intergovernmental Relations, Tennessee Basic Education Program Review Committee, Tennessee Consolidated Retirement System's Board of Trustees, Tennessee Health Information Committee, Tennessee Housing Development Agency, Tennessee Local Development Authority, Tennessee State Veterans Home Board, Tennessee Student Assistance Corporation, Tuition Guaranty Fund, Board of Claims, Underground Fiber Optic Cable Facilities Advisory Board, Workers' Compensation Insurance Fund Review Committee, Sick Leave Bank Board, Baccalaureate Education System Trust Board of Trustees; Chairs of Excellence.

Commissioner Larry Martin*Department of Finance and Administration*

Larry Martin was named commissioner of the Department of Finance and Administration (F&A) on August 13, 2013. Martin had been interim commissioner since June 1 after Commissioner Mark Emkes retired.

Martin joined the Governor's Office in May 2012 to work with the Department of Human Resources for the implementation of the Tennessee Excellence and Accountability Management (TEAM) Act, which included a comprehensive review of compensation and benefits throughout state government. Martin has worked on other projects as directed by the Governor.

From September 2006 to December 2011, Martin served as deputy to the mayor of Knoxville for both Bill Haslam and Daniel Brown. He was responsible for Finance, Public Works, Community Development, Information Systems, Purchasing, and Risk Management for the City of Knoxville. Prior to joining city government, Martin was an executive of First Horizon/First Tennessee Bank. He joined the company in 1969 and served in various capacities. He moved to Knoxville in 1987 when he was named president of First Tennessee Bank Knoxville. When he retired, he was serving as chief operating officer for First Tennessee Financial Services. A native of Jackson, Tenn., Martin received his Bachelor of Science degree from the University of Tennessee's College of Business. He and his wife, Jane, have two adult daughters, Hope and Meg, and a grandson, Barnes Boxwell Wike.







Department of Financial Institutions

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Greg Gonzales, Commissioner

Financial institutions are symbols of security for most individuals. Their role in business and industry is crucial to the growth of the country's economy and to personal well-being.

In Tennessee banking is big business. At year-end 2012, the Department of Financial Institutions regulated 157 state-chartered banks; eight trust companies; two business and industrial development corporations (BIDCOs); 98 credit unions; 1,064 industrial loan and thrift offices; 52 insurance premium finance companies; 536 mortgage companies; 5,424 mortgage loan originators; 626 check cashers; 1,178 deferred presentment services companies; 874 title pledge lenders; and 70 money transmitters.

The department has legal responsibility for assuring the Tennessee banking system operates on a safe and sound basis and can also have the opportunity to contribute to economic progress in Tennessee. In its supervisory role, the department periodically examines the financial condition of each financial institution it regulates. The Bank Division and the Compliance Division's mortgage regulation are accredited by the Conference of State Bank Supervisors (CSBS). The Credit Union Division is accredited by the National Association of State Credit Union Supervisors. The department is a member of the Money Transmitter Regulators Association, National Association of Consumer Credit Administrators, and the American Association of Residential Mortgage Regulators. In addition, the department responds to consumer complaints involving financial institutions and promotes financial literacy programs through its consumer section.

The department is the administration's primary source for new bank-related legislation and also adopts its own administrative regulations to conform to the ever-changing needs of consumers and the industry.

History

Created in 1913, the Banking Department was headed by the Superintendent of Banks. Ten years later, supervision of state-chartered credit unions was added to its responsibilities. During the next 70 years, the department saw more changes, one of which was a final name change to the Tennessee Department of Financial Institutions.

In addition to depository institutions (banks and credit unions), regulatory responsibilities were increased to include nondepository institutions – trust companies, BIDCOs, industrial loan and thrift offices, insurance premium finance companies, mortgage companies, check cashers, title pledge lenders, deferred presentment services companies, and money transmitters. The depart-

ment's primary mission still remains the same after 100 years, which is to ensure all financial institutions in Tennessee operate in a safe and sound manner and comply with applicable law.

Services

The department is organized in accordance with Tenn. Code Ann. § 45-1-115 and has four divisions. Services are provided at no direct cost to the taxpayer because the department is funded entirely by fees received from the financial institutions it regulates.

Bank. This division has the legal responsibility for assuring the Tennessee state-chartered banking system operates on a safe and sound basis. In its supervisory role, the Bank Division periodically examines the financial soundness of all state-chartered banks, savings banks, and nondepository independent trust companies. Bank examiners perform evaluations of each institution's assets, liabilities, income, and expenses; monitor compliance with governing laws and regulations; and rate the effectiveness of the institution's management. The adequacy of capital is assessed to assure the protection of depositors. In addition, examiners review the information technology functions of state-chartered financial institutions for compliance with generally accepted information technology practices and for adherence to departmental regulations. Bank Division staff also examines BIDCOs and money transmitters for compliance with governing statutes and evaluates applications for new institutions, branches, expanded financial activities, and corporate reorganizations.

Credit Union. This division is responsible for the supervision and examination of each state-chartered credit union and one corporate credit union. Examiners perform safety and soundness examinations of each state-chartered credit union and Volunteer Corporate Credit Union to determine compliance with governing laws and regulations. Credit union examiners perform evaluations of each credit union's assets, liabilities, income, and expenses to assess the solvency of the credit union.

Compliance. This division is responsible for the licensing and regulatory supervision of the following types of financial institutions operating in Tennessee: industrial loan and thrift companies; insurance premium finance companies; residential mortgage lenders, brokers, and servicers; check cashing; deferred presentment service companies; and title pledge lenders. The Compliance Division also licenses thousands of mortgage loan originators. Through a comprehensive examination program, all of the above industries are subject to periodic examinations by the division's field examiners. The Compliance Division's examinations are designed to test and enforce compliance with state and federal laws.

Legal/Administrative and Support Services. The Legal Section provides legal advice and representation for the department. The department's lawyers advise the commissioner and departmental personnel in all legal matters affecting the department. They work with regulated entities and the general public in addressing legal issues. They also work closely with the Governor's Office and the Tennessee General Assembly on legislative issues affecting financial institutions. The Legal Section assists in the coordination of enforcement initiatives with other federal and state regulators as well as with various law enforcement agencies. The Administrative and Support Services Section administers the department's budget and oversees fiscal services, human resources, training, and information systems. The division coordinates the handling of consumer complaints, fosters community outreach, and encourages financial literacy in Tennessee. The Department of Financial Institutions encourages programs aimed at increasing the financial literacy of adults and youth

statewide. The department believes financial literacy is necessary to assist Tennesseans in making good financial decisions on a daily basis. The division serves as a conduit to help citizens have access to financial education programs. The commissioner also serves as a board member of the Tennessee Financial Literacy Commission.

Commissioner Greg Gonzales

Tennessee Department of Financial Institutions

Greg Gonzales was born in Cookeville, Tenn. He was reappointed as commissioner of the Tennessee Department of Financial Institutions by Governor Bill Haslam and has served as commissioner since December 2005. Gonzales has served in the Department since 1986. In this position, Commissioner Gonzales serves as Tennessee's chief regulatory officer of all state-chartered depository and licensed nondepository financial institutions. The department supervises approximately 10,000 financial institutions and individuals doing business in Tennessee. He previously served as assistant commissioner and general counsel. In the assistant commissioner role, he was responsible for coordinating the provision of legal advice to the commissioner and the department. Commissioner Gonzales has also directed the budget, human resources, and legislative analysis functions for the department. In addition, he serves on the board of directors of the Conference of State Bank Supervisors (CSBS), which is the professional organization of state banking commissioners. From May 2012 to May 2013, Commissioner Gonzales served as CSBS chairman. Commissioner Gonzales has also been a member of the board of directors of the Money Transmitter Regulators Association (MTRA), an organization of a majority of the states that regulate funds transfer companies. He chaired the MTRA Legislative Committee which drafted a nationwide model legislative outline and later chaired the Cooperative Agreement Committee which produced the Money Transmitter Regulators Nationwide Cooperative Agreement that has been executed by a majority of states. He also served on the U.S. Treasury's Bank Secrecy Act Advisory Group. Commissioner Gonzales graduated Cum Laude in Cursu Honorum with a bachelor's degree from Tennessee Technological University in 1980. Commissioner Gonzales served as a research assistant in 1980 to Sir Patrick Cormack, a Conservative Party member of the British Parliament. He earned a law degree from the University of Tennessee in 1984. Commissioner Gonzales is married to the former Lori Layne, and they have a daughter, Annie.





Department of General Services

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TN.gov/generalserv

Robert E. Oglesby, Commissioner

The Department of General Services strives to facilitate the operation of state government in the most efficient, transparent, and economical manner possible. The department provides a broad range of support services to other departments and agencies across state government. Services include real estate asset management, the procurement of goods and services (Central Procurement Office), motor vehicle management, printing and media services, postal services, and warehousing and distribution. In order for state government to successfully operate and to remain consistent with statutory guidelines, it is essential to have a centralized department to provide other state agencies with needed services and equipment.

History

The Department of General Services was created by the General Assembly in 1972. With the department's creation, many of the general support functions of state government came under the administrative control of a single department. Prior to the establishment of the Department of General Services, the Department of Standards and Purchasing handled the procurement functions, and the majority of other services provided fell under the Department of Finance and Administration.

The Department of General Services is presently made up of two main groupings: the Commissioner's Executive Administrative Office, which provides direction, and Support Services.

Commissioner's Executive Administrative Office

The Office of Internal Audit is an independent appraisal function within the department that was established to examine and evaluate departmental activities, make recommendations for improvements to internal controls, and act as the liaison between the department and the Comptroller of the Treasury's office.

The Office of General Counsel is responsible for providing legal advice to the department. This office reviews contracts and licensing agreements; writes rules and regulations; represents the department in vendor protests at the Civil Service Commission; and acts as the liaison with the Attorney General.

The Office of Financial Management maintains a system of accounts for all financial transactions of the department and an inventory system accounting for all state personal property.

The Office of Human Resources oversees personnel and provides support to the Commissioner's office and all divisions, employees, and applicants of the department. Additionally, this office administers and manages the state's personnel policies.

The Office of Information Technology Services provides information technology support and guidance for departmental technology. It also serves as the department liaison for the Office of Information Resources.

Support Services

The Central Procurement Office is responsible for the centralized procurement of goods and services for use by operating state agencies and departments. The office focuses on cost savings, while ensuring transparency and accountability in the procurement and contracting process. The Governor's Office of Diversity Business Enterprise also falls under the Central Procurement Office.

Motor Vehicle Management manages and maintains the state fleet, including motorized equipment.

Postal Services is the official liaison for state government to the United States Postal Service (USPS). The division operates a contract branch of the USPS, delivers incoming mail and state messenger mail, provides high-speed inserting services, and processes outgoing mail.

Printing and Media Services provides a wide variety of printing, graphics, and photographic services for all branches of state government. State photographers are on hand to provide photographic services on-location and in studio for commercial and industrial use as well as photojournalism.

Real Estate Asset Management operates, manages, and maintains the state's real estate assets and needs in a manner that ensures a comfortable, safe, and secure working environment for state tenants, employees, and guests. This includes asset management, capital improvements, operational administration, legal review, maintenance, landscaping, and fire and life safety programs. With expertise across the broad spectrum of real estate products and services, personnel bring a wealth of knowledge and experience to overseeing the state's real property assets, so state tenant clients are free to focus on their core businesses.

Warehousing and Distribution is a consolidated warehousing management service that supplies state departments and agencies with surplus and bulk products. The division also handles surplus property programs for both state and federal property. The surplus program produces revenue for the state and assists local governments with their property needs.

Related Boards and Commissions

Procurement Commission — The Procurement Commission examines and approves rules and regulations relating to public purchases and considers questions arising from the application of these rules.

Information Systems Council — The Information Systems Council reviews information systems requirements and sets policy concerning data-processing services.

State Capitol Commission — The State Capitol Commission develops a plan and establishes policies for the restoration, preservation, and maintenance of the State Capitol building and grounds. It also controls nongovernmental use of the Capitol building.

Employee Suggestion Award Board — The Employee Suggestion Award Board provides cash and honorary awards to current and retired state employees whose adopted suggestions result in substantial savings or improvement in state operations.

Commissioner Robert E. Oglesby

Department of General Services

Robert E. Oglesby became commissioner of the Department of General Services on August 8, 2013. Oglesby previously served as Tennessee's state architect, the chief staff officer of the State Building Commission. Before being appointed as state architect in 2011, Oglesby, a licensed Tennessee architect for more than 30 years, served as president and principal-level designer for EOA Architects in Nashville. Oglesby has a bachelor's degree in architecture from the University of Tennessee in Knoxville. He and his wife, Vicki, have a son, Matt.





Department of Health

710 James Robertson Parkway
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TN.gov/health

John Dreyzehner, Commissioner

The Tennessee Department of Health (TDH) is focused on protecting, promoting, and improving the health and prosperity of people in Tennessee. All 6.45 million Tennesseans, along with those who visit our state, are touched directly or indirectly by TDH operations. One in five, some 1.4 million people, are directly served each year through a network of 89 rural and six metropolitan county health departments, while others are impacted by inspections of restaurants, healthcare, and related facilities; registration or receipt of vital records; protection from communicable illness; licensing of health professionals; specialized laboratory testing and many other services and programs.

Protecting people's health by preventing problems that contribute to illness, disease, and injury is the overall emphasis of the department. Key responsibilities include screening for and immunizing children against diseases; providing and assuring a safety net of care, particularly in medically underserved populations and areas of Tennessee; offering early prenatal care and proper nutrition to pregnant women and young children; and assuring restaurants, hotels, health facilities, and health professionals meet requirements and standards established in Tennessee code. The regulatory work performed by the department impacts more than 10 percent of Tennessee's gross domestic product and more than 14 percent of its workforce.

The greatest causes of premature death and preventable illness are closely related to the way we live – what and how much we eat, whether we use tobacco, how much we exercise, and what we do to protect our safety. The department emphasizes health protection, primarily preventing illness and injury from occurring in the first place. By promoting healthy lifestyles that avoid health risks and educating Tennesseans about the rewards we enjoy when we protect the health of our communities, our families, and ourselves, we are all better off.

History

In 2013 the Tennessee Department of Health celebrated its official 90th birthday, having been created by the State Legislature in February 1923. The department's history goes back earlier as a State Board of Health was created by law in 1877 to combat epidemics, form county boards of health, address school sanitation, and maintain vital records of births and deaths in the state.

Activities and responsibilities have changed and grown through the years as health needs, public health, and health care have evolved. In 1983 the department's name was changed from the

Department of Public Health to the Department of Health and Environment to more clearly reflect its broad functions. As part of the state's increased focus on environmental protection and conservation, the environmental programs were transferred in 1991 to the new Department of Environment and Conservation. The department's name was then changed to the Department of Health.

Services

Community Health Services. Regional and local health departments and the bulk of TDH employees and metro partners are the focus of this office, responsible for the local delivery of public health services to people in Tennessee through a system of 13 regional health offices providing services in 89 rural and six metropolitan county health departments. Services encompass traditional public health programs such as immunizations, tuberculosis control, communicable disease surveillance and control, and emergency preparedness and response as well as primary care and population health and primary prevention with emphasis on health promotion and disease prevention. These local offices hosted more than 1.9 million visits in 2012. Whether among the 89 offices reporting to the commissioner or the six reporting to their county mayors, these local public health departments provide a vital physical presence and essential "on the ground" services to people in every county in our state and are the compassionate local faces of TDH and our metro partners 24/7/365.

Communicable and Environmental Disease Services. The importance of a strong program to protect Tennesseans from communicable and environmental diseases was demonstrated in the fall of 2012 when a national outbreak of fungal infections associated with contaminated medications was first identified and responded to by the TDH team. The TDH Communicable and Environmental Disease and Emergency Preparedness Program is involved in the investigation of disease outbreaks, contact tracing to control the spread of communicable diseases, and other activities to assess the risk of exposure to environmental hazards. Information obtained through these efforts and surveillance activities guides the development of policies and procedures to protect the public from health threats.

In fiscal year 2012-2013, TDH maintained an effective immunizations program with 480,000 immunizations provided at local health departments. To promote immunizations, the department provides vaccines, tracks coverage rates statewide, uses the Tennessee Immunization Registry to document patient immunizations, and coordinates provision of immunizations to underserved children through the Vaccines for Children program. Selected vaccines are also available to adults at local health departments. The department also coordinates provision of HIV and STD testing and treatment programs statewide.

Oral Health Services. Oral disease prevention services in schools throughout the state include oral health education, the application of dental sealants for more than 38,000 students, dental screening and appropriate referral for more than 123,000 children, school-based fluoride programs, and daily tooth brushing programs. Fluoridation of public water supplies is another key component of the preventive dental program. Clinical dental services are provided in selected local health departments and at community initiative sites to complement the needs of specific geographic areas. Mobile dental clinics at school sites provide dental services to high-risk children in select regions of the state. Oral Health Services partners with public health nurses to implement an early

childhood caries intervention program involving fluoride varnish application, dental screening, and education for children and parents.

General Environmental Health. This area's activities include permitting and inspection of more than 26,000 food service establishments, camps, hotels and motels, bed and breakfast establishments, tattoo parlors, and public swimming pools. It also conducts environmental surveys in schools and child care facilities and takes part in rabies control.

Laboratory Services. The State Public Health Laboratory and its two regional facilities provide services to program areas within TDH and to local health departments, hospitals, independent laboratories, other state departments, physicians, dentists, and clinics. In addition, the labs provide public health services not available from other sources, such as rabies testing. The labs are a part of the National Laboratory Response Network, which is the laboratory component of homeland security for analyzing specimens related to terrorism. More than 1.5 million tests and screenings were completed in 2012.

Licensure and Regulation of Healthcare Professionals and Facilities. The department is responsible for ensuring quality in Tennessee's healthcare workforce and healthcare facilities. The department helps administer and enforce state laws that require healthcare professionals to meet defined standards. More than 255,000 doctors, nurses, dentists, and other healthcare professionals are licensed by regulatory boards. Disciplinary action is taken if state standards are violated. More than 1,800 hospitals, nursing homes, ambulatory surgical treatment centers, and other healthcare facilities are also licensed by the department. Additionally, facilities are assessed and certified for participation in the Medicare and Medicaid programs. Ambulance services and emergency medical personnel across the state are monitored to ensure quality and safety standards are met, and medical laboratories and personnel are tested and licensed.

Family Health and Wellness. A variety of TDH programs and services address the health needs of children and families, with a focus on improving birth outcomes, lowering the adolescent pregnancy rate, reducing the burden of chronic disease, and helping all Tennesseans engage in preventive activities to maximize their health. TDH services for families include routine screening of all newborns, approximately 80,000 annually, to quickly identify potentially life-threatening conditions; coordination of care for children with special healthcare needs; screening and follow-up for children with potential lead poisoning; home visitation; mammography screening; prenatal care; family planning; and other efforts. The department promotes healthy behaviors through wellness initiatives that include tobacco prevention and cessation; injury prevention and control; disease management; and comprehensive health education. Local health departments administer programs that provide supplemental foods to low-income, pregnant, breast-feeding, and postpartum women, as well as infants and children. In some counties, supplemental foods are also provided to the elderly. Nutrition education on how to use these foods as part of a good daily diet is also provided.

Rural and Local Health Services. Improvement of community health systems is a major focus area. County and regional health councils regularly assess and prioritize health issues in local communities and serve in an advisory capacity to build initiatives that address identified health needs. Health councils were first formed in 1996 and have provided county and regional guidance to a number of health improvement and workforce initiatives. In this context, 93 of 95 counties completed community health assessments in 2012. The State Office of Rural Health and Health Access serves to enhance access to primary care by designating healthcare practitioner shortage areas and supporting effective recruitment incentive programs that assist underserved communities with practitioner placement.

Office of Minority Health and Disparities Elimination. The mission of the Office of Minority Health and Disparities Elimination is to promote policies, programs, and services to improve health and quality of life by preventing and controlling the disproportionate burden of disease, injury, and disability among racial and ethnic minority populations. Strategies include assessing the health needs of minority populations within the state; promoting awareness of issues; providing leadership, technical assistance, training, and reference materials to service providers and others; aiding in the establishment of services to improve health outcomes for racial and ethnic minority populations and the underserved; encouraging recognition of health issues of special populations not traditionally considered (i.e., elderly, women, poor, underserved, etc.); coordinating efforts with other agencies to make available programs, initiatives, and services designed to meet the needs of racial and ethnic minority populations; promoting cultural competence in the delivery of health services; facilitating access to affordable, high-quality preventive and primary care services; collaborating with established associations, faith-based institutions, community-based organizations, academic institutions, and others to address minority health issues and concerns; facilitating coalitions focusing on the development of healthy communities; and utilizing state and federal funding to increase community-based health promotion and disease prevention activities.

Office of Information Technology (OIT). The OIT provides and maintains critical support and information resources for thousands of daily direct service encounters for customers around the state and which enable policymakers, administrators, and managers to make critical decisions concerning the use of resources that will affect TDH, and to record, process, and analyze information. This support includes systems applications and operations activities for mainframe, mini-frame, and personal computers as well as data and text management, plus maintenance of the department's local area network. OIT provides direction, planning, infrastructure, and coordination in managing the information technology needs of TDH through four health enterprise service areas: Technical Services, Application Services, Security Services, and Project Management Services.

Policy, Planning and Assessment. This office collects and analyzes information for Tennessee's population relative to such health status indicators as infant mortality, low birth weight, adequacy of prenatal care services, morbidity and mortality from disease and injury, immunization status of children, adolescent pregnancy rates, and lead toxicity in children. Statewide registries for cancer incidence, birth defects, and traumatic brain injuries, as well as several large data collection systems, are the mechanisms used to obtain this information. Data are analyzed for the purpose of forming policies and shaping the healthcare delivery system to effectively address needs and to protect population health.

Vital Records. The office maintains a central registry of births, deaths, fetal deaths, marriages, divorces, adoptions, and legitimations in the state. Certified copies of these records are available at the Vital Records Office in Nashville, at selected county sites, and on the Vital Records website: health.state.tn.us/vr/. The office registered more than 230,000 vital records in 2012.

Related Advisory Boards, Committees, and Councils

The following committees may be contacted through the Commissioner's Office, Third Floor, Cordell Hull Building, 425 Fifth Avenue North, Nashville, TN 37243.

- Advisory Committee for Children's Special Services
- Child Nutrition and Wellness Advisory Committee
- Controlled Substance Database Program Advisory Committee
- Genetics Advisory Committee
- Governor's Council on Physical Fitness and Health
- Hemophilia Advisory Committee
- Perinatal Advisory Committee
- Polysomnography Professional Standards Committee
- Renal Disease Advisory Committee
- Tennessee Child Fatality Prevention Team
- Tennessee Medical Examiners Advisory Council
- Traumatic Brain Injury Advisory Council

Regulatory Boards

The following boards set qualifications for professionals who provide health care in Tennessee, license or certify qualified applicants, and take disciplinary action when standards are violated. These boards may be contacted at: Health Related Boards, 665 Mainstream Drive, Nashville, TN 37243.

- Advisory Committee for Acupuncture
- Board for Licensing Health Care Facilities
- Board of Alcohol and Drug Abuse Counselors
- Board of Athletic Trainers
- Board of Chiropractic Examiners
- Board of Communication Disorders and Sciences
- Board of Dentistry
- Board of Dietitian and Nutritionist Examiners
- Board of Dispensing Opticians
- Board of Examiners for Nursing Home Administrators
- Board of Examiners in Psychology
- Board of Medical Examiners
- Board of Massage Licensure
- Board of Nursing
- Board of Occupational Therapy
- Board of Optometry
- Board of Osteopathic Examiners
- Board of Pharmacy
- Board of Physical Therapy
- Board of Podiatric Medical Examiners
- Board of Professional Counselors, Marital and Family Therapists, and Clinical Pastoral Therapists
- Board of Respiratory Care
- Board of Social Workers
- Board of Veterinary Medical Examiners
- Committee for Clinical Perfusionists
- Committee on Physician Assistants
- Council for Licensing Hearing Instrument Specialists
- Council of Certified Professional Midwifery
- Emergency Medical Services Board
- Medical Laboratory Board
- Medical X-Ray Operators Certification
- Nursing Assistants/Aides

Commissioner John Dreyzehner, MD, MPH, FACOEM*Department of Health*

John Dreyzehner, MD, MPH, FACOEM, joined Governor Bill Haslam's cabinet on September 19, 2011, as the 12th commissioner of the Tennessee Department of Health. He is a physician with more than 20 years of service in clinical and public health leadership at federal, state, and local levels. A former U.S. Air Force flight surgeon, private practitioner, and director of the Cumberland Plateau Health District for nearly 10 years, Dreyzehner leads a passionate team of public health professionals whose skills and talents support the department's broad and deep mission: *To protect, promote, and improve the health and prosperity of people in Tennessee.*



Commissioner Dreyzehner began his medical service in 1989 as a United States Air Force flight surgeon, where he accumulated more than 300 hours in the F-15 Eagle and other aircraft as a member of USAF 94th Fighter Squadron and chief of aeromedical assessment for Air Combat Command. He was honorably discharged as a major in 1997. After several years in the private practice of occupational medicine, he joined the Virginia Department of Health in 2002. He also practiced in the field of addiction medicine.

Commissioner Dreyzehner attended the University of Illinois at Champaign-Urbana, graduating Phi Beta Kappa and Magna Cum Laude with a Bachelor of Science in psychology. He received his Doctor of Medicine degree from the University of Illinois at Chicago and earned his Master of Public Health degree at the University of Utah, where he also completed his residency in occupational medicine at the Rocky Mountain Center for Occupational and Environmental Health.

Residency-trained in occupational medicine and board certified in 1999, he is licensed to practice in Tennessee and Virginia and is a Fellow of the American College of Occupational and Environmental Medicine. He holds appointments as adjunct faculty with East Tennessee State University's College of Public Health, is a founding faculty member of the Healthy Appalachia Institute, and was formerly a visiting assistant professor of public health at the University of Virginia. He also chairs the advisory committee for the Virginia Tech-Carilion School of Medicine's Master of Public Health Degree Program. He and his wife, Jana, a child psychiatrist, have two sons.

In his service with the Tennessee Department of Health, he has focused on team building and collaboration to create and strengthen relationships, and on improving population health, the infrastructure of public health, and the pursuit of performance excellence in service to the department's vision: *A recognized and trusted leader, in the nation's top ten healthiest states, partnering and engaging to improve health.*





Department of Human Resources

505 Deaderick Street
James K. Polk State Office Building
Nashville, TN 37243-0635
(615) 741-2958
TN.gov/dohr

Rebecca R. Hunter, Commissioner

State government is the largest employer in Tennessee. The Tennessee Department of Human Resources (DOHR) is a cabinet-level department of state government, serving as the central human resources agency for all 44,500 employees in the executive, judicial, and legislative branches, with overall responsibility for major statewide human resources processes and services. The department advises the Governor's Office on human resource matters; provides guidance, consultation, and training to state agencies on issues related to human resources; and establishes and maintains statewide human resources policies, guidelines, and rules.

DOHR's mission is providing strategic human resources leadership and partnering with customers for innovative solutions. The department accomplishes the mission and the significant role of leading human resources throughout state government and providing services to other agencies with 95 employees and an \$11.4 million budget. Department leadership has two areas of focus: one is responsibility for the services provided to customers, mainly within the executive branch (statewide), and the other is the management of the department itself, including the continuous improvement of processes and development of employees (internal). DOHR's role in state government is complex and requires its employees to have solid technical skills as well as the ability to operate in a constantly changing environment where systems thinking, forward focus, and outstanding customer service are critical. A key component of DOHR's role is to provide a consistent, independent platform for the development, implementation, and interpretation of best practice programs and policies benefitting both employees and state agencies. As the state's overarching human resources agency, DOHR views state government as a whole and assists individual agencies in making strategic decisions about organizational development, employee and leadership development, and policy implementation.

DOHR is the recipient of the 2009 Rooney Award from the National Association of State Personnel Executives, the 2010 Award of Excellence for a Large Agency from the International Public Management Association for Human Resources, and the 2012 HR Excellence Facet Awards for Strategy and Learning/Development. These awards come as a result of programs and processes developed and practiced in a continuous improvement environment that includes customer feedback and process review.

During the course of 2012, DOHR made significant changes to its key work systems and processes to implement the provisions of the Tennessee Excellence, Accountability, and Management (T.E.A.M.) Act.

Accomplishments in the work areas required to recruit, reward, and retain the best and brightest employees include:

Recruitment:

- Design and implementation of a new application process, beginning with mandatory job analysis of all job classifications so that knowledge, skills, abilities, and competencies are included, and ending with a new process for reviewing applications received against minimum qualifications.
- Creation and implementation of a new interviewing program to train all supervisors in how to identify competencies required for success in the job and provide them with behavioral based interview questions focused on those competencies.

Retention:

- Creation and implementation of a performance coaching program to train all supervisors in how to create a culture of continuous feedback and coach employees for success.
- Establishment of a new employee appeals process, assuring that appeals will be heard in a more timely manner.
- Establishment of a mediation program, assuring that employees have an opportunity to be heard in a less formal setting.

Rewarding:

- Enhancement of the performance management process to include executive service employees and the use of SMART goals for every employee in state government, focused on assuring that the goals are reflective of what employees were hired to do.

Services

Commissioner's Office — Responsible for the overall administration of the department and the statutes governing all employees in the state service, as well as the development and implementation of best practice policies and procedures for human resources within state government.

Classification/Compensation — Serves as a consultant with state agencies to determine appropriate strategies and solutions in meeting departmental classification and compensation objectives. The responsibility of training agency employees in the process of developing job analysis, the writing of job specifications, and choosing knowledge, skills, abilities, and competencies for positions falls under this division. The division is also responsible for maintaining job classifications according to state and federal guidelines and changing job requirements, reviewing and maintaining salary and benefits data, and using this data to assist in making recommendations for salary administration policies and for adjustments in the state's compensation structure.

Employee Relations — Advises state employees, supervisors, managers, human resource officers, and state executives regarding state laws, rules, policies, and practices. This includes providing information regarding appeals, reductions in force, and other human resource functions, as well as reviewing certain employee transactions related to separations, appeals, and court orders. In addition, the division administers the state's performance management program, the State Employee Sick Leave Bank, and the Employee Service Award Program.

Office of the General Counsel (OGC) — Oversees all legal issues within DOHR, offering counsel and advice to state agencies and individuals on employment law matters. The OGC provides assistance to agencies in the areas of workplace discrimination, harassment, and investigations as well as partnering to ensure compliance with federal and state laws. In addition, the office oversees all departmental legislative affairs, the mediation program, employee relations, and the review of certain statewide employee transactions. The OGC administers oversight of all departmental public records requests and houses the Ethics Compliance Officer for DOHR.

HR Operations — Provides administrative support for the department, including fiscal, budget and messenger mail services, procurement, and facility management. Also provides information technology support to the department, including mainframe systems, client server systems, and desktop support, along with maintaining DOHR imaged information on the statewide enterprise content management system.

Organizational Performance — The recurring activities necessary to establish organizational goals, monitor progress, and make adjustments to achieve the goals effectively and efficiently include the implementation of DOHR's talent management initiative and overseeing the professional development of DOHR's employees, helping divisions develop and monitor outcome based performance measures, LEAN initiatives, and promoting organizational excellence in every program and process. Human resources, strategic and continuity of operations planning, the State Employee Suggestion Program, the Tennessee Charitable Campaign, and coordination of statewide Emergency Workforce Management Planning are programmatic areas housed in this office.

Recruiting Management Services — Serves as a consultant to state agencies for recruiting applicants to fill preferred service positions. The division posts vacancies and collects and reviews all applications for such vacancies in order for state government agencies to have the most qualified candidates to fill positions. The division also provides information to applicants regarding employment and promotional opportunities as posted on DOHR's Employment Information website.

Strategic Learning Solutions (SLS) — The mission of SLS is to consult and collaborate with agency leaders to create a customized organizational learning and development plan to sustain a high performing workforce. This learning and development plan includes all of their leadership, talent, performance, and professional development needs. SLS collaborates with agency executives to conduct comprehensive needs assessments, producing a gap analysis that identifies learning and development needs. SLS customizes learning opportunities that maximize employee potential and develops targeted results to achieve strategic business goals and objectives.

Technical Services — Provides assistance to state agencies regarding policies and procedures for attendance and leave, preferred service lists, employee personnel transactions, TCRS service credit, and certain payroll issues. The division is also responsible for maintaining records of former state employees, maintaining applicant records, verifying employment, maintaining the reduction in force layoff list, and many other specialized duties crucial to the efficient performance of state government. One of the main responsibilities of this division is reviewing employee transactions statewide to ensure compliance with appropriate laws, rules, and policies.

Related Boards and Commissions

Board of Appeals. The Board of Appeals is the appeals panel for state employees established by Tenn. Code Ann. § 8-30-103. As of October 1, 2012, the Board of Appeals replaced the Civil Service Commission and serves as the hearing tribunal for a preferred employee who is appeal-

ing a demotion, suspension, or termination. The Board of Appeals serves as the final step in the administrative appeal procedure provided for preferred service employees.

State Employee Sick Leave Bank Board of Trustees. The Sick Leave Bank Board of Trustees is comprised of seven board members to include the Commissioner of Human Resources, the Commissioner of Finance and Administration, the Treasurer, and the Executive Director of the Fiscal Review Committee. In addition, there are three board members selected by the membership of the Tennessee State Employees Association at their annual legislative convention. The board is charged with governing the activities of the Sick Leave Bank to include establishing the criteria for distributing sick leave from the bank, hearing appeals of denials of requests for sick leave, and prescribing the form and manner of participation in the bank as provided by Tenn. Code Ann. §§ 8-50-901 through 8-50-909. The Department of Human Resources coordinates board meetings.

State Employee Suggestion Award Program Board. The State Employee Suggestion Award Program, outlined in Tenn. Code Ann. §§ 4-27-101 through 4-27-105, is designed to encourage current and retired state employees to submit ideas which will improve processes or reduce costs for Tennessee state government. The State Employee Suggestion Award Program Board, which includes the commissioners of Human Resources, Finance and Administration, and General Services, along with the Executive Director of the Fiscal Review Committee and a representative from the Tennessee State Employees Association, is responsible for reviewing suggestions submitted and approved for implementation within state agencies, and approving cash awards under the program guidelines for those ideas which result in documented savings.

Contact Information

The state of Tennessee welcomes citizens who wish to apply for state employment to contact the Department of Human Resources at the central office location in Nashville. Offices are open Monday through Friday (except holidays) from 8:00 a.m. until 4:30 p.m., or visit the website, tn.gov/dohr/employment/applicant.shtml.

Department of Human Resources

James K. Polk State Office Building, 2nd Floor
505 Deaderick Street
Nashville, TN 37243-0635
(615) 741-4841

State Employee Information Line

(800) 221-7345 — Statewide
(615) 741-1107 — Davidson County

Commissioner Rebecca R. Hunter

Department of Human Resources

Rebecca Hunter serves as a member of Governor Bill Haslam's cabinet as commissioner of the Tennessee Department of Human Resources. Prior to this appointment, she spent six years as the director of Human Resources for Hamilton County Government in Chattanooga, Tenn., and held management positions in governmental finance for more than 25 years.

Rebecca is a Certified Public Accountant and is certified as a Senior Professional in Human Resources. She is currently chairman of the board for HealthCare 21 Business Coalition and a commissioner for the Hixson Utility District. Rebecca also serves as a board member of the Tennessee Center for Performance Excellence, and is president of the National Association of State Personnel Executives, as well as the Tennessee Chapter of the International Public Management Association for Human Resources. She previously served as chairman of the Audit Supervisory Committee for the Tennessee Valley Federal Credit Union, on the University of Tennessee at Chattanooga's HR Advisory Board, and on the National Association of Counties Deferred Compensation Advisory Committee. In 2012 Rebecca was appointed by Governor Haslam to the Utility Management Review Board. She is also a current member of the inaugural class of Leadership Tennessee.

As commissioner of the Department of Human Resources, Rebecca serves as chair of the Sick Leave Bank Board of Trustees and the Employee Suggestion Award Program Board. Along with Governor Haslam, she serves as the co-chair of the Tennessee Employee Charitable Campaign. Rebecca is a member of the following state boards and committees: Tennessee Consolidated Retirement System Board of Trustees and Audit Committee, State Insurance Committee, Council on Pensions and Insurance, Board of Claims, and the LEAD Tennessee Executive Leadership Council.

Rebecca strongly believes that continuous improvement, life-long learning, and performance excellence are keys to success both personally and professionally, and she demonstrates her commitment to collaboration and teamwork in her daily management style.





Department of Human Services

400 Deaderick Street
Citizens Plaza Building
Nashville, TN 37243-1403
(615) 313-4700
TN.gov/humanserv

Dr. Raquel Hatter, Commissioner
Shalonda Cawthon, Deputy Commissioner

The mission of the Tennessee Department of Human Services (DHS) is to improve the well-being of economically disadvantaged, disabled, or vulnerable Tennesseans through a network of financial, employment, rehabilitative, and protective services.

The department's vision is to be a leader in effectively partnering with human service customers in establishing or re-establishing self-sufficiency to create a better quality of life.

Each month approximately 5,500 DHS employees assist more than a million Tennesseans through dozens of services. With more than 120 office locations, DHS is one of the few state agencies with offices in all 95 counties.

State Priorities

Moving forward, DHS will continue its focus on doing its part to realize the vision for Tennessee as the No. 1 state in the Southeast for high quality jobs. Governor Bill Haslam has identified five key priorities for moving Tennessee forward in this manner:

- Jobs and Economic Development
- Education and Workforce Development
- Fiscal Strength and Efficient Government
- Public Safety
- Health and Welfare

The Department of Human Services is perfectly aligned with these priorities with a key focus on the following: customer service, effective fiscal stewardship, high performance and accountability, and workforce development and employment.

History

When Tennessee became a state in 1796, the administration of "poor relief" became a county duty and was placed in a court system which extended into the most remote sections of each county. In 1827 new legislation allowed the counties to establish almshouses to provide for the poor and any other persons who could not care for themselves because of disability or incompetence.

In 1925 the Welfare Division in the state Department of Institutions was created. The Tennessee State Relief Administration was organized in 1933 and later changed into the Tennessee Welfare Commission. It further evolved into the Department of Institutions and Public Welfare and then the Department of Public Welfare. In May 1975, the agency's name changed to the Department of Human Services.

That same year, the federal government mandated that each state operate a child support program under the Title IV-D of the Social Security Act. In 1977 the Tennessee General Assembly passed enabling legislation designating the Department of Human Services as the agency responsible for administering the program. Services are delivered directly by departmental staff and/or through contractual agreements with public or private agencies, courts, or individuals.

The department grew even larger in 1983 when the Division of Rehabilitation Services and its vocational rehabilitation programs moved from the Department of Education to the Department of Human Services.

In September 1996, the Aid to Families with Dependent Children program, created through the Social Security Act of 1935, was replaced with a new federal welfare reform program, Temporary Assistance for Needy Families (TANF). Tennessee's TANF program is called Families First. The program, designed with an emphasis on education, work, and training, was operated through a waiver from the federal government for nearly 11 years. That waiver expired on June 30, 2007, at which time Tennessee's TANF program was required to follow all federal TANF requirements. Changes in the Families First state law were made during the 105th General Assembly session. The revised program began on July 1, 2007.

In June 2000, a comprehensive Child Care Reform Bill was signed into law. Aimed at improving the health and safety of children and the quality of child care programs, reforms include lower adult/child ratios at child care centers and mandatory criminal background checks for operators, employees, and others involved with facilities. These efforts and other measures undertaken in subsequent years to further improve child care quality have resulted in national recognition for the overall quality of the state's licensed child care system.

In July 2002, DHS became the state agency responsible for determining TennCare eligibility. In November 2004, the first Family Assistance Service Center began operations. The Service Centers are a network of three service centers – one in each grand division of the state – that take calls from individuals enrolled in the TennCare/Medicaid, SNAP, and Families First programs. Each center employs an average of 70 workers, primarily eligibility counselors, who assist clients with questions on their cases, make changes to cases, and set up appointments with counselors in the county offices. Average call volume for the network ranges from 4,000 to 8,000 calls a day.

In January 2005, the department created a new division of Appeals and Hearings and began hearing TennCare eligibility appeals. In addition, this division handles appeals for other Family Assistance programs, Child Support, and Vocational Rehabilitation.

In the spring of 2012, the Office of Customer Service was created to address the internal and external customer experience at the department.

Services

Adult and Family Services. The Adult and Family Services division provides public assistance to low-income citizens directly through the county DHS offices and indirectly through contracts

with social services agencies across the state. This division also includes sections responsible for protecting vulnerable adults and for regulating child care and adult day care agencies.

Families First. This program is the state's Temporary Assistance for Needy Families (TANF) program. Families First is a workforce development and employment program. It is temporary and has a primary focus on gaining self-sufficiency through employment. The Families First program helps the participants reach this goal by providing transportation, child care assistance, education, job training, employment activities, and other support services. Temporary cash assistance is also provided to families with dependent children when at least one parent is incapacitated, unemployed, dead, or absent from the home, and the family is unable to pay for essential living expenses.

Supplemental Nutrition Assistance Program (SNAP). Formally known as the food stamp program, SNAP helps supplement monthly food budgets of low-income families to buy the food they need to maintain good health. DHS staff determines eligibility of applicants based on guidelines established by the U.S. Department of Agriculture. Tennessee has an electronic benefit transfer (EBT) system for dispensing SNAP and Families First benefits.

TennCare/Medicaid. DHS Family Assistance counselors determine eligibility for TennCare/Medicaid, the state and federal medical assistance program for families with children, elderly, and/or disabled citizens.

Child and Adult Care Services. This section oversees the licensing of child care centers, family child care homes, group child care homes, and adult day care centers. It works with communities to develop new child care resources, provide training and technical assistance to child care providers, and provide child care resources and referral information to consumers. Under Tennessee's Child Care Report Card System, every licensed child care agency must undergo an annual evaluation and post a report card of the results where parents can clearly see them. Licensed child care providers can also participate in the Star Quality Program. This program recognizes child care agencies that exceed minimum licensing standards. These agencies can receive a rating of one, two, or three stars.

Adult Protective Services. Adult Protective Services staff investigate reports of abuse, neglect (including self-neglect), or financial exploitation of adults who are unable to protect themselves due to a physical or mental limitation. The staff assess the need for protective services and provide services to reduce the identified risk to the adult.

Community Contract Services. Staff in this area administer a variety of federal grant programs by negotiating contracts with private and nonprofit agencies for social services that supplement those provided directly by DHS. Those federal grant programs include the Community Services and Social Services Block Grant programs, Child Care Food program, Summer Food Service programs, and Low Income Energy Assistance.

Child Support Services. The Child Support Services division provides assistance to families in obtaining and collecting support for their children. This assistance includes locating absent parents, determining paternity, establishing or enforcing court-ordered child support, and distributing support payments.

DHS has numerous enforcement tools at its disposal to collect current and overdue child support. Some of these methods include automatic wage withholding, financial institution data matches, license revocation, treasury/administrative offset (interception of IRS tax refunds), and passport denial. The division issues debit cards to custodial parents so they can more quickly and easily access their children's support funds.

Rehabilitation Services. This division provides a wide range of services to Tennesseans with disabilities through the following programs:

Vocational Rehabilitation Services. These services include diagnosis, counseling, physical therapy, medical and surgical treatment, education and vocational training, job placement, and follow-up.

Vocational Rehabilitation Services for the Blind and Visually Impaired. This section offers four specialized programs for visually impaired individuals, including Rehabilitation Services, Tennessee Business Enterprises, Rehabilitation Teaching Services, and Register of the Blind.

Vocational Rehabilitation Services for the Deaf and Hard of Hearing. In 2005 this unit was established to provide specialized services that enable clients to enter, retain, or return to competitive employment.

Tennessee Rehabilitation Facilities Network. This program is comprised of the Tennessee Rehabilitation Center at Smyrna, the state's only comprehensive residential vocational rehabilitation center, and 17 community rehabilitation centers for individuals with disabilities in rural communities. Nonresidential job-training services are provided in the community rehabilitation centers.

Council for the Deaf and Hard of Hearing. The council coordinates communication, information, personal counseling, public awareness, and advocacy services for deaf or hard of hearing citizens through six regional community service centers.

Tennessee Technology Access Program. This program provides Tennesseans who have a disability and their families with timely, comprehensive information about assistive technology devices and related services. The program also provides funding to five assistive technology centers located in Memphis, Jackson, Nashville, Chattanooga, and Knoxville.

Disability Determination Services. This program processes Social Security disability insurance (SSDI) and Supplemental Security Income (SSI) applications for the Social Security Administration. The service is fully funded by the Social Security Administration.

Appeals and Hearings. This division handles appeals for all programs administered by the department, including eligibility for TennCare/Medicaid, SNAP (food stamps), Families First, Child Support, and Vocational Rehabilitation cases. The division also strives to resolve appeals in a timely manner while ensuring due process and maintaining the highest quality of communication possible.

Administrative Support Services. Administrative support is provided to the various divisions of the department through the following sections:

Finance. This section prepares the annual departmental budget submission, processes contractor/vendor payments, prepares federal expenditure reports, provides contract technical assistance, performs ongoing fiscal analysis, and monitors federal programs for cash management.

Information Systems. This section oversees analysis, design, development, and maintenance of DHS computer-based systems, as well as computer hardware installation and maintenance.

Office of Procurement. This office is responsible for ensuring the acquisition of all goods and services necessary to carry out the work of the department. In addition, the office is responsible for telecommunications, forms and printing management, records management, inventory, motor vehicle management, and mail services.

Organizational Performance Management. This division includes the Human Resources section which manages recruitment, placement, insurance, classification/compensation, leave, and attendance. Staff provides interpretation and guidance regarding civil service rules and regulations as related to performance evaluation, the disciplinary process, Americans with Disabilities Act, and

grievance procedures. This division is also focused on staff development and program performance across the department. Specific outcomes related to individual, division, and overall department goals are tracked and improvement plans developed and monitored. To support the department's commitment to maintaining a highly skilled workforce and providing quality customer service, this division administers a supervisory academy and a leadership institute.

Communications Office. This office coordinates the agency's public information and public relations efforts and responds to media requests.

Office of the General Counsel. This office provides legal advice to DHS programs, legal representation in judicial and administrative litigation affecting the department, prepares departmental rules, and prepares legislation for and analysis of legislation affecting the department.

Office of Inspector General. The Office of Inspector General includes oversight of the department's independent accountability functions. Those functions include Internal Audit, Investigations, Quality Control, and Program Review. This division conducts compliance and quality control reviews of DHS programs, investigates referrals of (possible) fraud and abuse in the programs, handles adjudication and processes collections of claims overpayment, and conducts internal audits and investigations for the department. By combining these sections, DHS is ensuring greater integrity and accountability within the department.

Office of Customer Service (OCS). The OCS works closely with all divisions to help ensure customers served throughout the department and state receive services in a professional, respectful, and timely manner. The OCS also assists in creating opportunities to receive feedback and connect with customers and community partners.

Commissioner Raquel Hatter

Tennessee Department of Human Services

Dr. Raquel Hatter was appointed DHS commissioner by Governor Bill Haslam. She has dedicated more than 20 years of her life to serving adults, children, and families. Dr. Hatter's work has focused on vulnerable and economically disadvantaged individuals. Throughout her journey, she has served in a myriad of roles, including frontline practitioner, therapist, outreach worker, program director, VP/Chief Operating Officer, and Chief Executive Officer. She has done this work across systems including juvenile justice, child welfare, mental health, and human services. She has done extensive work in supporting positive and effective public-private partnerships on behalf of adults, children, and families at a state and national level.

Some of this work has included chairing statewide committees focused on these efforts, partnering with state government to revise licensing and contractual rules, and partnering with state government to revise mental health rules. She has served on countless committees, task forces, and boards on behalf of human services. Commissioner Hatter holds a Bachelor of Science in clinical community psychology from the University of Michigan, a Master's in Social Work from Eastern Michigan University, and a Doctorate of Education in child, youth, and family studies with a specialization in management of programs from Nova Southeastern University.





Department of Intellectual and Developmental Disabilities

Citizens Plaza, 10th Floor
400 Deaderick Street
Nashville, TN 37243
TN.gov/didd

Debra K. Payne, Commissioner

The Department of Intellectual and Developmental Disabilities (DIDD) is the state agency responsible for administering services and support to Tennesseans with intellectual and developmental disabilities. DIDD administers services directly or through contracts with community providers.

DIDD was formerly a division of the Department of Finance and Administration before the Tennessee Legislature established it as a stand-alone department effective January 15, 2011.

The DIDD vision is that Tennesseans with intellectual and developmental disabilities will have the opportunity and needed support to be part of the community in which they live. The department's mission is to provide leadership in the development and maintenance of a system that offers a continuum of services and support for persons with intellectual and developmental disabilities.

Services and Supports

DIDD strives to partner with the people it supports and their family members and friends. This partnership begins when people or family members ask for assistance from DIDD.

The Bureau of TennCare contracts with DIDD to operate three Medicaid Home and Community Based Services (HCBS) Waiver programs for persons with intellectual disabilities. Waiver programs allow people to receive long-term care in their homes and the community.

As the state's agency that administers services and support for people with intellectual disabilities, it is the responsibility of DIDD to: assist eligible people and families in obtaining the services and supports available; assist and support other state and community agencies to provide services and supports; monitor the services and supports to ensure health and safety; and help people know and understand the rights and protections available under DIDD policy and state and federal laws.

DIDD assists with several different types of programs for persons with intellectual and developmental disabilities not enrolled in an HCBS Waiver, such as Family Support and Case Management services.

The Family Support Program is a community-based, state-funded program that provides assistance to families with a family member who has a severe disability.

Case Management services are available to people on the DIDD waiting list. DIDD state employees will: provide case management services; provide persons with information about DIDD

programs and services; and direct people to other community resources, advocacy organizations, and support groups.

The regional offices of DIDD are the local points of entry to the department's community service system. The regional offices are responsible for the enrollment of people with intellectual disabilities into a service delivery system that best meets their individual needs for support. It is the mission of these offices to develop and support opportunities for persons with intellectual disabilities to live as contributing members of their chosen community.

DIDD operates two developmental centers which provide residential and habilitative services: Clover Bottom Developmental Center in Nashville and Greene Valley Developmental Center in Greeneville.

Related Boards and Councils

Tennessee Council on Developmental Disabilities

The Council on Developmental Disabilities has an administrative agreement with the DIDD for fiscal and administrative transaction services.

Statewide Planning and Policy Council

The Statewide Planning and Policy Council for the DIDD was established by the Tennessee Legislature in 2011. The council assists in planning a comprehensive array of high quality prevention, early intervention, treatment, and habilitation services and supports; advising the department on policy and budget requests; and developing and evaluating services and supports.

Commissioner Debra K. Payne

Department of Intellectual and Developmental Disabilities

Debra K. Payne was appointed as commissioner of the Department of Intellectual and Developmental Disabilities (DIDD) on June 1, 2013. Payne is the second commissioner to take the helm since the Tennessee legislature established DIDD as a stand-alone department effective January 15, 2011. Prior to serving in this capacity, Payne was the first deputy commissioner of DIDD.

As commissioner, she is responsible for the oversight of the state's two developmental centers, a statewide community-based service delivery system supported by more than 2,000 employees, more than 400 community providers, and three regional offices. Her responsibilities also include directing major systems changes and ensuring compliance with the court-ordered Exit Plan which will bring to a close the longstanding Arlington Lawsuit.

Payne became a volunteer at Clover Bottom Developmental Center when she was 14 years old, and then, after graduating from MTSU, came back to work at the center as a developmental technician. She has been a state employee in this field since 1977, with a three-year stint beginning in 2000 as administrative director of a contracted provider agency before being recruited back into state government as the statewide director of Protection from Harm for DIDD, known at that time as the Division of Mental Retardation Services.

Payne resides in Mount Juliet with her husband, Mike. She has three children, two stepchildren, and one granddaughter. She was recently awarded the Arc of Tennessee's Integrity Award.







Department of Labor and Workforce Development

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TN.gov/labor-wfd
Burns Phillips, Commissioner

History

The Tennessee Workforce Development Act of 1999 brought together a rich heritage of services and programs vital to the economic well-being of the state.

With the creation of the Department of Labor and Workforce Development, the former departments of Labor and Employment Security, the Adult Education program from the Department of Education, and the Food Stamp-Employment component from the Department of Human Services integrated into the new department to streamline programs and services into one agency. Since passing of this legislation, the Title V program of the Older Americans Act has been added to the department.

Services

Division of Workforce Services. This division houses all workforce, job training, and employment-related activity of the department.

The Tennessee Career Center System streamlines local, state, and federal workforce development services into single, local locations where employers can go to find the workers they need and job seekers can get assistance and career information. Each center offers automated labor market information and Internet access – including help for using the Jobs4TN Online jobs database – and workshops as well as job placement, recruitment, and training referral services.

Three Tennessee Career Coaches serve as mobile Career Centers with computer workstations and access to the Internet anywhere by satellite. The three coaches operate in east, west, and middle Tennessee to provide job search resources to those attending job events or who do not have Internet access.

The Veterans Program provides special assistance to veterans seeking career opportunities and assures they are given priority service for all departmental programs.

The Re-Employment Services Assessment (RESA) Program that operates through the Career Centers is an in-person evaluation procedure to help shorten claimants' time for receiving unemployment benefits. Claimants are selected for the program based on variables that indicate they are most likely to exhaust unemployment benefits without finding work.

Jobs4TN Online is the state's comprehensive database that lists an average of 90,000 jobs from major job search engines, from job orders placed directly by Tennessee employers, and from corporate sites. Through jobs4tn.gov, Tennessee employers have great flexibility in searching for qualified workers, and job applicants have easy, efficient access to job openings.

The Work Opportunity Tax Credit Program provides a potential tax credit for employers when hiring workers who are members of a targeted group, including qualified veterans.

The Trade Adjustment Assistance Program makes available special services and benefits for workers whose jobs are lost or whose hours and wages are cut due to increased imports or a shift in production to a foreign country.

The Alien Labor Certification Program ensures the wages and working conditions of able, willing, qualified, and available United States workers are not negatively affected when foreign workers are hired.

The Food Stamp-Employment and Training Program assists select individuals who receive food stamps and are required to actively seek employment or participate in programs designed to enhance their employability. To assist them while participating, a transportation allowance is provided.

Programs funded through the Workforce Investment Act (WIA) and Title V Older Americans Act serve Tennessee's employers, employees, and transitioning workers. Training programs are delivered through the 13 Local Workforce Investment Areas (LWIAs). Staffs support the Workforce Development Board that has oversight of all federally funded employment and training programs throughout multiple departments of state government.

The Dislocated Worker Section provides dislocated worker services for businesses and workers experiencing downsizing or layoffs. This section assists the LWIAs to meet the needs of employers and workers.

The Title V/Older Worker Program provides job training and placement for people with limited financial resources who are age 55 or older, providing employers with trained, motivated workers.

The Technical Assistance and Employer Services Section works closely with the Department of Economic and Community Development to recruit and retain business and industry in Tennessee, and is responsible for training existing workers in new and emerging technologies.

Division of Adult Education. This division delivers educational services to under-educated adults who are over the age of 16 and legally withdrawn from public education. Three main class types are offered: basic skills upgrades for those individuals whose math, reading, and/or writing skills are below the 12th grade level; preparation classes for those individuals working toward a high school equivalency diploma; and English for Speakers of Other Languages (ESOL) for those non-native speakers who need to learn to speak, read, and write English. Classes are provided in all 95 counties. In addition to the administration of the Adult Education program grant, the division is also responsible for testing-center oversight and compliance, issuing high school equivalency diplomas, and providing diploma verifications and transcripts for individuals, business and industry, and postsecondary institutions upon request with written permission from the individual.

Division of Workplace Regulations and Compliance (Boilers, Elevators and Amusement Devices, Mine Safety, and Labor Standards).

The Boilers, Elevators and Amusement Devices Section protects the general public, owners and users, and their employees from the potential hazards inherent to the operation of boilers, pressure vessels, elevators, and amusement devices. Also included in the inspection process are aerial tramways, chairlifts, escalators, and dumbwaiters. Every two years, approximately 65,000 boiler

and pressure vessel inspection reports are processed. More than 22,000 elevator inspection reports are processed annually. Each elevator is inspected every six months. This section must inspect all new elevators installed in the state before they can be placed in operation. The section also inspects all fixed and portable amusement devices throughout Tennessee.

The Mine Safety Section provides mine health and safety training classes for all underground and surface miners and is responsible for maintaining and training two mine rescue teams for response to mine emergencies.

The Labor Standards Section enforces four labor and wage laws (Child Labor Act, Wage Regulations Act, Prevailing Wage Act, and Illegal Alien Employment Act), the Non Smoking Act, and the Tennessee Lawful Employment Act. Every year this division conducts more than 1,000 on-site child labor inspections and processes approximately 1,500 claims for unpaid wages. More than 500 on-site prevailing wage inspections are conducted on state-funded building and highway projects to ensure workers are correctly paid. Also, complaints are taken on businesses that have been alleged to hire illegal aliens.

Division of Employment Security. The Division of Employment Security administers Tennessee's Unemployment Insurance program and collects, analyzes, and disseminates Tennessee's Labor Market Information.

The Employer Accounts Operations Section establishes the liability of employers, calculates tax (premium) rates, receives and processes all wage and premium reports and payments, and maintains individual employer accounting. Also included is the Tax Enforcement Section, which is responsible for collecting unemployment insurance (UI) premiums, securing delinquent reports, auditing employers' records, and enforcing employer compliance with UI laws and regulations.

The Labor Market Information (LMI) Section produces comprehensive, accurate, timely, and properly documented labor market information regarding the economic and demographic characteristics of the people, businesses, and industries of Tennessee. Labor market information is also essential to the division's overall mission to promote a strong labor exchange program. This information is delivered through the LMI home page available through Jobs4TN Online at jobs4tn.gov. The Internet-based labor market information system is maintained and updated by Research and Statistics. The LMI section also conducts the U.S. Bureau of Labor Statistics Survey of Occupational Injuries and Illnesses and the Occupational Safety and Health Administration Log Data Collection Initiative Survey to obtain data on nonfatal workplace incidents.

The Unemployment Insurance Claims Center System processes all unemployment claims filed in Tennessee. The system serves all 95 counties and accepts claims by telephone, Internet, mail, and employer-submitted partial claims for unemployment benefits.

The Unemployment Insurance Benefit Operations Section is responsible for making sure all unemployment benefit payments are processed properly and for the adjudication of many specialty claims such as strikes/labor disputes, combined wage, and disaster unemployment assistance. The administration of the various unemployment insurance programs is highly technical, and this section provides support and guidance to central and local office personnel, claimants, and employers. This area is also responsible for law and policy and performs much of the impact analysis for legislation affecting unemployment insurance and prepares the procedural guides for implementation and compliance.

The Unemployment Insurance Integrity Section is responsible for monitoring, analyzing, and projecting unemployment insurance workload activity. Most important, it conducts several federally

mandated monitoring functions and maintains a quality control system that examines samples of unemployment insurance claims for accurate application of law, rules, and procedures.

The Appeals Tribunal and the Office of Administrative Review oversee the appeals process, which is provided by law (Tenn. Code Ann. § 50-7-304) for parties (claimants and employers) who disagree with agency decisions on unemployment compensation claims. The Appeals Tribunal is the lower level of this process; the Office of Administrative Review is the higher authority.

Tennessee Occupational Safety and Health Administration (TOSHA). The primary goal of TOSHA is to improve occupational safety and health in workplaces throughout the state. Improving safety and health in the workplace will result in reduced injuries, illnesses, and fatalities. Tennessee's program services are delivered through a central office in Nashville and field offices located in Chattanooga, Jackson, Kingsport, Knoxville, Nashville, and Memphis. TOSHA is required to perform mandatory activities by the Tennessee Occupational Safety and Health Act of 1972, and it receives grants from the U.S. Department of Labor to operate the compliance, training and education, and consultation sections of TOSHA. These mandated activities include performing safety and health compliance inspections, adopting occupational safety and health standards, investigating workplace fatalities and catastrophes, investigating employee complaints, and investigating allegations of discrimination of employees who participate in a protected safety and health activity. TOSHA also provides safety and health training to employees and employers and provides consultative services to employers to assist them in improving workplace safety and health. In addition to mandated activities, TOSHA co-sponsors the Tennessee Safety and Health Congress attended by approximately 1,500 safety and health professionals and exhibitors. TOSHA administers the Volunteer STAR Program, designed to recognize and promote effective safety and health management at manufacturing sites within Tennessee. TOSHA administers awards and recognition programs known as the "Governor's Award" and the "Commissioner's Award" to recognize achievement in safety and health by working a predetermined number of man-hours without a lost-time accident or without an accident that results in restricted duty. TOSHA also produces a quarterly newsletter, *Together With TOSHA*, with a circulation of 18,000.

Division of Workers' Compensation. This division administers a broad range of programs that are designed to help Tennessee employers and employees resolve issues related to workplace injuries. It is proactively involved in educating the public on workers' compensation requirements and seeks to ensure that companies covered by the Tennessee Workers' Compensation Act properly provide benefits. The division is charged with the responsibility for specific recordkeeping, administrative, and enforcement responsibilities, including the following:

Benefit Review is the administrative dispute resolution system started in January 1993 to assist any person or business having rights or obligations under the Tennessee Workers' Compensation Law by improving communications between the parties involved in a workers' compensation claim. It offers two tiers of dispute resolution for workers' compensation claims; one features experienced and professional mediation, and the other is an adjudication process for medical and temporary benefits.

Since May 2006, parties involved in a workers' compensation dispute have had the right to have the administrative review program review an order issued by Benefit Review. While either party may file a request for a review, sometimes both sides do. This program works diligently to ensure that the process is conducted fairly and expeditiously regardless of which side requests the review. The program's goals are to assure that orders, whether awarding or denying benefits, are

in accordance with the applicable Workers' Compensation Law, rules and regulations, policies and procedures, and case law.

The Medical Impairment Rating (MIR) Registry was established in 2004 to settle disputes that involve only the permanent impairment rating by providing the injured worker a medical evaluation by an independent physician on the registry. The evaluation is available for injuries occurring on or after July 1, 2005. The opinion and rating issued by the MIR physician are statutorily presumed to be accurate and can be rebutted only by clear and convincing evidence to the contrary.

The Claims and Insurance Coverage Program monitors individual workers' compensation claims events and receives certificates of compliance for every employer subject to the Workers' Compensation Law of Tennessee.

The Tennessee Drug Free Workplace Program encourages safe worksites by promoting drug- and alcohol-free workplaces. Drug-free worksites allow employers to increase productivity, enhance their competitive positions, and be more successful by eliminating the costs, delays, and tragedies associated with work-related accidents resulting from substance-abusing employees. Employers choosing to participate in the program can receive an automatic five percent premium reduction on their workers' compensation insurance premiums.

The Second Injury Fund was established in 1948 to encourage employers to hire workers with permanent disabilities sustained in previous on-the-job injuries. It is funded by a surcharge on workers' compensation premiums. The fund limits an employer's liability for a previously disabled employee, who becomes totally disabled due to a workplace injury, to the amount of disability caused by a new injury.

The Medical Case Management and Utilization Review Programs monitor and manage medical expense claims and oversee the utilization review and preadmission review processes, reducing the cost of medical benefits on the workers' compensation system while ensuring quality care. The mandatory and comprehensive Workers' Compensation Medical Fee Schedule is based on the Medicare model with some variations for efficiency, fairness, ease-of-access, administration, and economic reasons. It became effective July 1, 2005. While the fee schedule does create a ceiling or "cap" on the medical fees medical providers can charge, it is not intended to prohibit an employer or insurer from being able to negotiate lower fees in their own medical fee agreements. Penalty provisions of the fee schedule became effective January 1, 2006.

The Uninsured Employers Fund was established in January 2001 to investigate and penalize employers who fail to carry workers' compensation insurance or to qualify as self-insured employers. They also investigate referrals about employee misclassification and educate employers on the correct way to classify their workforce. The Employee Misclassification Education and Enforcement Fund was established in 2011 and is an extension of the Uninsured Employers Fund. It investigates employers to ensure that they are not illegally deducting workers' compensation premiums from the paychecks of their employees. The program also investigates employers to ensure that workers are properly classified as employees, rather than independent contractors, when the requirements of the Workers' Compensation Act are satisfied.

Related Boards and Commissions

- Board of Boilers Rules
- Elevator Safety Board
- Employment Security Advisory Council
- Medical Care and Cost Containment Committee
- Occupational Safety and Health Review Commission
- Prevailing Wage Commission
- Safe Employment Education Advisory Committee
- Workers' Compensation Advisory Council
- Workforce Development Board

Commissioner Burns Phillips

Department of Labor and Workforce Development

Governor Bill Haslam appointed Burns Phillips commissioner for the Tennessee Department of Labor and Workforce Development in June 2013. Phillips had been named acting commissioner in March 2013.

Prior to coming to the department, Phillips served as managing director in the Department of Finance and Administration (F&A), overseeing customer-focused government initiatives administration-wide. Phillips had previously worked in the Budget Office of F&A before going into the private sector where he worked in medical sales and marketing.

In 1991 he founded a surgical instrument company that conducted business in the United States and 30 other countries. In 2009 he returned to state government to serve as transportation administrative director of the Tennessee Department of Transportation's Central Services Division.

Phillips has both a bachelor's and a master's degree from Middle Tennessee State University. He also earned a law degree from the Nashville School of Law.







Department of Mental Health and Substance Abuse Services

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TN.gov/mental

E. Douglas Varney, Commissioner

The Department of Mental Health and Substance Abuse Services (TDMHSAS) is the state's mental health and substance abuse authority. Its mission is to plan for and promote the availability of a comprehensive array of quality prevention, early intervention, treatment, habilitation, and rehabilitation services and supports based on the needs and choices of individuals and families served. Its vision is to be one of the nation's most innovative and proactive state departments for residents dealing with mental health and/or substance abuse problems. The department is responsible for system planning; setting policy and quality standards; system monitoring and evaluation; disseminating public information; and advocating for people of all ages who have mental health issues, serious emotional disturbances, and/or substance abuse disorders. The TDMHSAS annually assesses the public's needs for mental health and substance abuse services and supports. Title 33 of the Tennessee Code Annotated (Tenn. Code Ann.) requires that functions of the TDMHSAS be carried out in consultation and collaboration with current or former service recipients; their families, guardians, or conservators; advocates; provider agencies; and other affected people and organizations.

History

Upon recommendation of then-Governor Frank Clement, the General Assembly created the Tennessee Department of Mental Health (TDMH) on March 13, 1953, to provide services to people with mental illness and mental retardation. In 1973 under the Comprehensive Alcohol and Drug Treatment Act, the General Assembly gave the department responsibility for developing programs for treating and preventing alcohol and drug abuse. In July 1991, the Division of Alcohol and Drug Abuse Services was transferred to the Tennessee Department of Health; then, in February 2007, it was transferred back to TDMH. Beginning in 1978, the department was charged with licensing facilities that provide services to people with mental retardation, mental illness, and alcohol and drug abuse. The responsibility for management and operation of the Division of Mental Retardation Services was transferred to the Department of Finance and Administration by executive order in 2002. The department's name was changed to the Tennessee Department of Mental Health and Developmental Disabilities in 2000 as a result of a comprehensive revision of the mental health and developmental disability law. In 2003 the department celebrated its 50th anniversary. On January 15, 2011, the department's name was changed to the Tennessee

Department of Mental Health as the responsibility for developmental disabilities was transferred to the newly created Department of Intellectual and Developmental Disabilities. Then, on July 1, 2012, the department's name was changed to the Tennessee Department of Mental Health and Substance Abuse Services.

Mental Health Services

The department serves people with mental health issues with a significant focus on adults with serious mental health issues and youths who are seriously emotionally disturbed. The department is responsible for service development, planning, evaluation, and data analysis; interstate and inter-facility transfers, advocacy, and education; and technical assistance and training. It administers state and federal funds allocated for mental health services and several specialized grants for criminal and juvenile justice activities, housing, and other recovery-based services. In cooperation with the Bureau of TennCare, the department is responsible for pre-admission screening and resident reviews for individuals who apply for nursing home care or reside in a nursing home and may be in need of mental health services. The department works closely with the Bureau of TennCare for the behavioral health programs that it operates.

Substance Abuse Services

The Division of Substance Abuse Services works to improve the quality of life of Tennesseans by providing an integrated network of comprehensive addiction services that foster self-sufficiency and protect those who are at risk of developing a substance abuse issue. Its responsibilities include planning, developing, administering, and evaluating a statewide system of substance use, abuse, and addiction services for the general public, people at risk for substance abuse, and people abusing substances. These responsibilities are carried out through partnerships with other government agencies, community organizations, and advocacy groups. Treatment and prevention services are provided by community-based agencies through individual contracts.

Regional Mental Health Institutes

The department operates four Regional Mental Health Institutes (RMHIs) that provide inpatient psychiatric services for individuals with mental health issues who cannot or will not be served by the private sector due to the acuity of their clinical needs, the behavioral challenges they present, or insufficient resources. The RMHIs also serve individuals ordered by the criminal courts for evaluation and treatment. All of the RMHIs have been fully accredited by The Joint Commission since 1978. In addition, they are all certified by the Centers for Medicare & Medicaid Services for participation in the Medicare and Medicaid (TennCare) programs. They are:

Memphis Mental Health Institute
 Middle Tennessee Mental Health Institute
 Moccasin Bend Mental Health Institute
 Western Mental Health Institute

Memphis
 Nashville
 Chattanooga
 Bolivar

Related Boards and Councils

TDMHSAS Planning and Policy Councils. The Statewide Mental Health and Substance Abuse Services Planning and Policy Council is established under Title 33 of the Tenn. Code Ann., which requires a structured planning process of council participation. These councils include consumers, family members of consumers, providers, and advocates. The department also has seven Regional Planning and Policy Councils that contribute to the responsibilities of the statewide council. Council participants advise TDMHSAS on the development of the Three-Year Plan, including prevention, early intervention, treatment services, and supports for individuals and their families. The councils also assist the TDMHSAS in the annual assessment of need for mental health and substance abuse services. Furthermore, the council advises the TDMHSAS of policy, formation of budget requests, and the development of and evaluation of services. The statewide council has a minimum of 17 members, not including ex officio members, appointed by the commissioner for three-year terms. The Speaker of the Senate and the Speaker of the House each appoint one legislator as a member of the council. The Governor is an ex officio member and appoints the chairman. He appoints representatives of state agencies as ex officio members of the council.

Council on Children's Mental Health. Legislation passed in 2008 established a Council on Children's Mental Health. It requires the council to develop a plan for a statewide system of care where children's mental health services are child-centered, family-driven, and culturally and linguistically competent, and provides a coordinated system of care for children's mental health needs in the state. The council is co-chaired by the commissioner and the executive director of the Tennessee Commission on Children and Youth.

Facility Boards of Trustees. Each of the RMHIs has a board to advise the chief executive officers and inform the public about the needs and activities of each facility. Members are appointed by the commissioner for three-year terms.

Commissioner E. Douglas Varney

Tennessee Department of Mental Health and Substance Abuse Services

E. Douglas Varney was appointed commissioner of the Tennessee Department of Mental Health and Substance Abuse Services (TDMHSAS) by Governor Bill Haslam on January 14, 2011. Varney joined TDMHSAS after a 35-year professional career at Frontier Health, a Gray, Tennessee-based community mental health center serving families and individuals affected by behavioral health, substance abuse, and intellectual disability issues. His roles at Frontier Health included psychological examiner, counselor, therapist, president, and CEO. He served as a board member and past president of the Tennessee Association of Community Mental Health Organizations. He was also a member of the faculty at the Healthy Appalachia Institute; adjunct faculty member at East Tennessee State University; and past chairman and board member of Carespark, a regional health information exchange. He was a member of the Johnson City Chamber of Commerce Board of Directors, and has also served as a member of various other regional and statewide public service entities. Varney holds a master's degree in psychology from East Tennessee State and was formerly licensed as a psychological examiner, marriage and family counselor, and professional counselor.





Department of Military

Tennessee National Guard
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(615) 313-3001
tnmilitary.org

Major General Terry M. “Max” Haston, Adjutant General
Major General Robert A. Harris, Assistant Adjutant General, Army
Brig. Gen. Donald L. Johnson, Assistant Adjutant General, Air
James H. Bassham, Director, Tennessee Emergency Management Agency

The volunteer spirit and Tennessee – an inseparable combination since 1780 when Colonel John Sevier called for “100 good men” and 200 answered – has been a source of pride for generations of Tennesseans.

The name, “The Volunteer State,” was later sealed in history forever when a Tennessean, President James K. Polk, issued a nationwide call for volunteers to fight in the war with Mexico. Tennessee had a quota of 2,800, and nearly 30,000 stepped forward. The number was so large that it required “lots” be drawn to see who would be allowed to go.

Today, that spirit is still alive and well with the Tennessee Military Department. More than 14,000 Tennessee men and women comprise the Tennessee Army and Air National Guard. They serve as full partners with active duty servicemembers worldwide to make up the “Total Force” of American defense.

Nationwide, the Army National Guard contributes more than half of the Army’s total combat strength for about nine percent of the total budget. The Air National Guard performs about 35 percent of the total Air Force missions for about six percent of the entire annual Air Force budget. The Tennessee National Guard is the sixth largest National Guard organization in the United States.

The Tennessee Emergency Management Agency (TEMA) is the agency responsible for managing the state’s response to emergencies and disasters that affect the citizens of Tennessee and its local governments. All state and federal disaster response mechanisms in Tennessee are coordinated by TEMA.

The Tennessee State Guard’s mission is to provide an adequately trained force capable of providing an organized state military cadre under the control of the Governor. If the Tennessee National Guard were mobilized and deployed, the State Guard could assume administrative control of the armories across the state and perform the state emergency responsibilities normally accomplished by the National Guard.

Dual Mission

The National Guard is distinct within the armed forces because it has both a federal and a state mission. The federal mission of the Tennessee National Guard is to provide the President and the Secretary of Defense with units capable of performing their wartime missions.

The state mission is to provide the Governor with units capable of performing missions in accordance with the Tennessee Emergency Response Plan. The Tennessee Constitution authorizes the Governor to assume the role of “commander-in-chief” of the state. The Guard may be called upon to maintain order in emergency situations, to rescue civilians whose lives are in danger, and to assist during natural disasters at the discretion of the Governor.

Early History

The official military history of the state of Tennessee dates to June 1, 1796, when President George Washington signed the act of Congress admitting Tennessee as the 16th state, but Tennessee’s military heritage began long before that. In 1774 Virginia called on the militia to fight against the Shawnee Indians. Settlers in the Watauga settlement (present-day Sullivan and Carter counties) formed a militia company under the command of Evan Shelby and, on August 17, 1774, marched to join the Virginia regiments. It is the first known time that “Tennesseans” mustered and deployed to war as a militia and is considered the birthday of the Tennessee National Guard. The militia and Indians would later fight a decisive battle at Point Pleasant (Kenawa) during Lord Dunmore’s War.

Throughout the Revolutionary War, Tennesseans fought numerous engagements against the British in North and South Carolina. In the fall of 1780, John Sevier and Isaac Shelby led mounted Tennessee riflemen along with other “Overmountain Men” to the decisive battle of Kings Mountain. With the fledgling United States in the throes of a revolutionary war, the Tennessee militiamen helped win the battle considered the turning point of the war in the southern states.

In the War of 1812, Tennesseans played a prominent role in securing the southern theater of war. Led by Major General Andrew Jackson, Tennesseans were critical in the defeat of the Creek Indians during the Creek War and later the defeat of the British during the Battle of New Orleans.

Throughout the next 200 years, Tennesseans have participated in nearly every major conflict in which the United States has fought. The Mexican-American War cemented the state’s Volunteer nickname; Tennessee was the “Shield of the South” during the Civil War; and the 1st Tennessee Volunteer Regiment would become one of the most honored regiments in the Spanish American War.

An act of the 45th General Assembly in 1887 officially created the military organization known as the Tennessee National Guard. Along with federal service, the militia was called out to monitor election for Ku Klux Klan activities following the Civil War; it fought against armed miners in the Coal Creek War in 1891; and it helped capture the Night Riders of Reelfoot Lake in 1908.

In 1916 nearly every Tennessee National Guard unit was deployed for service along the Mexican border before being mobilized to fight in France during World War I. The 30th (Old Hickory) Division from Tennessee, North and South Carolina helped smash the Hindenburg Line, the strongest defensive system devised at that time.

In World War II, the German High Command regarded the 30th Division as “Roosevelt’s Shock Troops” and the 30th breached the Siegfried Line. Tennessee’s 117th Infantry Regiment earned

five President Unit Citations, making it one of the most decorated Army infantry regiments in the United States.

During the Korean War, Tennessee mobilized 11 National Guard units with four seeing combat in Korea. The 196th Field Artillery served in theater and received a Presidential Unit Citation for helping repulse a Chinese invasion in 1951.

During the Cold War, Tennessee organized the 30th Armored “Volunteer” Division in 1954. It would be the primary unit within the state until 1973, and one of the Guard’s most celebrated.

Roughly 3,600 men and women of the Tennessee National Guard, both Army and Air, were called to active duty during Operations Desert Shield and Desert Storm, providing one of the highest number of participants of any state in the U.S., again upholding the “Volunteer” tradition. The 130th Rear Area Operations Center from Smyrna and the 176th Maintenance Battalion from Johnson City were among the first Tennessee units called to active duty.

Responding Within Tennessee

The Guard has been called upon to assist local residents during numerous disasters and periods of civil unrest during the last 200 years. The Guard was used to enforce school integration in Clinton in 1956. They quelled riots in Nashville and Memphis following the assassination of Dr. Martin Luther King in 1968 and helped during the Memphis and Nashville fire strikes in 1978 and 1980. In 1984 they were used to track down escaped convicts in West Tennessee.

When weather causes havoc across the state, Guardsmen have been called out numerous times to assist the state and nation. For example, 2,400 Tennessee National Guard soldiers were called out in March 1993 to respond to massive snowstorms.

In the past 10 years, Guardsmen have been utilized at a historic rate to assist the state and nation. Tennessee Guardsmen were some of the first responders to New Orleans, La., and Gulfport, Miss., following Hurricane Katrina in 2005. The Tennessee Air National Guard’s 118th Airlift Wing and Aeromedical Squadron was one of the first National Guard units to respond. These Tennesseans evacuated the first people displaced by the hurricane to Tennessee. Additionally, the 134th Air Refueling Wing played a crucial role in the evacuation of more than 500 displaced citizens from the affected regions, ensuring safe and efficient relief efforts to the East Tennessee area.

In 2006 when tornadoes swept through Gibson, Dyer, Sumner, and Warren counties, members of the Tennessee Army National Guard responded, providing recovery operations and assisting in security missions in the hardest hit areas.

Thousands of Tennessee Guardsmen helped secure and were some of the first soldiers and airmen along the Mexican-American border during Operation Jumpstart in 2006.

The Guard responded again in 2008, when tornadoes touched down in Madison and Macon counties; in 2010 when flood waters covered Nashville and West Tennessee; and in 2011 when tornadoes tore through Middle and East Tennessee and flooding of the Mississippi River threatened Memphis and the Mississippi River Valley.

In May 2011, more than 100 soldiers and airmen deployed to assist in disaster relief operations in West Tennessee due to flooding. The Guard provided high-water vehicles to support the Tennessee Wildlife Resources Agency and provided sandbagging trailers and operators to help protect the correctional facility near Tiptonville, utilizing more than 3,400 sandbags.

Four National Guard helicopters were deployed to a Sevier County wildfire in March 2013 to provide reconnaissance and fire-fighting support with Bambi bucket water drops. The wildfire destroyed 65 structures and caused an estimated \$12 million in damages.

Wherever they are needed, throughout this great state, the Tennessee Army and Air National Guard are a major presence. “The Tennessee National Guard: Always Ready, Always There!”

Overseas Contingency Operations (Global War on Terrorism)

The Global War on Terrorism immediately propelled the Tennessee National Guard to a new level of commitment. The Tennessee Guard has been at the very forefront since the terrorist attacks on the World Trade Center and the Pentagon on September 11, 2001.

On that fateful day, the 134th Air Refueling Wing was immediately called upon to fly countless air refueling missions supporting National Command Authority as well as missions in support of fighter aircraft providing combat air patrols covering the entire East Coast. The 164th Airlift Wing deployed four aircraft within 20 hours. The 118th Airlift Wing deployed 110 personnel within 22 hours.

A total of 103 Army Guard soldiers were deployed to provide security at six Tennessee airports for nine months. More than 80 soldiers from the 268th Military Police Company in Ripley and Dyersburg deployed in a matter of hours as additional security at Milan Arsenal and the Holston Army Ammunition Plant. An additional 45 soldiers provided added security at the Tennessee State Capitol and Legislative Plaza.

More than 2,200 soldiers and airmen from the Tennessee Army and Air National Guard initially were deployed in support of Operations Noble Eagle and Enduring Freedom. In March 2003, Tennesseans were some of the first to cross into Iraq for Operation Iraqi Freedom. Elements of the 730th Quartermaster Company from Johnson City were at Saddam International Airport during the fall of Baghdad.

Throughout the Iraq war, thousands of Guard units deployed to Iraq and Kuwait. In 2004 the 278th Armored Cavalry Regiment deployed nearly 4,000 Guardsmen, making it the single largest deployment of Tennessee soldiers since World War II. Murfreesboro's 269th Military Police Company and Lebanon's 168th Military Police Battalion were both awarded the Valorous Unit Award for their service in Baghdad.

During the next years, thousands of Tennessee Guard soldiers and airmen deployed to Iraq and Kuwait for Operations Iraqi Freedom, Enduring Freedom, and New Dawn, as well as to Afghanistan, Jordan, Uzbekistan, and other countries throughout the world. Since September 11, 2001, more than 27,000 Army and Air Guard members have deployed in support of the United States Overseas Contingency Operations, making it the fourth largest state for National Guard deployments in the nation.

These soldiers and airmen work hand-in-hand with their active duty counterparts providing security for Tennessee, the United States, and the world.

Military Department

The Military Department of Tennessee has 393 state positions with more than 2,400 full-time federal employees. The Tennessee Army and Air National Guard stands at more than 14,000 officers

and enlisted personnel. With the addition of Homeland Security “pass-through” funds, the Military Department oversees a total budget, including state and federal funds, of more than \$200 million. The Adjutant General, a constitutional officer of the state appointed by the Governor, is responsible for the leadership and command of the Tennessee Army and Air National Guard, the Tennessee Emergency Management Agency, the Tennessee State Guard, and the Bureau of War Records.

Bureau of War Records

This division maintains records of Tennesseans who have served in the military forces of Tennessee and in any branch of the armed forces. More than 6 million records are stored at the Bureau of War Records. This number increases each year due to receipt of personnel files of discharged Tennessee Army and Air National Guardsmen, unit records, field training and training assembly payrolls, strength reports, and military discharges. Records date back to the War of 1812, Seminole Indian War, Mexican War, and Civil War.

Tennessee State Guard

The Tennessee State Guard (TNSG) was organized under Chapter 36 of the Tennessee Acts of 1985. By this enactment, the State Legislature reorganized the old Tennessee State Guard, formed in 1941, which had become inactive after 1946.

The State Guard’s mission is to provide an adequately trained force capable of providing an organized state military cadre under the control of the Governor. If the Tennessee National Guard were mobilized and deployed, the TNSG could assume administrative control of the armories across the state and perform the state emergency responsibilities normally accomplished by the National Guard.

The State Guard is an all-volunteer, fully-integrated component of the Military Department whose members receive no compensation. There are approximately 600 members formed into four regiments headquartered in Knoxville, Chattanooga, Smyrna, and Millington. The State Guard headquarters is located in Nashville along with a medical command.

Tennessee Army National Guard

Since 1986 the Tennessee Army National Guard has been involved in training missions that span the globe. Participating in such exercises as “Bright Star” in the Middle East and “REFORGER” in Germany, Tennesseans have improved the skills that are necessary to be a part of this nation’s first line of defense. Japan, Honduras, Korea, Scotland, Bulgaria, and Germany are a few of the locations worldwide where Tennessee Army Guard men and women have trained.

The Tennessee Army National Guard has more than 10,600 servicemembers assigned to 141 units in 83 communities statewide. The Army Guard maintains more than 3.7 million square feet and nearly 13,000 acres including 94 armories and four training sites.

The 278th Armored Cavalry Regiment, headquartered in Knoxville, has 47 units stretching from Bristol to Memphis and is one of only 15 Brigade Combat Teams in the National Guard.

The 230th Sustainment Brigade, headquartered in Chattanooga, has 29 units located from Chattanooga to Memphis and provides combat support and combat service support.

The 194th Engineer Brigade, headquartered in Jackson, has 24 units throughout Tennessee providing engineer, military police, and administrative support to military operations worldwide.

The 30th Troop Command is comprised of 36 Aviation and Support units providing support to active and reserve missions.

Tennessee Air National Guard

The Tennessee Air National Guard flies worldwide missions daily and is a full partner with the United States Air Force.

The 134th Air Refueling Wing, located at McGhee Tyson Air National Guard Base in Knoxville, flies the KC-135R Stratotanker aircraft. Residing on the largest Air National Guard base in the Southeast, the 134th Air Refueling Wing conducts worldwide operations on a daily basis, providing critical air refueling support to Department of Defense fighter, bomber, reconnaissance, and airlift aircraft, as well as our allied partner nations. In addition to air refueling operations, the wing provides cargo and personnel movement, anywhere in the world at a moment's notice. The 134th Air Refueling Wing is one of the most decorated air refueling units in the country, with a longstanding tradition of volunteerism.

In 2012 the 118th Wing located in Nashville officially announced its new mission of intelligence, cyber, and remotely piloted aircraft, and divested itself of the C-130 Hercules aircraft. In December 2012, the 164th Airlift Wing in Memphis announced the acquisition of the first of eight C-17 Globemaster III aircraft, replacing the 12 legacy C-5A aircraft currently based in Memphis.

The 119th Command and Control Squadron, located at McGhee Tyson Air National Guard Base in Knoxville, is one of the first Air National Guard units to be assigned to Air Force Space Command as well as providing augmentation of personnel and facilities to the commander of United States Strategic Command. Its mission is to provide the Tennessee National Guard, Air Force Space Command, and United States Strategic Command a flexible and quick reaction force to deliver decisive situational awareness through command and control (C2) of space, cyber, and intelligence operations.

The I.G. Brown Training and Education Center is a detachment of the National Guard Bureau located at McGhee Tyson Air National Guard Base. Comprised of Total Force staff members – Regular Air Force, Guard, and Reserve – the center conducts an average of 18 enlisted professional military education courses and hosts nearly 50 professional continuing education sessions each year, graduating more than 4,200 in-resident and 47,000 distributed-learning Total Force members annually. In addition, the center manages the Air National Guard's Warrior Network satellite broadcast and visual information production facility, providing training, education, strategic messages, and command information worldwide.

The 241st Engineering Installation Squadron is located in Chattanooga, and its worldwide mission is the engineering and installation of communication lines and systems.

During the Somalia peacekeeping efforts, when United States army troops were ambushed and killed in a firefight in Mogadishu, the wounded GIs received battlefield medical care from deployed members of Nashville's 118th Aeromedical Evacuation Squadron. The bodies were flown out by C-141 aircrews from the 164th out of Memphis. Aircraft and aircrews from all three flying units were involved in action in Haiti. The Tennessee Air National Guard's six units and more than 3,500 officers and enlisted personnel are worldwide "ambassadors" for the state of Tennessee.

Tennessee Emergency Management Agency

The Tennessee Emergency Management Agency (TEMA) is one of the three major divisions of the Military Department. The agency is charged with the responsibility of ensuring the state and its local governments are prepared to deal with the disasters and emergencies that threaten people and their property. The most prevalent threats in Tennessee are severe storms, floods, forest fires, hazardous materials incidents, and earthquakes. TEMA was created to provide a standing management cadre to be available instantly to bring order to the confusion created by such events.

In an emergency, TEMA provides the Governor essential information regarding casualties, damage, and recommended protective courses of action. The agency coordinates all required and available resources for immediate and positive response. TEMA is the direct link between state and local governments in times of crisis. In addition, the agency is the conduit for outside assistance from the Emergency Management Assistance Compact (EMAC) between the states and territories and the federal government.

In 2008 TEMA coordinated the state's response to severe tornadoes in February that struck 24 counties in West and Middle Tennessee, resulting in 33 people killed. Also that year, TEMA coordinated the mass-sheltering of more than 6,500 persons evacuated due to Hurricane Gustav from New Orleans.

A major ice storm in January 2009 left seven counties in Tennessee without power, but the storm devastated large portions of Kentucky. TEMA, through EMAC requests from Kentucky, managed the deployment of multiple teams of emergency responders, paramedics, and emergency managers, and 30 National Guard Humvees to assist with search and rescue operations, disaster recovery, and restoration of local communications in Kentucky. In 2010 the Tennessee Emergency Management Agency coordinated statewide support for the massive flooding in Nashville and throughout the state. In 2011 when the Mississippi River threatened to flood portions of West Tennessee, the Tennessee Emergency Management Agency coordinated the response by local and state responders and National Guard troops. In August 2012, TEMA coordinated the response to severe storms, flooding, and heavy rains in five Upper East Tennessee counties.

The Tennessee Emergency Management Agency responded to 336 missions during 2011-2012. There were six presidentially declared disasters, one Small Business Administration Disaster Declaration, and more than 10 States of Emergency. TEMA trained 11,388 first responders in emergency management, incident command system, hazardous materials, and other professional development courses.

TEMA is a critical part of the Military Department's Tennessee Emergency Response Plan and is a full partner with the Department of Safety's Homeland Security Office in organizing, training, and exercising with the 11 statewide homeland security districts. TEMA provides the Grants Management function for Homeland Security funds available to local first responders in communities throughout the state.

Planning for preparedness, for mitigation, for response, and for recovery are extremely complex assignments requiring continuous communication and coordination addressed daily by TEMA staff. Tennessee has 95 counties with more than 400 incorporated municipalities. State law (i.e., Tennessee Code Annotated), through the Governor's Tennessee Emergency Management Plan, dictates the involvement of more than 30 separate departments and agencies utilizing emergency service coordinators to ensure the state's resources are ready during emergencies.

TEMA serves as a liaison to local governments and has three regional offices in Jackson, Nashville, and Knoxville.

Tennessee National Guard Major Command Headquarters

Joint Force

- Joint Force Headquarters, Nashville

Army National Guard

- 30th Troop Command, Tullahoma
- 117th Regional Training Institute, Smyrna
- 194th Engineer Brigade, Jackson
- 230th Sustainment Brigade, Chattanooga
- 278th Armored Cavalry Regiment, Knoxville

Air National Guard

- 118th Airlift Wing, Nashville
- 119th Command and Control Squadron, Knoxville
- 134th Air Refueling Wing, Knoxville
- 164th Airlift Group, Memphis
- 241st Engineering Installation Squadron, Chattanooga
- I.G. Brown Training and Education Center, Knoxville

Major Terry M. “Max” Haston, Adjutant General

Tennessee Department of Military

Major General Terry “Max” Haston is the 75th Adjutant General of Tennessee. General Haston was appointed to the state’s top military position by Governor Phil Bredesen in 2010 and reappointed by Governor Bill Haslam in 2011. He is responsible for the supervision of the Military Department of Tennessee that includes the Army National Guard, the Air National Guard, the Tennessee Emergency Management Agency, and the Tennessee State Guard. Before his appointment as Adjutant General, General Haston served as the Assistant Adjutant General, Army, and the Deputy Chief of Staff for Training and Operations/J-3 for Joint Force Headquarters, Tennessee. A native of McMinnville, General Haston was commissioned as an armor officer in the U.S. Army in 1979 from Middle Tennessee State University. He has served in various staff and leadership assignments within the United States Army and the Tennessee Army National Guard. General Haston is a graduate of the U.S. Army War College at Carlisle Barracks, Pa., where he received his master’s degree in strategic studies, and has the distinction of being the seventh commander of the 278th Armored Cavalry Regiment, Tennessee’s largest unit. In May 2005, General Haston mobilized and deployed as the chief of Reserve Components, Multi-National Corps Iraq (XVIII Airborne Corps). His awards and decorations include the Legion of Merit, the Bronze Star Medal, the Meritorious Service Medal with 3



Oak Leaf Clusters, the Army Commendation Medal with 3 Oak Leaf Clusters, the Iraq Campaign Ribbon, the Global War on Terrorism Medal, the Tennessee National Guard Distinguished Service Medal, the Combat Action Badge, the Army Parachute Badge, the Order of Saint George, Bronze, and 10 other commendation and service awards.

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Department of Revenue

500 Deaderick Street
Andrew Jackson State Office Building
Nashville, TN 37242-1099
(615) 741-2461
TN.gov/revenue

Richard H. Roberts, Commissioner

As Tennessee's chief tax collector, the Department of Revenue is responsible for the administration of state tax laws and motor vehicle title and registration laws established by the legislature as well as the collection of taxes and fees associated with those laws. The Department of Revenue collects approximately 87 percent of Tennessee's state revenue. During the 2012-2013 fiscal year, the department collected \$11.7 billion in state taxes and fees. In addition to collecting state taxes, the Department of Revenue collects taxes for local, county, and municipal governments. During the 2012-2013 fiscal year, local government collections by the Department of Revenue exceeded \$2.2 billion. In collecting taxes, the department enforces the revenue laws fairly and impartially in an effort to encourage voluntary taxpayer compliance. The department also apportions revenue collections for distribution to the various state funds and local units of government. To learn more about the department, log on to TN.gov/revenue.

More than 900 people work for the Department of Revenue in jobs ranging from taxpayer assistants to tax auditors to title and customer service representatives. It is the responsibility of these employees to provide fair, firm, and effective enforcement of the tax laws with courteous and friendly service. Personnel in the department receive tax payments, process returns, maintain detailed records, issue administrative rulings, and perform audits to ensure accuracy and propriety.

History

In 1923 as part of a general reorganization of state government, the then three separate tax-collecting agencies were combined to form the Department of Finance and Taxation. The new department collected \$17.6 million that year, and the work was handled by only three divisions. The Department of Finance and Taxation was renamed the Department of Revenue in 1959. In 1991 the Department of Revenue underwent a major reorganization to serve taxpayers in a more efficient manner.

Services

The department's vision is to be a model for other states in the efficient collection and apportionment of revenue while maintaining excellent taxpayer communication and service that continually exceeds expectations. The department's initiatives include educating and assisting taxpayers, enforcing tax laws fairly and consistently, promoting and implementing electronic commerce

to improve timeliness and accuracy in accounting for all collected funds, using automation and innovative methods to improve services, and administering the state's motor vehicle title and registration laws.

Taxpayer Education and Assistance. Taxpayer assistance is available via the agency's website at TN.gov/revenue, by telephone from 7 a.m. until 5 p.m. Central time, or by visiting Department of Revenue offices throughout the state. Tax help is available by e-mail at TN.Revenue@tn.gov. The agency's website provides taxpayers online tax filing options and access to vital tax information, forms and publications, and fiscal information. Tax help is also available by telephone in state via toll-free number (800) 342-1003. Nashville-area residents and out-of-state callers should call (615) 253-0600. The department also provides updates and information via e-mail list services. Visit the website to subscribe. The department offers the public a wide range of information through its seminars for taxpayers and tax practitioners. Speakers are available through the Speakers Bureau at (615) 532-4975.

Local Government Assistance. In addition to collecting state taxes, the Department of Revenue collects taxes for local county and municipal governments. The Department of Revenue works with counties and cities to answer questions, prepare reports, and ensure that taxes are distributed correctly among the 445 local governments in the state.

Title and Registration. The Department of Revenue provides motor vehicle title and registration services with regard to passenger and commercial motor vehicles, motorcycles, ATVs, trailers, and mobile homes. Working with county clerks throughout the state, the department registers approximately 6.7 million vehicles and issues 2.1 million new titles each year. The Vehicle Services hotline is available statewide, toll-free at (888) 871-3171 and to Nashville-area and out-of-state callers at (615) 741-3101. Information about titling and registering a motor vehicle is also available on the department's website.

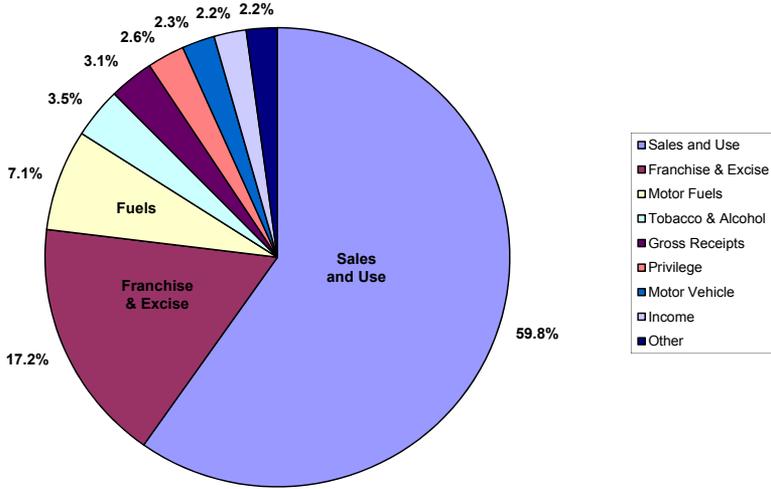
Research Assistance. The Department of Revenue conducts tax research and economic analysis to assist decision-makers in other areas of state and local government. The Research Division estimates potential revenue impacts of proposed legislation, helps develop state tax revenue forecasts, and evaluates comparative tax policies to determine fiscal effects.

Enforcement and Compliance. The Audit and Tax Enforcement Divisions and Special Investigations Section handle many aspects of the department's enforcement and compliance activities. The Audit Division has offices across the state and six offices located outside Tennessee. The division primarily reviews taxpayer records to determine compliance with state tax laws and educates taxpayers about tax requirements. The Tax Enforcement Division manages, tracks, and collects delinquent taxpayer accounts. The Special Investigations Section detects, investigates, and seeks prosecution of tax-related fraud. To report tax fraud, call (800) FRAUDTX (372-8389). Both Tax Enforcement and Special Investigations employees are located across the state.

Revenue Processing. Approximately 1.57 million checks and 6.1 million documents, including vehicle titles, vehicle registrations, and tax returns flow through the Processing Division annually. This division also handles returns and payments filed electronically and performs lockbox services for five other state agencies. The department continues to promote electronic tax filing either through electronic data interchange or through the state's web portal. Currently, electronic filing of the individual income tax, professional privilege tax, sales and use tax, consumer use tax, business tax, and franchise and excise tax returns and extensions is available via the department's website. Taxpayers may also make bill payments via the website. Payment options include electronic funds transfer (EFT) and credit card. Many business tax registration activities are available

online. Information about motor fuel tax electronic data interchange and sales and use tax certified software providers is available on Revenue's website.

Actual Tax Collections Fiscal Year 2013



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Commissioner Richard H. Roberts

Tennessee Department of Revenue

In January 2011, Governor Bill Haslam appointed Richard H. Roberts commissioner of the Tennessee Department of Revenue. The Department of Revenue is responsible for the administration of Tennessee's tax laws and motor vehicle title and registration laws, and for the collection of taxes and fees associated with those laws.

Prior to his appointment as commissioner, Mr. Roberts, a native of Greene County, Tenn., was a corporate and securities lawyer. While in private legal practice, he was a partner with the former Baker, Worthington, Crossley, Stansberry & Woolf firm, practicing at that firm's offices in Washington, D. C. and in Nashville. After leaving the private practice of law, Commissioner Roberts was senior vice president, general counsel, and a director of Forward Air Corporation, based in Greeneville, Tenn., a national air freight and logistics company with facilities at 81 major airports in the United States and Canada. He occupied the same positions for Landair Corporation, a truckload transportation provider. He spent 16 years serving as a director and audit committee chairman for Miller Industries in Chattanooga, Tenn., the world's largest manufacturer of towing and recovery vehicles.

Before joining the administration, Commissioner Roberts served on the board of the East Tennessee Foundation, a foundation which funds community-based programs and grants in the East Tennessee region. Additionally, he was a founding director of the Niswonger Foundation, a regional organization dedicated to building community leadership through enhancement of educational systems. He served for six years on its board.

Commissioner Roberts earned a Bachelor of Arts degree and a master's degree in business administration from the University of Tennessee at Knoxville, and received a JD degree from the University of Tennessee College of Law in 1985. He is married to Imogene King.





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Department of Safety and Homeland Security

1150 Foster Avenue
Nashville, TN 37243
(615) 251-5166
TN.gov/safety

Bill Gibbons, Commissioner

Mission Statement

The mission of the Department of Safety and Homeland Security is to ensure that our state is a safe, secure place in which to live, work, and travel; to enforce the law with integrity; and to enhance our customer-focused services with professionalism.

History

The department's beginnings were in 1929, when Governor Henry Horton signed a law creating the Tennessee Highway Patrol, patterned after the historic Texas Rangers. The department was formally established by the General Assembly in 1939. Today, more than 750 state troopers are responsible for safety on more than 14,000 miles of state and federal highways.

In 1937 Tennessee became the 32nd state to enact a driver license law. During the first year, 521,571 licenses were issued. Today, there are more than 4.5 million licensed drivers in Tennessee.

Services

The Department of Safety and Homeland Security's areas of responsibility include driver license issuance, homeland security, and law enforcement. In carrying out its mission, the department has an impact on virtually every person in the state. But its responsibilities extend into other areas as well. Department of Safety and Homeland Security employees also work to inspect public school buses, investigate auto theft, issue handgun permits, enforce commercial vehicle safety and inspection laws, and promote safe driving practices to groups across the state.

The department is comprised of a highly professional staff of more than 1,700 employees. Headquartered in Nashville, the Department of Safety and Homeland Security maintains a strong presence statewide with employees assigned to each of the state's 95 counties. Approximately half of the department consists of commissioned law enforcement officers, while the rest are civilian employees.

Driver Services. The primary focus of this division is to issue driver licenses and identification cards to qualified applicants, but services have broadened to include additional customer

conveniences such as voter registration applications, issuance of driving records, processing of handgun carry permit applications, and license reinstatement services. The division also issues Commercial Driver Licenses (CDL) as part of a federal program requiring a standardized test for commercial drivers.

As of early 2013, the division maintains and staffs 49 Driver Services Centers across the state and has contracts with 43 county clerk locations to provide express duplicate and renewal services via each clerk's staff at their offices. The division has expanded self-service options for the public by providing duplicate and renewal services via the state's Internet system and by placing self-service kiosks in many of its Driver Services Centers and in alternate locations, such as public libraries and local police offices. Through these combined service outlets, the division completed more than 1.7 million transactions annually between July 1, 2012 and June 30, 2013.

Commercial Driver License Issuance Unit. The Commercial Driver License Issuance Unit oversees and monitors commercial driver license testing, as well as the Cooperative Driver Testing Program for teens and adults wanting to obtain a regular operator's license. The CDL Unit also trains state examiners and third party personnel to administer these tests.

This unit also oversees the processing requirements for the Patriot Act as it applies to the Hazardous Materials Endorsement. Data is collected and keyed in, and customers are assisted on a daily basis.

Handgun Permit Unit. This unit issues, denies, suspends, and revokes handgun carry permits. The unit also regulates handgun safety schools and instructors and ensures compliance with state and federal law. This section is governed by federal and state law and directed by promulgated rule, policy, and departmental procedures.

Financial Responsibility Division. This division administers the Financial Responsibility Law by coordinating all driver license cancellations, revocations, and suspensions of driving privileges arising from crashes, moving traffic convictions, truancy, the Drug-Free Youth Act, alcohol violations, weapons, child support, uninsured violations, and failure to appear in court. The division maintains the driver records that include violations committed in this state and violations committed by Tennessee licensed drivers in other states. In conjunction with the Driver License Service Centers, it is responsible for reinstatements of cancelled, suspended, and revoked driver licenses.

Homeland Security. The Office of Homeland Security was merged with the Department of Safety in 2007 to enhance the mutual support the agencies provide each other. The office has primary responsibility and authority for coordinating and directing the state's homeland security activities. Functions include, but are not limited to, planning, coordination, and implementation of all homeland security prevention, detection, protection, and terrorism-response operations. The office coordinates with agencies throughout the state and with the U.S. Department of Homeland Security in Washington, D.C. It works with Tennessee's three FBI Joint Terrorism Task Forces.

The Tennessee Office of Homeland Security is made up of the Director's Office, a Law Enforcement Investigation Support Division, the Tennessee Intelligence Fusion Center, a Volunteer Programs and Citizen Outreach Division, a Plans and Technology Division, a Critical Infrastructure Division, and an Exercise and Continuing Education Division. In addition, the Office of Homeland Security oversees three regional offices in West, Middle, and East Tennessee.

Homeland Security Council. Policy and apportioning of homeland security funding is coordinated through the Homeland Security Council, an organization composed of leadership from key departments, agencies, and selected local jurisdictions responsible for a coordinated homeland

security effort. The Homeland Security Council ensures the Governor's vision and guiding principles are maintained and implemented through oversight of the state's counterterrorism strategy.

Identity Crimes Unit. This special unit is comprised of employees from three divisions of the department: Tennessee Highway Patrol, Driver Services, and Office of Homeland Security. The Identity Crimes Unit investigates identity crimes and assists local, state, and federal agencies. The unit also assists victims in contacting relevant investigative and consumer protection agencies and provides the public with information to raise awareness and deter identity crimes.

Legal Division. The Legal Division serves in an advisory capacity to all other divisions of the department. Attorneys work with the Attorney General's Office in all appealed asset forfeiture cases and any claims cases that are filed against the department or its employees. In addition, this division prepares, tracks, and advises the commissioner on any legislation relative to the department, and the general counsel serves as one of the legislative liaisons.

With an office in each of the three grand divisions, the Legal Division also administers asset forfeiture laws, manages all aspects of asset forfeiture cases, and represents law enforcement agencies that seize property. The staff is responsible for processing, setting, and the final disposition of all administrative hearings relative to seizures arising from the Tennessee Drug Control Act, second-time DUI, Driving on a Revoked License, and Auto Theft. These hearings are currently held in Nashville, Memphis, Knoxville, and Chattanooga, as well as other parts of the state. To enhance this service, the Legal Division also provides training to law enforcement officers in this area of the law. This enables them to prepare better cases and strengthens the division's ability to represent them. In fiscal year 2012-2013, the Legal Division opened 10,918 asset forfeiture cases and closed 10,069 cases.

The Driver Improvement Section of the Legal Division evaluates driving records based on crashes and/or convictions for traffic violations to identify and keep track of high-risk drivers. In addition to conducting hearings for drivers' accumulated points and accidents, this section reviews drivers who have physical, mental, or medical conditions which could impair their driving ability. Another responsibility of the Driver Improvement Section is monitoring the eight-hour Defensive Driving Schools. In fiscal year 2012-2013, Driver Improvement conducted 1,659 hearings.

Tennessee Highway Patrol

General Operations. The Tennessee Highway Patrol (THP) has served the state for 81 years. Troopers today are highly trained and skilled in all aspects of law enforcement, including traffic crash investigation, criminal interdiction, protective services, and enforcement of state and federal traffic laws and regulations. THP has gained certification from the Commission on the Accreditation for Law Enforcement Agencies, a prestigious, international law enforcement certification body.

In 2008 the THP's management structure was reorganized to provide better oversight of commissioned programs and activities. The Colonel is the head of the division. He is assisted by two Lieutenant Colonels, one for the Field Operations Bureau and one for the Support Services Bureau, and a Major who functions as an executive officer. The Lieutenant Colonels are assisted by three Majors. This structure provides a professional system of checks and balances throughout the chain of command.

The Tennessee Highway Patrol's primary responsibility is traffic enforcement. In 2012 troopers assisted thousands of motorists and wrote 352,569 citations to keep the highways safe.

Motorists can use the *THP (*847) system, which enables cell phone users to contact Highway Patrol dispatchers in emergency situations. Additionally, the THP investigates traffic crashes and vehicular homicides and assists other law enforcement agencies.

Inspectional Services Bureau. The primary mission of the Inspectional Services Bureau is to assure that employees of the department meet the highest standards of professionalism, integrity, and ethical performance. Two work units share this task. The Internal Investigations Unit manages the investigative and disciplinary processes for the department. The Staff Inspections Unit conducts inspections of all organizational components within the department and ensures compliance with national accreditation standards and departmental policies and procedures.

Special Operations. Special Operations consists of four specialized units: Aviation Section, Tactical Squad, Canine Unit, and the Governor's Task Force on Marijuana Eradication.

Aviation. The Aviation Section is responsible for all airborne law enforcement support and related responsibilities for the Tennessee Highway Patrol and other agencies. It utilizes four Bell 206 "Jet Ranger" helicopters, one Bell UH-1H "Huey" helicopter, and one Cessna 182RG airplane for search and rescue, traffic enforcement, stolen vehicle, and marijuana searches.

Tactical Squad. This team of specially equipped troopers provides security for dignitaries and responds to prison riots, high-risk arrests, hostage situations, and other incidents requiring the use of tear gas and high-powered and automatic weapons. It also handles bombs, destroys unstable explosives, and maintains a team of scuba divers who can search for stolen vehicles and victims of crimes and drowning.

Canine Unit. This unit consists of a total of 31 dogs, including 10 explosive detector dogs, one bloodhound-tracking dog, one cadaver dog, two patrol dogs, five patrol/drug detector dogs, and 12 drug detector dogs. The canines work within the eight Tennessee Highway Patrol Districts, the State Capitol, and the Special Operations Unit.

Governor's Task Force on Marijuana Eradication. Special Operations works in conjunction with the Alcoholic Beverage Commission, Tennessee Bureau of Investigation, Tennessee National Guard, and Tennessee Wildlife Resources Agency on marijuana eradication. Approximately a half-million marijuana plants are destroyed each year.

Capitol Security. These troopers are responsible for security, and enforcement of parking regulations at the State Capitol, Legislative Plaza, War Memorial Building, the Department of Safety and Homeland Security Headquarters, and other state properties in Davidson County.

Critical Incident Response Team. This unit's primary responsibility is to investigate and/or reconstruct serious motor vehicle traffic crashes. Unit members also assist local, state, and federal law enforcement agencies, and investigate all criminal homicides worked by the Highway Patrol.

Criminal Investigation Division. This unit investigates crimes such as vehicle theft, odometer tampering, driver license fraud, and vehicular homicide. It also assists the Professional Standards Bureau and conducts investigations as requested by the director of the TBI and approved by the commissioner of Safety and Homeland Security.

Commercial Vehicle Enforcement. This division works to ensure the safe and legal operation of commercial vehicles and school buses in Tennessee. It includes two sections: Enforcement and School Bus Driver Transportation and Safety Inspection. Since 2004 all troopers have been trained in laws pertaining to commercial vehicles, as well as traditional law enforcement duties. Troopers perform safety and weight inspections of commercial vehicles and are involved in educating the public and the trucking industry through specialized programs.

The Tennessee Highway Patrol has established a New Entrant Program for trucking firms. Under this program, state troopers conduct safety audits on companies entering the transportation industry to ensure their compliance with Federal Motor Carrier Safety rules and regulations.

The Alternative Commercial Enforcement Strategies Program was formed to educate safety directors, maintenance professionals, and drivers in the necessary compliance with laws and regulations. And the NO-ZONE and Share the Road programs are designed to educate the motoring public about how to drive safely on the highways with big trucks. These programs are presented for civic groups and school systems to help drivers understand truckers' blind spots, stopping distances, and maneuverability.

During the 2012-2013 fiscal year, the Pupil Transportation Section performed more than 11,000 safety inspections on school buses. Personnel also inspected child care vans.

Commissioner Bill Gibbons

Department of Safety and Homeland Security

Bill Gibbons joined Governor Bill Haslam's cabinet as commissioner for the Department of Safety and Homeland Security in January 2011. Prior to his appointment as commissioner, Gibbons served as Shelby County District Attorney General for approximately 14 years.

As commissioner, Gibbons oversees the agency's law enforcement, safety education, driver services, and disaster preparedness and prevention programs. He also chairs a sub-cabinet working group of all state executive branch departments and agencies involved in public safety to develop a single, consistent state agenda to combat crime.

Gibbons began his state government career in 1979 as a special policy assistant for former Governor Lamar Alexander and then returned to private law practice in 1981. He rejoined state government in 1996, after former Governor Don Sundquist named him District Attorney General to fill an unexpired term. Gibbons was then elected to a pair of eight-year terms in 1998 and 2006.

His accomplishments as DA include a "no plea bargaining" policy on the most violent crimes; his joint effort with other law enforcement to crack down on possession of guns by convicted felons; and his creation of special prosecution units to focus on gang violence, drug trafficking, domestic violence, and child abuse.

Gibbons chairs Operation: Safe Community, an initiative to reduce crime in Memphis and Shelby County. He continues to serve in this capacity as commissioner. Gibbons has also served on the board of directors for the National District Attorneys Association and the American Prosecutors Research Institute, and as a member of the U. S. Department of Justice's Coordinating Council on Juvenile Justice and Delinquency Prevention.

Prior to serving as District Attorney, Gibbons was a partner in the law firm of Evans & Petree and served in part-time elective positions as a member of both the Memphis City Council and the Shelby County Commission.

Born in El Dorado, Ark., Gibbons holds both undergraduate and law degrees from Vanderbilt University.

He is married to United States Court of Appeals Judge Julia S. Gibbons. They have two children.





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TN.gov/tourdev

Susan Whitaker, Commissioner

The mission of the Tennessee Department of Tourist Development is to create and promote travel to and within Tennessee, to develop programs to encourage and support the growth of the state's tourism industry, to manage a system of welcome centers that provide visitors with a positive impression of Tennessee, and to encourage them to extend their stay, all of which contribute to the state's economic growth, thereby enriching the quality of life for every Tennessean. For the past two years, the tourism industry has summed up the mission, which states: More Visitors, Staying Longer, Spending More.

The Tennessee Department of Tourist Development is recognized as a national leader among state tourism organizations. Since its formation in 1976, the department's advertising and promotional campaigns have produced steady economic growth for the tourism industry in all areas of Tennessee. The department's high profile and tactical marketing tools are seen by millions of potential Tennessee visitors through online and offline media worldwide.

Tennessee's \$16.16 billion-a-year tourism industry saw a record-setting 92 million person-stays in 2012. Tourism is one of the largest industries in the state. The Tennessee Department of Tourist Development plays a key role in the Governor's economic development initiatives. The department partners with the departments of Economic and Community Development, Environment and Conservation, Agriculture, and Transportation to implement aggressive and integrated marketing efforts that bring new opportunities to the state.

In 2012 the economic impact of international travelers to Tennessee was \$497 million, an increase of 10.4 percent. The department reaches into the global travel market with programs in Great Britain, Germany, and France that provide international marketing and public relations for Tennessee's tourism industry. In 2012 Tennessee was showcased in four *Music Voyager* episodes, a popular international music program broadcast in more than 140 countries, translated into 33 languages and reaching more than 170 million homes around the world.

In January 2008, the department partnered with the Secretary of State's Office and the Tennessee State Library and Archives to launch the Tennessee Civil War Trails, a multi-state program that identifies, interprets, and creates driving tours of both the great campaigns and the lesser-known Civil War sites. The first major marketing piece for the program, the statewide Civil War Trails map-guide, was published in May 2010. Due to the high demand, the department has printed 1.75 million map-guides and now offers it as an iPhone app. Tennessee's Civil War Sesquicentennial

Commission has held a Signature Event commemorating the 150th anniversary of Tennessee's participation in the Civil War and will continue through 2015. The Tennessee Civil War Trails will serve as the most important legacy of the Sesquicentennial, to continue long after the 150th anniversary has concluded.

The Discover Tennessee Trails & Byways, initiated in 2009, features 16 distinctive driving trails across all 95 counties and five National Scenic Byways. This initiative utilizes the visitation in key areas of the state to encourage visitors to extend their stay and discover Tennessee's small towns, rural communities, and off-the-beaten path experiences. The program includes a partnership with the departments of Transportation, Economic and Community Development, Environment and Conservation, and Agriculture. Through the departmental partnerships, as well as the statewide collaboration among tourism partners, this program is one of the most comprehensive programs developed by the state's tourism department to date.

The Tennessee Department of Tourist Development continues to lead the way in sustainable tourism, which is defined as "sustaining the environment, culture and heritage of a region, while at the same time sustaining the economic growth through tourism." Tourist Development has collaborated with partners around the state to create an open forum where tourism professionals, hotel and lodging properties, economic developers, and environmentalists can work together toward a more sustainable Tennessee. Visitors to Tennessee are twice as likely to travel for sustainable or eco-travel than to other U.S. destinations.

History

State government's role in tourism has come a long way since its beginning in 1936 as a small division of information under the Department of Conservation. In 1972 the Tourism Division was placed under the newly formed Department of Economic and Community Development. The Tennessee Department of Tourist Development was made the first cabinet-level department of tourism in the United States in 1976.

Commissioner's Office

The Commissioner's Office provides direction for all department operations. Reporting directly to the commissioner are the Administrative Services and Marketing divisions, as well as the system of Tennessee Welcome Centers. In addition, the department's Legislative Liaison and staff support new program development, such as the Sustainable Tourism program and the Civil War Trails program, and report directly to the commissioner.

Services

Marketing Division. This division is responsible for all departmental tourism marketing programs, including advertising, sales, public relations/communications, social media/website, brand management, database management, industry outreach, and research/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 branding logo, redesigned in 2011, announces "Tennessee – We're Playing Your Song."

Major accomplishments include the following:

- *The 2012 Economic Impact of Travel on Tennessee* study released by U.S. Travel showed Tennessee tourism's total direct economic impact at \$16.16 billion, an increase of 5.2 percent over 2011. This is the first time tourism in Tennessee exceeded \$16 billion, and the seventh consecutive year tourism business generated more than \$1 billion in state and local sales tax revenue, with a total in 2012 of \$1.24 billion. International visitor spending increased to \$497 million, a 10.4 percent increase over 2011. Tennessee's tourism industry saw a record-setting 92 million person-stays in 2012, a 5.9 percent increase over 2011.
- In 2006 the "Tennessee Roadtrip" television campaign, featuring Dolly Parton riding alongside Elvis in a digital scene re-creation, placed Tennessee Tourism in the national spotlight. Following the "Tennessee Roadtrip" success, the tourism campaign, "My Tennessee Story," featured celebrities Keith Urban, Michael McDonald, Martina McBride, and Kix Brooks in 2009. The following year, the division launched the Discover Tennessee Trails & Byways program and, once again, showcased Tennessee's strong celebrity power with a television spot featuring super-group Rascal Flatts and their hit song "Life is a Highway." Leveraging the opportunity to work with Rascal Flatts, the division supported the Department of Transportation's Adopt-A-Highway campaign by paralleling the television spot and utilizing Rascal Flatts for this initiative as well. In 2011 Tennessee launched the new creative "We're Playing Your Song," highlighting the state's music and scenic beauty with a fast-paced commercial, employing innovative technology to grab the attention of the viewer and inspire a response.
- Tnvacation.com, the official travel planning site for the Department of Tourist Development experienced more than 4.5 million unique visitors in 2012. M.tnvacation.com, the mobile version of tnvacation.com, which was launched in 2011, saw a 57 percent increase in visitors in 2012. Tnvacation.com features award-winning seasonal micro-sites, as well as micro-sites showcasing the Discover Tennessee Trails & Byways and Tennessee's Civil War Sesquicentennial activities. In 2013 the department completely renovated tnvacation.com to feature a responsive design, allowing users of desktops, laptops, tablets, and smartphones to seamlessly access and view Tennessee's consumer travel information.
- The Tennessee Travel Tuesdays (T3) campaign was launched in 2011 to target deal-seeking travelers who plan on taking a trip to or within Tennessee. The program utilizes social networking platforms and email marketing to promote discounts and last minute deals to followers, building awareness and exposure among a highly targeted group.
- The Discover Tennessee Trails & Byways (tntrailsandbyways.com) website, an extension of tnvacation.com, was launched in 2009 and garnered a Webby Official Honoree classification. The site was renovated in 2012 and now features the welcoming faces of real Tennesseans inviting visitors to explore the sites and attractions along the trails. The official Tennessee Civil War Sesquicentennial Commission micro-site was launched in February 2010. Through extensive research and observing marketing trends, the division updated the website with Quick Response (QR) code compatibility throughout various sections and has utilized the codes since 2010 in the Tennessee Vacation Guide print collateral. QR codes allow easy access to information through a downloadable smart phone application.

- The 2013 *Official Tennessee Vacation Guide* provided an inventive marriage of print and technology, by providing readers access to a behind-the-scenes video of the “Tennessee Family,” featured on the guide’s front cover and accessible with a scan of a QR code. Also for the first time, Tennessee helped drive home the state’s brand identity by featuring cohesive creative design on the 2013 Tennessee Vacation Guide and Highway Map. A dynamic iPad version of the guide, offering additional rich media and interactive content, premiered in 2013.
- Along with the *Tennessee Vacation Guide*, which includes 550,000 printed guides and a viewable eGuide on tnvacation.com, the marketing division is responsible for the Official Tennessee Transportation Map (in partnership with TDOT), as well as photo and video archiving.
- The Discover Tennessee Trails & Byways program is one of the most comprehensive programs developed by the state’s tourism department to date. A TV spot, print and website creative projects, point-of-purchase in AAA Auto Club South offices, as well as a statewide collaboration among tourism partners helped drive the program to consumers. Highly successful press events were held to officially launch each of the 16 trails, garnering national, regional, statewide, and local media results.
- The division’s Partnership Marketing program supports Tennessee’s tourism industry through matching funds for special projects that may otherwise be outside the realm of the partner’s budget. The department’s funding for the program remains at more than \$1.2 million.
- Through online and offline advertising, this division implemented an aggressive and integrated marketing plan to enhance all primary niche markets including Deals, History and Heritage, Music, Nature and Outdoors, Family Travel, as well as secondary niche markets including Civil War, Culinary, Girlfriend Getaways, Hunting, Fishing, Birding, Motorcycles, Sports, Sustainable Tourism, and Weddings.
- In 2012 the division’s targeted print and digital programs generated more than 70 million advertising impressions. PR circulation for the same period reached 251 million impressions. Intent to travel engagements reached 6.9 million, which includes vacation guide requests, e-guide requests, website traffic to all sites, email opt-ins, CTR, social engagement, and vacation guide and Civil War and Discover Tennessee Trails & Byways app downloads.
- Digital marketing continues to be effective, as major partnerships with Orbitz, Travel Channel, TripAdvisor, and GAC deliver a highly qualified audience through online display advertising. Social media continues to drive engagement with the Tennessee Tourism brand. It is an excellent awareness-building medium, fostered by conversation. To date, the department maintains a strong presence on Facebook, Google+, Instagram, Pinterest, Twitter, and YouTube, as well as our blog, “Tennessee Trip Tales, Finely Curated Tennessee Stories,” written by seasoned travel journalists, with five new stories posted weekly.
- The division’s email marketing program provides a strong one-on-one communication relationship with the database of approximately 600,000 highly qualified leads. From 2012 to June 2013, the division sent more than 4 million dynamic emails with a 98 percent delivery rate.
- The marketing division’s sales team continues its participation in major travel and tourism trade shows to promote Tennessee’s tourist 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 National Tour Association and the American Bus Association to elevate Tennessee as a premier destination for tour operators.

- The highly regarded Tennessee Sampler Express continues as a premier, annual event for the tourism industry. Most recently the Sampler Express saw sales teams travel across seven sales routes, conducting 135 meetings with AAA offices, tour operators, and travel agents from markets including Atlanta, Augusta, Macon, Savannah, Charleston, Columbia, Myrtle Beach, and Asheville among others. The public relations teams traveled to nine feeder markets and conducted more than 35 meetings.
- Annually, the sales and communications team participates in Travel South Showcase, conducting meetings and interviews with more than 70 participating journalists and 650 highly qualified travel professionals. In 2012 Travel South launched the Travel South International Showcase in Atlanta with Tennessee's participation, which is now an annual event. U.S. Travel Association's International Pow Wow marketplace also provided Tennessee exposure to more than 1,500 international and domestic buyers as well as international journalists from more than 70 countries.
- Tennessee's presence in the national media is extremely important to the state's tourism success. The division organized travel-writer tours to Tennessee, showcasing tourism destinations to groups of specialized travel journalists, resulting in national media coverage from more than 70 participating writers. In 2012-2013, total circulation results from the travel writer FAMS was 145,730,320. Distribution of tourism-related stories to media editors, reporters, freelance writers, and other association writers throughout the country and around the world has resulted in millions of dollars in ad equivalency for the division. The division achieves this by annually distributing more than 400 ready-to-publish press releases.
- Communication within the industry is a top priority of the division. The research team consistently distributes tourism information to the travel industry and directly coordinates with national travel research organizations to enhance and develop the available research to support departmental programs and initiatives, including the monthly eNewsletter "Rhythm & News."
- Shortly after his inauguration in January 2011, Governor Bill Haslam retained the leaders of Tennessee's tourism industry to create the Tennessee Tourism Committee that consists of the state's tourism leaders in both the public and private sectors. Since that time, the committee has focused on meeting with thousands of tourism professionals across the state to identify the opportunities and best practices for the tourism industry. These efforts culminated in the committee's first report that was subtitled, *A Roadmap for Jobs, Tax Revenue and Economic Growth*. This report confirmed the value of tourism as an economic sector in Tennessee, the high regard for the state's image, tourism product, and perceived delivery of high value for money among key target markets.

Administrative Services Division. Provides administrative support to the various divisions of the department through the following sections:

- **Financial Services.** This section provides a full range of financial management services. This section has responsibility for preparing and monitoring the department's performance-based budget, accounts payable, accounts receivable, procurement of goods and services, asset management, establishing contracts, grant management, development of the department's strategic plans, implementation of state financial policies and procedures, coordination of the department's financial integrity reporting requirements, and preparation and distribution of financial reports.
- **Human Resources.** This section manages recruitment and placement, classification/compensation, leave and attendance, interpretation, and guidance regarding performance measurements, employee coaching, and staff training. In addition, HR manages state human resource policies, benefits, training, affirmative action, performance, and employee relations.
- **Legal Services.** This section provides legal advice to all department program areas, prepares department rules and regulations, provides legal advice regarding legislation, serves as the department's ethics office for interpretation and compliance with state ethics laws, serves as coordinator for contract administration as well as coordinating the department's contract diversity reporting requirements, and provides advice on human resource grievance and disciplinary actions.
- **Information and Support Services.** This section provides technical direction and application support for the department's information technology and telecommunications



activities, creation and implementation of the department's information systems plan including the installation of hardware and software, management of the department's office space and equipment requirements, mail services, trip planning and consumer information support, and management of the department's call center and fulfillment contractor.

Welcome Centers. Tennessee Welcome Centers 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.

The division operates 14 Welcome Centers located primarily on interstate highway entrances to Tennessee. Tennessee Welcome Centers served more than 15 million visitors in 2012. Those numbers will continue to increase with the addition of two new Welcome Centers scheduled to open in the near future. The new Welcome Centers will be located on I-26 in Kingsport and I-40 in Haywood County. The I-55 Memphis Welcome Center is currently being renovated and will be the state's first zero-energy building. The Welcome Center division recently started a recycling program. Recycle bins are located at all 14 Welcome Centers. Each center is also equipped with weather monitors to assist visitors with their travel.

Also new for 2013, the department installed permanent Civil War exhibits in each Tennessee Welcome Center. The purpose of the Civil War exhibits is to educate visitors and Tennesseans as to the important role Tennessee played in the Civil War. The exhibits will also promote rural tourism development through the Tennessee Civil War Trail and Discover Tennessee Trails & Byways programs. This project has been made possible through a partnership with the Tennessee Department of Finance and Administration, Tennessee Department of Tourist Development, MTSU Center for Historic Preservation, Tennessee Civil War National Heritage Area, and the Tennessee Civil War Sesquicentennial Commission. It was funded by the Tennessee Department of Finance and Administration State Capitol Commission.

Available at each of the Welcome Centers is a toll-free telephone for travelers to make reservations at hotels, motels, campgrounds, and state parks. The centers are staffed and open 24 hours a day throughout the year, with the exception of the Memphis I-40 facility. The centers are located on: I-81 at Bristol; I-75 at Jellico and East Ridge; I-24 at Tiftonia, Nickajack, and Clarksville; I-65 at Ardmore and Mitchellville; I-55 at Memphis; I-155 at Dyersburg; I-40 in Cocke County; I-40 at Memphis; I-40 in Smith County; and I-26 in Unicoi County.

Commissioner Susan Whitaker

Tennessee Department of Tourist Development

Susan Whitaker, a veteran tourism marketing executive, was appointed in January 2011 to the cabinet of Governor Bill Haslam as commissioner of Tourist Development. Whitaker was initially appointed to the position in 2003 by Governor Phil Bredesen and reappointed under his administration in 2007. Whitaker was named the 2013 National Tourism Director of the Year by the U.S. Travel Association's National Council of State Travel Directors.

As commissioner, Whitaker is responsible for marketing Tennessee's tourism industry domestically and internationally. Tourism is one of Tennessee's largest industries with a \$16.16 billion direct economic impact in 2012, a 5.2 percent increase over 2011. State and local tax collections reached a new high of \$1.24 billion for tourism related businesses in 2012, which is the seventh consecutive year above \$1 billion. Tennessee ranks 13th among all states in total travel.

Whitaker oversees the development and implementation of the state's comprehensive marketing, public relations, and promotions campaigns designed to stimulate growth of tourism in Tennessee. Of note is the state's award-winning consumer website, tnvacation.com, as well as the state's 14 Welcome Centers.

Under Whitaker's leadership, the Department of Tourist Development launched the Discover Tennessee Trails & Byways program, featuring 16 comprehensive, statewide trails that guide visi-



tors from Tennessee's big cities to off-the-beaten-path attractions throughout the state. Each of Tennessee's 95 counties is included in the Trails program as well as the state's five National Scenic Byways.

As co-chair of Tennessee's Civil War Sesquicentennial Commission, Whitaker is a strategic part of the planning and overseeing of Tennessee's 150th Civil War commemoration. In preparation for this Civil War milestone, Whitaker launched the Tennessee Civil War Trails Program. Markers are in place at more than 260 Civil War sites throughout the state with a goal to have the trail go into every Tennessee county. The commission is also responsible for annual Civil War Sesquicentennial Signature events during the 150th commemoration.

Whitaker launched Tennessee's Sustainable Tourism initiative with the 2008 Great Smoky Mountain Sustainable Tourism summit, positioning the state as a national leader in sustainable tourism. Further outgrowth of the summit has been Tennessee's launch of a sustainable tourism website, featuring a complete online toolbox, 10 statewide sustainable tourism workshops, and a six-part webinar series. Tennessee's program has been recognized by U.S. Travel Association as a national best practice and included on the travelgreen.org website.

Whitaker serves as the secretary of the U.S. Travel Association's Board of Directors. She also serves on the executive committee of the National Council of State Travel Directors, Travel South USA Board of Directors, the University of Tennessee's Retail, Hospitality and Tourism Management Advisory Board, and the Governor's International Advisory Council. She serves as the co-chair of Tennessee's Civil War Sesquicentennial Commission as well as the Tennessee State Fair Commission and is a member of the Smoky Mountains Park Commission. In September 2013, Whitaker was appointed to the Civil War Trust Board of Trustees.

Whitaker is a Chicago native and a direct descendent of Tennessee's first Governor, John Sevier. She holds a bachelor's degree in communications from Northwestern University, Evanston, Ill. Prior to her state cabinet post, Whitaker served as vice president of marketing for Dollywood, Tennessee's most visited manmade attraction.



CHATTANOOGA
CHOO-CHOO



Department of Transportation

505 Deaderick Street
James K. Polk Building, Suite 700
Nashville, TN 37243-3049
(615) 741-2848
TN.gov/tdot

John C. Schroer, Commissioner

Tennessee provides its citizens and travelers one of the best transportation systems in the United States. We keep Tennessee moving by utilizing new technology to improve efficiency of the system and through maintenance and construction of our transportation network. Having sensitivity to our environment and giving voice to our communities as we build our transportation system are important priorities of the Tennessee Department of Transportation (TDOT). Tennessee's highway system stretches over 95,523 miles, enough to circle the world more than three times. Of that figure, 13,884 miles are on our state-maintained highway system representing 16 percent of the total highway miles within Tennessee. However, the state system carries approximately 75 percent of the traffic. Included in the state highway system are 1,104 miles of interstate highways. Although the interstate system makes up more than one percent of the total highway mileage, it carries approximately a quarter of all the traffic in Tennessee. Other components of Tennessee's transportation system include:

- 18 short line railroads operating on 842 miles of rail
- 6 major rail lines on 2,177 miles of rail
- 79 public-use and commercial airports
- 142 heliports
- 28 transit systems (bus, van, and light rail) serving all 95 counties
- 946 miles of navigable waterways
- 270 miles of greenways, sidewalks, and trails
- 9 bicycle trails on 1,500 miles of roadway

Mission and Values

The mission of the Department of Transportation is to serve the public by providing the best multimodal transportation system in the nation. We strive to achieve the public's trust and confidence by practicing four basic values: communication, accountability, consistency, and integrity.

History

In 1915 the first state government authority to oversee transportation services began with the creation of the State Highway Commission. At that time, the state system included less than 5,000



miles of road. The Commission was restructured and became the Department of Highways and Public Works in 1923 and, by an act of the General Assembly in 1972, became the Department of Transportation incorporating all modes of transportation.

Services

The Tennessee Department of Transportation, at any given time, has about 3,900 employees working on the transportation system with an annual budget of more than \$1.8 billion. Much of the agency is organized around three bureaus: the Administration Bureau, the Engineering Bureau, and the Environment and Planning Bureau. In addition to the three bureaus, there are two staff divisions reporting to the commissioner: Aeronautics and Legal, as well as a Chief of Staff with two staff offices and a Chief Operating Officer with three divisions.

Major duties of the department are to:

- Plan, implement, maintain, and manage Tennessee's transportation system.
- Administer funding and provide technical assistance in the planning and construction of state and federal aid road programs for cities and counties.
- Provide incident management on Tennessee's Interstate System through TDOT SmartWay, an intelligent transportation network of cameras and dynamic message signs.
- Staff transportation management centers in the four largest urban cities in Tennessee.
- Provide motorist information through the agency website, Tennessee 511, TDOT SmartWay, and social media.
- Construct and maintain 18 rest area facilities.
- Administer the program for control of outdoor advertising adjacent to interstate and state highways.
- Issue and administer special permits for movement of overweight and over-dimensional vehicles.
- Prepare and distribute city, county and state road maps, aeronautical charts, and airport directories.
- Promote safe driving behaviors on highways using federal funding for public awareness and education programs.

- Provide management, technical and financial assistance, and supervision to public, private, and nonprofit public transportation agencies in the state.
- Administer funding and assistance in location, design, construction, and maintenance of Tennessee’s 79 public airports.
- Support improvements in Tennessee’s railroads and rail service.
- Inspect more than 19,000 Tennessee bridges, 79 public airports, and all of Tennessee’s railroads.
- Maintain state park roads.
- Operate Reelfoot Airpark and ferry operations.
- Respond to initiatives of the Tennessee Aeronautics Commission.
- Provide aerial photography and mapping services to all state agencies.
- Provide aircraft for state executive transportation and economic development recruiting.
- Administer highway beautification programs: “Stop Litter,” “Adopt-A-Highway,” and “Roadscapes” programs.
- Provide grants to all Tennessee counties for litter abatement and litter prevention education.
- Provide cycling trails that connect or go through state parks and natural areas.

Funding

Funding to support the services and programs provided by the Department of Transportation comes from “user fees” collected by the state and federal government. These primarily include vehicle registration fees and gasoline and diesel fuel taxes. Tennessee receives a portion of federal gas taxes which are 18.4 cents per gallon for gasoline and 24.4 cents for diesel. Since 1989 the state’s transportation-related fuel taxes have been 20 cents per gallon on gasoline and 17 cents per gallon on diesel fuel. An additional 1.4 cents is collected for the inspection of volatile fuels, including diesel and gasoline. The state gasoline tax is currently distributed on the following basis:

Cities and Counties	7.9 cents
State General Fund	0.7 cents
TDOT	12.8 cents



Related Boards and Commissions

Tennessee Aeronautics Commission

607 Hangar Lane, Building 4219, Nashville, TN 37217
(615) 741-3208

Commissioner John C. Schroer

Department of Transportation

John Schroer was appointed commissioner of Transportation by Governor Bill Haslam in January 2011. He is the 29th commissioner of the state agency that oversees a statewide transportation system including highways, rail, airports, waterways, and transit. Commissioner Schroer became mayor of Franklin, Tenn., in 2007. During his tenure, he was involved in the Middle Tennessee Metropolitan Planning Organization, serving on its executive committee. By virtue of his position as mayor, he was a member of the Regional Transportation Authority and served as its treasurer. As commissioner of Transportation, he continues to be a member of each of those public bodies. As mayor, Schroer was instrumental in implementing financial policies that led to AAA ratings from both Moody's and Standard & Poor's, putting Franklin in the top ranking of cities across the country. He also played a crucial role in capital planning and prioritization by instituting several key changes in process and managing Franklin's budget in difficult economic times. Commissioner Schroer was a member of the Middle Tennessee Mayor's Caucus and served on its executive committee. Prior to his election as mayor, he was a member of the Board of the Franklin Special School District for 13 years, serving as its chairman for 11 of those years. He served on the Board of the Tennessee School Board Association as treasurer and vice president. An Indiana native, Commissioner Schroer received a bachelor's degree in business from Indiana University. After graduation he moved to the Franklin area and subsequently received an MBA from the University of Tennessee. He spent 10 years in the commercial real estate financing business before beginning a real estate development business. He and his wife, Marianne, are members of Franklin First United Methodist Church. He is a past board member of Williamson County United Way and a founding board member of Franklin Tomorrow.







Department of Veterans Affairs

312 Rosa L. Parks Avenue
13th Floor, William R. Snodgrass Tennessee Tower
Nashville, TN 37243
(615) 741-2931
TN.gov/veteran

Many-Bears Grinder - Commissioner
Wendell Cheek - Deputy Commissioner - Middle
Mark Breece - Assistant Commissioner - West
Don Smith - Assistant Commissioner - East
Yvette Martinez - Assistant Commissioner of Communications

The Tennessee Department of Veterans Affairs (TDVA) serves more than 500,000 veterans and approximately 1.5 million dependents living in Tennessee. There are 12 field offices across the state to serve 95 counties with assistance to file claims for federal benefits, answer questions about the claims process, and advocate on behalf of stakeholders who are denied federal benefits. TDVA also offers quarterly and annual training to employees and County Service Officers to ensure all personnel assisting veterans and their families have the latest information regarding changing laws that affect federal and state benefits. In fiscal year 2012, TDVA was responsible for 67 percent of Tennessee claims submitted to the United States Department of Veterans Affairs Regional Office, resulting in \$1.1 billion in tax-free income for veterans and revenue for the state. TDVA also reviewed 9,526 claims, of which 87.5 percent were fully developed claims, resulting in more timely receipts of monetary awards to veterans.

The department also hosted 125 outreaches in 2012 to help 4,985 veterans, dependents, and survivors with filing assistance and other federal, state, and local resources.

Additionally, TDVA manages and operates four State Veterans Cemeteries to include two in East Tennessee, one in Middle Tennessee, and one in West Tennessee. During fiscal year 2012, there were 1,953 interments of veterans and dependents in the State's Veterans Cemeteries.

In 2012 the department developed the state's first standard operating procedure for casualty assistance and notification. The new policy allows TDVA to assist casualty officers and surviving family members and to coordinate with other state agencies in the response to honor and remember Tennessee servicemembers killed in combat. The department is also the Governor's designee to present the Tennessee Fallen Heroes Medal to servicemembers killed in combat after July 1, 2011.

TDVA is a liaison for the three existing Tennessee State Veterans Homes and organizes and chairs the United Tennessee Veterans Association (UTVA) and the Governor's Council on Service Members, Veterans and Families.

Mission

The Tennessee Department of Veterans Affairs' mission is to serve veterans and their families with compassion and dignity as an entrusted advocate.

History

In 1921 an Ex-Serviceman's Bureau was established. Due to the inability of the small agency to provide adequate service for the increase of veterans after World War II, in 1945 the General Assembly created the Tennessee Department of Veterans Affairs to provide statewide services. The department was placed under the Governor's Office in 1959 as a staff division and once again established as a department in 1975. The General Assembly authorized the department to establish state veterans cemeteries in 1987. Legislation was approved in 1988 to establish state veterans homes under the direction of a board of directors appointed by the Governor. In 1991 the department was mandated to train and accredit county-employed Veterans Service Officers.

Services

Field and Claims Divisions. Accredited employees represent veterans, their families, and survivors by a power-of-attorney claims system to access earned entitlements and services. Employees file claims and review ratings for compensation, pension, educational allowances, loans, etc., under laws administered by the U.S. Department of Veterans Affairs. Counseling and referrals are provided for services and benefits available through federal, state, and local laws. Representation is provided to veterans and their families in the presentation, proof, and establishment of all claims. Employees assist veterans in obtaining a variety of services such as health care, military discharge review, employment referrals, housing, rehabilitation, training, and education. An ongoing training program enhances knowledge and skills of the department's staff and provides certification of County Service Officers as mandated. Field representatives provide monthly training and assistance in their respective districts. Quarterly training is accomplished in each grand division of the state with the annual certification session in Nashville.

Cemetery Division. Four State Veterans Cemeteries provide interments and perpetual care for eligible veterans and their dependents.

State Veterans Cemeteries

East Tennessee
5901 Lyons View Pike
Knoxville, TN 37919
(865) 577-3228

West Tennessee
4000 Forest Hill-Irene Road
Memphis, TN 38125
(901) 543-7005

East Tennessee
2200 East Governor John Sevier Highway
Knoxville, TN 37920
(865) 577-3228

Middle Tennessee
7931 McCrory Lane
Nashville, TN 37221
(615) 532-2238

Benefits and Claims Offices (East)

Chattanooga

540 McCallie Avenue, Room 109
(423) 634-7123

Morristown

1609 College Park Drive
(423) 587-7032

Cookeville

580 S. Jefferson, Suite A
(931) 526-6929

Mountain Home

James H. Quillen VA Medical Center
Building 69, Room H115
(423) 926-1171, Extension 7203

Knoxville

601 S. Concord Street, Suite 108
(865) 594-6158

Benefits and Claims Offices (West)

Dickson

250 Beasley Drive
(615) 441-6224

Memphis

VA Medical Center
1030 Jefferson Avenue, Room CEG 22
(901) 577-7673, Extension 5284

Dyersburg

439 West McGaughey Street
(731) 286-8344

Fort Campbell, KY

5668 Wickham Avenue
(931) 431-3784

Jackson

225 Dr. M.L. King Drive, Room 110
(731) 286-8344

Benefits and Claims Offices (Middle)

Murfreesboro

Alvin C. York VA Medical Center
Building 7, Room G-39
(615) 225-6930

Claims Division

110 Ninth Avenue South, Room C-166
(615) 695-6385

Nashville

VA Medical Center
1310 24th Avenue South
Room G116/G118
(615) 873-8048
(615) 873-7950

State Veterans Homes

Murfreesboro

Tennessee State Veterans Home -
Murfreesboro
345 Compton Road
(615) 895-8850

Knoxville

Senator Ben Atchley Tennessee State
Veterans Home
One Veterans Way
(865) 862-8100

Humboldt

W.D. "Bill" Manning Tennessee State
Veterans Home
2865 Main Street
(731) 784-8405

Commissioner Many-Bears Grinder

Tennessee Department of Veterans Affairs

Commissioner Grinder joined the Tennessee Department of Veterans Affairs (TDVA) in January 2011 after retiring as a Colonel from the Tennessee Army National Guard with more than 35 years of service. Commissioner Grinder is the first woman to serve the state in this capacity.

Since her appointment in 2011, the TDVA has opened a new State Veterans Cemetery in East Tennessee, regional commissioners were hired to better serve veterans in each portion of the state, and Tennessee veterans have received more than \$1 billion in federal funding from claims filed by the department in both 2011 and 2012.

In 2012 TDVA created and developed the state's first formal casualty standard operating procedure to assist casualty officers and surviving family members, coordinate with other state agencies, and notify the public of the ultimate sacrifice of servicemembers killed in action.

The retired Colonel is now responsible for the operation of TDVA's Field Offices, Claims Offices, and four State Veterans Cemeteries. She is also an ex officio voting member of the Tennessee State Veterans Home Board, which oversees the three existing State Veterans Homes, and plans for future homes in Tennessee. Commissioner Grinder serves as the Southeast District Vice President for the National Association of State Directors of Veterans Affairs.

Grinder retired from the Tennessee Army National Guard as a Colonel with more than 35 years of service. She holds a master's degree in strategic studies from the Army War College and a master's degree in human resource development from the University of Tennessee at Knoxville. She is a graduate of the Army War College and the Joint Forces Staff College. She is an Operation Enduring Freedom Combat Veteran. Her military awards include the Legion of Merit and the Bronze Star Medal.

Commissioner Grinder is a member of numerous military and veterans associations.







Fallen Heroes of Tennessee

Throughout the course of human history, there has been no greater sacrifice than to lay down one’s life for the cause of freedom and liberty – defending freedom for family at home and advancing liberty for oppressed friends abroad. During times of both conflict and peace, Tennesseans have continued to lead our nation with this spirit of volunteerism. Our opportunity to enjoy the blessings of our great state and nation is a result of the dedication of these great patriots to a cause higher than themselves. We must never forget the sacrifice of these fallen heroes as well as the sacrifice of their families and communities who feel the impact of this loss most.

From the dedication of the 2009-2010 Blue Book. Tre Hargett, Secretary of State.

Name	Age	Hometown
Army Master Sergeant Jefferson Donald Davis	39	Watauga
Marine Corps Lance Corporal Patrick Ray Nixon	21	Gallatin
Army Specialist Thomas Arthur Foley, III	23	Dresden
Army National Guard Sergeant Roger Dale Rowe	54	Bon Aqua
Army National Guard Staff Sergeant David L. Loyd	44	Jackson
Army Sergeant Kenneth W. Harris , Jr.	23	Charlotte
Army Sergeant First Class William M. Bennett	35	Seymour
Army Second Lieutenant Richard Torres	25	Clarksville
Army Lieutenant Colonel Kim S. Orlando	43	Clarksville
Army Staff Sergeant Morgan DeShawn Kennon	23	Memphis
Army National Guard Staff Sergeant Nathan J. Bailey	46	Nashville

Name	Age	Hometown
Army Chief Warrant Officer Alexander S. Coulter	35	Bristol
Army National Guard Sergeant First Class Gregory B. Hicks	35	Duff
Army Chief Warrant Officer 2 Michael T. Blaise	29	Clarksville
Marine Corps Captain Brent L. Morel	27	Martin
Army Staff Sergeant Don Steven McMahan	31	Nashville
Navy Petty Officer Second Class Christopher E. Watts	28	Knoxville
Army Specialist Ervin Caradine, Jr.	33	Memphis
Army Staff Sergeant Todd E. Nunes	29	Chapel Hill
Marine Lance Corporal Jeremiah E. Savage	21	Livingston
Air Force Senior Airman Pedro I. Espaillat, Jr.	20	Columbia
Marine Corps Private First Class Daniel B. McClenney	19	Shelbyville
Marine Corps Lance Corporal Timothy R. Creager	21	Millington
Army Sergeant First Class Robert K. McGee	37	Antioch
Army Private First Class David L. Potter	22	Johnson City
Marine Corps Corporal Brad P. McCormick	23	Allons

Name	Age	Hometown
Army Specialist Marco D. Ross	20	Memphis
Army Specialist 4 Brandon M. Read	21	Greeneville
Marine Corps First Lieutenant Andrew K. Stern	24	Germantown
Army Private First Class James W. Price	22	Cleveland
Marine Corps Lance Corporal Steven C. Tyler Cates	22	Mt. Juliet
Marine Corps Sergeant Morgan W. Strader	23	Crossville
Army Private First Class George D. Harrison	22	Knoxville
Marine Corps Lance Corporal Joshua W. Dickenson	25	Lafayette
Army Specialist 4 Cory M. Hewitt	26	Dover
Army National Guard Sergeant Paul W. Thomason III	37	Talbot
Army National Guard Sergeant First Class Stephen C. Kennedy	35	Oak Ridge
Army National Guard Staff Sergeant Alfred Barton Siler	33	Duff
Army National Guard Staff Sergeant Mark Oscar Edwards	40	Unicoi
Marine Corps Private First Class Nathan B. Clemons	20	Winchester
Army Master Sergeant Michael L. McNulty	36	Knoxville

Name	Age	Hometown
Army Sergeant James D. Stewart	29	Chattanooga
Army Master Sergeant James W. Ponder, III	36	Franklin
Army National Guard Specialist James D. Carroll	23	McKenzie
Army Captain Jeremy A. Chandler	30	Clarksville
Army National Guard Staff Sergeant Asbury F. Hawn, II	35	Lebanon
Army National Guard Sergeant Gary L. Reese, Jr.	22	Ashland City
Army National Guard Sergeant Shannon D. Taylor	30	Smithville
Army National Guard Sergeant Joseph D. Hunt	27	Sweetwater
Army National Guard Staff Sergeant Victoir P. Lieurance	34	Seymour
Army Specialist Luke C. Williams	35	Knoxville
Army Sergeant Eric A. Fifer	22	Knoxville
Army National Guard Sergeant Robert Wesley Tucker	20	Hilham
Army Private First Class Brian J. Schoff	22	Manchester
Marine Corps Corporal Rusty L. Washam	21	Huntsville
KY Army National Guard Staff Sergeant Brock A. Beery	30	White House

Name	Age	Hometown
Marine Corps Corporal David A. Bass	20	Nashville
Army Sergeant First Class Richard J. Herrema	27	Jackson
Army Corporal Robbie G. Light	21	Kingsport
Army First Lieutenant Scott M. Love	32	Knoxville
Army National Guard Chief Warrant Officer 3 William Timothy Flanigan	37	Milan
Army Private First Class Kevin Finch Edgin	31	Dyersburg
Army Sergeant David M. Hierholzer	27	Lewisburg
Marine Corps Lance Corporal Adam R. Murray	21	Cordova
Army National Guard Sergeant Dustin D. Laird	23	Martin
Marine Corps Lance Corporal James D. Hirlston	21	Murfreesboro
Army Sergeant David T. Weir	23	Cleveland
Marine Corps Captain Robert M. Secher	33	Germantown
Marine Corps Lance Corporal Richard A. Buerstetta	20	Franklin
Marine Corps Lance Corporal Tyler R. Overstreet	22	Gallatin
Army First Lieutenant Michael A. Cerrone	24	Clarksville

Name	Age	Hometown
Army Private First Class Harry A. Winkler, III	32	Clarksville
Army Staff Sergeant Daniel M. Morris	28	Clinton
Army Specialist Dustin M. Adkins	22	Finger
Marine Corps Lance Corporal William C. Koprince, Jr.	24	Lenior City
Marine Corps Lance Corporal William D. Spencer	20	Paris
Army Sergeant John M. Sullivan	22	Hixson
Marine Corps Gunnery Sergeant Terry J. Elliott	34	Middleton
Army Staff Sergeant Terry W. Prater	25	Speedwell
Army Sergeant First Class Benjamin L. Sebban	29	Chattanooga
Marine Corps Staff Sergeant Marcus A. Golczynski	30	Lewisburg
Army Sergeant David Alexander Stephens	28	Tulahoma
Marine Corps Lance Corporal Jeffery A. Bishop	23	Dickson
Army Sergeant Alexander Van Aalten	21	Monterey
Army Sergeant First Class James D. Connell	40	Lake City
Army Private First Class Travis Frederick Haslip	20	Ooltewah

Name	Age	Hometown
Air Force Senior Airman William N. Newman	23	Kingston Springs
Army First Lieutenant Frank B. Walkup, IV	23	Woodbury
Army Specialist Michelle R. Ring	24	Martin
Army National Guard Sergeant Stephen R. Maddies	41	Elizabethton
Army Specialist Justin R. Blackwell	27	Paris
Army Private Jeremy S. Bohannon	18	Bon Aqua
Air Force Sergeant Joey D. Link	29	Portland
Marine Corps Lance Corporal Lance Murphy Clark	21	Cookeville
Army Private First Class Rush M. Jenkins	22	Clarksville
Army Staff Sergeant Jonathan K. Dozier	30	Rutherford
Army Specialist Joshua L. Plocica	20	Clarksville
Army Corporal Jason Dane Hovater	24	Clinton
Marine Corps Sergeant Michael H. Ferschke, Jr.	22	Maryville
Army Captain Darrick D. Wright	37	Nashville
Army Private First Class Christopher T. Fox	21	Memphis

Name	Age	Hometown
Army Staff Sergeant Timothy H. Walker	38	Franklin
Army Chief Warrant Officer Donald V. Clark	37	Memphis
Army Corporal Keith E. Essary	20	Dyersburg
Army National Guard First Lieutenant William E. Emmert	36	Lincoln
Marine Corps Lance Corporal Stephen F. Dearmon	21	Crossville
Army Warrant Officer 1 Judson E. Mount	37	Franklin
Army Specialist Jonathan Charles O'Neill	22	Watertown
Marine Corps Lance Corporal Gregory Alan Posey	22	Knoxville
Army Private Patrick Scott Fitzgibbon	19	Knoxville
Army Specialist Corey J. Kowall	20	Murfreesboro
Army Specialist Russell S. Hercules, Jr.	22	Murfreesboro
Army Private First Class Brandon A. Owens	21	Memphis
Army Sergeant First Class Jason O.B. Hickman	35	Kingsport
Army Staff Sergeant Daniel D. Merriweather	25	Collierville
Navy Petty Officer Second Class Xin Qi	25	Cordova

Name	Age	Hometown
Army Staff Sergeant Rusty Hunter Christian	24	Greeneville
Army National Guard Captain Marcus R. Alford	28	Knoxville
Army National Guard Chief Warrant Officer 2 Billie Jean Grinder	25	Gallatin
Army Sergeant First Class Carlos M. Santos-Silva	32	Clarksville
Army Private First Class Jonathan David Hall	23	Chattanooga
Army Specialist Jeremy Lynn Brown	20	McMinnville
Army Private First Class Billy G. Anderson	20	Alexandria
Air Force Senior Airman Benjamin D. White	24	Erwin
Army Sergeant Israel P. O'Bryan	24	Newbern
Army Private First Class Robert Kelsey Levi Repkie	20	Knoxville
Marine Corps Lance Corporal Daniel Gabriel Raney	21	Pleasant View
Army Specialist Michael Lane Stansbery, Jr.	21	Mt. Juliet
Marine Corps Private First Class Vincent Emmanuel Gammone, III	19	Christiana
Marine Corps Corporal Kristopher Daniel Greer	25	Ashland City
Army Sergeant Patrick Keith Durham	24	Chattanooga

Executive Branch

Name	Age	Hometown
Army Specialist Nathan Edward Lillard	26	Knoxville
Army Private First Class David D. Finch	24	Bath Springs
Marine Corps Sergeant Garrett A. Misener	25	Cordova
Air Force Airman First Class Christoffer P. Johnson	20	Clarksville
Marine Corps Lance Corporal Andrew P. Carpenter	27	Columbia
Air Force Lieutenant Colonel Frank D. Bryant, Jr.	37	Knoxville
Marine Corps Sergeant Kevin Brian Balduf	27	Nashville
Navy Petty Officer First Class (SEAL) Aaron Carson Vaughn	30	Union City
Marine Corps Lance Corporal Franklin Namon Watson	21	Vonore
Army Captain Joshua Sean Lawrence	29	Nashville
Army Sergeant First Class Dennis R. Murray	38	Red Boiling Springs
Army Specialist Jason Kyle Edens	22	Franklin
Army Sergeant Jacob Michael Schwallie	22	Clarksville
Army Staff Sergeant Christopher Michael Ward	24	Oak Ridge
Army Warrant Officer Sean W. Mullen	39	Adams

Name	Age	Hometown
MS Army National Guard Staff Sergeant Stephen Michael New	29	Bartlett

Military personnel are listed in chronological order by date of casualty. The list is current as of September 30, 2013, as provided by the Tennessee Department of Veterans Affairs.

Executive Branch





Agencies, Boards, and Commissions

Tennessee Alcoholic Beverage Commission

226 Capitol Boulevard Building, Suite 300
Nashville, TN 37243-0755
(615) 741-1602
TN.gov/abc
E. Keith Bell, Director

The Tennessee Alcoholic Beverage Commission regulates all businesses involved in the transportation, manufacture, sale, and/or dispensing of alcoholic beverages. Its oversight includes, but is not limited to wholesalers, retail stores, and liquor-by-the-drink establishments. This agency issues licenses to these businesses and permits to their employees. In addition, it oversees the Server Training Program, the Responsible Vendor Program, and the direct shipment of alcoholic beverages to Tennessee residents. The commission also has jurisdiction over any criminal activity involving Schedule VI controlled substances (marijuana) and any felonious criminal activity arising from its core jurisdiction. The commission participates in the Governor's Task Force on Marijuana Eradication with other law enforcement agencies on an annual basis.

Tennessee Arts Commission

401 Charlotte Avenue
Nashville, TN 37243-0780
(615) 741-1701
TN.gov/arts
Anne B. Pope, Executive Director

The Tennessee Arts Commission was established to ensure that the citizens of Tennessee have access to and participate in the arts. A statewide volunteer citizen board appointed by the Governor works with a nationally recognized professional staff to offer funding opportunities to Tennessee nonprofit and public organizations that produce and present high quality arts activities that add value to the cultural life of the state's diverse communities and populations.

Through various grant categories that serve the state's diverse populations, the agency invests in cultural assets that enrich the lives of Tennesseans; communicates the value of the arts to every Tennessee community; preserves and promotes the folk arts and cultural heritage of the state; invests in arts education for all Tennesseans; empowers Tennessee artists and organizations with resources to be economic and cultural contributors to their communities; and engages in partnerships to broaden support for the arts in Tennessee.

Tennessee Board of Parole

404 James Robertson Parkway, Suite 1300
Nashville, TN 37243-0850
(615) 741-1673
TN.gov/bop

Richard Montgomery, Chairman
David C. Liner, Executive Director

The Tennessee Board of Parole is an independent, autonomous seven-member board appointed by the Governor. By statute, the board has the authority to parole eligible offenders who have served a certain percentage of their sentences. It also has the authority to revoke parole privileges if offenders do not comply with supervision rules and standards set forth for them upon their release. The agency provides services to victims of crime as they navigate the parole hearing process. Additionally, the board considers requests for executive clemency and makes recommendations on those requests to the Governor.

Some parole hearings are conducted by hearings officers. They make non-binding recommendations for review by board members. For more serious offenses, board members conduct the hearings. Only board members can make parole decisions.

The Board of Parole promotes and supports lawful behavior, education, and evidence-based programs that can minimize the risk of repeat offenses. The board's members and staff work closely with the court systems, the Department of Correction, and law enforcement agencies. They also work collaboratively with a variety of community programs whose goals are to reduce crime, guide offenders through rehabilitation, and assist crime victims. Through this coordinated effort, the board strives to protect public safety.

Tennessee Bureau of Investigation

901 R.S. Gass Boulevard
Nashville, TN 37216-2639
(615) 744-4000
tbi.tn.gov

Mark Gwyn, Director

The State Legislature established the Tennessee Bureau of Investigation (TBI) as an independent agency in 1980. As the state's primary criminal investigative agency, the TBI is responsible for assisting local law enforcement with major crimes as well as launching its own special investigations into illegal drugs, cyber crime, fugitives, public corruption, official misconduct, organized crime, domestic terrorism, gambling, Medicaid fraud, and patient abuse. The TBI has the statutory authority to investigate any criminal violation at the request of the District Attorney General in the judicial district where the crime occurred. The TBI also manages a number of high profile programs including the TBI Top Ten Most Wanted, AMBER Alert program, the statewide Sex Offender Registry, and the Tennessee Meth Task Force. TBI headquarters houses the state's Fusion Center, a law enforcement intelligence sharing unit that provides information and support to law enforcement agencies.

TBI manages the state's three forensic crime labs, which conduct tests on approximately 90,000 pieces of evidence for 63,000 cases annually. The total number of tests conducted in a year is more than 374,000.

TBI has been designated to coordinate the gathering, analysis, and dissemination of state and local criminal justice statistics, providing data to the Governor, General Assembly, and all law enforcement agencies with the annual publishing of "Crime in Tennessee." Additional responsibilities include instant background checks for gun purchases and statewide criminal background checks to the public for a fee. Continuing education is also a priority, with the TBI conducting nearly 1,300 hours of law enforcement training for 5,000 people annually.

The director of the TBI is appointed to a six-year term by the Governor. He sits on the IACP Narcotics and Dangerous Drugs Committee. He serves as secretary for the board of directors of the Association of State Criminal Investigative Agencies, and is a graduate of the 33rd session of the FBI's National Executive Institute.

The TBI employs approximately 450 people statewide, half of whom are commissioned officers.

Tennessee Commission on Aging and Disability

500 Deaderick Street
9th Floor, Andrew Jackson Building
Nashville, TN 37243-0860
(615) 741-2056
TN.gov/comaging

Jim Shulman, Executive Director

The Tennessee Commission on Aging and Disability was created by the Tennessee General Assembly in 1963. The commission is the designated state unit on aging and is mandated to provide leadership relative to all aging issues on behalf of older persons in the state. The commission administers the federal funds provided by the Older Americans Act. In 2001 the Legislature expanded the authority of the commission to provide services to adults with disabilities under age 60.

The Older Americans Act provides federal funds for administration and direct services. These services include congregate and home-delivered meals, protection of elder rights, supportive and in-home care, senior centers, transportation, and family caregiver services. The commission administers federal funds from the Centers for Medicare & Medicaid Services to operate the statewide State Health Insurance Assistance Program (SHIP), which provides consumer education and counseling about Medicare and all other related health insurances. The commission also administers state funds for multi-purpose senior centers, public guardianship, and in-home services including homemaker and personal care services, as well as home-delivered meals.

The commission works in partnership with the nine area agencies on Aging and Disability. Each of the nine area agencies is the principal agent of the commission for carrying out the mandates of the Older Americans Act and requirements of the state agency. Each area agency serves as the focal point for all issues relative to the welfare of older persons in its respective planning district. Area agencies perform a wide range of activities related to advocacy, planning, coordination, inter-agency linkages, information sharing, brokering, monitoring, and evaluation. These activities lead to the development or enhancement of comprehensive and coordinated community based systems which serve all communities.

Each year every area agency submits an “Area Plan for Programs on Aging,” or an annual update, to the commission for approval. An area plan provides a comprehensive description of services to be provided within the area, based on local needs, through contracts with local service providers.

Tennessee Commission on Children and Youth

500 Deaderick Street
9th Floor, Andrew Jackson Building
Nashville, TN 37243-0800
(615) 741-2633
TN.gov/tccy

Linda O’Neal, Executive Director

The Commission on Children and Youth is a small state agency with a primary mission of improving the quality of life for children and families. The commission collects and disseminates information on children and families for the planning and coordination of policies, programs, and services.

The commission engages in state budget advocacy; prepares and distributes impact statements on pending state legislation affecting children and families; produces and distributes an annual KIDS COUNT: The State of the Child Report; conducts resource mapping of expenditures for children and families through the state budget; administers the federal Juvenile Justice and Delinquency Prevention Act and other federal juvenile justice funds in Tennessee and state Court Appointed Special Advocate (CASA) funds; engages in advocacy at the federal level on these issues; and has an ombudsman program for children involved with the child welfare and juvenile justice systems.

The commission staffs and coordinates nine regional councils on children and youth that address local needs, provide organizational structure for statewide networking on behalf of children and families, and provide local input to the commission. The commission also has administrative responsibility for, and staffs: the Council on Children’s Mental Health to plan for implementation of a system of care for children’s mental health services, the Second Look Commission which reviews cases of children who have experienced second or subsequent incidents of severe abuse to identify recommendations for improving the system, and the Youth Transitions Advisory Council which brings together stakeholders to improve services and supports for young adults transitioning from state custody and from child- to adult-serving systems.

There has been a statutory commission created by the General Assembly to focus on Tennessee children since 1955. The policy-making body for the commission is a 21-person board whose members are appointed by the Governor. At least one member is appointed from each of Tennessee’s nine development districts. The membership of the commission includes 20 percent youth members to meet the requirements for a State Advisory Group for administration of federal juvenile justice funds.

Tennessee Corrections Institute

500 James Robertson Parkway
4th Floor, Davy Crockett Tower
Nashville, TN 37243
(615) 741-3816

Beth Ashe, Executive Director

The Tennessee Corrections Institute (TCI) is required under the authority of Tenn. Code Ann. § 41-4-140 to establish minimum standards for all adult local (municipal, county, metro government, and privately contracted local facilities) jails, lock-ups, workhouses, detention, and correctional facilities in the state. The agency is also by law responsible for conducting an annual inspection of each facility in accordance with these standards. The TCI Board of Control is charged with the responsibility of determining the annual certification of the aforementioned correctional facilities that meet all applicable standards upon review of all inspection reports. The agency is also required by law to provide and/or approve all annual basic and in-service training and certification of all correctional personnel whose duties include the industry, custody, or treatment of prisoners at the aforementioned local level. The agency is also mandated to provide technical assistance and support services for local, municipal, county, and metro government correctional facilities in Tennessee. The agency is also required under the authority of Tenn. Code Ann. § 41-7-103 to conduct studies and research in the area of local adult corrections in order to make recommendations to the Governor, the commissioner of Correction, and the General Assembly.

The TCI Board of Control also has the authority to grant waivers for pre-employment requirements for local adult correctional officers per Tenn. Code Ann. §§ 41-1400-04-.01 and 41-1400-04-.02.

Tennessee Education Lottery Corporation

Plaza Tower, Metro Center
200 Athens Way, Suite 200
Nashville, TN 37228
(615) 324-6500
tnlottery.com

Keith Simmons, Chairman
Rebecca Hargrove, President and CEO

In November 2002, Tennessee voters approved a referendum to amend the state Constitution to authorize the establishment of a lottery. In May 2003, the General Assembly passed legislation creating the Tennessee Education Lottery Corporation and, in June of the same year, the Governor appointed a seven-member board to oversee the corporation's operations.

The Tennessee Constitution requires all lottery profits go to specific higher education scholarships, and excess profits may be used for early learning programs and K-12 capital outlay projects. To date, lottery proceeds have funded hundreds of thousands of higher education scholarships, pre-K classes, K-12 After School classes, and energy efficient projects for K-12 schools. The HOPE Scholarship initiative has been expanded to include 11 different scholarships and grants for Tennessee students seeking assistance with higher education.

The Tennessee Education Lottery Corporation operates entirely from the revenue it generates through the sale of its products. Net proceeds from sales of lottery tickets, currently averaging over \$5.3 million per week, fund specific education programs, including college scholarships and after-school programs. Since the Lottery began selling tickets on January 20, 2004 through June 30, 2013, it has raised more than \$2.7 billion for these programs. In addition to the educational beneficiaries, players have won more than \$6.3 billion in prizes and lottery retailer partners have earned nearly \$684 million in retailer commissions.

The corporation maintains four district offices throughout the state and is headquartered in Nashville. The Tennessee Education Lottery Corporation operates entirely from the revenue it generates through the sale of its products.

Tennessee Health Services and Development Agency

9th Floor, Andrew Jackson Building
Nashville, TN 37243
(615) 741-2364
TN.gov/hsda

Melanie M. Hill, Executive Director

The Tennessee Health Services and Planning Act of 2002 (Public Chapter 780, Acts of 2002) authorized the creation of the Health Services and Development Agency. The agency is an independent body responsible for implementing the public policy of the state related to the establishment and modification of health care institutions, facilities, and services. That policy requires that needed institutions, facilities, and services be developed in an orderly and economical manner. Prior to July 2002, the Health Facilities Commission performed these duties.

The certificate of need process is used to implement this public policy. A certificate of need is a permit for the establishment or modification of health care institutions, acquisition of major medical equipment, and the initiation or elimination of certain services that impact health care availability and utilization. The process is designed to promote access to high quality facilities and services, prevent unnecessary duplication of services, guide the establishment of facilities and services that best serve public needs, and promote cost savings. The state health plan provides guidance on these issues.

The agency meets monthly in an open forum to consider certificate of need applications based upon the general criteria of need, economic feasibility, and contribution to the orderly development of health care. Certificate of Need decisions are made by the 11-member board consisting of consumers, representatives of the health care industry, and state officials:

- three consumer members appointed by the Governor and the speakers of the Senate and House;
- five health care industry representatives (physicians, hospital, nursing home, home care, and ambulatory surgical treatment center) appointed by the Governor; and
- three state officials (Comptroller of the Treasury, TennCare Director, and Commissioner of Commerce and Insurance or their designees).

Tennessee Housing Development Agency

502 Deaderick Street
3rd Floor, Andrew Jackson Building
Nashville TN 37243
(615) 815-2200
thda.org

Ralph M. Perrey, Executive Director

Created by the General Assembly in 1973, the Tennessee Housing Development Agency's (THDA) mission is "Leading Tennessee Home" by creating safe, sound, affordable housing opportunities. THDA is authorized to sell tax-exempt revenue notes and bonds to provide funds for mortgage loans at low interest rates. THDA uses local lenders throughout the state to make affordable mortgages to first-time homebuyers.

THDA also administers a number of federal housing programs on the state's behalf: housing choice vouchers in 72 counties; housing tax credits and multifamily bonds to support rental housing development; weatherization and energy assistance grants; and foreclosure prevention. THDA also funds affordable housing efforts through its Housing Trust Fund, offers assistance to small communities hit by natural disasters, and provides special discounted mortgages to military families and members of the Tennessee National Guard.

THDA is also a housing resource for Tennesseans, providing research and analysis of housing trends, supporting homebuyer education programs, and offering technical services and information to housing providers. Consumers can search for housing and housing information on two THDA-sponsored websites: TNHousingSearch.org and TNHousingResource.org.

THDA researches housing issues (i.e., foreclosures, construction permits issued, housing starts, median income, sales prices) and provides technical services and information to housing providers.

Tennessee Human Rights Commission

Central Office
312 Rosa L. Parks Avenue
23rd Floor, William R. Snodgrass Tennessee Tower
Nashville, TN 37243-1219
(615) 741-5825 / (800) 251-3589
(866) 856-1252 (Español)
TN.gov/humanrights

Beverly L. Watts, Executive Director

The Tennessee Human Rights Commission (THRC) is an independent state agency created in 1963 to advise the public on their human rights and to promote and encourage equal opportunity for all persons in Tennessee. In 1978 the commission's responsibilities expanded to enforcing the Tennessee Human Rights Act and later, the Tennessee Disability Act, which together prohibit discrimination in housing, employment, and public accommodation on the basis of race, color, creed, national origin, religion, sex, disability, familial status (housing only), and age (over 40 in employment). The commission is also responsible for coordinating Tennessee's compliance with Title VI of the Civil Rights Act of 1964 which prohibits discrimination based on race, color, and national origin by state agencies receiving federal financial assistance.

THRC's mission is to safeguard individuals from discrimination through enforcement and education. It is governed by a 15-member board of commissioners appointed by the Governor to represent the three Grand Divisions of the state. A 29-member staff of investigators, attorneys, and other professional support personnel carry out the day-to-day activities of conducting thorough investigations and educating the public about their rights and responsibilities. Activities include the receipt, investigation, litigation, and resolution of complaints of discrimination as well as providing technical assistance and education about the rights and requirements under human rights laws.

The Tennessee Human Rights Commission maintains its central office in Nashville and has regional offices in Knoxville, Chattanooga, and Memphis.

Tennessee Peace Officer Standards and Training Commission

LETA Facilities at 3025 Lebanon Road
Nashville, TN 37214-2217
(615) 741-4461

Brian Grisham, Executive Secretary

Established by 1981 Acts, Chapter 455, the Peace Officer Standards and Training (POST) Commission is charged under Tenn. Code Ann. § 38-8-104 with the establishment, implementation, and maintenance of uniform standards for the employment, training, and administration of supplemental incomes of all local law enforcement officers in Tennessee and certain state law enforcement agencies.

This 18-member commission consists of citizens, law enforcement officials, one member from the Senate, and one member from the House of Representatives as specified by Tenn. Code Ann. § 38-8-102. In addition, the commission continually strives for and encourages higher selection, training, and development standards to ensure Tennessee keeps pace with the growing need for more effective and efficient social and law enforcement endeavors.

Tennessee State Board of Education

State Board for Career and Technical Education
710 James Robertson Parkway, 1st Floor Andrew Johnson Tower
Nashville, TN 37243-1050
(615) 741-2966
TN.gov/sbe

Dr. Gary Nixon, Executive Director

The State Board of Education's (SBE) vision is to prepare all Tennessee children for successful postsecondary work, education, and citizenship and for Tennessee to be the fastest improving state in the nation. The board establishes rules and policies governing all aspects of elementary and secondary education necessary for the success of individual children, their communities, the state, and the nation.

SBE's Master Plan includes the following five strategic priorities: expand students' access to effective teachers and leaders; expand families' access to good schools; expand educators' access to

resources and best practices; expand public access to information and data; and set achievement targets and measure success.

Board members and staff work closely with the General Assembly, the state Department of Education, Tennessee's higher education institutions, business leaders, and other education stakeholders in overseeing implementation of policies and programs that use proven, research-based policies in the five strategic priorities.

The board gauges the state's success at preparing all students for postsecondary success by measuring the remedial and developmental studies rates at Tennessee postsecondary institutions, the college-going rate, graduation rates, and ACT-readiness subject-area benchmarks in 8th, 10th, and 11th grade. SBE also compares the difference in the percentage of Tennessee students scoring proficient or above on the NAEP assessment and the percentage of Tennessee students scoring at or above proficient on the TCAP assessment.

The board provides information and tools to students, parents, teachers, and policymakers to enable them to help deliver the education constitutionally guaranteed to all Tennesseans. Visit tn.gov/sbe.

The State Board of Education is composed of 11 members – one from each congressional district, plus a student member, and the executive director of the Tennessee Higher Education Commission, who serves as a non-voting ex officio. Dr. Gary L. Nixon serves as executive director of the board.

Tennessee State Museum

James K. Polk Cultural Center
Fifth and Deaderick
Nashville, TN 37243-1120
(615) 741-2692
tnmuseum.org

Lois Riggins-Ezzell, Executive Director

The Tennessee State Museum is located in downtown Nashville in the James K. Polk Cultural Center with a military branch in the War Memorial Building. It features a series of exhibits which interpret more than 12,000 years of history along with special temporary exhibits on history and art in a changing gallery. The Tennessee State Museum has become one of the largest and finest state museums in the country. The permanent exhibits begin with The First Tennesseans tracing prehistoric humans some 12,000 years ago through the 1600s with European explorers. The Frontier exhibit looks at the beginnings of permanent settlements and statehood (1760-1812). Other permanent exhibits include the Age of Jackson (1812-1850); Antebellum (1840-1860); Civil War and Reconstruction (1860-1870); and The New South (1870-1917).

The Military Branch Museum in the War Memorial Building houses military exhibits on Tennessee's involvement in overseas conflicts from the Spanish-American War in 1898 to the end of World War II. Among the artifacts on display are Spanish, German, Japanese, and American uniforms and equipment, and selected sterling silver pieces from the service of the battleship U.S.S. Tennessee, which was sunk at Pearl Harbor. There are long-range plans to add exhibits on the Korean and Vietnam wars.

The heritage of some 200 years of history and the efforts of many citizens to preserve mementos of that history have combined to create an outstanding museum. The Tennessee State Museum

is open Tuesday through Saturday, 10 a.m. until 5 p.m., and on Sunday, 1 to 5 p.m. There is no admission charge.

The Tennessee State Museum is governed by the Douglas Henry State Museum Commission (DHSMC). The 13 voting members of the commission include 11 appointments made by the Governor, the Lieutenant Governor, and the Speaker of the House, in addition to the chairs of the House and Senate Finance Committees or their designees. Additionally, the museum executive director serves as an ex-officio, non-voting member. The DHSMC oversees museum operations and is entrusted with the strategic direction of the museum, with an emphasis on the educational and cultural enrichment of the citizens of the state.

Tennessee Wildlife Resources Agency

Ellington Agricultural Center
P.O. Box 40747
Nashville, TN 37204-0747
(615) 781-6500
TN.gov/twra

Ed Carter, Executive Director

The Tennessee Wildlife Resources Agency is governed by a 13-member Fish and Wildlife Commission which includes: nine individuals appointed by the Governor, two people appointed by the Speaker of the Senate, and two more people appointed by the Speaker of the House.

The agency has the responsibility to preserve, manage, enhance, and protect the state's wildlife resources and their environments and the responsibility for boating safety. Operation of the 721-employee agency is handled by divisions and sections of the main Nashville office and four regional offices located in Jackson, Nashville, Crossville, and Morristown.

The divisions are: Wildlife and Forestry Management, Fish Management, Boating and Law Enforcement, Environmental Services, Engineering and Real Estate, Administrative Services, Information and Education, Information Technology, Human Resources, and Legal Services.

Major functions of the agency include law enforcement; research; operation of lakes, hatcheries, and wildlife management areas; hunter education; public information; conservation education; habitat protection; boating education; access area development; and regulation of hunting seasons and bag limits, fishing regulations, and creel limits.

Volunteer Tennessee

312 Rosa L. Parks Ave
18th Floor, William R. Snodgrass Tennessee Tower
Nashville, TN 37243
(615) 253-1426
volunteertennessee.net

Jim Snell, Executive Director

Volunteer Tennessee (formerly the Commission on National and Community Service) helps ensure that the Volunteer State lives up to its name through its mission to encourage volunteerism and community service. Volunteer Tennessee pursues this mission through grants, training, and partnerships with service organizations across Tennessee. Volunteer Tennessee adminis-

ters AmeriCorps, the domestic Peace Corps where hundreds of Tennesseans give a year of their lives in service to meet community needs in education, environment, public safety, and human needs in return for help with college or loan repayments. Volunteer Tennessee partners with the Department of Education and Lions Clubs International to support service-learning, a teaching methodology that combines academic and behavioral learning with volunteer service for K-12 youth. Volunteer Tennessee also manages the Governor's Volunteer Stars Awards. Initiated in 2008, the Governor's Volunteer Stars Awards recognizes one youth and one adult volunteer from each participating county in the state.

The National and Community Service Trust Act of 1993 requires states to maintain a bipartisan state citizen service commission to qualify for funds from the federal Corporation for National and Community Service. Volunteer Tennessee's 25-member commission was created in 1994 by Executive Order 55 and is administratively attached to the Department of Finance and Administration. The Governor appoints the 25 commission members who represent the geographic and cultural diversity of the state.

