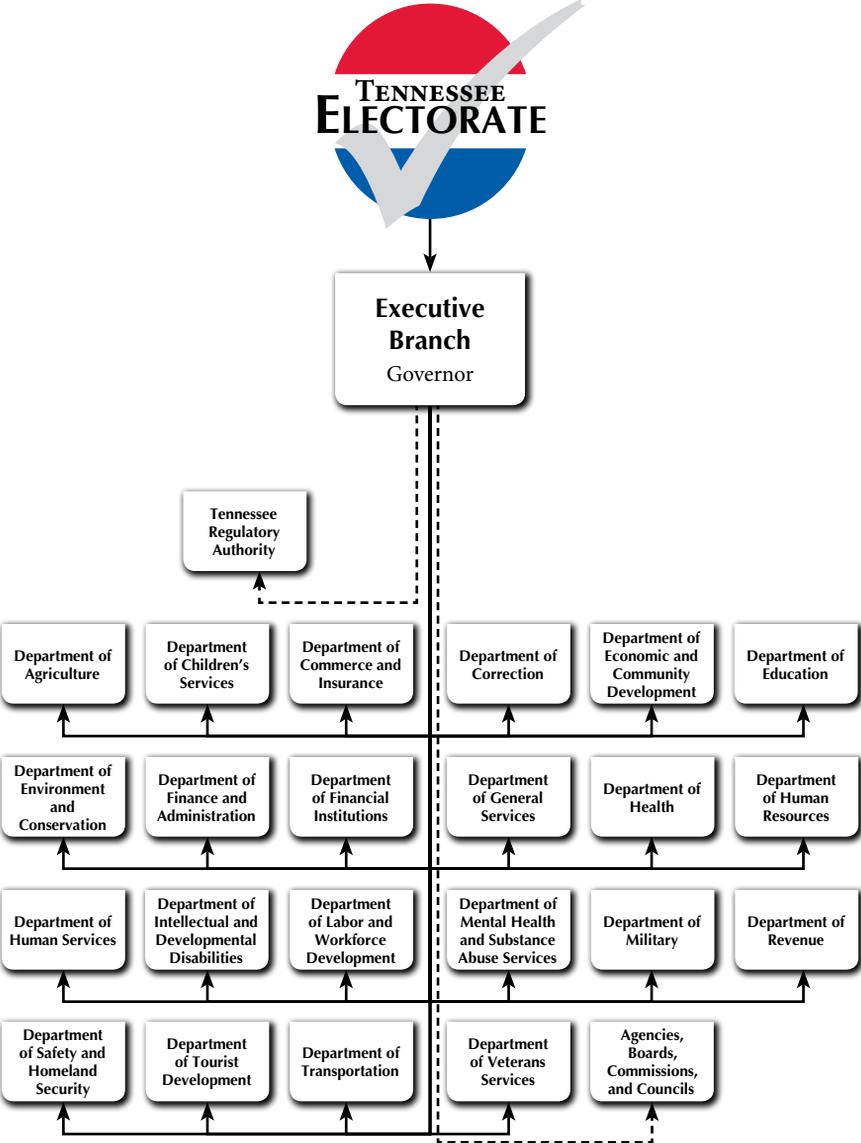






SECTION II

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 twenty-two 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, phone numbers, websites, and email addresses for the agencies and programs with services, if you would like 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. In 2010, he was elected governor with the largest margin of victory in any open governor's race in the state's history, and in 2014, secured the largest reelection victory in modern Tennessee history.

Under his leadership, Tennessee has been recognized as a national leader in education, job creation, and fiscal responsibility. He launched the Tennessee Promise, the first program in the country to give every graduating high school senior a chance to earn a certificate or degree beyond high school free of charge.

Haslam has focused on making Tennessee the number one location in the Southeast for high-quality jobs, and Tennessee has been recognized as State of the Year for economic development for two consecutive years.

Born and raised in Knoxville, Haslam excelled in academics and sports. He earned a degree in History from Emory University. Before entering public service, he managed his family's business, driving all over the country seeking locations for new truck stops, helping the business expand nationwide. In 2003, he ran successfully for mayor of Knoxville and was reelected in 2007 with eighty-seven percent of the vote.

He and his wife, Crissy, have been married for thirty-three years and have three children and four grandchildren. For more than three decades, they have been members of Cedar Springs Presbyterian Church in Knoxville.

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 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 that 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 the tangible responsibilities of the governor. 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 that have been passed and that, 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, with confirmation by the Tennessee General Assembly. The governor has the right to grant executive clemency, as well as 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. Commissioners' offices are generally located 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 the 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 thirty years of age, shall be a citizen of the United States, and shall have been a citizen of this state seven years next before his election."

Candidates for governor must first obtain their party's nomination in an August primary election, and then must run against the nominees of other parties in a November general election. The governor is limited to two four-year terms. The governor may receive an annual salary of more than \$184,000, 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 twenty 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. The network of First Ladies of the church and leading women and men throughout the state receive Haslam's bimonthly *First Lady's Update Newsletter* with information related to healthy parenting, so that these messages can be promoted among Tennessee's young parents and caregivers.

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 composed 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 helped 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 also works 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 twenty 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 so that families can 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. In June 2014, Haslam expanded her literacy improvement work to launch the READ20 Book Patrol, an initiative partnering with law enforcement across the state to encourage summer reading,

build positive relationships with law enforcement, and reduce criminal behavior in communities. As part of the project, Haslam and police officers delivered books over the summer to children who might not have access to books in their home.

Haslam further 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 ninety-five counties. By mailing high-quality, age-appropriate books directly to the homes of children from birth to age five, the Imagination Library fosters excitement 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.

First Lady Haslam and Governor Bill Haslam serve as co-chairs 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 Gatlin
Chief of Staff



Amanda Kerns
Communications and
Outreach Coordinator



Liz McEwen Klemmer
Special Assistant to the
First Lady



Ella Watkins
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 ten-acre site. The three-story, sixteen-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: Gordon Browning, Frank Clement, Buford Ellington, Winfield Dunn, Ray Blanton, Lamar Alexander, Ned Ray McWherter, Don Sundquist, and Bill Haslam.



Christina Barnes
Tennessee 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, and Bill Clinton; 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 features artwork 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. Mrs. Haslam raised private money to fund the restoration of the historic Lily Pond Garden and the entrance to Conservation Hall and to construct the addition of the Great Lawn, Secret Garden, a greenhouse, and a kitchen and cutting garden in order to serve fresh fruits and vegetables in the home.

Free historical tours of the Tennessee Residence are offered on most Tuesday and Thursday mornings, and a new field trip program for students was introduced by First Lady Haslam in March 2014. The program invites students to visit the Tennessee Residence to learn about the history of the home and tour the grounds, including the kitchen and cutting garden. Visitors can also tour the Tennessee Residence decorated for the holidays in December during the Haslams' annual "Tennessee's Home for the Holidays" open house.

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

February 9, 2015

“Tennessee: Full Speed Ahead”

Lt. Governor Ramsey, Speaker Harwell, Speaker Pro Tem Watson, Speaker Pro Tem Johnson, Members of the 109th General Assembly, Justices, Constitutional Officers, Commissioners, friends, guests and fellow Tennesseans:

First, let me begin by assuring you that I don't plan on making you listen to me give an address every week. There was the inauguration a couple of weeks ago, Insure Tennessee last Monday, and then tonight. I'm sure some of you are already tired of hearing me, so this will be the shortest State of the State speech yet.

Last week, the decision was made not to move forward with Insure Tennessee. However, that does not mean the issues around health care go away. Too many Tennesseans are still not getting health coverage they need in the right way, in the right place, at the right time. An emergency room is not the place where so many Tennesseans should be going for health care services. It's not the best health care for them, and it's costing us a lot more in the long run.

Health care costs are still eating up too much of our state's budget and impacting the federal deficit and nation's debt. According to the Congressional Budget Office, if we maintained health care costs at their current levels, which we know are inflated, for the next eight years – just kept them flat – we'd eliminate the nation's deficit. To do that, we can't keep doing what we have been doing.

So, though the special session has ended, I hope we can find a way to work together to address those problems.

As we transition from the special session to the regular session, I look forward to continuing to work together on the important issues that face our state and our citizens.

This evening, I am here to update you on how we're doing as a state and to present our administration's budget. You will see in the budget that we are continuing to invest in the things that we believe in and that Tennesseans care about: education, jobs and a customer-focused, efficient and effective state government.

I stand here tonight to tell you that the state of our state is enviable in many ways. There are a lot of good things happening in Tennessee, and they're being recognized in significant ways across the country.

Nearly 225,000 new private sector jobs have been created in Tennessee in the last four years, and we hold the designation of “State of the Year” in economic development for an unprecedented second year in a row.

We lead the country in academic achievement gains, and we are the first state ever to promise that our high school seniors can attend two years at a community or technical college free of tuition and fees.

We have the lowest debt per capita of any state and among the lowest tax rates.

So, we have a lot of momentum to build on, and as I said several weeks ago at the inaugural, we're not letting our foot off the gas.

The next four years also come with the reality that we will face the same budget challenges that we have faced in the past four years. Every year we have a limited amount of new money that is

available from our revenue growth. That new money rarely keeps pace with our budget obligations and growing costs for education and health care. That's why it is so important that our state has built a track record of fiscal restraint.

There are a lot of things that state government is responsible for and that we're accomplishing that you may not know about. I still learn something new from our departments all of the time. For example:

- Our Department of Developmental and Intellectual Disabilities' state service delivery system is the very first to be accredited in the nation.
- In the Department of Children's Services, the Child Abuse Hotline took 140,000 calls and 80 percent of those calls were answered within 20 seconds, which exceeds national standards.
- In 2014, there were fewer accidental fire-related deaths in Tennessee than in any year in recorded history.
- Last year, Tennessee had the second lowest number of traffic fatalities of the past 50 years.
- Average wait times in our driver services centers have dropped from over 32 minutes in 2011 to under 24 minutes in 2014.
- Tennessee State Parks had 35 million visits last year.
- The Department of Veteran's Affairs serves about 10 percent of our state, more than half a million veterans and their dependents each year.
- We are all concerned about prescription drug abuse in our state, and from the work of our Public Safety Subcabinet and legislation you've passed, the amount of narcotic pain medication prescribed in Tennessee is down five percent. And, doctor shopping is down 42 percent from its peak in 2011.

All that work starts with a state government that is up to the task. That means a customer-focused government that recruits, retains and rewards the best and brightest employees to serve.

Three years ago, we worked with the General Assembly to overhaul our outdated employment system. Because of that, we are now able to recruit, hire and promote based on who is best for the job, not who has been in line the longest.

Two years ago, we put \$60 million in the budget to raise state employee salaries to be more in line with the market place.

This year, we are including \$48 million in the budget for employee pay raises and market adjustments. That amounts to a three percent pool, but unlike in years past, those won't be across the board. Pay raises and compensation will be tied to employee performance in addition to ongoing market adjustments. We have worked hard to bring employee salaries up to be competitive with the private sector. After nearly two years of implementing performance evaluations, it makes sense to take the next step to move toward rewarding employees like the private sector does – on their performance and results, not just on seniority.

As we continue to prepare for a changing workforce, we are doing all we can to give our commissioners the tools and flexibility to meet the needs of their departments.

We are going to be asking a lot from our employees as we move full speed ahead. I am grateful for the dedication of employees all across the state, and I'm excited about the opportunity to better recognize and reward them for their work.

As we talk about state government's workforce, we are also making certain that Tennesseans are prepared for the workforce challenges of today's global market economy.

There has been a lot of talk in this country about the income gap – about our shrinking middle class – and it's no secret that Republicans and Democrats have some different views about the best ways to address that. But there is a truth that we all know and that we can all agree on.

The best answer of all involves creating opportunity for more people to be prepared for the jobs of the future.

If you take a two-earner high school educated couple and they both obtain college degrees, their income rises on average \$58,000 per year.

Unfortunately, in our country, the escalator has stopped. In ranking the world's countries by the percentage of the population with a degree, the United States ranked second in 2000. Today, we are fifth, and most disturbingly, we ranked 12th among the 25- to 34-year-old age group.

More Americans, almost 30 percent, have less education than their parents, than the 20 percent who have more education than their parents.

In Tennessee, we are doing something about that. Two years ago, we announced our Drive to 55 to raise the percentage of Tennesseans with a certificate or degree beyond high school up from 32 percent to 55 percent by the year 2025.

Last year, we introduced the Tennessee Promise – the very first state in the country to guarantee high school graduates two years of free community college or technical school.

This year, of our 65,000 high school seniors, 58,000 of them applied for the Tennessee Promise. Equally notable, 9,200 adult Tennesseans signed up to be volunteer mentors for those students.

For the last 30 years, Tennessee's greatest need has been for better trained workers who can fill the jobs that companies want to bring here. We think the Tennessee Promise is a game changer.

We know that access is important, but even more important is success. Not only do we need to get those students into school, they need to finish. That's why the mentor piece of the Tennessee Promise is so important.

But we're also going to include \$400,000 in this year's budget to establish the Tennessee Promise Bridge Program. It's a pilot program to bring first-generation students to campus prior to fall enrollment. When nobody in your family has ever gone to college before, being there can be intimidating. This is one more step to make sure these students have the best chance possible to succeed.

It is also why our SAILS program is so important. SAILS gives students who need extra support in math that attention during their senior year in high school so they can avoid remediation when they enter college. We piloted the program two years ago, and the results speak for themselves.

Last year, 8,100 students were served by the SAILS program, and almost 70 percent of those students completed all remediation while still in high school. That saved families nearly \$6.5 million in tuition.

This year we are including \$2.5 million to sustain the success of the SAILS program.

But the reality is that just reaching high school graduates won't be enough to reach our goal. In Tennessee, there are nearly one million adults with some post-secondary credit but without a degree. We have to figure out ways to reconnect those adults and remove the barriers that are preventing them from earning their certificate or degree, which will lead to a better job and future.

We are including \$1.5 million dollars in this year's budget for a pilot program – modeled after the Tennessee Promise – to provide last dollar scholarships to adults with some post-secondary credit to attend community college.

Also, beginning this fall, any Tennessee adult will be able to attend a Tennessee College of Applied Technology absolutely free.

The budget also includes nearly \$2.5 million for statewide outreach efforts geared toward adult students, technical assistance to local communities that are finding ways to support adult learners, and a one stop portal for adults.

One group of adults that has shown a lot of enthusiasm on college campuses is our veterans. From 2008 to 2013, we saw an increase of nearly 200 percent of veterans enrolling in our colleges and universities. Our Veterans Education Task Force has been working to address the unique needs that our service men and women have when they come home and go back to school. Based on their report, the budget includes \$1 million to set up competitive grants to 2-year and 4-year schools to develop initiatives specifically designed for veterans to be successful in earning a degree or certificate.

As we drive more students to our community colleges, technical colleges and universities, we are expecting more from our schools than we ever have before.

We are asking them to move full speed ahead too. We want to make sure they're keeping expenses low and working to control tuition costs. We're asking them to make sure they're providing the right instruction and classes that lead to real jobs.

We know that we have a role to play in this process too. We've made education, both K-12 and higher ed, top priorities – both from a policy standpoint and through our budgets. This year is no exception.

In response to our schools' new focus on success and completion, we will be investing \$25 million to fully fund the Complete College Act formula.

The budget will also include \$10 million to fund more need-based scholarships for students.

We've budgeted more than \$260 million for higher ed capital. That funds new science facilities at Jackson State Community College and the University of Tennessee. It also includes nearly \$25 million for improvements to our colleges of applied technology all across the state, and it includes the funds to complete the long awaited fine arts building at East Tennessee State University.

The reason we continue to make these investments in education is we want Tennesseans to have the education, training and skills necessary to have a good paying, high-quality job.

And we're having a lot of success in attracting those jobs to Tennessee. Tennessee has become known around the world as a leading automobile manufacturing state. That's good news because those are good jobs that bring a lot of other good jobs with them through the supplier network.

In the past, while companies might have trusted us to build their automobiles, they typically put their research and development efforts elsewhere. Today that's changing, and more and more research and development jobs connected to manufacturing are coming to Tennessee. We want to be known as a state where employers can find the job skills that they need no matter what the skill level of the job might be.

If we are going to achieve the goals of the Drive to 55, then Tennesseans must first have a strong foundation through what they learn in elementary, middle and high school.

I truly believe that getting education right is critical to the well-being of our state – today and in the future. We have to keep going full speed ahead. We can't afford to go backwards.

We've come too far to sell ourselves short. It would be an injustice to our students, to our teachers, to Tennessee families, and to ourselves.

There has been a lot of discussion about education, here and in schools and communities across the state. Most of the discussions have been around three things: state standards – what

we will expect every student to know at every step along the way in his or her education journey; student assessments – how we will measure what students have learned through the year; and teacher evaluations.

Let's start with standards. Standards are the foundational skills that students should know at different grade levels. For example, one of the kindergarten reading standards is to “demonstrate understanding of spoken words, syllables, and sounds,” which includes recognizing and producing rhyming words and counting, pronouncing, blending and segmenting syllables in spoken words.

We typically review education standards – like that one – every six years, but because of the ongoing conversation on a state and national level, we thought it was appropriate to take a fresh look at them now, after four years. It is important for us to realize that there are more than 1,100 standards for English language arts and more than 900 for math.

Back in November, we launched a website where Tennesseans can go to review and make comments on our existing state standards. This spring, the Southern Regional Education Board, an independent, third party organization, will collect the input from the website, which will then be reviewed and analyzed by six advisory teams divided up by subject matter and made up of Tennessee educators. Those teams will then make recommendations to two expert committees of educators, which will then propose changes to the State Board of Education.

If you haven't visited the website, I encourage you to do so. So far, nearly 82,000 comments have been submitted. I expect that we're going to talk about state standards this session, and I think it is important that we know exactly what the standards are that we're talking about and possibly voting on.

To me, it doesn't really matter what we call our standards. What does matter is that we have the highest standards possible. What does matter is that we continue to have high expectations for our students, teachers and this state. We can come up with Tennessee standards that allow our students to compete with anyone in the world.

Over the past four years, I've met with thousands of educators to get feedback on what's going well in our schools and classrooms and what's not. One thing I hear a lot is frustration about the feeling that their profession is treated like a political football. We have to give our educators more stability and certainty in their classrooms and not change the game on them session after session.

We've proposed legislation that specifically addresses many of the concerns I've been hearing from teachers including the alignment of what they're teaching with our year-end assessment and having the Department of Education provide more information about the annual tests so they can better prepare their students every year. We are also proposing to make reasonable changes to teacher evaluations, and we're focusing on overall improved communication and collaboration with educators.

We are asking more of our teachers and their students than ever before. And guess what? Teachers and students are rising up to the challenge.

By now, almost everyone knows that Tennessee is making impressive gains in academic achievement. I expect there will be a lot of discussion about education this session, and there should be. You've heard me say it before, but it bears repeating: There is nothing more important to our state than getting education right. That's why in this year's budget, we are proposing nearly \$170 million more for K-12 education.

The budget includes nearly \$44 million to account for growth in the Basic Education Program. While other states are cutting K-12 education, Tennessee continues to be one of the few states in

the country to make significant investments. In fact, our state spending on K-12 education over the past four years increased at a rate more than double the national average.

We know that a big part of success is to have a great teacher leading every classroom. Just like with state employees, we want to recruit, retain and reward the best and brightest educators.

A big piece of doing that is paying good teachers well. One of our goals in Tennessee is to not only be the fastest improving state in academic achievement gains but to also be the fastest improving state in teacher compensation. Tonight, I am pleased to announce that the budget includes \$100 million for increasing teacher salaries. That amounts to a four percent pool that local education associations will have available as they make decisions on increasing teacher pay.

We are also including \$5 million in the budget to create the Educators' Liability Trust Fund to offer liability insurance to our teachers at no cost.

We will continue doing all we can to work with educators and support them as professionals who are shaping the future of our children and our state.

In this year's budget, we have \$300 million in new revenue to work with and \$500 million in cost increases, primarily for education and health care increases. That's why we have to try different approaches that will help us keep costs down while increasing quality and outcomes in health care.

Obviously, those increases have necessitated \$200 million in cost reductions in other places. The cost reductions that we make are painful and involve hard choices but without making those hard choices in the budget, we simply could not keep producing a balanced budget every year. Since we've been in office, we have redirected more than \$450 million so that we can keep funding our state's needs while we are balancing our budget.

The reality is that's not going to change. We are going to have to continue to look for ways to cut costs and reallocate resources. One of the things that we like the best about Tennessee is our low tax structure, but that also means that we have limited revenues to fund the programs and services that Tennessee taxpayers rely on.

That's why we've worked to better manage our real estate and office space that results in real savings. That's why we're taking the next step to reduce energy costs and consumption across our departments through our Empower Tennessee program. That's why we work to maintain the low debt that we have as a state. By the way, continuing to pay off our debt this year means that we'll spend \$13 million less this year on interest than we did last year.

And, we're going to make certain that we're prepared for the future by continuing to strengthen our Rainy Day Fund. This year we will add \$36.5 million to bring the total to \$528 million.

After presenting our budget last year, there was a sharp decline in revenue collections, and we weren't able to do some of the things we initially proposed in the budget.

Most of the drop was in our business tax collections. We've spent a lot of time working internally and with outside experts to analyze what happened.

Some of it is a result of the natural volatility of business taxes in general. Some of it was due to over collections in which reimbursements weren't accounted for in the budgeting process. And some of it is that companies outside of Tennessee, but that do business in Tennessee, aren't always required to pay the same taxes that our in state and homegrown companies do.

Through the analysis, we found that Tennessee has fallen behind other states in protecting our in state businesses from unfair competition from out of state companies.

To remedy that, we will file the Revenue Modernization Act, which aims to level the playing field in terms of sales tax and business taxes.

The bill also capitalizes on trends that we're seeing in product distribution by creating an incentive for companies to use Tennessee's distribution industry, which maximizes our state's strengths.

We are committed to Tennessee remaining a low tax state. This proposal simply brings us in line to better compete with other states and to not put our in-state businesses at a disadvantage, which we are doing today.

I understand, for all of us, there is a lot of work, demand and pressure that comes with being an elected official, but there is also something really special about serving our fellow Tennesseans.

As I look back on the past four years, it is pretty incredible all that we have gotten done in working together. In looking back, I also see how fast time goes by. That's why we're not letting up on the throttle these next four years. We have to go full speed ahead because there is still a lot of work to do.

After the Insure Tennessee vote last week, there has been a lot of speculation about what happened. Some people have asked me if it was a waste of time and if I regret bringing the proposal. The answer is no to both.

To me the work we do here shouldn't just be about winning or losing. That's what's wrong with Washington. Every issue is cast in terms of political wins and losses. It should be about getting to the right answer, serving the people of Tennessee, and doing our part to make lives better.

Last week, I talked about coming here not just to make a point but to make a difference. It's about looking for answers not just having an agenda. With great power comes great responsibility.

I was in Washington weekend before last for a series of dinners and events. There were a lot of people who are currently in power and more than a few who used to be in power and have moved off of the stage. Some of those who are no longer on the stage wished mightily that they could be back on it. Others were content to have played their role at their particular time. Regardless, it reminded me that we all have a shelf life. At some point, it will be our turn to move off of this stage and to move on from here. When that time comes, let's be able to look back knowing that while we had the high privilege of serving here, we did everything we could to make Tennessee an even better place to live, work, and raise a family.

Until that time comes, let's keep moving full speed ahead.

2015 Inaugural Address

Governor Bill Haslam

January 17, 2015

Lt. Governor Ramsey; Speaker Harwell; Members of the Tennessee General Assembly; Constitutional Officers; Justices of the Supreme Court; Members of Tennessee's Congressional Delegation; Former Governors; Honored Guests; Friends; Crissy: my wonderful partner in this journey and the hardest working and best First Lady in the country; our family, which has doubled since the last Inauguration; and the citizens of this great State that we all love:

Being sworn in for a second term makes me think back to four years ago when I was up here taking the Oath of Office for the first time. Becoming a Governor is a little bit like being shot out of a cannon. There is a great view, but the ground underneath seems to be shifting quickly. First, you hire a Cabinet and then a Senior Staff. Then, you move to Nashville. Quickly your jokes are funnier, people stand up when you walk into a room, and state troopers seem to be following you everywhere. Right away the legislature is in session and before you can even find the men's room, your first budget is due. Four weeks later, it is time to give the annual address to the people of Tennessee to update them on the State of the State. My first thought was, how should I know? I just got here.

But, I did know. I knew that we had to focus on those issues that Tennesseans truly care about and are critical to our future:

First, a more effective and efficient state government that delivers the very best services to Tennessee tax payers at the lowest possible cost;

Then, better education opportunities and outcomes so more Tennesseans are prepared for the competitive world that we live in;

And finally, high quality, good paying Tennessee jobs and a business environment that gives companies the confidence to invest their capital right here in Tennessee. I believe that we've made progress on all three fronts.

On more efficient, effective government, Tennessee's financial condition is something that we should all take pride in. We have the lowest debt per person of any of the 50 states. Our tax rates remain among the lowest in the country. Tennessee has now gone longer without a significant tax increase than in any time in modern history.

Our departments are focused on providing the very best services to citizens at the lowest cost possible. We are able to do that now more than ever because we overhauled the state's outdated employment system. Today, unlike in the past, we are able to recruit, reward and retain the best and brightest to serve in state government.

In education, we are now the fastest improving state in the country. Our high school graduation rates have increased from 76 percent to 88 percent over the past decade. There are now 100,000 more kids proficient at grade-level in math, and more than 57,000 additional students are proficient at grade-level in science. The number of students needing remedial math when they get to community college has decreased by 10 percent. We are the first state ever to promise high school graduates the chance to attend community college or technical school free of tuition and fees.

On the job front, we have added 210,000 net new private sector jobs since January 2011. For the last two years in a row, Tennessee has been named the "State of the Year" for economic development. No state has ever won that award in back-to-back years.

We've passed sweeping tort reform legislation and overhauled our worker's compensation system. We established an entrepreneurial job creation strategy that has gained national attention known as Launch TN.

We've also brought together our tourism-related businesses to jointly market Tennessee in a way that has never happened before.

But despite our accomplishments and momentum, one of the things that I've realized during my time in office is that we haven't had nearly high enough expectations of ourselves. In many ways, we've settled and haven't lived up to our full potential. So, one thing I can guarantee you that we are not going to do in the next four years is coast to the finish line. The decisions that we make in the building behind me are too important; too important to the 6 and a half million Tennesseans who are alive today, and even more important for the generations that will follow us.

Four years from now, someone else will be standing in this spot and preparing to take over leadership of Tennessee. I feel an obligation to pass the baton to him or her with the state as prepared for the future as we can be. But this isn't about who the Governor is now, or who the next Governor will be four years from now.

It's about all of us. The Governor, legislators, state employees, teachers, parents, community leaders, business executives, health care professionals, faith leaders, and citizens of all kinds saying: "We are on the right path, but we can do better, and we must do better."

We can be a state government that treats its citizens like customers and gives full value for every tax dollar that is paid. Tennessee can be the very best location in the southeast for high quality jobs. Most importantly, we can make sure that we get education right. There is nothing more important for us to do.

As I mentioned earlier, we truly are making progress today in education in Tennessee. It is not an exaggeration to say that the eyes of the country are on us to see if we can continue to show the significant gains that we have made in the last several years. Unfortunately, our history in Tennessee is to take two steps forward and then two steps backwards.

I think that every governor for the last 100 years has said that education would be a priority and has worked to improve educational outcomes and opportunities for our children, but for too long Tennessee has remained near the bottom of state rankings in academic achievement.

Let's seize on this momentum and on the hard work of our teachers and students to continue the progress that we are making. No other state can claim to be the fastest improving state in the country for educational results. No other state can say that they guarantee high school seniors two years free at a community or technical college.

Getting education right will go a long way to address all of the challenges we face in our state. It will mean more jobs for more Tennesseans; less reliance on federal and state services; higher incomes; healthier citizens; and the list goes on.

I wish you all could've been with me this week in Detroit at the North American International Auto Show. Like me, you would've been filled with pride as you realized the leading status that Tennessee now has in the automotive manufacturing world. As a matter of fact, for four years in a row we have been named the "State of the Year" for automobile manufacturing. Last year, Tennessee produced more than 750,000 vehicles, and the largest automobile plant in North America is now in Tennessee.

You would've been excited to listen in as scientists from Oak Ridge National Lab talked about carbon fiber technology that can be used to make automobiles lighter and more fuel efficient and that Tennessee is in the inside lane to be at the center of that innovation.

Like me, you would've watched in amazement as a car could be made to order on a 3D printing press with a total construction time of about 12 hours. In the not too distant future, a person will literally be able to design his or her own car. Again, Tennessee is at the forefront of the technology innovation.

But, like me, you would've walked away concerned. Concerned because manufacturer after manufacturer emphasized that the world is moving really fast, and the need to have workers with the technical skills and ability to keep up has never been more critical. Every company I talked to looked me in the eye and expressed their concern about whether Tennessee's workforce is ready for tomorrow's challenge. Every company emphasized to me that we needed to quickly increase the percentage of our population with a certificate or degree beyond high school. To achieve that, we have to make certain that our students graduate from high school prepared for post-secondary education.

I see the job of Governor as being part of a historically significant relay race. I was handed the baton four years ago, and it is my job to be intentional about advancing that baton during my eight years in office and handing it off to the next governor in a better position than it was handed to me.

As we embark on the second leg of this race, it is going to take all of us running together. The time is right for us to take longer strides, to run harder, to reach further, and to gain more ground.

We can do this together, and to reach our full potential, we have to do it together.

It is an honor to serve as your Governor. Every day I walk up the marble steps of this beautiful building behind me, and I count myself blessed to have a job that I love and to work with people who are committed to serving the 6 and a half million people who call Tennessee home.

Four years from now, someone else will be standing here, and I will be sitting up here watching and cheering. On that day, like this day, I will know that Tennessee's best days are ahead of us.

Wishing you Godspeed, I promise to give my all for this great state that we call home.

State of the State Address

Governor Bill Haslam

February 3, 2014

“Tennessee - America at Its Best”

Lt. Governor 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 my favorite Tennessean, Crissy:

I count it one of the greatest privileges of my life to serve this great state. I love being your Governor, and I appreciate the invitation to stand before you this evening to update you on the state of our State.

But let me start with a story. I want to take you back 50 years to 1963. Merritt Potter, a Kingsport realtor, entered a contest to come up with a slogan to promote Tennessee.

He won, and the prize was a 21,000 dollar savings bond. A bill was introduced in the General Assembly to adopt it as the state’s official slogan. It passed and was signed into law.

Fifty years later, Merritt Potter’s words are still our state’s official slogan, and they still are true: “Tennessee – America at Its Best.”

Today in Tennessee we are more than a slogan. We think we are a model to the nation in so many ways.

Working with the General Assembly, we have kept taxes low. We have the lowest debt in the country. We’ve done that while at the same time nearly doubling the state’s savings account.

What we haven’t done, we haven’t cut K-12 education. In fact, since we took office, we are one of only six states in the country that has consistently increased state spending on K-12 education as a percentage of our total budget. Since 2011, we’ve had the fourth largest increase in education spending compared to the rest of the country.

Tonight, I want to give you some good news, ask for your help in facing some tough challenges, and lay out a vision for realizing our state’s full potential.

Let’s start with some accomplishments.

Tennessee is ranked the third best managed state in the nation. That’s nice, but we want to be number one. To accomplish that, we are focused on providing the very best service to our citizens at the very lowest cost.

Our departments have taken this charge seriously. Through the hard work and determination of the Cabinet and our state employees, we came in \$80 million under budget last year. Trust me, that’s not happening in Washington.

I’ve visited and spent time with state employees in all of our departments. Employees are always quick to tell me how much they appreciate my visit, but I’m pretty sure that I gain the most from being there. It is good to see our employees in action and to understand their issues as we work to be more customer-focused, efficient and effective. Our people play the major role in that process.

That’s why we’re investing in them. Employee salaries are up nearly 10 percent since 2011. Two years ago, we conducted a market salary survey, and your approval of the resulting salary adjustments means we can compete to recruit and retain the best employees.

Here is some more good news that is a direct result of our team members.

For the last 15 years, Tennessee was under a court order known as the John B. case, which was filed against the state and its managed care contractors. The lawsuit said that TennCare had failed to meet federal standards for children. Last March, the U.S. Court of Appeals for the Sixth Circuit dismissed the lawsuit saying that TennCare had, “vastly improved its delivery of services to enrollees and indeed has become a national leader in its compliance with the Medicaid statute.”

We also had been under a court order for the past 21 years in a case involving conditions at the Arlington Developmental Center in Memphis. This past December, the U.S. District Court of the Western Division dismissed the case, and the state actually completed the exit plan ahead of schedule.

Those two lawsuits alone had cost the state millions and millions of dollars over the last two decades. Every dollar we don't waste on lawsuits can be put to better use serving the people of Tennessee.

Due to the work of our Department of Children's Services, we're the first state in the nation to make support services available to 100 percent of our former foster youth as they transition to adulthood.

Through our 41 drug courts across the state, we are working to treat substance abusers that want help in a way that is more productive than simply putting them behind bars and looking the other way.

Our proposed budget includes funding for a new statewide residential drug court in Middle Tennessee. It is modeled after our program in Morgan County. It will give us the ability to serve women, which we currently aren't able to do.

We currently have men and women in 14 countries across the world serving the Tennessee National Guard. Tonight, I'd like to introduce you to Staff Sergeant Tremaine Spencer. He is a Bronze Star Medal recipient that has served in the Tennessee National Guard for more than 16 years. He was deployed to Iraq in 2007 as a squad leader with the 251st. He recently returned home to Memphis after serving in Afghanistan with the 130th. Sergeant Spencer, you represent the many Tennesseans that are serving our country. We are grateful for your distinguished service. You make us very proud.

Another result of hard work: *Business Facilities Magazine*, which is a leading source for corporate site selectors, just named Tennessee “State of the Year.” It was based on our top projects last year, the number of jobs created, and the capital investment. Jack Rogers, the editor in chief, said: “Tennessee continues to impress us with its execution of a diversified growth strategy. The state has put in place a solid foundation for robust job creation for years to come.”

By the end of this year, we will have reduced state office space by about one million square feet, and for the first time in recent history, there is a statewide inventory of all state properties. We have a comprehensive plan to maintain and manage state assets, which hasn't been the case for decades.

Besides saving money, these changes have created better working conditions for state employees with efficient, well-lit and functional office space. Other states are reaching out to learn more about our innovative approach to real estate management.

Being America at its best means not doing government business the way we've always done it before.

Now let's talk about the budget. Our state has a strong record of fiscal integrity. We've been intentional about not spending money just because we have it, and we're better positioned to balance the budget this year because we've been fiscally conservative in years past.

I'd like to recognize a member in this chamber tonight that has played an important role in ensuring that discipline for the past four decades.

Senator Douglas Henry is the longest serving member in the history of the Tennessee General Assembly, and as chairman emeritus of the Senate Finance Committee, he has seen his share of budgets over the years. Senator Henry, thank you for your dedicated service to our state. We wish you the best in your retirement, and we will miss you.

This year's budget is a conservative one. Revenue collections over the past several months have not met projections, and our budget reflects that reality.

We have \$260 million in new revenue this year. Increased TennCare costs will take up \$180 million, employee health insurance costs are up \$40 million, and \$120 million are proposed for education. So, if you're doing the math at home, before putting anything toward employee salaries, higher education, social services for our most vulnerable citizens, or anything else, we are already \$80 million in the red.

Well that would be ok if we were in Washington, D.C., but in Tennessee, we balance our budget. That's why this budget also includes some cuts.

When we are talking about the budget, it is important to understand that the major drivers are education and health care.

In Tennessee, education is a top priority, and this budget reflects that. It includes \$47 million to fund the BEP formula, and as we continue to expect more from our students and teachers in academic performance, we've also set a goal to be the fastest growing state in the country when it comes to paying our teachers, so more than \$63 million is included for teacher salaries.

The largest driver of the budget by far is TennCare, our state's Medicaid program. In essence, when you talk about managing the state budget, you're talking about managing TennCare costs. And make no mistake; TennCare is one of the best-managed Medicaid programs in the country. Our annual cost increases are 3.5 percent. The national average is 6.6 percent. Beating the national average saves us \$60 million every year.

Despite strong management, TennCare costs are always going to be a challenge. When you look back 10 years, TennCare had grown to be about 35 percent of our overall budget. Then, after the state went through the painful process of cutting 170,000 people from the rolls in 2007, it hit a low of almost 25 percent in 2009. Today, it has already grown back to be more than 30 percent of our budget, squeezing out other critical needs.

These are current costs before we even consider expanding our Medicaid program to more people.

There has been criticism of our approach to pursue a Tennessee plan to cover more Tennesseans while taking into account cost and health outcomes.

I believe that more Tennesseans having health care is good for our state. My concern has been that the federal government isn't giving us the tools to do that in a cost-effective way or in a way that will ultimately impact the health of Tennesseans for the better.

The issue of accepting federal dollars to cover more Tennesseans has been politicized on both sides. Doing so ignores what's at stake. This is about insuring more Tennesseans in a sound way that the state can afford. It's also about changing health outcomes to fundamentally reduce health care costs. For Tennessee to be America at its best, we must get health care right – for those who need health care coverage and for the long-term fiscal health of our state.

As revenues have come in below expectations, some have questioned whether cutting taxes was the right thing to do.

The short answer – yes. Part of being customer-focused is to return taxpayer money when we can. Working together, we have cut taxes in a methodical, thoughtful way.

When you look at the taxes we've cut, several of them will actually create more revenue in Tennessee over time. For example, we're in the process of phasing out the death tax, which not only supports small business owners and family farmers, but will attract investment to our state. That's also true for the gift tax, which we eliminated last year. We've also reduced the burden of the Hall Income Tax on seniors. I don't think it's any accident that Tennessee was named the best state in the country to retire in 2013.

And, while lowering the sales tax on food doesn't generate new revenue or investment, I think we can all agree that reducing the amount of taxes that all Tennesseans pay on their groceries was the right thing to do.

Tennessee is America at its best because we employ one of the best tax strategies of all time – common sense.

When it comes to economic development, we're on a roll. Not only are we State of the Year, but 2013 was record breaking with over 23,000 new jobs committed from 187 projects. Since January 2011, nearly 155,000 private sector jobs have been created in Tennessee.

We've had some exciting announcements: Hankook, 1,800 new jobs in Clarksville; ARAMARK, 1,500 new jobs in Nashville; Calsonic Kansei, 1,200 new jobs across facilities in Lewisburg, Shelbyville and Smyrna; Unilever, 400 new jobs in Covington; UBS, 1,000 new jobs in Nashville; Eastman, a 1.6 Billion dollar investment in Kingsport; 9to5 Seating bringing more than 500 jobs from China back to Union City, a town hit hard after Goodyear closed its tire plant there; and just in the past several weeks, Conduit Global, 1,000 new jobs in Memphis, and Beretta is putting its U.S. operation for manufacturing and development in Gallatin.

And that is the short list.

In Tennessee we still actually make things, and we make things that are known around the world. We make things that people use every day like cars, tires, ovens, chemicals, and medical devices, and we make other things that occasionally get consumed as well like M&Ms, ice cream, and Jack Daniel's.

In fact, we lead the Southeast in manufacturing. These are high-tech, advanced manufacturing jobs created by businesses, large and small, that make the decision to invest in Tennessee.

Tennessee is known around the globe for a lot of things but music and our state's natural beauty have to be at the top of the list. We have put together a statewide, comprehensive plan to attract more people to Tennessee. That generates more revenue and creates more jobs. I have been impressed by how the tourism industry from across the state has really come together. As a result, this budget, like last year's, includes additional dollars to bring more visitors here.

But even with all of this momentum on the jobs front, one thing we have to work on is our unemployment rate. We want more Tennesseans to have more opportunities for high-quality, good-paying jobs.

So, what's the best jobs plan? Easy answer: education. If we want to have jobs ready for Tennesseans, we have to make sure that Tennesseans are ready for jobs.

Back in November, I visited West Wilson Middle School in Mount Juliet. While I was there, Megan Baker, a sixth grade math teacher, gave me this red LEGO. LEGO has become an acronym for their motto: Let's Expect Great Outcomes.

Because it sits on top of the alarm clock by my bed, it's the first thing I see every morning. It is a reminder of the responsibility that we all have to expect great outcomes. Expecting great outcomes

will insure that Tennessee is America at its best. Let's expect great outcomes – in education, in economic development, in quality service to Tennessee taxpayers, and in everything that we do.

After years of lagging behind, we can say today that we're making dramatic gains. When it comes to education in Tennessee, we are demonstrating that we are America at its best.

The National Assessment of Education Progress, also known as the nation's report card, announced last fall that Tennessee is the fastest improving state in the country in academic attainment.

This independent evaluation showed that Tennessee students had the largest growth of any state from 2011 to 2013 across the four reading and math tests. In fact, Tennessee's growth was the largest ever of any state in a single testing cycle since NAEP began nationwide assessments 10 years ago.

It is not an exaggeration to say that we are seeing historic gains due to the hard work of our teachers and leaders.

We are showing that it is possible for all students to grow academically. Tennessee had the most growth in the country for African American students, continuing significant progress that we have seen on TCAP and other assessments.

Our superintendents, our principals, our teachers, and our students are working hard and it shows. We can do this. We are doing this. But the biggest point isn't about ranking or test scores. It's about our children, our grandchildren, and our great grandchildren being ready to live their best lives.

We've raised standards for our students and expectations for adults. There has been a lot of discussion and debate – and that's a good thing. But the historic progress that we're making isn't by accident.

Together we changed tenure so that a principal doesn't have to decide after three years to either fire a teacher or grant tenure.

We've implemented performance evaluations for teachers and principals. You'll remember that there was some angst about those, and there were some appropriate adjustments that needed to be made along the way, and they were. The important thing is that we didn't back away from them.

Performance evaluations are working, and our teachers are excelling, just like we knew they would.

More recently, some have raised questions about the Common Core state standards. It is important to remember that Common Core came out of states working together to raise standards in a consistent and meaningful way, showing that states can and will lead meaningful education reform. In fact, many Tennessee educators were involved in the creation of the standards from the start. It is also important to know that Common Core has nothing to do with curriculum. Our local school districts are responsible and will be responsible for setting curriculum. Common Core is about clearly defining common standards that students should know at certain grade levels. With all of the progress we're making, how can we argue against higher standards? They are making a difference.

Tonight, I'd like to you meet Cicely Woodard. She's an eighth-grade math teacher at Rose Park Magnet Middle School in Nashville. She is also a Common Core coach. I've heard Cicely say that she walks into her classroom every day believing that all of her students can be victorious. She's gained their trust and built a relationship with them, and they know that she won't let them fail. They know that she will reteach, redo and reassess until they get it right. Cicely, thank you. You represent teachers and Common Core coaches across this state who are changing the lives of Tennessee children.

We really are moving the needle in Tennessee. We've come too far to back up or to settle for less.

Last year, I introduced a proposal 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 included funding in this year's budget proposal to pay for this approach.

I believe offering choice to families is important and that a focused approach makes sense at this point. For those who have concerns about vouchers, I encourage you to support this targeted effort to support students in our lowest performing schools.

Since the days of George Washington, Americans have expected things in this country to be better for the next generation, but that isn't the case these days. There are different ideas and opinions about why the American Dream seems out of reach for some of our citizens. One thing that is certain is that there are basic skills that we all need to be able to compete in the world.

In the year 2025, 55 percent of Tennesseans will need a certificate or degree beyond high school to get a job. Today, only 32 percent of Tennesseans qualify. To truly be America at its best, that's not good enough.

This time last year, I announced the Drive to 55 – our effort to reach at least 55 percent by 2025. I want to take this opportunity to thank Randy Boyd for taking a leave of absence from his company and dedicating a year of his life – at no cost to the state – to work on this. He did it because he loves our state, and he wants Tennessee to be America at its best. Thank you, Randy.

This isn't just about higher education – it's about better jobs for more Tennesseans. It's about building a stronger economy. We don't have a choice if we want to be the number one state in the Southeast for high quality jobs.

I have spent a lot of time over the past two years on workforce readiness. I am more convinced than ever that our urgent needs are in the areas of access, quality and relevance.

To tackle these, our Drive to 55 initiative focuses on five key goals:

1. Getting students ready;
2. Getting them into school;
3. Getting them out of school;
4. Finishing what we started with adult students; and
5. Tying education directly to workforce needs.

So first, let's talk about getting students ready. We know that nearly 70 percent of our students who graduate from high school need remedial math or English before they can take college level courses. But, if they have to take one of those courses, their chances of actually graduating are less than 10 percent.

To fix that, we've been working with community colleges and high schools to expand the SAILS program – Seamless Alignment and Integrated Learning Support. SAILS gives students who need extra support in math that attention during their senior year in high school so they can avoid remediation when they enter college. We are only half way through this year's program, and nearly 40 percent of high school seniors have already eliminated their need for remedial math in college. The savings? \$3.5 million in tuition.

Based on tangible results and success, this year's budget includes funding to expand the SAILS program to allow 4,000 more students – for a total of 12,000 – to participate.

Kim McCormick will you please stand so that we can thank you and Chattanooga State Community College for pioneering this program and for leading the charge for a statewide expansion.

Another way to help get students ready is dual enrollment. The program allows high school students to take college credit courses. Studies show, students that take dual enrollment courses have a 94 percent probability of going to college, much higher than our state average of just over 60 percent.

We're proposing to change the way we allocate funding for dual enrollment courses, so that any student can take his or her first course free followed by discounted courses in following years.

So, after getting students into school, we have to look at getting them out. Companies like Netflix, Amazon and Pandora tailor their recommendations to what their customers are looking for. Shouldn't we be doing that for our students? Shouldn't we be helping our students find the subjects and skills that will give them a real shot at success? Well, we are.

The Degree Compass program, pioneered at Austin Peay University, predicts 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 informed, individual recommendation.

That's exactly what we should do – help our students find the subjects and skills that allow them to graduate and pursue their dreams. This year's budget includes funding to expand the Degree Compass program.

We have almost a million Tennesseans that have some college credit but didn't graduate with an associate's or a four-year degree. That is an amazing pool of untapped, unrealized potential.

We're including money in this year's budget to help our state colleges and universities do a better job of identifying and recruiting adults that are most likely to return to college and complete their degree. This is going to take all of our schools – state and independent colleges – working together to get us where we need to be.

Tonight, I'd like you to meet Erika Adams. In 2002, she made the decision to go back to school. Despite the pressures of being a single mother with three boys at home, she enrolled at Northeast State Community College. From there she moved onto ETSU where she earned her bachelor's in 2007 and her master's in 2010. She is currently working on her doctorate, and she is the Director of College Access programs at Northeast State. Erika has first-hand experience of fighting through the barriers that come with going back to school, and she is putting that experience to work in helping others attend college. Erika, congratulations on your accomplishments, and thanks for what you do to help more Tennesseans further their education.

There are men and women across this state who don't see a path to earn a degree. Erika is a great example that while it isn't always going to be easy, it is worth it, and we have to do all we can to make going back to school an option for more Tennesseans.

To be successful, we have to measure our results.

I'm asking the Tennessee Higher Education Commission to create a scorecard that measures the performance of our institutions. It will let all of us know about the percentage of students that graduate into a job in their field of study along with the average compensation.

We need to do a better job of listening to what our employers are telling us they need when they hire new employees. Last year Majority Leaders Mark Norris and Gerald McCormick sponsored legislation to create the Labor Education Alignment Program – or LEAP – to help connect key stakeholders on the state and local level when it comes to workforce readiness.

To take the next step in this effort, I will appoint a Director of Workforce Alignment that will work with our departments and local officials. We will also be providing grants to local communities that have strategic plans to close the skills gaps in their areas.

This year's budget also includes strategic investments aimed at enhancing our Drive to 55 including:

- \$13 million to fund the Complete College Act which incentivizes colleges and universities based on the number of graduates instead of the old funding formula that was based on enrollment.
- \$63 million for capital maintenance for higher education institutions across the state.
- \$65 million in capital improvements to fund a new Williamson County campus for Columbia State and a new classroom building at Volunteer State – two of our fastest growing community colleges.

To succeed in our Drive to 55, and to truly be America at its best, we have to change our culture. More Tennesseans have to believe that earning a certificate or degree beyond high school is not only possible but necessary.

As we urge more Tennesseans to continue their education, we know we have to remove as many barriers as possible. For many Tennessee families, cost is the biggest hurdle to further education.

That's why tonight I am really excited to announce the "Tennessee Promise."

The Tennessee Promise is an ongoing commitment to every student – from every kindergartner to every high school senior. We will promise that he or she can attend two years of community college or a college of applied technology absolutely free.

If students then choose to go on to a four-year school, our transfer pathways program makes it possible for those students to start as a junior. By getting their first two years free, the cost of a four-year degree is cut in half.

Through the Tennessee Promise, we are fighting the rising cost of higher education, and we are raising our expectations as a state. We are committed to making a clear statement to families that education beyond high school is a priority in the state of Tennessee.

Tennessee will be the only state in the country to offer our high school graduates two years of community college with no tuition or fees along with the support of dedicated mentors.

We are also proposing last dollar scholarships for all adults – regardless of age or previous qualification for a HOPE scholarship – to attend our TCATs free of charge.

We are putting our resources toward proven results. With 27 locations across the state, our TCATs graduate 81 percent of their students and match more than 86 percent of those graduates with jobs. TCATs work with local businesses to understand job demand and to keep up with the skills and training needed to fill those jobs.

Non-profit, private organizations will be part of the Tennessee Promise to help ensure that 100 percent of the money goes directly to the student by eliminating administrative costs. They will provide mentors to help navigate the enrollment process as well as provide support during the school year. Access is only successful when it leads to completion.

So, I know you are wondering, how do we pay for this? The Tennessee Promise can only be a true promise if it is sustainable over time. It can't be based on year-to-year budgets, or changing legislatures, or new administrations. That's why I recommend funding it through an endowment.

I propose that we transfer lottery reserve funds into the endowment, which is strategically redirecting existing resources. There will still be \$110 million in the lottery reserve, which I believe is a healthy amount. Net cost to the state, zero. Net impact on our future, priceless.

This is a bold promise. It is a promise that will speak volumes to current and prospective employers. It is a promise that will make a real difference for generations of Tennesseans. And it is a promise that we have the ability to make. I look forward to working with you, members of the General Assembly, to make the Tennessee Promise a reality for Tennessee families.

As I begin my fourth year in office, I am convinced that “Tennessee – America at its best” is not just a 50-year-old slogan.

We are often recognized as a national leader in areas that matter like education, job creation, low taxes and low debt.

As I travel through the state and have the opportunity to meet with so many people, there is a lot of optimism out there and a lot of pride in Tennessee.

Whether they are dedicated teachers like Megan Baker and Cicely Woodard, or adult students willing to take risks like Erika Adams, or the Tennesseans like Sergeant Tremaine Spencer who sacrifice so much to serve our country, I see it every day.

We know our strengths. We are not afraid to address our challenges head on. In Tennessee, we truly are America at its best.



The Governor's Staff

James M. Henry

Deputy to the Governor/Chief of Staff

Jim Henry was appointed by Governor Haslam as deputy to the governor and chief of staff on June 30, 2015, after serving two years as commissioner for the Department of Children's Services. Henry was previously the first commissioner of the Department of Intellectual and Developmental Disabilities. Prior to joining the administration, Henry served as president and CEO of Omni Visions, Inc., a company serving adults with developmental disabilities and children and families in crisis. The company has operations in Georgia, Kentucky, North Carolina, and Tennessee. A former mayor of Kingston, Henry served twelve years as a state representative and six of those years as the minority leader. Henry, a Vietnam veteran, is married to Patricia, and they have raised three children. The Henrys attend First Baptist Church in Kingston.



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 thirty-seven years at IBM in positions in sales, marketing, operations, reengineering 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.



Leslie Hafner

Senior Advisor to the Governor

Leslie Hafner, a veteran of Legislative Plaza and Tennessee politics, is senior advisor to the Governor. She previously served as the Governor's director for legislation. Prior to her appointment as director for legislation, she was a principal at Hafner Alexander 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 by *Nashville Post* Magazine as “In Charge.” She also served on the Tennessee Lobbyist Association’s Election Information panel for a number of years.

Dwight Tarwater

General Counsel

Dwight E. Tarwater joined Governor Haslam’s senior team as general counsel in December of 2014.

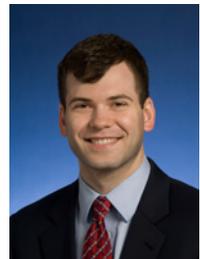
Tarwater, a founding partner of the Knoxville firm Paine, Tarwater & Bickers, LLP, received his undergraduate degree in 1977 from the University of Tennessee, where he was elected a Torchbearer, the University’s highest honor. He received his law degree from the University of Tennessee College of Law in 1980 and served as law clerk to the Honorable Houston M. Goddard of the Tennessee Court of Appeals. Tarwater has vast courtroom experience, having tried cases locally, across the state of Tennessee, and in several other states. On appeal, he has represented clients before the Tennessee Court of Appeals and the Tennessee Supreme Court and in the U.S. Courts of Appeals for the Fourth, Sixth, Tenth, and Eleventh circuits. He has held numerous leadership positions in the Knoxville and Tennessee Bar Associations and Legal Aid of East Tennessee. His former firm was honored with the Pro Bono Law Firm of the Year Award in 2010, 2012, and 2013. He was a member of the 2002 Class of Leadership Knoxville and a former board member of the East Tennessee Foundation. In 2006, he became a fellow in the American College of Trial Lawyers. He has been an invited guest lecturer at the University of Tennessee College of Law and asked to speak at various meetings of his professional colleagues. He was married to the late Mary Flowers Tarwater for thirty-four years and has three children: Davis, a 2012 Olympic Gold Medalist; Katherine, an elementary school teacher in Knox County; and Dwight, a basketball player at the University of California, Berkeley.



Will Cromer

Special Assistant for Strategy and Policy Director

As Special Assistant to the Governor for Strategy and Policy Director, Will Cromer advises Governor Haslam on strategy and policy decisions and is responsible for leading the development and implementation of the Governor’s policy agenda. He serves as a liaison to various agencies and stakeholders, assists with the development of legislation, and oversees certain strategic initiatives. Prior to his appointment, Cromer served as the policy director for the successful 2010 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.



Warren Wells*Director for Legislation*

As Director for Legislation, Warren Wells is the Governor's chief lobbyist. He manages the administration's legislative agenda and serves as the primary liaison between the administration and the General Assembly. Wells served as deputy director for legislation before being promoted to director on August 1, 2015. Before joining the administration as a legislative liaison to the Department of Finance and Administration, Wells served as a research analyst for the Senate Transportation Committee and worked in the office of Sen. Jim Tracy. Before that, Wells spent nine years in the Army National Guard. He served in Operation Iraqi Freedom and was stationed at Al Taqaddum, Iraq, where he earned a Combat Action Badge and Army Commendation Medal. Wells is a Bedford County native. He and his wife, Jessica, have a son, Walker.





Janet McGaha
Executive Assistant to
the Governor



Ashleigh Roberts
Deputy Counsel



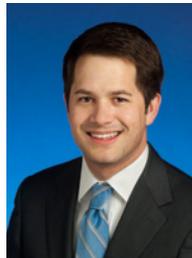
Mike Krause
Executive Director for Drive
to 55/Tennessee Promise



Laura Herzog
Deputy Director of
Communications



Dave Smith
Press Secretary



Todd Skelton
Assistant Deputy Counsel



Beth Tipps
Deputy Director of Policy
and Research



Katie Ashley
Legislative Liaison



Russell Marty
Legislative Liaison



Luke Ashley
Legislative Liaison



Lauren Ridenour
Legislative Liaison



Kevin Crawford
Legislative Liaison



Christin Lotz
Policy Analyst



Sam Lamere
Policy Analyst



Don Johnson
Director of Constituent
Services and Community
Relations



Kayte Holden
Assistant Director for
Boards and Commissions



Wendy Carter
West Tennessee
Regional Liaison



Mike Morrow
Communications Manager



Catherine Wooten
Scheduler



Brianna Lundeen
Assistant Scheduler



Michelle Houston
Assistant for Constituent
Services



Callon Schmid
Assistant for Constituent
Services



Amy Harper
Legal Assistant



Laura Crawford
Executive Assistant to the
Chief Operating Officer



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

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

440 Hogan Road
Ellington Agricultural Center
Nashville, TN 37204-0627
(615) 837-5100, Fax (615) 837-5333
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 and forest landowner incentive programs, agribusiness development, and promotional activities to expand markets.

The department is divided into four major program areas: Administration, Forestry, Market Development, and Consumer and Industry Services.

Tennessee Agriculture

Tennessee's top agricultural products include cattle and calves, broilers, corn, cotton, hay, greenhouses/nurseries, dairy products, soybeans, tobacco, and a variety of fruits and vegetables. Agricultural production alone generates more than \$4.1 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 68,000 farms. More than 10.9 million acres, or about forty-one percent of the state's land area, are in farms. Forestlands total more than fourteen million acres. Tennessee's forests produce millions of board feet of hardwood and softwood lumber, supporting a \$19.6 billion forest industry. With a temperate climate and abundant water supply, Tennessee farmers produce a variety of food and fiber products that 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 work with legislators and the industry to ensure programs have adequate statutory authority, staffing, and clerical support. Other programs within administration are the Agricultural Crime Unit, Commodity Distribution, Water Resources, The Tennessee Agricultural Museum, Information Technology, 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.

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 oversees the Emergency Food Assistance Program, which supplements the diets of low-income individuals. In fiscal year 2014, 35.6 million pounds of food valued at \$42 million were ordered and allocated for schools, childcare institutions, and nonprofit charities.

Water Resources. The state Agricultural Resources Conservation Fund helps landowners install Best Management Practices (BMPs) to improve water quality. In fiscal year 2014, approximately 1,600 BMPs were funded through the program. The goal of the federal Section 319 program is to remove rivers and streams from the state's list of impaired waters. The program covers the cost of projects that address nonpoint source pollution from urban areas, abandoned mine lands,

farms, and forests. That program provided funding for 261 nonpoint abatement practices through sixty-eight active grant projects in fiscal year 2014. TDA also reviews nutrient management plans associated with the permitting program for Concentrated Animal Feeding Operations, administered by the Tennessee Department of Environment and Conservation.

Agricultural Fairs. Fairs are a tradition, and the department proudly supports some sixty 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 three million people attend fairs in Tennessee each year.

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 21,000 visitors each year view nearly 3,500 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.

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 encourages fire safety through public service announcements and other means, 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 1,500 wildfires each year, saving timber and personal property valued in the tens of millions of dollars. Fire prevention is a priority, and the agency issues outdoor burning permits, provides prescribed burning certification, and offers other community education along with law enforcement. The Division of Forestry also provides wildfire suppression training, grants for firefighting supplies, and excess 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 thirty 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 and Community Forestry (U&CF) section provides urban tree management assistance to Tennessee communities through federally funded grants for local U&CF projects and tree planting grants through the Tennessee Agricultural Enhancement Program. U&CF also administers the Champion Tree, Tree City USA, Tree Line USA, and Tree Campus 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, analytical services are provided to forest industries to promote economic and community development, and forest landowners are provided advice on timber sales.

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 predetermined locations across the state to provide an annual update on the condition of Tennessee's forests.

Forest Legacy. A cooperative effort that includes funding from the U.S. Forest Service and partnerships with conservation organizations in the state. The goal of the program is to protect environmentally important landscapes through fee-simple purchases or conservation easements to guard them against development.

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. All timber harvesting on state forests is done in a sustainable and environmentally sensitive manner.

State Forest	Acreage	County
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 creative marketing programs and promotional services, with a special focus on entrepreneurship and innovation.

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 and emerging biotechnologies, and expanding existing industries food manufacturing and 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 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. Trade missions have targeted marketing opportunities with Canada, Australia, China, Germany, New Zealand, United Arab Emirates, the United Kingdom, 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, and 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, such as 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, as well as 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 supports agricultural organizations across the state and 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 packaging through Livestock Grading Services. Fruit and vegetable grading is provided through a joint program with the USDA.

Farmers Markets. Producers, consumers, and the community benefit from farmers markets, which serve as a source for local food and products. According to the USDA, Tennessee led the nation in 2014 for the most significant increase in total number of farmers markets. There are

more than 150 markets listed on www.picktnproducts.org. The department offers support by assisting with promotional efforts.

Consumer and Industry Services. Consumer and Industry 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 connecting 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 veterinary care, and the promotion of livestock health management practices and record-keeping to increase the marketability of Tennessee livestock.

Food and Dairy. Retail food stores, food manufacturers, warehouses, and distributors are licensed and inspected annually. TDA also inspects dairy farms, dairy plants, milk transport trucks, dairy and trade product distributors, and milk samplers. Other responsibilities include regulation of bottled water, 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 composed of toxicology, food residue services, and environmental monitoring; and feed and fertilizer testing.

Pesticides. TDA registers all pesticides, administers certification and licensing exams for commercial and private applicators, inspects and regulates pest control businesses, and 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 other established quality standards of petroleum products, motor fuels, and kerosene.

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 ninety-five 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 agriculture-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 is made up of 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 of the mayor of the host county; and appointees of 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 thirty-seven years of professional service to the TFBF, 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, and 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 previously served as president of the Middle Tennessee Council of Boy Scouts. 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, 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 three grandchildren. They make their home in Columbia.







Department of Children's Services

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Nashville, TN 37243-1290
(615) 741-9701
TN.gov/youth

Bonnie Hommrich, 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 twelve 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 as the state first in time to permanency for children in foster care for twenty-four 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. In 2015, the department received the Voice of the Children award from Childhelp, the nation's oldest and largest nonprofit advocating for abused and neglected children.

Vision

Tennessee's children and youth are safe, healthy, and back on track for success.

Mission

Ensure forever families for children and youth by delivering high-quality, evidence-based services in partnership with the community.

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 composed of more than eighty-five attorneys located throughout the state. The attorneys practice in all ninety-five counties, representing the department's involvement in both custodial cases and noncustodial 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

Knox County Regional Office

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

Southwest Regional Office

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

Tennessee Valley Regional Office

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

Upper Cumberland Regional Office

600 Hearthwood Court
Cookeville, TN 38506
Phone: (931) 646-3000
Fax: (931) 520-1877

Davidson County Regional Office

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

Northwest Regional Office

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

East Tennessee Regional Office

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

Shelby County Regional Office

One Commerce Square, Suite 600
Memphis, TN 38103
Phone: (901) 578-4000
Fax: (901) 543-7110

Northeast Regional Office

2557 Plymouth Road
Johnson City, TN 37601
Phone: (423) 854-5311
Fax: (423) 854-5315

Mid-Cumberland Regional Office

200 Athens Way, Suite A
Nashville, TN 37127
Phone: (615) 360-4320
Fax: (615) 360-1196

Smoky Mountain Regional Office

244 S. Calderwood Street
Alcoa, TN 37701
Phone: (865) 981-1993
Fax: (865) 981-5905

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 (ext: 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 Bonnie Hommrich

Tennessee Department of Children's Services

Bonnie Hommrich is the Commissioner of the Department of Children's Services. She had previously served as deputy commissioner for Child Programs at DCS. She has spent her career working to improve the practice of child welfare. Hommrich joined the department in 2004. Under her leadership, Tennessee has seen vast improvements in timeliness to adoptions, the number of older children being adopted, and the total number of adoptions in the state.

Hommrich has more than forty years of experience in child welfare. She worked for more than thirty years in Kentucky and served as the principal assistant to the Secretary for the Cabinet for Families and Children. Hommrich has worked extensively in Tennessee to implement the Brian A. Settlement Agreement.

She is a nationally recognized expert serving on the executive committee of the National Association of Public Child Welfare Administrators and is also a trainer for the National College for Juvenile and Family Court Judges. In 2012, she received the commissioner's award given by the Administration on Children, Youth and Families. She graduated from the Kent School of Social Work with a Master of Science degree in social work.







Department of Commerce and Insurance

500 James Robertson Parkway
Nashville, TN 37243-5065
(615) 741-6007
TN.gov/commerce

Julie Mix McPeak, Commissioner
Chlora Lindley-Myers, Deputy Commissioner
Gary West, Deputy Commissioner
Bill Giannini, 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 2014, Consumer Affairs received 71,000 complaints and inquiries and helped obtain more than \$2.5 million in recovered products and/or refunds to consumers.

The Division of Insurance regulates approximately 3,000 insurance companies and related entities and more than 156,000 insurance agents. In 2014, it generated approximately \$810 million for the state in fees and taxes.

The Securities Division licenses broker-dealers, agents, investment advisers, investment adviser representatives, and securities products and investigates misconduct and 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; electrical, residential, and marina inspections; manufactured and modular housing; and 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 thirty professions and houses twenty-five 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 2014, the Department of Commerce and Insurance collected \$955.6 million in fees and premium taxes and had expenditures of \$149.8 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 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 of dollars being returned to consumers. In 2005, the division began the Contractor/Homeowner Accountability and Mediation Program, which mediates complaints filed with the Board of Licensing Contractors.

Tennesseans can contact Consumer Affairs at (800) 342-8385 or (615) 741-4737. The division also maintains a consumer-friendly website with an online complaint form at <http://www.tn.gov/commerce/article/consumer-complaint> or can be contacted via email at consumer.affairs@tn.gov.

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 a deputy 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. Fire and explosive investigators work both accidental and incendiary fires to determine cause and origin, as required by statute. The section works closely with the insurance industry as well as local, state, and federal agencies in fire and explosive investigations. 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, daycare facilities, mental health facilities, propane gas dealerships, and fireworks establishments. In addition, blasting incidents are reported to and investigated 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. As such, the division enforces the Uniform Standards Code of the manufactured housing industry by licensing manufacturers, dealers, and installers. Modular buildings and manufactured homes are regulated by this section.

Electrical, Residential, and Marina Section. This section performs residential, commercial, and industrial electrical inspections of new and existing electric service. The section provides residential inspections of new construction as required by statute. The section is also responsible for inspecting all public marinas in the state for specific hazards.

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 more than 156,000 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 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.

Professional Employer Organizations. 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@tn.gov 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 administering the Tennessee Securities Act of 1980, 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), agents (salespersons), investment advisers, and investment adviser representatives to do business in the state. It also 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, or to file a complaint or 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 twenty-five regulatory programs. Some programs have boards and commissions composed 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 a deputy commissioner, the division has a separate investigations unit.

Regulatory Boards and Commissions

The Commissioner of Commerce and Insurance appoints the members of 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 and Engineering Examiners	(615) 741-3221
Auctioneer Commission	(615) 741-3600
Beauty Pageants and Health Clubs	(615) 741-1831
Credit Services Businesses and Debt Management Service Providers	(615) 741-1831
Board of Barber Examiners and Cosmetology	(615) 741-2515

Collection Service	(615) 741-1741
Contractors/Home Improvement	(615) 741-8307
Court Reporters.....	(615) 741-1831
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
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. Effective January 1, 2016, the Tennessee Athletic Commission, which regulates unarmed combat sporting events, will be transferred to the Regulatory Boards Division. The Athletic Commission was previously an independent agency administratively attached to the Department. The Commission has five members appointed by the Governor, Speaker of the Senate, and Speaker of the House of Representatives.

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 one-hundred 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. This 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 eighteen 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 forty 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 reinspections are conducted within the mandated timeframe to ensure compliance with 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. McPeak is the first woman to serve as chief insurance regulator in more than one state. She brings to the department more than twenty 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 the 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 authored chapter nine: “Licensing of Insurers” for *New Appleman on Insurance*, Library Edition and 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 has been an active member of the American Bar Association, Tort and Insurance Practice section, where she served as Vice Chair of the Insurance Regulation Committee, and a member of the Federal Involvement in Insurance Regulatory Modernization Task Force. She is also a member of the National Association of Insurance Commissioners, participating on the Executive Committee, serving as the Southeastern Zone Secretary Chair of the Life Insurance and Annuities Committee and Co-Chair of the Principles Based Reserving Implementation Task Force. McPeak serves as Secretary/Treasurer of the National Insurance Producer Registry Board of Directors, is a member of the Executive and Technical Committees on the International Association of Insurance Supervisors, and sits on the Federal Advisory Committee on Insurance on behalf of the state of Tennessee.

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
6th Floor, Rachel Jackson Building
Nashville, TN 37243-0465
(615) 741-1000
TN.gov/correction
Derrick D. Schofield, Commissioner

Introduction

The Tennessee Department of Correction's role and scope have evolved dramatically since the Tennessee State Penitentiary opened in 1831 with thirteen prisoners. From 1871–1939, the department went through a number of reorganizations and name changes before finally becoming the modern-day Tennessee Department of Correction (TDOC) in 1955. Since then, TDOC has emerged as a model in the nation for its management practices and cost-saving measures. It became one of the first correctional agencies in the country to be fully accredited by the American Correctional Association in 1994, with each component of the TDOC system successfully continuing to gain reaccreditation in three-year cycles.

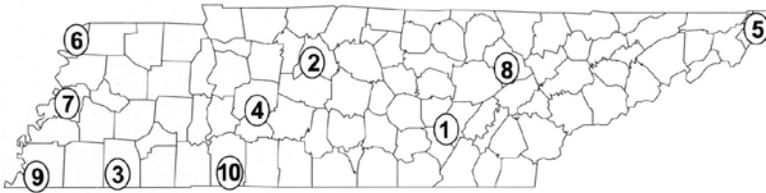
Since the department's inception, its mission has been to operate safe and secure prisons and enhance public safety in Tennessee through the incarceration and rehabilitation of felony offenders. As a part of this mission, various divisions have been established to provide expanded services relative to the department's supervision of offenders. In 2012, the supervision duties of the Board of Probation and Parole were brought under the TDOC umbrella, putting the department in charge of probation and parole supervision and community correction grant program functions. This transition was critical to the seamless supervision of adult 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 works to ensure effective, continuous supervision of offenders from the moment they enter the state system through their return to the community at the end of their sentence. Juvenile supervision was once included in the department's charge, but was separated and now falls under the Department of Children's Services.

The TDOC currently houses more than 21,000 felony offenders in fourteen adult facilities and also supervises more than 80,000 offenders on probation, on parole, or in community corrections. The department is the state's largest law enforcement agency, composed of some 6,800 employees.

In addition to overseeing the state's prisons and community supervision, TDOC also operates the Tennessee Correction Academy in Tullahoma, which is the department's primary training and staff development center. The academy offers numerous pre-service, in-service, and specialized training schools; in 1993, it became only the second correctional training academy in the nation to be fully accredited by the American Correctional Association. During fiscal year 2013–2014, the academy trained more than 3,481 TDOC employees, including 1,569 institutional security personnel.

Department of Correction Facilities

County	Facility	Abbreviation
1. Bledsoe	Bledsoe County Correctional Complex	BCCX
2. Davidson	Lois M. DeBerry Special Needs Facility	DSNF
	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) |

Prison Operations

The Tennessee Department of Correction currently manages and operates eleven 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 21,246 inmates in fourteen prisons.

Bledsoe County Correctional Complex (BCCX) serves as the department’s single diagnostic facility for all inmates entering TDOC prisons. There, staff perform a comprehensive risk and needs assessment to help determine the appropriate custody/security level and facility placement for all inmates based on diagnostic testing to help identify inmate programming needs and treatment opportunities. The diagnostic process is completed in approximately fourteen days. After that, inmates are assigned to one of the fourteen facilities in the TDOC system.

The Tennessee Department of Correction has three maximum security facilities: West Tennessee State Penitentiary, Riverbend Maximum Security Institution, and Morgan County Correctional Complex. There is one in each region of the state. Riverbend Maximum Security Institution houses Tennessee's death row and is the only facility to carry out that sentence.

As indicated by its many initiatives, the department continues to be committed to operating its prisons in an efficient and effective manner while maintaining the safety of the public, its employees, and the inmates in its custody. The prisons in the TDOC system can be best described as complex and multifunctional. Offenders incarcerated inside TDOC prisons are placed, based on risk and needs, in the facility that provides the best opportunity for them to obtain the programs and treatment necessary to successfully enter society without returning to a life of crime. To accomplish effective treatment programming, the facility must be supported by a strong security presence.

Every prison in the TDOC system is backed by a team of security professionals who supervise inmate activity and security protocols within the facility. Correctional officers and other security staff continuously monitor inmate activity and enforce security policy and procedures throughout the facility. In addition, wardens conduct daily inspections, and senior staff members are accessible to the inmate population on a daily basis.

Each day, there are more than 70,000 staff/inmate interactions within the TDOC system. Prison security protocols, such as controlled movement, tier management, and search procedures, are necessary for ensuring the prison environment remains safe for both staff and offenders.

Rehabilitative Services

The Rehabilitative Services Division of the Department has implemented a strategic plan composed of a multidisciplinary team committed to a "whole patient" approach to inmate care that is efficient, cost-effective, and ethical. Units within this division use evidence-based treatment and programming that provide care to the inmate population and more effectively prepare offenders for successful release into their community, thereby reducing recidivism and enhancing public safety.

The Office of Clinical Services provides all medical and behavioral health services for inmates in the TDOC facilities. The department has made strides in managing the costly transport of patients off-site for certain procedures. This is accomplished with enhanced skill development of frontline providers and regional infirmaries, so that less-complex treatment can be handled at the facility level. Additionally, the Office of Clinical Services has put in place a quality assurance process that expands the management of performance level, accountability, and quality of healthcare delivery through the use of data and results to continually identify opportunities for improvements, thus facilitating successful reentry and decreasing recidivism.

An offender's successful return home begins at the initial intake into the TDOC system. Offenders are assessed so that they are placed in the right bed, with the right programming, at the right time. Multidisciplinary classification committees with the Office of Reentry Services identify available program services and provide access for inmates to those services with minimal delay. An individual case management plan is developed and follows the offender throughout the entire period of incarceration. The Office of Education and Vocational Services provides comprehensive academic and vocational programs, as well as library services, to the incarcerated population. These programs prepare offenders with educational and practical work skills they will need to find meaningful employment upon their release. The Office of Religious and Volunteer Services helps inmates maintain a spiritual life within the institution. Volunteers provide

religious and other programming for inmates that strengthen their connections to faith-based organizations in the community. TDOC currently has more than 8,000 volunteers working with the incarcerated population.

As an individual nears release, the reentry plan is updated at several milestones, including twenty-four months, twelve months, six months, and thirty days before release. All of this ensures that the offender has an appropriate and complete plan for return home. 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 a strong emphasis on the inmate community work program. Offenders from both prisons and community supervision provide labor and skills for various projects, including construction of senior citizen centers, assistance to local governments, and maintenance of state and local parks. During fiscal year 2013–2014, the crews performed 536,551 hours of community service work, resulting in a savings of nearly \$3.8 million.

The Victim Services Unit is committed to providing direct services to victims of crime. The department is mandated to keep victims, family members, and interested parties informed of an offender's hearing dates and decisions, release dates, escapes, and movements to facilities with lower security designations. TDOC provides Victim Impact classes designed to increase the offender's understanding of the impact of crime upon victims. Victim Services also offers a Victim-Offender Dialogue program that gives victims of crime the opportunity to have a structured, face-to-face meeting with the offender who has victimized them. A twenty-four-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.

Community Supervision

The Community Supervision Division consists of seventeen districts and forty-four offices, along with multiple courtesy reporting sites throughout the state. Through new initiatives in both staff development strategies and best practices in offender supervision, the agency is able to provide a safer environment for the community, employees, and offenders. Accountability and oversight practices across the state have been strengthened through a realignment of the organizational structure of Community Supervision. A redesigned officer training curriculum that includes enhanced self-defense techniques, cultural diversity education, and deescalation skills equips probation parole officers with the foundation necessary to safely and effectively supervise offenders in the communities in which they live and work.

Newly revised supervision standards have increased monitoring of high-risk offenders through more frequent interaction in the community. The department continues to intensify probation/parole home visits, while also increasing the options for alternative sanctions for low-risk offenders. In 2012–2013, TDOC, in partnership with the Department of Mental Health and Substance Abuse Services, 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. In addition, TDOC initiatives such as the Community Impact Program created specialized units for the supervision of high-risk offenders on community supervision.

Related Boards and Commissions

Tennessee Community Resource Board. This board consists of fifteen members and a chairperson. The Commissioner of Correction and the chair of the Board of Parole approve all board 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 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 to establish guidelines and standards for sex offender treatment and community monitoring. The board is composed of thirteen 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 fourteen prisons, seventeen district offices, and twenty-seven field offices, with a statewide offender population of more than 109,000. The department employs 6,879 professionals and has an operating budget of more than \$950 million. Commissioner Schofield has more than twenty-five years of correctional experience, having served in various positions, including Warden, Facility Operations Director, and Director of Investigations and Compliance. Prior to working in corrections, 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 and the Tennessee Rehabilitative Initiative in Correction, and he is a member of the advisory boards of Big Brothers Big Sisters of Middle Tennessee and Volunteer State Community College. In 2015, he was elected President of the Southern Region of the Association of State Correctional Administrators. 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, silver, three-dimensional letters. Above the main facade, there is a balcony area with yellow and grey horizontal slats. In the foreground, there is a green lawn, a sidewalk, and several green streetlights. 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
tnecd.com

Randy Boyd, Commissioner

The Tennessee Department of Economic and Community Development's mission is to develop and implement strategies that help make Tennessee the number one 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.

A 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 (TNECD) 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.

Business Recruitment and Entrepreneurship

In the spring of 2011, Governor Bill Haslam established the new Jobs4TN economic development strategy for Tennessee, prioritizing the strategic recruitment of target industries, assisting existing Tennessee businesses in expansions and remaining competitive, supporting regional and rural economic development strategies, investing in innovation, and reducing business regulation.

After four years of Governor Haslam's new economic development strategy, TNECD is experiencing unprecedented success in the recruitment of targeted sector industries and the expansion

of existing Tennessee businesses. Tennessee was the first state to be named a back-to-back winner of *Business Facilities* magazine's State of the Year Award for economic development, in 2013 and 2014. During Governor Haslam's first term, TNECD secured more than 85,400 commitments for new jobs and \$15.4 billion in commitments for new capital investment.

Target Industries. TNECD's recruitment efforts are focused on (but not limited to) the following target clusters in which the state has a clear competitive advantage: advanced manufacturing; aerospace and defense; automotive; business services; chemicals, plastics, and rubber; energy technology; film, entertainment, and music; food and agribusiness; health care and medical devices; and transportation, distribution, and logistics.

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

Existing Industry Recruitment. TNECD has established nine geographically based regional offices across the state that work with local partners in all economic development activities. TNECD regional directors serve as a single point of contact for all jobs and business-related issues in the region and focus on expansions of existing Tennessee companies.

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

New Business Recruitment. TNECD has a Middle Tennessee-based project management team responsible for the global recruitment of new industries to Tennessee.

Launch Tennessee (LaunchTN). TNECD partners with LaunchTN for the state's entrepreneurial initiatives. Formerly the Tennessee Technology Development Corporation, the organization is a public-private partnership focused on supporting the development of high-growth companies in the state to help make Tennessee the number one place in the Southeast to start and grow a business.

LaunchTN supports entrepreneurs by focusing on five key areas:

- *Entrepreneurship:* overseeing regional business accelerators across the state; providing resources, mentorship, and connections for entrepreneurs
- *Commercialization:* helping entrepreneurs get new businesses funded; growing emerging technologies coming out of state research institutions; and connecting inventors with entrepreneurs and investors
- *Capital:* partnering with accelerators and existing angel networks to foster angel investment across the state; organizing opportunities for out-of-state venture capital firms to interact with early-stage Tennessee companies seeking funding; and co-investing with venture capital firms at Tennessee-based companies through the INCITE fund
- *Corporate Engagement:* serving as a connector between corporations and startups to facilitate new partnerships, customer opportunities, and advocacy
- *Outreach:* hosting sector-specific events that bring together entrepreneurs, mentors, researchers, and investors from across the state and country; hosting an annual conference featuring the region's most promising early-stage companies

TNECD Divisions

Under the direction of Commissioner Randy Boyd, TNECD is led by a senior leadership team in the following areas: Chief of Staff; Legal; Business Development; Rural Development; Communications and Marketing; the Tennessee Film, Entertainment and Music Commission; and Administration.

Chief of Staff. TNECD's Chief of Staff manages the day-to-day operation of TNECD, ensuring all programs and policies are implemented, and oversees federal programs including the Appalachian Regional Commission, the Delta Regional Authority, and Community Development Block Grants; the department's new Workforce Development initiatives; the Research Division; the Business Enterprise Resource Office; and the international trade missions and events.

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

Business Development. This division manages the recruitment and support of new and expanding businesses in Tennessee. Business Development includes TNECD project managers, nine regional offices, and international offices for foreign direct investment. TNECD'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; and the FastTrack Economic Development Fund, which covers a variety of company expenditures not covered by infrastructure or job training. The fund is used only in exceptional cases in which company impact is significant.

Rural Development. The Rural Development Division uses established programs, such as Select TN, ThreeStar, TN Main Street, and TN Downtowns, to connect rural communities to resources and encourage them to identify and develop strategies around their unique existing assets—all to attract high-quality jobs and advance rural Tennessee economically. This division also leads the Governor's Rural Development Task Force that helps develop a strategic plan and vision to advance rural communities and economic development throughout Tennessee.

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 TNECD services, programs, and activities. The division also provides strategic communications planning and advertising for the department and the coordination and execution of all TNECD public events.

Tennessee Film, Entertainment and Music Commission. The Commission works to attract film, television, music, and other entertainment producers to the state, while assisting our current entertainment industry cluster within Tennessee.

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

TNECD Offices

TNECD'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.

TNECD Main Office

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

TNECD Northeast Tennessee Office

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

TNECD 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

TNECD Southeast Tennessee Office

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

TNECD 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

TNECD Northern Middle Office

Cheatham, Davidson, Dickson, Houston,
Humphreys, Montgomery, Robertson,
Rutherford, Stewart, Sumner, Trousdale,
Williamson, and Wilson counties.
312 Rosa L. Parks Ave. North,
26th Floor, William R. Snodgrass
Tennessee Tower
Nashville, TN 37243

TNECD Southern Middle Office

Bedford, Coffee, Franklin, Giles, Hickman,
Lincoln, Lawrence, Lewis, Marshall,
Maury, Moore, Perry, and Wayne counties.
505 N. Ellington Parkway
Lewisburg, TN 37091

TNECD 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

TNECD Southwest Tennessee Office

Chester, Decatur, Hardeman, Hardin,
Haywood, Henderson, Madison, and
McNairy counties.
224 Dr. Martin Luther King, Jr., Drive,
Suite 420
Jackson, TN 38301-6900

TNECD 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 countywide 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 Tennessee, with the ultimate goal of fostering job creation and economic growth.

Tennessee Film, Entertainment and Music Commission. This Commission is attached to the Tennessee Department of Economic and Community Development and is composed of nine members appointed by the Governor and administered by an Executive Director. The Commission works to promote and advance the entertainment industry across the state.

Commissioner Randy Boyd

Department of Economic and Community Development

Randy Boyd was sworn in on January 17, 2015 by Governor Bill Haslam to serve as the Commissioner of Economic and Community Development. The department is responsible for recruiting business and industry to the state as well as Tennessee’s overall economic growth. Prior to joining TNECD, Mr. Boyd founded Radio Systems Corporation, from which he is currently taking a leave of absence.

Founded in 1991, Radio Systems Corporation is headquartered in Knoxville, and has more than 630 associates worldwide, with offices in seven countries. The company produces more than 4,600 pet products under brand names such as Invisible Fence, PetSafe, and SportDOG. It is privately held, with sales of more than \$350 million.

Mr. Boyd serves on numerous boards. Corporate Boards: Chairman of Radio Systems Corporation; EDP BioTech, a bio-science company conducting cancer and DNA research; and Boyd Sports LLC, owner of the Tennessee Smokies Baseball team—the AA affiliate of the Chicago Cubs.

He is also on the board of several nonprofit organizations. Community nonprofit boards: Great Smoky Mountain Council of the Boy Scouts of America; outgoing president, National Parks Conservation Association; and outgoing campaign chair of the United Way of Greater Knoxville. Education-related boards: outgoing chairman of the Tennessee Higher Education Commission (resigned with current TNECD appointment); Tennessee Independent Colleges and Universities Association; Board of Trustees of the Boys and Girls Clubs of East Tennessee; Pond Gap University Assisted Community Schools; University of Tennessee College of Business Dean’s Advisory Council; Vice Chairman of Knox County’s Great School Partnership; and Chairman of tnAchieves, a mentor-assisted scholarship program that has helped more than 10,000 first-generation community college students across Tennessee and which, in 2015, began providing operational support for students in the Tennessee Promise program in eighty-five counties across the state.

Mr. Boyd and Radio Systems have also contributed significantly to improving animal welfare. The company has provided the funds to create seven public dog parks in the Knoxville area and has spearheaded a collaborative effort to make Knoxville the most pet-friendly community in America. As a part of this effort, Mr. Boyd has supported the development of a new Animal



Executive Branch

Adoption Center in the city that will more than double the number of spay and neuter procedures performed annually in Knoxville. In early 2010, the company provided funding for the Blount County Animal Center, as well as funding for the PetSafe Chair of Companion Animal Behavior within the Small Animal Clinical Sciences department of the University of Tennessee's College of Veterinary Medicine. Invisible Fence Brand has donated more than 10,000 dog oxygen masks to fire departments around the country as part of its "Project Breathe."

Mr. Boyd has received several awards, including 2014 University of Tennessee Alumni of the Year, 2014 Tennessee Business Round Table Gordon Fee Achievement Award, 2014 Pinnacle James Haslam Leadership Award, 2008 Ernst and Young's Entrepreneur of the Year for the Southeast, 2009 *Tennessee Business Magazine's* CEO of the Year, and UT's Entrepreneur of the Year in 2009. He was also inducted into Junior Achievement's East Tennessee Hall of Fame in 2008.

In 2013, he took a year-long leave of absence from his company to serve Governor Haslam in a volunteer role as his Special Advisor on Higher Education, assisting in the development of the Drive to 55 initiative and Tennessee Promise, which provides free tuition and fees to community college or technical school to approximately 25,000 Tennesseans per year, all matched with trained volunteer mentors.

Mr. Boyd received a degree from the University of Tennessee in industrial management in 1979 and a Master's in liberal studies from Oklahoma University in 1988. He has two sons, Harrison and Thomas; two dogs, Spanky and Oscar; two cats, Sebastian and Wolfgang; and one wife, Jenny, who he has been married to for more than thirty years.







Department of Education

710 James Robertson Parkway
9th Floor, Andrew Johnson Tower
Nashville, TN 37243-0375
(615) 741-2731

Candice McQueen, Commissioner
Vicki Kirk, Deputy Commissioner, Academics
Kathleen Airhart, Deputy Commissioner, Operations
Stephen Smith, Deputy Commissioner, Policy and External Affairs

The Department of Education has set a goal of ranking in the top half of states on student achievement by 2019, continuing the state's historic gains in student achievement.

To accomplish this goal, Commissioner Candice McQueen has focused the department on five main strategic priorities: ensuring students are building necessary skills in early grades to be ready for future success; strategically supporting the preparation and development of a strong educator workforce; preparing Tennessee students to succeed after high school graduation; providing districts with the data, support, and autonomy they need to make the best decisions for their students; and providing individualized support and additional opportunity for students who are furthest behind.

In his first term, Governor Bill Haslam made education a top priority across the state by developing several initiatives to ensure that every child has the skills needed to succeed after graduation. Haslam also unveiled the Tennessee Promise, a program that provides two years of free tuition at a community college or technical school, ensuring Tennessee students now have access to a free K-14 education. Tennessee students continued to make gains in student achievement at both the state and national level, growing faster than any other state in the nation on the 2013 National Assessment of Education Progress, often known as the nation's report card. The most recent state student achievement scores show four years of sustained growth in the majority of subjects and grades on the Tennessee Comprehensive Assessment Program. In 2013-2014, an additional 100,000 students were at or above grade level in math, compared to 2010, and 57,000 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 the Achievement School District. The Tennessee Educator Acceleration Model, now in its fourth 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 ten years, as mandated under the previous system.

In 2012, the Achievement School District (ASD), a state-run district with no geographic boundaries, opened with six schools. As of the 2014-2015 school year, the ASD included twenty-three schools, serving 6,500 students. The district is made up of schools with the lowest student achieve-

ment across Tennessee. The schools, which are in the bottom five percent for student achievement, aim to be in the top twenty-five percent in five years.

Tennessee's recent increase in test scores also follows 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.

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 2014–2015 school year, Tennessee's 140 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 the 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 and authorized 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 to 1867, and then from 1870 to 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 for 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 recodified in 1925. In 1947, the Legislature levied the state's first retail sales tax and allotted eighty 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, which mandated accountability for schools and school systems, renewed the state's position of national leadership in education.

Divisions and Offices

Academic Teams

Division of Teachers & Leaders. The Division of Teachers and Leaders works to ensure there are effective teachers in every classroom and effective leaders at every level across the state. The division oversees educator licensure, the approval of educator preparation programs, teacher and leader effectiveness, and personalized professional learning.

Division of College, Career & Technical Education. The Division of College, Career, and Technical Education is responsible for ensuring strong alignment between the K–12 school systems, 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 coursework, supports educators, and leads and implements early postsecondary strategies to promote student readiness.

Division of Special Populations & Student Support. The Division of Special Populations and Student Support works with districts and schools across the state to provide educational opportunities for students who need additional support. The division includes four offices: early learning; healthy, safe and supportive schools; special populations; and state special schools. Additionally, the following state special schools are included in this division: the Alvin C. York Institute, the Tennessee School for the Blind, the Tennessee School for the Deaf, and the West Tennessee School for the Deaf.

Office of Content & Assessment Design. The Office of Content and Assessment Design leads the department's work in developing high standards for math, science, English language arts, and social studies, and it ensures alignment among those high-quality standards, curricular resources, and assessments. In addition to designing assessments, this office provides content-aligned best practices and resources.

Office of Academic Strategy & Operations. The Office of Academic Strategy and Operations designs and supports educator training, including summer trainings, regional events throughout the school year, and annual conferences. This office also researches effective practices, disseminates educator resources, and coordinates cross-team policies and initiatives.

Office of District Support/Centers of Regional Excellence (CORE). The state's CORE offices provide targeted, differentiated support to Tennessee's school districts in implementing the department's key priorities. The eight regional CORE offices each have a director and a team of academic specialists who are deployed to support school districts with training, professional development,

strategic planning, and execution. Their charge is to support districts in meeting their academic goals by providing assistance in the areas of data analysis, English language arts, mathematics, intervention, and evaluation.

Division of Data & Research. The Division of Data and Research ensures quality data and analysis to facilitate effective decision making and improve results. The division leads the department in coordinating assessment logistics, maintaining high-quality underlying data, conducting internal research and analysis, coordinating external research partnerships, and designing and implementing the state's accountability system.

Operations Team

Division of Consolidated Planning & Monitoring. The Division of Consolidated Planning and Monitoring supports districts in using an online consolidated planning and application tool to create annual plans and apply for federal education grant 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 results-based monitoring for IDEA, working to ensure compliance with all statutory and regulatory requirements.

Division of Information Technology. The Division of Information Technology provides the department with information technology support, information technology engineering, and software development. The division also leads the development and maintenance of data systems and carries out product portfolio management.

Division of Finance. The Division of Finance is responsible for all financial resources of the department, including state and federal funds. This division oversees the budget, accounting, and disbursement of these funds for both state department operations and disbursement to districts.

Division of Internal Audit. The Division of Internal Audit conducts reviews of school districts and internal department operations. The division reviews school districts for compliance with state education laws and rules. The division reviews internal department operations to assess the adequacy and effectiveness of internal controls and to assess compliance with federal and state laws, regulations, and policies.

Division of Operations. The Division of Operations supports the department and districts with many of the business and facilities processes needed to provide a safe and productive environment. This includes services such as school nutrition, civil rights monitoring, safety, procurement, and asset management.

Division of Human Resources. The Division of Human Resources supports the department by partnering with leaders to create innovative and strategically built teams to best carry out the mission of the department. The office also leads the department's managers in developing and implementing individual performance plans to fuel continuous improvement.

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

Office of the General Counsel. The Office of the General Counsel provides legal services for the day-to-day operations of the department, as well as guidance and legal training to assist the department and school districts in the implementation of programs and services for Tennessee students.

Office of Communications. The Office of Communications supports the department in developing high-quality communications to engage stakeholders. The office also manages media relations and serves as a liaison to the department's public partners.

Office of the Commissioner. The Office of the Commissioner supports the commissioner with internal communications, staff effectiveness, and cross-cutting projects for the implementation of the department's strategic plan.

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 that will help meet the needs of children with disabilities.

Tennessee Council for Career and Technical Education. This council is an independent advisory group of thirteen persons appointed by the Governor to serve in an advisory capacity to the Tennessee Board of Education, the 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.

State Interagency Coordinating Council (SICC). 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 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.

State Textbook and Instructional Materials Quality Commission. The ten-member commission is composed of three appointees chosen by the governor, three chosen by the speaker of the house, three chosen by the speaker of the senate, and the commissioner of education or the commissioner's designee. The commission reviews and recommends a list of textbooks to the State Board of Education 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 specifications for textbooks, and contracts with publishers for the prices charged during the contract period. Newly appointed members of the commission serve three-year terms.

Tennessee Holocaust Commission. 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 Candice McQueen*Tennessee Department of Education*

Dr. Candice McQueen was sworn in as Tennessee's Commissioner of Education on January 17, 2015. Previously, she served as senior vice president and dean of the College of Education at Lipscomb University. McQueen began her career as a classroom teacher, teaching in both public and private elementary and middle schools. She also served as a higher education faculty member and department chair before being named dean in 2008.

While at Lipscomb, McQueen served as a member of the university's executive leadership team and oversaw both her college and the 1,300 pre-K–12th-grade students in three schools at Lipscomb Academy. Under her leadership, Lipscomb's college of education and teacher preparation program was consistently highlighted as one of the top teacher training programs in Tennessee for quality and effectiveness, based on the Tennessee Report Card on the Effectiveness of Teacher Training Programs. It was most recently recognized as the second-highest-ranking program in the nation by the National Council on Teacher Quality. McQueen also founded the Ayers Institute for Teacher Learning and Innovation at Lipscomb. The institute focuses on improving professional learning for teachers by focusing on embedded professional development, coaching, and new approaches to leadership training and support.

Prior to joining Lipscomb University, McQueen received multiple awards for both her teaching and the curriculum design of a new magnet school. McQueen has a bachelor's degree from Lipscomb, a master's degree from Vanderbilt, and a Ph.D. from the University of Texas. She serves on the Board of Trustees of the University of Tennessee and on the Board of the Tennessee Board of Regents.



Higher Education

Public higher education in Tennessee is coordinated by the Tennessee Higher Education Commission, which 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 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 and 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 outcome-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; 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.

The current members of THEC are: Evan Cope, Chair, Murfreesboro; Tre Hargett, Secretary of State; Dr. Sara Heyburn, Executive Director, State Board of Education; Siri Kadire, Non-voting Student Member, University of Tennessee Health Science Center; Jon Kinsey, Chattanooga; Pam Koban, Nashville; David Kustoff, Vice Chair, Germantown; Bill Lee, Franklin; David Lillard, Jr., State Treasurer; Alex Martin, Voting Student Member, Tennessee Technological University;

Pam Martin, Mount Juliet; Mintha Roach, Knoxville; AC Wharton, Secretary, Memphis; Justin P. Wilson, State Comptroller; and Keith Wilson, Vice Chair, Kingsport.

Interim Executive Director Russ Deaton

Tennessee Higher Education Commission

Russ Deaton is the interim Executive Director at the Tennessee Higher Education Commission. Formerly, he was the Associate Executive Director for Fiscal Policy and Administration, where, in addition to his responsibilities as Chief Financial Officer, he also focused on finance policy development and research, including the funding formula, tuition policy, and financial aid. In 2006, he received his Ph.D. from Vanderbilt, where he studied the public policy adoption process in state governments. Since 2007, he has served as an adjunct faculty member at Vanderbilt, teaching courses in higher education finance and policy economics.



The University of Tennessee System

The University of Tennessee (UT) is a statewide system of higher education with a presence in each of Tennessee's ninety-five 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 UT awards more than 11,000 degrees a year. More than 362,000 alumni live throughout the state, nation, and world.

The UT system's three-part mission is to deliver 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 Raja Jubran, Knox County, vice chairman; Charles C. Anderson, Jr., Knox County; Shannon A. Brown, Shelby County; George E. Cates, 9th Congressional District; Spruell Driver, Davidson County; William E. Evans, Shelby County; John N. Foy, Hamilton County; D. Crawford Gallimore, Weakley County; Vicky B. Gregg, 3rd Congressional District; Brad A. Lampley, 7th Congressional District; James L. Murphy, III, 5th Congressional District; Sharon J. Pryse, 2nd Congressional District; Rhedona Rose, 4th Congressional District; Julia T. Wells, 8th Congressional District; Charles E. Wharton, Franklin County; and Tommy G. Whittaker, 6th Congressional District.

Two UT students and two faculty members serve one-year voting and nonvoting terms on the board, and those positions rotate annually among the institutions within the UT system. For 2015–2016, the voting faculty trustee is David A. Golden of UT Knoxville, and the voting student trustee is Jalen K. Blue of UT Knoxville; the non-voting faculty trustee is Brian W. Donavant of UT

Martin, and the non-voting student trustee is Miranda N. Rutan of UT Martin. Ex officio members of the board are the Governor, 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. Robert M. Smith, interim 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. Herb Byrd, interim 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 twenty-fifth president of the university 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.



Executive Branch



Steve Angle
Chancellor, Chattanooga



Jimmy G. Cheek
Chancellor, Knoxville



Robert M. Smith
Interim Chancellor, Martin



Steve Schwab
Chancellor, Health Science Center



Larry Arrington
Chancellor, Institute of Agriculture



Herb Byrd
Interim 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 community-engaged university offering bachelor's, master's, and doctoral programs through eight colleges and schools.
- The University of Tennessee at Martin, a primarily undergraduate campus located in northwest Tennessee with more than one hundred specialized fields of study.
- 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 (TBR), was created by the General Assembly in 1972. The Board is among the nation's largest systems of higher education, enrolling more than 200,000 students annually.

The system is composed of six state universities, thirteen community colleges, and twenty-seven 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 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 board are the prescription of curricula and requirements for programs and degrees, approval of operating and capital budgets, selection of campus presidents, and establishment of policies regarding system and campus operations. TBR 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; J. Parker Smith, Kingsport (1st Congressional District); Danni Varlan, Knoxville (2nd Congressional District); Tom Griscom, Chattanooga (3rd Congressional District); Fran Marcum, Tullahoma (4th Congressional District); Robert P. Thomas, Nashville (5th Congressional District); Vacant (6th Congressional District); Darrell S. Freeman, Sr., Nashville (7th Congressional District); Barbara U. Prescott, Memphis (8th Congressional District); Gregory Duckett, Memphis (9th Congressional District); Leigh A. Shockey, Memphis (At-Large West

Tennessee); Howard W. Roddy, Chattanooga (At-Large East Tennessee); the Honorable Candice McQueen, commissioner of education, voting, ex officio member; the Honorable Julius Johnson, commissioner of agriculture, voting, ex officio member; and Russ Deaton, Tennessee Higher Education Commission interim executive director, nonvoting, ex officio member. 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, 2016, the faculty representative is Tricia Farwell, Middle Tennessee State University, and the student representative is Nick Russell, Tennessee Technological University.

Chancellor John G. Morgan

Tennessee Board of Regents

John Morgan joined the 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 in a variety of roles for more than thirty years, including a ten-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 a 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.

Morgan returned to state government in February 1989 as executive assistant to the Comptroller of the Treasury, and in January 1999, he was elected Comptroller of the Treasury by the Tennessee General Assembly. He was reelected 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 there 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 chair of the National Association of System Heads; a member of the Boards of Directors of Complete College America, the Nashville Area Chamber of Commerce, and the American Society of Public Administration; and a member of the Search Advisory Committee of the Association of Governing Boards.



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 \$330 million annually.

Established in 1927 with 158 students, APSU attained its highest enrollment in history in Fall 2011 with 10,873 students—making it the fastest-growing public university in Tennessee.

The University opened its newest facility, the Maynard Mathematics and Computer Science Building, in November 2013, establishing the southeast corner of campus as a math and science corridor. The building is named in honor of Austin Peay alumnus and well-known local businessman James Maynard and his family. The building is the new home to the Department of Mathematics and Statistics and the Department of Computer Science and Information Technology.

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 online and at the Highland Crest College Campus in Springfield. APSU shares Highland Crest with Volunteer State Community College, offering bachelor's degree programs in professional studies and criminal justice/homeland security, social work, and teaching licensure. Additionally, three Master of Arts programs are offered, with concentrations in teaching, educational leadership, and reading specialist licensure. All courses are taught on an eight-week term at Highland Crest.

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.

Our athletes are no exception to national success. The university has seen a high level of academic success with its athletes, and many have moved on to the professional ranks over the years. Two recent pro standouts are A.J. Ellis, starting catcher for the L.A. Dodgers, and Shawn Kelley, a pitcher for the San Diego Padres. According to a 2014 season report, Ellis and Kelley were two of only thirty-nine major league baseball players with college degrees.



Alisa White
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 14,600 students pursuing studies in more than 140 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 eleven 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 education, 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 twenty-four 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 composed of five colleges.

ETSU'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 a comprehensive university, proud of its century-plus commitment to academic excellence and student success. Our continuing Quest for Student Success plan calls for us to rework general core courses, revamp academic advising, and develop customized graduation maps for each student. As a community of scholars, we enthusiastically embrace our past, celebrate our present accomplishments, and effectively plan for the future.

MTSU has more than 140 programs of study and features signature disciplines in accounting, aerospace, the recording industry, equine studies, psychology, business, teacher training, and concrete industry management. With an enrollment of about 24,000, MTSU is the number one producer of college graduates in the Tennessee Board of Regents system; the second-largest producer of graduates in the state among public universities; the number one producer of adult (twenty-five-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.

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

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

MTSU was founded as a teachers' school and today remains one of the top producers of educators in Tennessee. Throughout our century of service, our academic offerings have grown in quantity and quality to better serve the needs of the Middle Tennessee region and support the state's economic growth and development. Our 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 recently recognized by the *Chronicle of Higher Education* for its Fulbright scholars and was ranked alongside many of the nation's top universities. MTSU has been designated a "military-friendly institution" by *G.I. Jobs* magazine multiple times, and we have 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, and nearly half of MTSU's students are classified as adults.

The university's athletics program is a member of Conference USA and fields seventeen teams in men's and women's sports. Individually, our athletes excel in the classroom, meeting or exceeding NCAA Academic Progress Rate requirements in all seventeen sports. Two of our athletic programs, men's golf and men's cross country, have earned NCAA Public Recognition Awards based on their APR performance.



Sidney A. McPhee
President

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



Glenda Glover
President

international recognition for groundbreaking work in educational policy and planetary discoveries.

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 including 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 an enrollment of more than 9,000 students (seventy-seven percent undergraduate, twenty-three 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 one hundred-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 twenty HBCUs in the nation by *U.S. News and World Report*. In 2013, it was named the number one university in the state of Tennessee and among the top seventeen 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 one hundred 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 fifteen nationally televised NFL half-time shows and 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 sixty-five buildings on more than 450 acres. Complementing the main campus is the downtown campus in Nashville, which 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 groundbreaking research. As Nashville's only comprehensive public university, Tennessee State University's economic impact in the state amounts to \$610 million annually. TSU's presence generates 5,500 jobs and injects about \$330 million directly into the state economy, along with \$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 2014 enrollment exceeded 11,300 students. Best known for its engineering- and science-related disciplines, Tennessee Tech offers more than forty bachelor's degree programs in six colleges and one school—Arts and Sciences, Agriculture and Human Ecology, Business, Education, Engineering, Interdisciplinary Studies, and the Whitson-Hester School of Nursing. Students can also earn graduate-level degrees in more than twenty programs, including a 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 seventy-five percent hold an earned doctorate or other 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 was 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 forty-seven percent of grads who had private or government student loan debt owed an average of \$9,952, the second-lowest average



Philip Oldham
President

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.

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 for the Advancement of Teaching as a Comprehensive Doctoral Research University with High Activity (RU/HA), the only institution in the Tennessee Board of Regents (TBR) system holding this distinction. The Carnegie Foundation classified the University of Memphis as a community-engaged campus in 2006 and again in 2015.

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 began occupying in January 2010 after the building's renovation. In August 2011, the University of Memphis began offering classes at its Lambuth Campus in Jackson, Tenn., which offers nineteen bachelor's degrees, four master's degrees, and two doctoral degrees.

The U of M was named to lead the NIH National Center of Excellence for Mobile Sensor Data-to-Knowledge (MD2K). The University of Memphis offers world-renowned programs in disciplines as diverse as education, philosophy, earthquake science, audiology, speech pathology, biomedical engineering, combinatorics, psychology, nursing, health administration, rehabilitation counseling, and rhetoric. In addition, the university's Fogelman College of Business and Economics has moved into the forefront of international business education and is ranked eighteenth nationally for online MBA programs for veterans, offering undergraduate and graduate programs—as well as consultation and training for Mid-South business leaders. Other notable initiatives include the FedEx Institute of Technology and the Crews Center for Entrepreneurship.

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, as well as parts of Alabama, Missouri, and Kentucky. Evidence of this mission is demonstrated by the university's groundbreaking techniques in teacher preparation for the urban classroom (undergraduate and graduate ranked twenty-sixth and twenty-seventh, respectively, by *U.S. News & World Report*) and by ongoing research in health care, economic opportunity, housing, public safety, and water quality.

The University of Memphis is well connected to its metropolitan community through internships, research, and service conducted in conjunction with area business, industry, government, and nonprofit organizations. Such "Memphis Extras," which can be offered only by a large university in a large city, provide students with unique educational, career, and leadership 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 Kemmons Wilson School of Hospitality



M. David Rudd
President

and Resort Management, the Cecil C. Humphreys School of Law, the Loewenberg School of Nursing, the School of Communication Sciences and Disorders, and the School of Public Health.

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 serves as a national model high school for bright students who wish to earn an associate 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, high market penetration (Fall 2012 enrollment of more than 12,000 students in a service area of fewer 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 one hundred other companies.

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 ten



Dr. Fannie Hewlett
Interim President



Bill Seymour
President

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 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 twenty-three technical certificates.

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 fifteen campus organizations all provide excellent avenues for student involvement.

Columbia State Community College

Columbia State Community College will celebrate its fiftieth anniversary during the 2015–2016 academic year. The college was founded in 1966 as Tennessee's first community college. 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 in southern Middle 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 fifty areas of study for transfer and career entry. Career programs include Respiratory and Radiology Technology, Information Systems Technology, Business, Criminal Justice, Nursing, Film Crew Technology, Commercial Entertainment, Veterinary Technology, and Emergency Medical Services. Since its inception, the college has served approximately 100,000 students, with more than 17,000 graduates. Today, the college serves approximately 10,305 students annually in credit (7,105 students) and workforce (3,200 students/forty-three companies) and awards more than \$19 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. In Fall 2012, Columbia State launched its Advanced Integrated Industrial Technology program, created to meet both industry and student demand. The program has grown to include both Mechatronics and Multi-Skilled Technician options. In Fall 2014, Columbia State partnered with Williamson County Schools to create Williamson's Information Technology Center at Centennial High School, offering IT courses to students through the college's dual enrollment program.

Columbia State partners with many four-year institutions to provide bachelor's and master's degree opportunities at its campuses. In Fall 2014, Columbia State partnered with Middle Tennessee State University to begin offering a 2+2 agribusiness program, which gives students the opportunity to earn a Bachelor of Science degree in agribusiness.



Janet F. Smith
President

Columbia State continues to move forward with its new Williamson Campus. The thirty-six 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. The college held a groundbreaking ceremony in July 2014. Currently, the campus is on track to be completed in spring 2016.

Columbia State is accredited by the Southern Association of Colleges and Schools Commission on Colleges 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, as well as 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 2,847 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 high-quality career programs and courses to traditional and nontraditional students. These programs and courses are designed to enable students to obtain their associate degree for professional career opportunities or to easily transfer to a four-year college through the Tennessee Transfer Pathways program. Instruction is delivered through traditional, online, and interactive television classes. Dyersburg State also offers a very successful Dual Enrollment program to eligible high school juniors and seniors. The college also provides Learning Support and continuing education courses at each location. Enriching the culture of West Tennessee through its performing and fine arts programs, DSCC hosts a variety of music concerts and recitals, theatrical productions, and art exhibits, along with 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 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 services to students, the Mathematics Building, the Campus



Karen A. Bowyer
President

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 Sympodium 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.

The DSCC Jimmy Naifeh Center in Tipton County, situated on 102 acres in Covington, was constructed and opened in 2007. The Center currently consists of three main buildings, including the 33,503-square-foot Jimmy Naifeh Building, which houses instructional classrooms, labs, a commons area, an advising center, and an on-site bookstore. The Baptist Memorial Health Care Academic Building supports the Nursing and Emergency Medical Services/Paramedic programs and includes a 244-seat auditorium. In Fall 2014, DSCC celebrated the grand opening of a 54,000-square-foot Learning Resource Center, a Student Center, and the Tipton County Public Library. The new building offers students and users of the public library access to more than 500 computers. Other features include the Advanced Integrated Industrial Technology Lab, a Learning Emporium, the Peter Fyfe Genealogy Room, a children's library, Duke's Café, an outdoor performance area, and a lab for recreation and physical fitness. The office of Jimmy Naifeh, Speaker Emeritus, Tennessee House of Representatives, is located near the front door.

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 associate degrees 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 fourteen-county area in West Tennessee: 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 noncredit 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 thirty 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 forty 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 eleven-county service area: 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 forty disciplines.

Motlow's highly ranked, accredited nursing program has consistently exceeded National Council Licensure Examination 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 program, through Trevecca Nazarene University, enables working adults to earn a bachelor's degree in thirteen 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, 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.



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 Campus in southeast Davidson County, and the Renaissance Center 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 composed 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.



George H. Van Allen
President

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,



Janice Gilliam
President

and Washington counties. The college has campuses in Blountville, 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 forty-five 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 2014 was 10,099. Pellissippi State awarded 1,286 degrees and 699 certificates for 2013–2014, a record number for the institution.

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 degrees, associate 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: 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 the 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 2014 enrollment was 5,832 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.



Chris Whaley
President

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 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 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, which consolidated 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 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 have access to 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. Southwest offers more than one hundred programs of study that lead to as many as twenty-seven university transfer and career associate degrees and more than twenty technical certificates. The college boasts such advantages as small class size, quality faculty, affordable tuition, open and early admissions, and comprehensive support services.



Nathan L. Essex
President

Volunteer State Community College

Volunteer State Community College is a comprehensive, two-year college located in Gallatin, about thirty 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 one hundred-acre main campus with seventeen buildings.

Classes are offered in a twelve-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, which 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 seventy 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 noncredit 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. Sen. Herbert S. Walters. The 175-acre main campus is located 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 6,200 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 Workforce Training 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 low to mid 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 twenty-seven 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 2014 numbered more than 27,000.



James D. King
Vice Chancellor

Other Education

Tennessee Foreign Language Institute

Janice Snow Rodríguez, 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. Currently, 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 that focus on proficiency in conversation, reading, writing, and U.S. English pronunciation skills. It also offers a certification program for teachers of ESL. Other professional development programs TFLI offers include legal and medical interpreter training and a seminar in cultural awareness and diversity. Additionally, TFLI provides telephonic interpretation and voice-over services in more than one hundred languages.

Tennessee Student Assistance Corporation

Russ Deaton, Interim Executive Director

The Tennessee Student Assistance Corporation (TSAC) 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, the Rural Health Loan Forgiveness Program, and the Tennessee Promise Program.



Governor's Books from Birth Foundation

Theresa Carl, President

*Twenty-Seventh Floor, 312 Rosa L. Parks Avenue, Nashville, TN 37243
(615) 253-3600, governorsfoundation.org*

Tennessee's statewide Imagination Library is a unique public-private partnership dedicated to early childhood literacy. The Imagination Library mails one new, age-appropriate book every month to registered children from birth until age five, at no cost to the family. A child enrolling at birth who remains in the program until age five will have a library of sixty books. Created in 2004 in partnership with all ninety-five Tennessee counties and Dolly Parton's Imagination Library, the Governor's Books from Birth Foundation (GBBF) funds one-half the monthly cost of buying and mailing these books to preschool children statewide. Through a budgetary allocation via the Tennessee General Assembly, GBBF matches, dollar for dollar, all funds raised by each county Imagination Library program. In addition, the GBBF provides volunteer engagement and fund-raising assistance to county programs. More than twenty-four million books have been delivered to children across the state since 2004, with more than 240,000 children currently receiving books each month. Since the statewide program began, 447,000 five-year-olds have "graduated." The Imagination Library is accessible to all 408,000 age-eligible children in Tennessee through online enrollment, brochures at local hospitals, and the Tennessee Department of Health's Welcome Baby Initiative. Tennessee's Imagination Library has been shown to positively impact early childhood literacy by transcending socioeconomic barriers and creating a culture of reading in the homes of hundreds of thousands of families. As a part of Tennessee's pathway from cradle to career, the GBBF is building a foundation for reading and learning through books for Tennessee's children.



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—sixteen 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, which has graduated twenty-two college presidents, twenty-eight members of Congress, three governors, sixty-three physicians, sixteen 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 levels 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 2014–2015 academic year, seventy-seven charter schools operated in Tennessee. The General Assembly passed the Public Charter School Law in 2002, making Tennessee the thirty-ninth 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 ninety charter schools.







Department of Environment and Conservation

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(615) 532-0109
TN.gov/environment
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 running 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 fifty-six state parks, offering a full range of recreational opportunities and experiences for the nearly thirty-five million visitors 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 2014, Tennessee had eighty-five state natural areas. These special places are preserved and managed for the protection of the natural resources they contain.

Tennessee State Parks are deeply intertwined in their respective communities. Families and businesses are drawn to Tennessee because of its abundant clean water, its 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), online at tnstateparks.com, or by emailing ask.tnstateparks@tn.gov.

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 one hundred 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 laws, 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 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 has been the establishment of the state park system. The State Government Reorganization Act of 1937 established a Department of Conservation in the Executive Branch. That 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 fifty-six state parks and eighty-five natural areas located throughout Tennessee.

The current Department of Environment and Conservation was created in 1991. This department is composed 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, to 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 and 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—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 all employees 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 utilize 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 exposure 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 and 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. It also 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 seventeen-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, eighty-three State Natural Areas, Rare Plant Protection, thirteen State Scenic Rivers, Ginseng Management, and Environmental Review. These programs work together and in partnership with the public and private sectors 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. It also 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 to provide a variety of safe, quality outdoor experiences through well-planned and professionally managed systems. The majority of Tennessee's fifty-six state parks offers 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 and 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 and monitoring the department's budget, accounting, accounts receivable, accounts payable, payroll, and financial reporting.

Information Systems. Composed of Applications Development/Support and Technical Services, the Information Systems Division provides business analysis, technology solutions, and computer desktop support for the department.

Purchasing. This division is responsible for purchasing all goods and services for the department, preparing grants to third parties, and preparing Requests for Information, as well as accounting for and safeguarding assets.

Financial Responsibility. This division protects the interests of Tennessee citizens by ensuring that permitted entities prepare for unforeseen circumstances by posting collateral bonds and pollution liability coverage sufficient to pay for any future remediation efforts at sites that handle potentially hazardous materials.

Records, Space, and Facilities. This division provides guidance and support for the retention and disposal of all TDEC records, manages leased space, and coordinates with the Department of General Services for the administration of state-owned facilities occupied by TDEC.

Internal Audit. This division is responsible for conducting all internal audits and investigations. The internal auditor works closely with the Comptroller of the Treasury, Division of State Audit, to report those findings, as well as to report the loss or theft of any state assets.

Grants and Contracts Administration. This division is responsible for coordinating and administering all grants and contracts for the department to ensure consistency and efficiencies.

Emergency Services. This division coordinates the emergency response services for the department in the event of natural disasters or incidences affecting the environment; manages and maintains the department's fleet of vehicles and rolling equipment to ensure proper operation; and coordinates and administers the department's health and safety and risk management programs.

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 (TDEC) by Governor Bill Haslam in January 2011. Martineau’s intellect, drive, commitment, and affinity for Tennessee are evident in his work as commissioner. He leads TDEC with a results-focused approach emphasizing:

- effective partnerships to strengthen environmental protection in Tennessee;
- outstanding customer service; and
- outreach and proactive education.



His environmental leadership at TDEC has been recognized at the national level, as he was elected in Fall 2014 by his peers as President for 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. As a respected voice, he has testified before Congress, sharing the states’ perspective on emerging environmental issues such as modernizing the Clean Air Act, regulation of coal ash, and the balance of responsibilities between states and federal government in environmental management.

Commissioner Martineau has spent more than thirty years as an attorney in the field of environmental law. This includes seven years of service in the Office of General Counsel for the U.S. EPA in Washington, D.C., (1988–1994) and sixteen years as a partner in private practice at the Waller law firm in Nashville, where he was recognized in *Best Lawyers in America* and *Chambers USA* for his expertise in environmental law. 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 was co-editor of American Bar Association’s *The Clean Air Act Handbook* and has authored a variety of substantive articles on critical environmental topics. He also co-authored a newly published book, *Plain English for Drafting Statutes and Rules*. He was recognized by his peers in the environmental law world in October 2014, when he was named a Fellow in the American College of Environmental Lawyers.

Commissioner Martineau is a member of the Air and Waste Management Association and a former council member of the Section of Natural Resources, Energy, and Environmental Law of the American Bar Association. He is a graduate of Leadership Nashville and active in the community, currently serving on the Board of the Legal Aid Society of Middle Tennessee and the Cumberlands. He is a past president of the Tennessee Chapter of the Cystic Fibrosis Foundation and First Steps. In November 2013, the Women’s Political Collaborative of Tennessee honored Commissioner Martineau by officially naming him a recipient of their annual Good Guy Award, due to his outstanding advocacy for women, women’s issues, and the community.

He earned his law degree at the University of Cincinnati and holds an undergraduate degree from St. John’s University (Minnesota). He enjoys an occasional round of golf at any of the Tennessee State Parks’ golf courses and keeping up with his teenage daughter’s activities.



Department of Finance and Administration

State Capitol
Nashville, TN 37243-0285
(615) 741-2401
TN.gov/finance

Larry Martin, Commissioner
Darin J. Gordon, Deputy Commissioner
Eugene Neubert, Deputy Commissioner

The department's mission is "to provide sound stewardship of state assets through good business practices and 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 that 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 such as 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 and monetary matters of state government into one cabinet-level department.

Services Divisions

Division of Accounts. This division 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 talent management. The division also provides grant administration services to public and private agencies through the offices of Criminal Justice Programs and Volunteer Tennessee.

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. This office concentrates on improving business for internal and external customers. It 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 and 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, focus on the customer, and work to eliminate cumbersome, bureaucratic steps. LEAN focuses on core business processes, licenses/permits, and internal administrative procedures. The program utilizes 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 investigate and criminally prosecute individuals who commit or attempt to commit fraud and/or abuse involving the TennCare program or any other violations of state criminal law related to the operation of TennCare; to seek restitution criminally and civilly for monies lost due to fraud and abuse; and to establish measures aimed at preventing fraud and abuse from occurring in the future.

Division of Health Care Finance and Administration. This division brings together the healthcare 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.** This group provides technical assistance concerning the federal insurance exchange to Tennessee industries and stakeholders upon request and presses for changes to draft federal regulations to minimize adverse effects on the Tennessee insurance market. This group is also 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, and 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.** This office is the single coordinating authority for the exchange of electronic health information in Tennessee. It works to improve the health of Tennesseans by ensuring that healthcare providers have complete patient information at the point of care. The Office of e-Health Initiatives is modernizing how Tennessee healthcare providers access, manage, and share patient information to improve healthcare costs, delivery, and safety for Tennessee patients.

Related Boards and Commissions

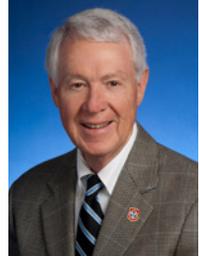
The Commissioner serves on the following boards, commissions, and committees: AccessTN Board of Directors, Committee for the Purchase from the Blind and Severely Disabled, Community Services Agency Board, Council on Pensions and Insurance, Council on Children's Mental Health Care, Employee Suggestion 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, and Chairs of Excellence.

Commissioner Larry Martin*Department of Finance and Administration*

Larry Martin was named Commissioner of the Department of Finance and Administration on August 13, 2013. Martin had been interim commissioner since June 1, 2013, 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 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, 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

400 Deaderick Street, 6th Floor
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TN.gov/tdfi

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. As of year-end 2014, the Department of Financial Institutions regulated 153 state-chartered banks; eight trust companies; one business and industrial development corporation (BIDCO); ninety credit unions; 1,502 industrial loan and thrift offices; forty-seven insurance-premium finance companies; 566 mortgage companies; 8,062 mortgage loan originators; 593 check cashers; 1,323 deferred presentment services companies; 1,071 title pledge lenders; and eighty-three money transmitters.

The department has responsibility for ensuring 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 institution it regulates. The Bank Division and the Compliance Division's mortgage regulation are accredited by the Conference of State Bank Supervisors. 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 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 financial institutions-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 seventy years, the department saw more changes, one of which was a final name change to become 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, flexible credit lenders, and money transmitters. The department's primary mission still remains the same after one hundred years:

to ensure all financial institutions in Tennessee operate in a safe and sound manner and comply with applicable law, while giving institutions the opportunity to be successful.

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 ensuring 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 examine BIDCOs and money transmitters for compliance with governing statutes and evaluate 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; flexible credit lenders; and title pledge lenders. The Compliance Division also licenses thousands of mortgage loan originators. Through a comprehensive risk-focused 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. 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 13,000 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, an organization of a majority of the states that regulate funds-transfer companies. He currently serves on a nationwide task force of banking commissioners reviewing the U.S. payments system and is a board member of the Tennessee Financial Literacy Commission. 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. He 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/generalservices

Robert E. Oglesby, Commissioner

The Department of General Services facilitates the operation of state government in the most efficient, transparent, and economical manner possible. The department provides a broad range of support services—including procurement of goods and services, real estate asset management, motor vehicle management, printing and media services, postal services, and warehousing and distribution—to other departments and agencies across state government. The department's focus on reducing the administrative cost of government permits more state resources to be directed toward vital programs and services for Tennesseans.

History

The department was created by the General Assembly in 1972, bringing many of the general support functions of state government under the administrative control of a single department. Prior to the establishment of the department, 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 consists of two main groups: the Service Divisions, which serve customers in the various departments and agencies of state government, and the Commissioner's Internal Support Offices, which support the operation of the department.

Service Divisions

The Central Procurement Office is responsible for centralized procurement of goods and services for use by state departments and agencies. 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, which assists small businesses and those businesses owned by women, minorities, and service-disabled veterans, also falls under this office.

State of Tennessee Real Estate Asset Management (STREAM) operates, manages, and maintains general government real estate assets and needs to ensure 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 staff expertise across the broad spectrum of real estate products and

services, STREAM focuses on overseeing the state's real property assets so that building tenants are free to concentrate on their core businesses.

Motor Vehicle Management manages and maintains the state fleet—including motorized equipment—through policies and procedures that effect the best maintenance, repair, operation, and administration of the fleet, consistent with safety and service.

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, scanning, and photographic services for all branches of state government.

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 sales of both state and federal property. The surplus program produces revenue for the state and assists local governments with their property needs.

Commissioner's Internal Support Services

The Office of Communications manages strategic internal and external communications for the department, including print and electronic publications and media relations, and serves as the department liaison with the Governor's Communications Office.

The Office of Financial Management manages all accounting and fiscal activities within the department, including a system for all financial transactions and an inventory system accounting for all state property. The office also prepares the department's annual operating budget, administers payroll, and serves as the department liaison with the Department of Finance and Administration.

The Office of General Counsel provides legal advice to the department, reviews contracts and licensing agreements, writes rules and regulations, represents the department in a wide variety of legal matters, and serves as department liaison with the Attorney General.

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 for the department and serves as the department liaison with the Department of Human Resources.

The Office of Information Technology Services provides support and guidance for departmental technology and serves as the department liaison with the Department of Finance and Administration's Office of Information Resources.

The Office of Internal Audit is an independent appraisal unit that examines and evaluates departmental activities, makes recommendations for improvements to internal controls, and serves as the department liaison with the Comptroller of the Treasury.

The Office of Legislative Affairs reviews and analyzes proposed legislation relevant to the department and serves as the department liaison with the Governor's Legislative Office and the Tennessee General Assembly.

The Office of Talent Management provides a systematic approach to performance excellence by creating a culture of continuous improvement, high engagement, and workforce capability through integrated talent strategies and learning and development programs. It also serves as department liaison with the Department of Human Resources.

Commissioner Robert E. Oglesby

Department of General Services

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



Executive Branch



Department of Health

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TN.gov/health

John Dreyzehner, MD, MPH, FACOEM, Commissioner

In the summer of 2014, as an unprecedented Ebola Virus Disease outbreak devastated three countries in West Africa and threatened many others, the Tennessee Department of Health (TDH) launched and led a statewide effort to protect Tennesseans from the deadly illness. In early August, the State Health Operations Center was activated, and major health organizations in Tennessee participated in collaborative preparation and exercise activities, public outreach, and additional planning. By late September, the first imported case of Ebola Virus Disease was identified in Dallas, Tx., and media coverage and public concern naturally intensified. TDH's foundation, built on years of prior planning, exercises, and actual response, proved to be a very valuable asset in gaining the confidence of the public and the cooperation of travelers in appropriately addressing the risks, both actual and perceived, to people in Tennessee. In our state, as of this writing, hundreds of exercises have occurred, dozens of travelers from risk countries have been actively monitored, and the system has been tested multiple times, transparently, but mostly unknown by the public. That effort exemplifies much of the effective work by the department and its important partners, often unseen or unknown by many, working at the state and local levels to protect the health of every person in every county in our state.

Some 1.6 million people were directly served by TDH in 2014 through a very visible network of eighty-nine rural and six metropolitan county health departments with more than 120 physical locations. All 6.5 million residents and millions of visitors were impacted by the department's ongoing efforts to protect, promote, and improve the health and prosperity of people in Tennessee. Prevention of injury, illness, and disease before they ever occur is the focus of TDH. The statewide Primary Prevention Initiative is an example of this work. Other major efforts included preventing the spread of communicable illnesses through an effective detection and response capacity, along with an immunization program; inspection and regulation of thousands of restaurants and healthcare facilities; licensing and regulating more than a quarter-million health professionals; registering and maintaining vital birth, death, and other records and providing related data and reports; conducting specialized laboratory testing; providing nutritional support and education to tens of thousands of pregnant and nursing mothers and their children; providing primary care and prevention services to hundreds of thousands of uninsured adults through a network of fifty-six TDH and 186 Primary Care Safety Net clinics; performing thousands of newborn health screenings; and increasing statewide efforts toward health and greater happiness by promoting physical activity, better food and nutrition, and a life without tobacco, nicotine, and other addictions. All

of these efforts were conducted with the understanding that for most of us, a healthier and longer life really is possible and available for the taking.

Other departments and branches of state government, along with businesses, organizations, and individuals recognizing the value and importance of protecting, promoting, and improving health, are working more closely than ever to accelerate progress in a long-term vision to make Tennessee one of the ten healthiest states in the nation. This alignment of talent, leadership, and resources is moving key health indicator needles and making many positive differences for individuals, families, and communities. Some results are promising: our lowest infant mortality rate ever, a top-five state rating for influenza immunization and communicable disease response, a concerted effort resulting in a five-percent reduction in opioid prescribing, a forty-percent reduction in provider shopping, and statistically significant improvements in childhood obesity and child mortality over the last five years. Some issues continue to plague us, including almost a quarter of our population still smoking and a third physically inactive—behaviors that have dire, long-term consequences and that have kept us in the bottom quintile of state health rankings for more than two decades. Key partners like the Governor’s Foundation for Health and Wellness, called “Healthier Tennessee,” are vital to new ways to accelerate improvement, as is a more robust and focused State Health Plan. To achieve this, most of us will have to be committed to our own health, to that of our friends and families, and to a broader “Culture of Health” in our state. We will succeed. If you are not consciously a part of this, as the Healthier Tennessee initiative urges us, “start now.”

History

At the stroke of midnight, January 31, 1923, the Tennessee Department of Public Health came into existence, taking over the activities of the Board of Health, created in 1877 in response to recurring and devastating epidemics of yellow fever and cholera, and preceded by a series of state entities and efforts dating back as early as 1778. Activities and responsibilities have changed and grown through the years as health needs, public health challenges, 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 in order to more clearly reflect its broad functions. As a result 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. Later, reflecting its dramatic growth as a component of the state’s budget, responsibility for the administration of Medicaid was shifted to the Department of Finance and Administration.

Services

Community Health Services. A network of eighty-nine county and six metropolitan health departments provide a range of services to their respective communities, including immunizations; communicable disease surveillance and control; emergency preparedness and response programs; primary care; Women, Infants, and Children (WIC); population health improvement efforts; and individual and family wellness initiatives. These local offices hosted more than 1.6 million visits in 2014 and continue to significantly improve the quality of life in every county. The eighty-nine county health departments are divided into seven functional regions and report directly to the TDH and its commissioner. The six metro health departments are a vital part of the public health

enterprise in Tennessee, providing services for about forty percent of the state's population and reporting to their respective mayors.

Communicable and Environmental Disease and Emergency Preparedness Services. The TDH Communicable and Environmental Disease and Emergency Preparedness Program investigates disease outbreaks, performs contact tracing to control the spread of communicable illnesses, and conducts other efforts to assess and reduce the risk of exposure to environmental hazards. Information obtained through these efforts and ongoing surveillance activities guide the development of policies and procedures to protect the public from health threats.

In 2014, TDH maintained an effective immunizations program, with 415,599 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. Select vaccines are also available to adults at local health departments. The department also coordinates the provision of HIV and STD testing and treatment programs statewide.

Oral Health Services. Good oral health can heighten self-esteem, affect social interactions, impact learning success, reduce medical costs, and enhance employability. The TDH Oral Health Services program works to help Tennesseans achieve these goals through several efforts. In 2014, 179,000 students, faculty, and staff were provided oral disease prevention and oral health education services in their schools. More than 15,000 students received fluoride varnish; 41,000 were provided dental sealants; and 162,000 were screened for dental health issues. TDH supports safe and effective fluoridation of community water supplies, deemed by the Centers for Disease Control and Prevention as one of the top ten health advances of the last century. Unfortunately, from a high of 95.2 percent in 2004, currently only 88.5 percent of public water suppliers in Tennessee provide this vital, health-preserving, and cost-saving service. Clinical dental services are provided in select local health departments and at community initiative sites to meet needs of specific geographic areas.

General Environmental Health. Environmental Health staff members annually inspect more than 40,000 facilities in Tennessee, including food service establishments, hotels and motels, bed and breakfast establishments, public swimming pools, campgrounds, and tattoo parlors. Staff members also conducted environmental surveys in schools and childcare facilities and worked statewide with rabies control. In 2014, more than 112,000 inspections were performed, all focused on eliminating factors that put public health at risk.

Laboratory Services. The State Public Health Laboratory provides clinical and environmental testing services to program areas within TDH and to local health departments, hospitals, independent laboratories, other state departments, physicians, dentists, and clinics. The labs also provide public health services unavailable from other sources, such as rabies testing. The labs are 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 2014.

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 268,000 doctors, nurses, dentists, and other healthcare professionals are licensed by regulatory boards. Disciplinary action is taken if state standards are

violated. More than 1,850 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 optimize 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 about using these foods as part of a good daily diet is also provided.

Rural and Local Health Services. Improvement of community health is promoted by access to a range of preventive and care services in community settings. This section provides communities with a wide array of resources to assist residents by promoting access. The Office of Rural Health assists small and rural hospitals through the management of several federal grant programs that promote financial viability. The office also administers several health professions' incentive and distribution programs that reduce provider shortages in rural and underserved areas. The Office of Primary Care maintains liaison with the Health Resources and Services Administration regarding federal grant and workforce investments in Tennessee to enhance primary care capacity in underserved communities. The state's Safety Net Program is administered through this section, providing primary care and emergency dental services in eighty-eight of ninety-five counties.

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, particularly 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 (e.g., elderly, women, poor, underserved, etc.); coordinating efforts with other agencies to make available programs, initiatives, and services designed to meet the needs of underserved, 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. To efficiently serve the public health needs of people in Tennessee, a vast amount of information must be continually processed, stored, transmitted, and protected. Information Technology staff members provide important oversight and management of this information, along with informatics consulting, business analysis, programming services, public health systems monitoring and maintenance, and support of computer infrastructure. Interoperability of data storage and retrieval systems throughout the TDH operation is crucial to ensuring that patient and customer interactions occur effectively. Throughout 2014, staff members worked to refine processes and develop new strategies to benefit both internal and external users of data. Key examples include improvements in Vital Records Information System Management and the General Environmental Health Permitting and Inspection System, as well as work on the Unified Victim Identification System.

Administrative Services. To efficiently serve needs of people in Tennessee, TDH Administrative Services staff members provide budgeting, procurement, accounting, construction, and basic support services for public health programs across the state. Administrative Services ensures all activities are in compliance with procedures set forth by the state departments of Finance and Administration, General Services, and the State Comptroller's Office, along with various federal agencies. A priority of this office is to continuously evaluate opportunities to improve the delivery of public health services.

Policy, Planning, and Assessment. This office collects and analyzes information for Tennessee's population relative to health status indicators, including infant mortality, low birth weight, adequacy of prenatal care services, obesity, morbidity and mortality from chronic disease and injury, health status of children, adolescent pregnancy rates, and asthma in children. It maintains statewide registries for cancer incidence, birth defects, and traumatic brain injuries, as well as healthcare facilities' large data collection systems and statewide surveillance systems. Data are analyzed to form policies and shape the healthcare delivery system to effectively address needs and to protect population health, including the Certificate of Need process and the development of the State Health Plan. The division includes the Office of Performance Management, which coordinates Tennessee Center for Performance Excellence requirements. The division also includes the state's representative performance improvement manager, chronic disease epidemiologist, and the Office of the Institutional Review Board, which provides protections and research oversight for all uses of TDH data.

Vital Records. The Office of Vital Records maintains a central registry of births, deaths, fetal deaths, marriages, divorces, adoptions, and legitimations in the state. Annually, the office registers approximately 85,000 births and 154,000 other new vital events. Certified copies of these records are available at the Vital Records Office in Nashville, at selected county sites, and on the Vital Records website: <http://health.state.tn.us/vr/>.

Related Advisory Boards, Committees, and Councils

The following committees may be contacted through the Commissioner's Office, 710 James Robertson Parkway, 5th Floor, Andrew Johnson Tower, 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, was honored to join Governor Bill Haslam's cabinet on September 19, 2011 as the thirteenth commissioner of the Tennessee Department of Health. He is a physician with more than twenty-five years of service in clinical and public health leadership at the federal, state, and local levels. Dreyzehner began his medical service in 1989 as a United States Air Force flight surgeon, where he learned about the critical force multiplier effect of the public health mission, the Baldrige performance excellence framework. He accumulated more than 300 hours in the F-15 Eagle and other aircraft as a member of USAF 94th Fighter Squadron and, later, as Chief of Aeromedical Assessment for Air Combat Command. He was honorably discharged as a major in 1997. Following several years in the private practice of occupational medicine, he returned to public service in 2002 as the director of a multi-county health district in the Tri-Cities region of central Appalachia before coming to Tennessee as Commissioner. He also practiced in the field of addiction medicine for several years while working to bring attention to the public health aspects of the now well-recognized epidemic.



Dreyzehner graduated Phi Beta Kappa and magna cum laude from the University of Illinois at Champaign-Urbana, with a B.S. in psychology. He earned his M.D. from the University of Illinois at Chicago and his Master of Public Health degree at the University of Utah, where he completed his residency and served as chief resident 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 and professor (Hon.) with East Tennessee State University's College of Public Health, was 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 chairs the advisory committee for the Virginia Tech–Carillion School of Medicine's Master of Public Health. He has enjoyed a lifetime commitment to volunteer service in a variety of other capacities, currently serving in leadership roles in several nonprofit entities, as a member of others, and in a number of professional organizations. He and his wife, Jana, who is a child psychiatrist, have two sons.



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

The Tennessee Department of Human Resources (DOHR) is a cabinet-level department acting as the central human resources agency for the state, which is the largest employer in Tennessee. DOHR serves in a strategic support role with overall responsibility for major statewide human resources processes and services for cabinet departments, boards, and commissions in the executive branch; and provides technical and employee development services to the legislative and judicial branches. The department advises the Governor's Office on human resource matters; establishes and maintains statewide human resources policies, guidelines, and rules; provides guidance, consultation, and training to state agencies on personnel matters; and directs all professional and leadership development activities for state employees.

DOHR's mission is to provide strategic human resources leadership and partner 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 115 employees and an \$11.5 million budget. Department leadership has two areas of focus: services provided to customers, mainly within the executive branch; and the management of the department itself, including the continuous improvement of processes and development of employees. DOHR's role in state government is complex and requires its employees to have solid technical skills and 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 benefiting 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 has been recognized nationally and internationally for excellence in human resources and is the recipient of the 2015 Award for Advancing the HR Profession from the National Association of State Personnel Executives. The Department also received the 2009 Eugene H. Rooney Award and the 2014 Award for Advancing the Profession, both from the National Association of State Personnel Executives. The Department received the 2010 Award of Excellence for a Large Agency from the International Public Management Association for Human Resources; the 2012 HR Excellence Facet Awards for Strategy and Learning/Development; and the 2013 Commitment Award from the Tennessee Center for Performance Excellence. 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. Since the implementation of the Tennessee Excellence, Accountability, and Management (T.E.A.M.) Act in 2012, DOHR has made significant changes to its key work systems and processes to implement the provisions of the T.E.A.M. Act. Accomplishments in the work areas necessary to recruit, retain, and reward a talented workforce include the following:

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 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 how to create a culture of continuous feedback and to coach employees for success
- Establishment of a new employee appeals process, assuring that appeals are heard in a fair and timely manner
- Establishment of a mediation program, giving employees an opportunity to be heard in a neutral environment
- Implementation of the state's Talent Management Initiative, which equips leaders with a proactive workforce plan and provides agency-specific leadership development programs to prepare employees to step into leadership roles as part of the state's succession planning strategy
- Creation and delivery of multiple professional development opportunities through the Pyramid of Learning certificate program for managers, three statewide leadership development programs, and one statewide human resources leadership program
- Development and implementation of a statewide mentoring program for employees, designed to teach and encourage knowledge sharing, increase leadership potential, and improve the commitment and engagement of key talent

Rewarding

- Enhancement of the performance management process to include executive service employees and the use of SMART goals for every employee in state government. This focus ensures that goals are specific, measurable, achievable, relevant to the job, and time sensitive; performance expectations for employees are directly aligned with the strategic direction of their department or agency, which is aligned with the Governor's key priorities, giving employees a clear picture of how their individual goals contribute to the success of all of state government.

Services

Employment. DOHR serves as a consultant for state agencies for employee recruiting and hiring. The department advertises vacancies and collects and reviews all applications for state employment while partnering with agencies to recruit qualified talent to fill service positions. The department also provides information to applicants regarding employment and promotional opportunities in state government.

Employees. DOHR acts as an advisor to state employees, supervisors, human resource officers, and state executives regarding employee performance, employee appeals, discipline, reductions in force, and other human resource functions, as well as reviewing certain employee transactions related to separations, appeals, and court orders. The department is responsible for operation of the Sick Leave Bank, and the Employee Mediation Program, as well as maintaining applicant records, verifying employment, and many other specialized duties crucial to the efficient performance of state government. The department also facilitates employee benefits and compensation while communicating statewide initiatives and practices to state employees.

HR Business Partners. DOHR serves as a consultant for state agencies in various aspects of human resource planning, management, and employee transactions. DOHR also partners with state agencies to provide research results as well as best practice recommendations and applications in the areas of employee engagement and retention through employment surveys and interviews. The department establishes classification and compensation guidelines, maintains all separated employee files, and provides onboarding guidance and criteria for state employees. Job classifications are maintained according to state and federal guidelines, and DOHR assists agencies with the job analysis, writing of job specifications, and choosing knowledge, skills, abilities, and competencies for positions. DOHR also maintains salary and benefit data and makes recommendations for salary administration policies and the state's compensation structure. The department offers counsel and advice to state agencies and individuals on employment law matters, provides assistance to agencies in the areas of workplace discrimination, harassment, and investigations, and partners with agencies to ensure compliance with federal and state laws.

Learning. DOHR consults and partners with executive- and senior- level leaders to create a customized learning strategy for their agency that aligns with the state's vision for education and workforce development. DOHR is charged with assisting agencies in developing and retaining top talent by building a continuous learning culture that equips employees, supervisors, and leaders with the tools needed to excel in their roles. DOHR is responsible for all non-technical employee learning and development, leadership development, talent management, and succession planning to support an agile and high-performing workforce to achieve the state's strategic business goals and objectives.

Related Boards and Commissions

Board of Appeals. The Board of Appeals is the appeals tribunal for state employees established by Tenn. Code Ann. § 8-30-103. The Board of Appeals serves as the hearing tribunal for a preferred-service employee who is appealing a demotion, suspension, or termination. It 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 composed 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. DOHR 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 state employees to submit ideas that 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 that result in documented savings.

Contact Information

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



Department of Human Resources Recruiting Management Services Division

505 Deaderick Street
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(615) 741-4841

Commissioner Rebecca R. Hunter

Department of Human Resources

Rebecca R. 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 served as the director of Human Resources for Hamilton County Government in Chattanooga and held management positions in governmental finance. She is a Certified Public Accountant and is certified as a Senior Professional in Human Resources.

In her tenure, Hunter has established the Department of Human Resources as a leader in innovative human resources practices, while shaping the best workforce for state government. She has led a successful effort to transform the state's employment practices with the passage of the T.E.A.M. Act and to overhaul the civil service system, moving focus from seniority to performance. As a result, all state employees have a S.M.A.R.T. performance plan that aligns their work with the agency goals and the Governor's priorities.

Her commitment to excellence and performance not only shines in her leadership of the department, but extends to her leadership on various boards and committees. She serves on the board of the Tennessee Center for Performance Excellence, whose mission is to drive organizational excellence in Tennessee. She is a past president of the National Association of State Personnel Executives and the Tennessee Personnel Management Association and an alumna of the inaugural class of Leadership Tennessee. She also serves on the Tennessee State University College Advisory Board and the board of HealthCare 21 Business Coalition. She is a commissioner for the Hixson Utility District and was appointed by Governor Haslam to the Utilities Management Review Board. She was also awarded the 2015 Rooney Leadership Award by NASPE in recognition of her outstanding achievement and leadership by a state human resource management executive. Hunter strongly believes that continuous improvement, lifelong learning, and performance excellence are keys to success both personally and professionally.





Department of Human Services

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(615) 313-4700
TN.gov/humanservices

Dr. Raquel Hatter, Commissioner

The mission of the Department of Human Services is to offer temporary economic assistance, work opportunities, and protective services to improve the lives of Tennesseans.

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

DHS serves more than two million Tennesseans in a variety of ways, with more than 4,000 employees serving Tennesseans in the state's ninety-five counties. Many of the services provided are intended to be short-term support to individuals and families when they are having a challenge meeting basic needs. Ultimately, the department aims to grow capacity and reduce dependency. DHS is just one partner in this very important process. The department adheres to a strength-based service philosophy that is informed by lessons regarding brain science and poverty. The department has recently embarked upon a more intentional process of integrating a two-generational approach to addressing poverty. The department is in the early phases of creating a 21st-Century Human Service Delivery Model and is actively working to transform nutrition programs administered by the department to help ensure no Tennessee child goes hungry.

History

When Tennessee became a state in 1796, the administration of "poor relief" became a county duty and was placed in a court system that 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 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 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.

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. The Aid to Families with Dependent Children program, created in September

1996 through the Social Security Act of 1935, was replaced with a new federal welfare reform program, Temporary Assistance for Needy Families (TANF).

A comprehensive Child Care Reform Bill was signed into law in June 2000. 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 such 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.

Services

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 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, deceased, or otherwise absent from the home, and the family is unable to pay for essential living expenses.

Supplemental Nutrition Assistance Program (SNAP). Formerly known as the food stamp program, SNAP helps supplement monthly food budgets of families with low income 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.

Child Support. Tennessee's Child Support program has offices in each of the state's thirty-one judicial districts. The offices provide the following core services for our customers: locating parents; establishing paternity; establishing and enforcing financial and medical support orders; reviewing and adjusting support orders; and collecting and disbursing child support collections. DHS utilizes numerous enforcement tools and methods to collect current and overdue child support. Some of these methods include automatic wage withholding, financial institution data matches, license revocation, treasury/administrative offset, and passport denial. The program issues debit cards to custodial parents so they can more quickly and easily access their children's support funds.

Child and Adult Care Services. The Child and Adult Care Licensing section is responsible for monitoring child and adult care agencies to ensure the health and safety of the young children and vulnerable adults in care. This section oversees the licensing of child care centers, family child care homes, group child care homes, and adult day care centers. Child Care Services plans, implements, and coordinates activities and programs to ensure quality, accessibility, and the health and safety of children in care. It works with communities to develop new child care resources and to provide training and technical assistance to child care providers, and it provides child care resources and referral information to parents and providers. 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 (APS) is the only service in Tennessee mandated to intervene when adults with mental and/or physical impairments are in danger because they are unable to provide for their own needs, or when others, who are responsible for the care of those adults, abuse, neglect or exploit them. APS 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. APS 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 and Adult Care Food program, and the Summer Food Service program.

Vocational Rehabilitation Services. The Vocational Rehabilitation program (VR) provides a variety of individualized services to persons with disabilities in preparation for their employment in the competitive job market. The program advocates employment outcomes for clients that are consistent with their individual strengths, resources, abilities, capabilities, and informed choice.

Services for the Blind and Visually Impaired and Services for the Deaf and Hard of Hearing. Services for the Blind and Visually Impaired and Services for the Deaf and Hard of Hearing are integral parts of the Vocational Rehabilitation program. This unit provides vocational rehabilitation services to individuals with vision and/or hearing loss. The unit also provides specialized independent living services to individuals who are blind, and it operates the Tennessee Business Enterprises Program, which provides entrepreneurial opportunities for legally blind individuals who are operating food service facilities in state and federal government buildings.

Tennessee Council for the Deaf, Deaf-Blind, and Hard of Hearing. This council exists to serve as an advocate for services affecting deaf, hard-of-hearing, and deaf-blind persons through coordination, public awareness, and consultation in areas of public service, health care, education, and employment.

Tennessee Rehabilitation Center (TRC) and Community TRCs. This group is composed of the Tennessee Rehabilitation Center at Smyrna, the state's only comprehensive residential vocational rehabilitation center, and seventeen community rehabilitation centers for individuals with disabilities living in rural communities. Nonresidential job training services are provided in the community rehabilitation centers.

Tennessee Technology Access Program. This system provides community-based programs and services to individuals with disabilities (and their families) who may benefit from assistive technology to increase or maintain their independence and support their integration into the workforce. 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 and Supplemental Security Income 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 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 & Administration. 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. The Information Systems Unit oversees analysis, design, development, and maintenance of DHS computer-based systems, as well as computer hardware installation and maintenance. The Office of Procurement 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 forms and printing management, inventory, motor vehicle management, and mail services.

Office of Inspector General. The Office of Inspector General includes oversight of the department's independent accountability functions, including internal audit, external program review, and program integrity. This office conducts internal and external program reviews and audits; investigates referrals of potential fraud, waste, and abuse in the programs; handles adjudication; and processes collections of claim overpayment.

Quality Improvement and Strategic Solutions. This division is responsible for monitoring and tracking a variety of performance outcomes. It is also responsible for managing accountability initiatives in the department, promoting the principles of quality improvement by encouraging and providing quality data, developing documentation, creating and communicating policies and procedures, and implementing statewide systems and processes.

Office of General Counsel. The Office of General Counsel (OGC) consists of legal services, human resources, and the Office of Learning and Professional Development. Legal services provides legal advice and legal representation in judicial and administrative litigation affecting all department programs. OGC attorneys prepare departmental rules affecting program implementation and conduct analyses of legislation affecting the department. It reviews contract proposals for the provision of services for implementation of department programs. The OGC also provides compliance oversight and training involving Titles VI, VII, and IX; ADA; HIPAA; and Motor Voter Registration; as well as processing civil rights, EEOC, and Human Rights Commission complaints involving program services and department employees. Attorneys also review proposed disciplinary actions involving employees and litigate department personnel actions. It provides ongoing legal training for legal and program staff in the Adult Protective Services, Child and Adult Care Licensing, and Child Support programs. In addition, OGC works closely with the state Attorney General's office in federal and appellate litigation involving department programs.

Human Resources and Professional Development. Human Resources (HR) manages the departmental process through which all employees are hired, promoted, evaluated, disciplined, and paid. The central point for employee relations, HR is a critical partner for promoting staff development and encouraging the effective application of employee improvement plans. The DHS Office for Learning and Professional Development incorporates adult learning models to prepare new and existing DHS employees to provide quality customer service through the correct application of policy and provision of timely services for DHS external customers. In addition to providing continuing education on new policy and procedures, existing DHS staff is provided refresher policy training, soft-skills training, and computer-skills training.

Public Information and Legislative Office. The Public Information and Legislative Office facilitates public, media, and legislative requests. Through its communications function, it coordinates public relations efforts and responds to media requests and inquiries. The office also focuses on legislative priorities for the department, including the analysis of legislation affecting the department, facilitating the passage of legislative initiatives for the department, and representing the department before the Tennessee General Assembly. The customer service section of the office works closely with all divisions to help ensure customers served throughout the department and state receive services in a professional, respectful, and timely manner. It also assists in creating opportunities to receive feedback and connect with customers and community partners.

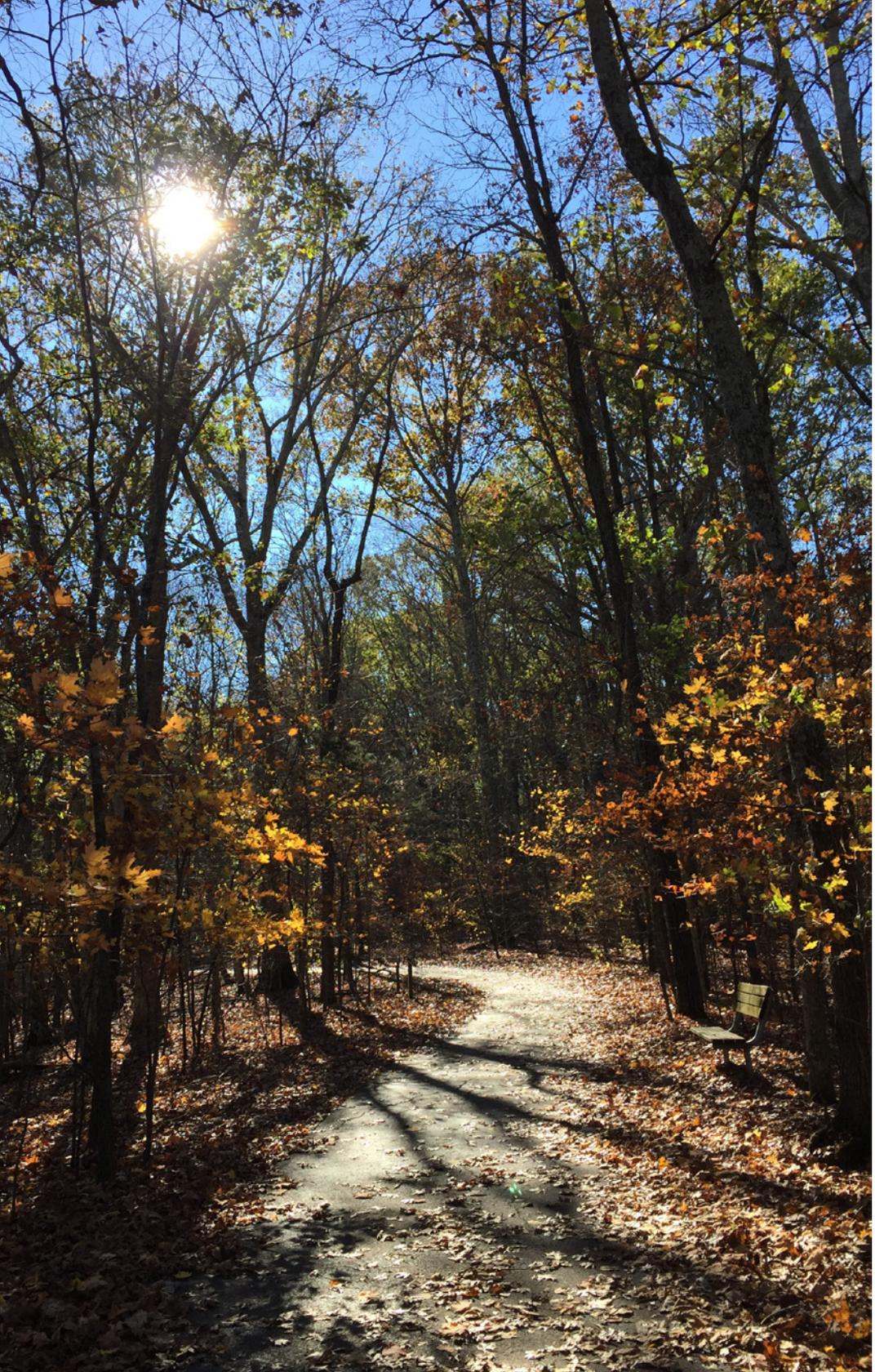
Commissioner Raquel Hatter

Tennessee Department of Human Services

Dr. Raquel Hatter was appointed DHS commissioner by Governor Bill Haslam. She has dedicated more than twenty 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’s 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.



Executive Branch



Department of Intellectual and Developmental Disabilities

400 Deaderick Street
10th Floor, Citizens Plaza
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. The department 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 to support all Tennesseans with intellectual and developmental disabilities to live fulfilling and rewarding lives. The department's mission is to become the nation's most person-centered and cost-effective state support system for people 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 the department.

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 persons 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 Program services are available to people on the DIDD waiting list. DIDD state employees provide case management services; persons with information about DIDD

programs and services; and guidance to people for other community resources, advocacy organizations, and support groups.

DIDD regional offices 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 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 that provide residential and habilitative services: Clover Bottom Developmental Center in Nashville and Greene Valley Developmental Center in Greeneville. Both are scheduled to be closed by June 30, 2016. DIDD also operates thirty-seven four-person Immediate Care for Persons with Intellectual Disabilities homes in all three regions.

Related Boards and Councils

Tennessee Council on Developmental Disabilities. The Council on Developmental Disabilities has an administrative agreement with DIDD for fiscal and administrative transaction services.

Statewide Planning and Policy Council. The Statewide Planning and Policy Council for 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 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 1,800 employees, more than 400 community providers, and three regional offices. Under her leadership, the state exited the long-standing Arlington Lawsuit, and DIDD achieved network accreditation for Person-Centered Excellence, the first state service delivery system in the nation to do so. Her responsibilities also include directing major systems changes and ensuring compliance with the court-ordered Exit Plan, which will bring to a close the long-standing Clover Bottom Lawsuit.

Payne became a volunteer at Clover Bottom Developmental Center when she was fourteen years old, and then, after graduating from MTSU, she 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 Mt. 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.



Executive Branch



Department of Labor and Workforce Development

220 French Landing Drive
Nashville, TN 37243
(615) 741-6642
TN.gov/workforce
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 the 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 American Jobs Centers, also known as Tennessee Career Centers, streamline 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, Internet access—including help with 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 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 more than 100,000 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 SNAP 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 and Title V Older Americans Act serve Tennessee's employers, employees, and transitioning workers. Training programs are delivered through the thirteen Local Workforce Investment Areas (LWIAs). Staff supports 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 with meeting the needs of employers and workers.

The Senior Community Service Employment Program provides job training and placement for people with limited financial resources who are age fifty-five 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 adults who are over the age of eighteen (unless granted an exception), lacking a high school diploma, and legally withdrawn from public education. Through Adult Basic Education classes across the state, adults are assessed to determine their level of education and then provided coursework to improve their skills in math, science, social studies, reading, writing, and employability. These classes are designed to equip the student with the knowledge necessary to earn a High School Equivalency Diploma and enter employment and/or postsecondary education. This division also offers English for Speakers of Other Languages and Civics classes for those individuals who need to learn to speak, read, and write the English language. In addition to the administration of the Adult Education program grant, the division is also responsible for the oversight and compliance of testing centers administering High School Equivalency exams.

Division of Workplace Regulations and Compliance (Boilers, Elevators, Amusement Devices, Mine Safety, and Labor Standards). The Boiler, Elevator, and Amusement Device units protect the general public, owners, operators, users, and their employees from the potential hazards inherent

to the operation of boilers, pressure vessels, elevators, aerial tramways, chairlifts, escalators, dumb-waiters, moving walks, and amusement devices. More than 66,000 boiler and pressure vessels are inspected annually or biannually by state and insurance inspectors. There are also approximately 22,000 elevator inspections conducted by state inspectors each year. Generally, boilers are inspected every six months, pressure vessels are inspected every two years, and elevators are inspected every six months. The Amusement Device Unit and qualified third-party inspectors are required to inspect fixed and portable devices throughout Tennessee at least annually.

The Mine Safety Unit provides an average of fifteen mine health and safety training classes per month for underground and surface miners, is responsible for maintaining and training two mine rescue teams for response to mine emergencies, issues mine foreman certifications, and licenses mines to operate.

The Labor Standards Unit enforces six labor and wage laws (Child Labor Act, Wage Regulations Act, Prevailing Wage Act, Illegal Alien Act, Tennessee Lawful Employment Act, and the Non-Smokers Protection Act). Every year, the unit conducts on-site child labor inspections, processes claims for unpaid wages, and performs on-site prevailing wage inspections on state-funded highway construction projects to ensure workers are correctly paid. The unit also receives complaints from local, state, and federal agencies if there are allegations of unlawful hiring practices related to illegal aliens. All of the WRC units ensure devices are safe and operable and protect citizens and visitors in Tennessee.

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 Unemployment Insurance Claims Operations Unit processes all unemployment claims filed in Tennessee. The system serves all ninety-five counties and accepts claims by telephone, Internet, and employer-submitted partial claims for unemployment benefits. The unit also handles specialty claims, such as strikes/labor disputes, combined wage, and disaster unemployment assistance.

The Unemployment Insurance Integrity Unit is responsible for monitoring, analyzing, and projecting unemployment insurance workload activity. 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.

The Employer Accounts Unit 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 premiums, securing delinquent reports, auditing employers' records, and enforcing employer compliance with unemployment insurance laws and regulations.

The Unemployment Insurance Recovery Unit was formed in January 2015. The unit is responsible for collections of overpayments from claimants and delinquent taxes from employers.

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 infor-

mation 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 LMI. 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.

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*, to help employees and employers keep abreast of changes to safety and health standards, best practices, and training and education opportunities.

Bureau of Workers' Compensation. This bureau administers programs designed to help Tennesseans resolve disputed issues related to workplace injuries. It proactively educates the public on workers' compensation requirements and acts to ensure the provision of timely benefits. The Bureau is charged with the responsibility for specific recordkeeping, administration, and enforcement, including the following:

The goal of the Mediation and Ombudsmen Services of Tennessee (MOST) is to improve communications between the parties in a workers' compensation claim. The Mediation component helps resolve disputes through experienced, professional mediation. The Ombudsmen component provides assistance to self-represented employees and employers who need information or have questions about processes, procedures, services, rules, and statutes.

The Medical Impairment Rating (MIR) Registry is available to settle disputes about a permanent impairment rating through a medical evaluation by an independent physician on the registry. The MIR physician's opinion and rating are statutorily presumed to be accurate and may be rebutted only by clear and convincing evidence.

The Claims and Insurance Coverage Program monitors information received on individual workers' compensation injuries and receives claims forms and proof of coverage documents from employers subject to the Tennessee Workers' Compensation Act.

The Tennessee Drug Free Workplace Program encourages safe worksites by promoting drug- and alcohol-free workplaces. Employers choosing to participate in the program may receive a five-percent 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. The fund limits an employer's liability for a previously disabled employee who has a new work-related injury that results in a total disability to the amount of disability caused by the new injury.

The Medical Case Management and Utilization Review Programs monitor medical expense claims and oversee the utilization review and preadmission processes, reducing the cost of medical treatment while ensuring high-quality care. The mandatory Workers' Compensation Medical Fee Schedule is based on the Medicare model with variations for efficiency, fairness, ease-of-access, and administrative reasons; it became effective July 1, 2005. While the fee schedule creates a cap on the medical fees medical providers can charge, it does not prohibit an employer or insurer from negotiating lower fees in their own medical fee agreements.

The Uninsured Employers Fund, established in January 2001, investigates and penalizes employers who fail to carry workers' compensation insurance or to qualify as self-insured employers.

An extension of the Uninsured Employers Fund is the Employee Misclassification Education and Enforcement Fund, established in 2011. It investigates employers to ensure they are not illegally deducting workers' compensation premiums from their employees' paychecks. The program also investigates employers to ensure that workers are properly classified and educates employers on the correct way to classify their workforce.

The Penalty Program investigates and assesses penalties for violations of the Tennessee Workers' Compensation Act other than those covered by the Uninsured Employers Fund and the Employee Misclassification Education and Enforcement Fund.

The Court of Workers' Compensation Claims and the Workers' Compensation Appeals Board were created by the 2013 Workers' Compensation Reform Act. The reforms created a new administrative system, consisting of two courts: The Court of Workers' Compensation Claims and the Workers' Compensation Appeals Board. The Court of Workers' Compensation Claims' mission is to provide a fair, efficient, and professional system for employees and employers. The Appeals Board's mission is to provide all employers and employees of Tennessee fair, accurate, and meaningful review of workers' compensation orders. Both courts adjudicate cases with dates of injury on or after July 1, 2014, and apply the rules of evidence and civil procedure.

Related Boards and Commissions

- Board of Boiler Rules
- Elevator and Amusement Safety Board
- Unemployment Compensation Advisory Council
- Medical Advisory Committee
- Medical Payment Committee
- Occupational Safety and Health Review Commission
- Prevailing Wage Commission
- 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.

Previously, Phillips had worked in state government in the Budget Office of the Department of Finance and Administration for seven years before entering the private sector in 1981, where he engaged in the sale and marketing of surgical and general medical products. In 1991, he founded a surgical instrument company that conducted business in the United States, Canada, Mexico, and twenty-eight countries throughout Europe, South America, and the Pacific Rim.

Prior to coming to Labor and Workforce Development, he had returned to state government in 2009 to serve as the administrative director of the Tennessee Department of Transportation's Central Services Division. In 2012, he served as managing director in the Department of Finance and Administration, overseeing customer-focused government initiatives administration-wide.

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

500 Deaderick Street
6th Floor, Andrew Jackson Building
Nashville, TN 37243
(615) 532-6500
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 provide, plan for, and promote a comprehensive array of quality prevention, early intervention, treatment, habilitation, rehabilitation, and recovery services for Tennesseans with mental illness and substance abuse issues. Its vision is to be one of the nation's most innovative and proactive state behavioral health authorities for those dealing with mental health and substance abuse problems. The department is also working to improve Tennesseans' understanding and access to early intervention and high-quality, effective mental health and substance abuse services. 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. TDMHSAS annually assesses the public's needs for mental health and substance abuse services and supports. Title 33 of the Tenn. Code Ann. requires that functions of 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 the recommendation of then-Governor Frank Clement, the General Assembly created the Tennessee Department of Mental Health on March 13, 1953 to provide services to people with mental illness and mental deficits. 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. Beginning in 1978, the department was charged with licensing facilities that provide services to people with Intellectual Disabilities, mental illness, and alcohol and drug abuse. 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. 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. 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 Division of Mental Health Services works to provide effective prevention and treatment services for all Tennesseans, improve citizens’ understanding of mental health issues, and get people to early intervention services. The division’s goal is to strengthen and improve community mental health services. It is responsible for service development, advocacy, and education, as well as technical assistance and training. It administers state and federal funds allocated for mental health services, housing, and other recovery-based services. Along with the Bureau of TennCare, the division is responsible for pre-admission screening and resident reviews for individuals who apply for nursing home care or who reside in a nursing home and may be in need of mental health services. It also works closely with the Bureau of TennCare for the behavioral health programs it operates.

Substance Abuse Services

The Division of Substance Abuse Services works to provide effective prevention and treatment services for all Tennesseans and to improve their understanding of substance abuse issues. It also works to get people to early intervention services. The goal is to strengthen and improve community substance abuse service by providing an integrated network of comprehensive addiction services that foster self-sufficiency and protect those at risk of developing a substance abuse issue. The Division’s responsibilities include planning, developing, administering, and evaluating a statewide system of substance use, abuse, and addiction services for the general public, those at risk for substance abuse, and those abusing substances. This is 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 caring and effective mental health services for Tennesseans with serious mental health concerns 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. Additionally, the department actively works with RHMI leadership in continuing efforts to improve outcomes for patient care, while containing costs to further reduce the amount of state general funds required for operations. 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 Memphis
- Middle Tennessee Mental Health Institute Nashville
- Moccasin Bend Mental Health Institute Chattanooga
- Western Mental Health Institute 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 TDMHSAS in the annual assessment of need for mental health and substance abuse services. Furthermore, the councils advise the department of policy, formation of budget requests, and development and evaluation of services. The statewide council has a minimum of seventeen 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 of Representatives each appoint one legislator as a member of the statewide council. The Governor is an ex officio member and appoints the chairman. He also appoints representatives of state agencies as ex officio members.

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. It also 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 by Governor Bill Haslam on January 14, 2011. Varney joined the department after a thirty-five-year professional career in the private sector. His last position was 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 have included psychological examiner, counselor, therapist, executive director, and CEO. He served as a board member and past president of the Tennessee Association of Mental Health Organizations. He was also a member of the faculty at the Healthy Appalachia Institute; adjunct faculty member at East Tennessee State University (ETSU); 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 ETSU and was formerly licensed as a psychological examiner, marriage and family counselor, and professional counselor.





Department of Military

Tennessee National Guard
P.O. Box 41502
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Nashville, TN 37204-1502
(615) 313-3001
tmilitary.org

Major General Terry M. “Max” Haston, Adjutant General
Brigadier General Donald L. Johnson, Assistant Adjutant General, Air
Brigadier General Tommy H. Baker, Assistant Adjutant General, Army
David W. Purkey, Deputy Commissioner, 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 within the Tennessee Military Department. More than 13,500 Tennessee men and women comprise the Tennessee Army and Air National Guard. They serve as full partners with active duty service members 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 thirty-five 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 Tennessee dates to June 1, 1796, when President George Washington signed the act of Congress admitting Tennessee as the sixteenth 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 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 the 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 and from 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 eleven 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, Jr., 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 has caused 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.

During the past fourteen 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 one hundred 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 sixty-five structures and caused an estimated \$12 million in damages.

Guard members again responded to assist during the severe winter storms that covered the state in February 2015.

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 twenty hours. The 118th Airlift Wing deployed 110 personnel within twenty-two hours. On September 11th, when air traffic was suspended for most of the day, the 118th Airlift Wing was granted a special exception to fly to Texas with a kidney from a local organ donor.

A total of 103 Army Guard soldiers were deployed to provide security at six Tennessee airports for nine months. More than eighty 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 forty-five 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 were initially 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 Valorous Unit Awards 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 28,000 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 388 state positions and more than 2,679 full-time federal employees. The Tennessee Army and Air National Guard stands at 13,524 officers and enlisted personnel. The Military Department oversees a total state budget of more than \$69 million and a Federal budget of nearly \$550 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 six 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, the Seminole Indian War, the Mexican War, and the 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 10,000 service members assigned to 141 units in eighty-three communities statewide. The Army Guard maintains more than 3.7 million square feet and nearly 13,000 acres, including ninety-four armories and four training sites.

The 278th Armored Cavalry Regiment, headquartered in Knoxville, has forty-six units stretching from Bristol to Memphis and is one of only fifteen Brigade Combat Teams in the National Guard.

The 230th Sustainment Brigade, headquartered in Chattanooga, has thirty-two units located from Chattanooga to Memphis and provides combat support and combat service support.

The 194th Engineer Brigade, headquartered in Jackson, has twenty-nine units throughout Tennessee, providing engineer and military police support to military operations worldwide.

The 30th Troop Command is composed of twenty-four aviation, six field artillery, and five 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 for 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 long standing tradition of volunteerism.

The 118th Wing, located at Berry Field Air National Guard Base in Nashville, is the third oldest flying unit in the country and was federally recognized in 1921. In 2012, the 118th Wing announced its new mission of intelligence, cyber, and MQ-9 Reaper remotely piloted aircraft, and divested itself of the C-130 Hercules after more than forty years of worldwide cargo airlift. It is the only Air National Guard unit to encompass intelligence, cyber, and MQ-9 missions under one Wing.

The 164th Airlift Wing is co-located with the International Airport in Memphis. In November 2012, the 164th Airlift Wing in Memphis announced the acquisition of eight C-17 Globemaster III aircraft, replacing the twelve legacy C-5A aircraft and marking the ninth aircraft conversion for this unit since its establishment in 1946. The C-17 mission provides rapid and reliable mobility aircraft crucial to both national and state missions.

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 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. Composed of Total Force staff members—regular Air Force, Guard, and Reserve—the center conducts an average of eighteen enlisted professional military education courses and hosts nearly fifty 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 3,400 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 twenty-four counties in West and Middle Tennessee, resulting in thirty-three people being killed. Also that year, TEMA coordinated the mass-sheltering of more than 6,500 persons evacuated from New Orleans due to Hurricane Gustav.

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 thirty National Guard Humvees to assist with search and rescue operations, disaster recovery, and restoration of local communications in Kentucky. In 2010, TEMA 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, TEMA 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.

TEMA responded to 336 missions during 2011–2012. There were six presidentially declared disasters, one Small Business Administration Disaster Declaration, and more than ten States of Emergency. TEMA trained 11,388 first responders in emergency management, incident command system, hazardous materials, and other professional development courses.

TEMA made significant progress in emergency communications in 2014 with the successful conversion of the National Alert and Warning System (NAWAS) to a digital platform and the

targeted release of Wireless Emergency Alerts (WEA) through the Integrated Public Alert and Warning System.

Late in 2013, TEMA began upgrading the state's aging hardline NAWAS system—the system used for emergency communication between state agencies and with county officials—to a more robust digital platform. The platform's strength is in its built-in redundancy, with satellite and Internet backups for emergency communications. Currently ninety-three counties and four Tennessee state agencies, including the departments of Correction, Health, Highway Patrol, and TEMA, are utilizing digital NAWAS.

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 eleven 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, mitigation, response, and recovery are extremely complex assignments requiring continuous communication and coordination addressed daily by TEMA staff. Tennessee has ninety-five counties with more than 400 incorporated municipalities. State law through the Governor's Tennessee Emergency Management Plan dictates the involvement of more than thirty 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, which 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 ten 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, as well as the collection of taxes and fees associated with those laws. The department collects approximately eighty-seven percent of Tennessee's state revenue. During the 2014–2015 fiscal year, it collected \$12.6 billion in state taxes and fees. In addition to collecting state taxes, the department collects taxes for local, county, and municipal governments. During the 2014–2015 fiscal year, local government collections by the department exceeded \$2.4 billion. In collecting taxes, the department enforces the revenue laws fairly and impartially 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, visit TN.gov/revenue.

More than 900 people work for the Department of Revenue in jobs ranging from taxpayer assistants and 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 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 or by telephone from 7 a.m. until 5 p.m. central time. The agency's website provides taxpayers online tax filing options and access to tax information, forms and publications, and fiscal information. Tax help is also available by telephone in state via a toll-free number: (800) 342-1003. Nashville-area residents and out-of-state callers should call (615) 253-0600. The department also provides information via an email listserv. Visit the department's 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 collects taxes for local, county, and municipal governments. It 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.

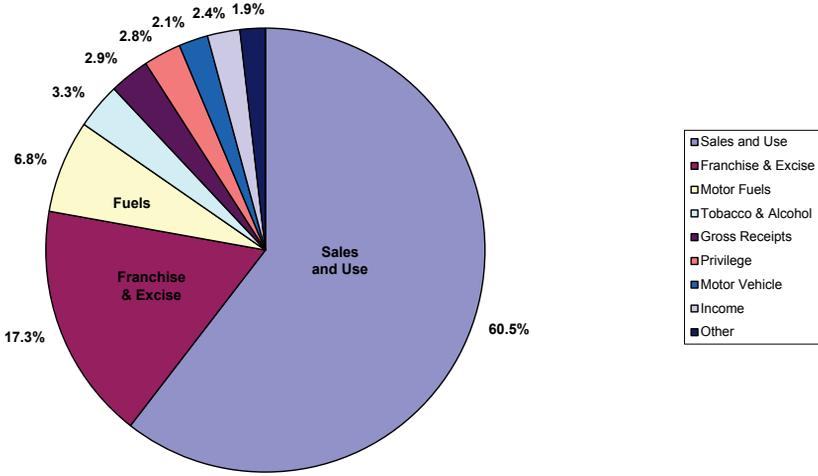
Title and Registration. This department provides motor vehicle title and registration services with regard to passenger and commercial motor vehicles, motorcycles, ATVs, trailers, and mobile homes. Working with county clerks throughout the state, the department registers approximately 6.1 million vehicles and issues 1.8 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. This department conducts tax research and economic analysis to assist decision makers in other areas of state and local government. The Research Section 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 throughout the state.

Revenue Processing. Approximately 834,540 checks and 4.7 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. Currently, taxpayers may file the Hall income tax, professional privilege tax, sales and use tax, consumer use tax, business tax, and franchise and excise tax returns and extensions through the department's website. Taxpayers may also make bill payments via the website. Payment options include electronic funds transfer 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 2015



Executive Branch

Divisions

Taxpayer Services

500 Deaderick Street
Nashville, TN 37242

Vehicle Services and Motor Carrier

44 Vantage Way, Suite 160
Nashville, TN 37243-8050
Toll-free: (888) 871-3171
Motor Carrier: (615) 399-4265

Regional Offices

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(901) 213-1400

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1100 England Drive, Suite 4A
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Columbia, TN 38402

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204 High Point Drive
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(931) 685-5010

P.O. Box 144
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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.

Prior to his appointment as commissioner, Mr. Roberts, a native of Greene County, 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 Nashville. After leaving the private practice of law, Commissioner Roberts was senior vice president, general counsel, and a director of Greeneville-based Forward Air Corporation, a national air freight and logistics company with facilities at eighty-one major airports in the United States and Canada. He occupied the same positions for Landair Corporation, a truckload transportation provider. He spent sixteen years serving as a director and audit committee chairman for Chattanooga-based Miller Industries, the world's largest manufacturer of towing and recovery vehicles.



Before joining the Haslam administration, Commissioner Roberts served on the board of the East Tennessee 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 he received a J.D. 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 Tennessee Department of Safety and Homeland Security's mission is to serve, secure, and protect the people of Tennessee.

History

The department began 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 800 state troopers are responsible for safety on more than 14,000 miles of state and federal highways.

In 1937, Tennessee became the thirty-second 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 composed 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 ninety-five 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 (CDLs) as part of a federal program requiring a standardized test for commercial drivers.

As of early 2015, the division maintains and staffs forty-seven Driver Services Centers across the state and has contracts with thirty-eight 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 website 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 1.74 million transactions from July 1, 2013 to June 30, 2014.

Commercial Driver License Issuance Unit. This unit oversees and monitors commercial driver license testing, as well as the Cooperative Driver Testing Program for teens and adults who want to obtain a regular operator's license. The CDL Unit also trains state examiners and third-party personnel to administer these tests.

It 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 canceled, 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 also 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 Plans and Technology Division, a Critical Infrastructure Division, and an Exercise and Continuing Education Division. In addition, the office 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 composed 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 the processing, setting, and 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.

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 that could impair their driving ability. Another responsibility of the Driver Improvement Section is monitoring the eight-hour defensive driving schools.

Tennessee Highway Patrol

General Operations. The Tennessee Highway Patrol (THP) has served the state for eighty-six 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 calendar year 2014, troopers assisted thousands of motorists and wrote 427,948 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 thirty-six dogs, including ten explosive detector dogs, two bloodhound tracking dogs, two cadaver dogs, and twenty-two drug detector dogs, five of which are also patrol-trained 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 one-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, 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 2013–2014 fiscal year, the Pupil Transportation Section performed more than 10,000 safety inspections on school buses. Personnel also inspected childcare vans.

Commissioner Bill Gibbons

Department of Safety and Homeland Security

Governor Bill Haslam reappointed Bill Gibbons as commissioner for the Department of Safety and Homeland Security in January 2015. He initially joined Governor Bill Haslam's cabinet in 2011. Prior to his appointment as commissioner, Gibbons served as Shelby County District Attorney General for approximately fourteen years.

As commissioner, Gibbons oversees the agency's law enforcement, safety education, driver services, and disaster preparedness and prevention programs. He also chairs a subcabinet 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.





Department of Tourist Development

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Kevin Triplett, Commissioner

The mission of the Tennessee Department of Tourist Development is to motivate travel to and within Tennessee by inspiring enjoyment, creating memories, producing a desire to return, and establishing key long-term relationships that result in visitors becoming residents.

In 2014, Tourist Development launched the new branding campaign, “The Soundtrack of America. Made in Tennessee,” enhancing the mission statement with the following:

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

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

The department 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 \$17.7 billion per year tourism industry saw a record-setting 101.3 million person-stays in 2014. Tourism is one of the largest industries in the state. The Department of Tourist Development plays a key role in the Governor’s economic development initiatives. It 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 2014, the economic impact of international travelers to Tennessee was \$576.5 million, an increase of 8.4 percent. The department reaches into the global travel market with programs in the United Kingdom, Germany, France, and the Netherlands that provide international marketing and public relations for Tennessee’s tourism industry. In 2014, the department expanded its international in-market representation to include Australia and Brazil, through a partnership with Travel South USA.

In January 2008, the department partnered with the Tennessee Department of Transportation and the Tennessee Civil War National Heritage Area to launch the Tennessee Civil War Trail, a multi-state program that identifies, interprets, and creates driving tours of both the great campaigns and the lesser-known Civil War sites. The department has printed two million map-guides and now offers it as iPhone and Android apps. Tennessee's Civil War Sesquicentennial Commission held an annual Signature Event commemorating the 150th anniversary of Tennessee's participation in the Civil War from 2010–2015. The Civil War Trail, currently featuring 383 sites, serves as Tennessee's most important legacy of the Sesquicentennial.

The Discover Tennessee Trails & Byways, initiated in 2009, features sixteen distinctive driving trails across all ninety-five counties and five National Scenic Byways. This initiative encourages visitors to extend their stay and discover Tennessee's small towns and rural communities. The program, one of the most comprehensive programs developed by the state's tourism department, includes a partnership with the departments of Transportation, Economic and Community Development, Environment and Conservation, and Agriculture.

The Department of Tourist Development continues to lead the way in sustainable tourism. Visitors to Tennessee are twice as likely to travel for sustainable or eco-travel than to other U.S. destinations. To further enhance Tennessee tourism's sustainable impact, the state's fifteen Welcome Centers received third-party green certification for the operation of all centers in partnership with the Department of Environment and Conservation and the Tennessee Hospitality and Tourism Association.

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 program developments, such as Discover Tennessee Trails & Byways and the Civil War Trails programs.

Services

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

Major accomplishments of the Department of Tourism include the following:

- The 2013 Economic Impact of Travel on Tennessee study, released by the U.S. Travel Association, showed Tennessee tourism's total direct economic impact at \$17.7 billion. This is the ninth consecutive year tourism business generated more than \$1 billion in state and local sales tax revenue, with a total of \$1.5 billion in 2014. International visitor spending increased to \$576.5 million, an 8.4 percent increase over 2013. Tennessee's tourism industry saw a record-setting 101.3 million person-stays in 2014.
- In 2014, the new branding campaign, "The Soundtrack of America. Made in Tennessee," once again leveraged the state's celebrity power by including cameo appearances of legends Dolly Parton, Johnny Cash, and Elvis, as well as country music superstar Keith Urban and mega-rocker Jack White. In 2015, the new campaign won a Mercury Award from the U.S. Travel Association, and the "One Minute Vacation" co-op from the same campaign won a prestigious Cannes Lion at the world-renowned awards event in France.
- To further drive the music message of Tennessee, the department collaborated with the Birthplace of Country Music Museum, Bristol CVB, and Virginia Tourism on "Orthophonic Joy: The 1927 Bristol Sessions Revisited." This project features an array of artists such as Dolly Parton, Sheryl Crow, Keb Mo, and Emmylou Harris and is produced by Grammy Award-winning producer Carl Jackson and distributed by the Sony Legacy label.
- In 2014, tnvacation.com, the official travel planning site for Tennessee tourism, was re-launched in responsive web design to accommodate the expanded use of mobile devices and tablets. This means the traveler planning a vacation to Tennessee gets the most up-to-date experience, as tnvacation.com is now optimized to "respond" to virtually any screen size currently available. [Tnvacation.com](http://tnvacation.com) experienced more than 3.2 million user sessions during the fiscal year 2014–2015.
- The Discover Tennessee Trails & Byways (tntrailsandbyways.com) website, a part of tnvacation.com's family of sites, was launched in 2009. In 2015, the Trails & Byways site underwent a re-platform to enhance the user experience for our tourism partners and consumers. The official Tennessee Civil War Sesquicentennial Commission microsite was launched in February 2010, and it will continue to serve as a premier educational resource long after the final Tennessee Civil War Sesquicentennial Signature Event.
- The 2014 Official Tennessee Vacation Guide featured Memphis's native son and pop icon Justin Timberlake on the cover. Once again, highlighting Tennessee's celebrity power proved prolific. For the first time in Tennessee's history, demand for the Official Tennessee Vacation Guide exceeded the original 550,000 supply. In 2015, the department leveraged the success of ABC Television's hit show *Nashville* to feature popular cast members Charles Esten (Deacon), Will Chase (Luke), and Chris Carmack (Will) rocking at the Ryman. In 2016, the celebrity feature continued with entertainment legend and Tennessee treasure Dolly Parton and friends. The guide features the five pillars of the new marketing campaign—Music, Family, Beauty, History, and Experiences. A dynamic iPad version of the guide, offering additional rich media and interactive content, has been produced since 2013.

- Along with the Official Tennessee Vacation Guide, which also includes a viewable eGuide on tnvacation.com, the marketing division is responsible for the Official Tennessee Transportation Map (in partnership with TDOT).
- In 2014, the department rebranded their effective Partnership Marketing program to become the Developmental Co-op. This 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.
- In 2014, and for the first time ever, the top counties in terms of tourism expenditures partnered with the department to create destination-oriented television spots that mirror the statewide spots created under "The Soundtrack of America. Made in Tennessee" umbrella.
- Through our established marketing channels, the marketing division implemented an aggressive and integrated media plan that supports the new messaging through in-state markets, priority/growth markets, core/maintenance markets, and large extension markets. This approach allows for continued awareness in established markets, as well as continued market growth in previously untapped long-haul markets.
- In 2014–2015, the division's PR accounted for more than 2.8 billion impressions. Intent-to-travel engagements reached 24.3 million, which includes all vacation guide requests, (e-guide, print, and app), website visits to tnvacation.com family of sites, media clicks, media views, paid search, email, paid social, and pre-roll clicks.
- Social media continues to drive engagement with the Tennessee tourism brand. It is an awareness-building medium fostered by conversation. To date, the department maintains a strong presence on Facebook, Instagram, Pinterest, Twitter, and YouTube, as well as the blog *Tennessee Trip Tales* written by seasoned travel journalists, social media influencers, and department staff.
- In 2015, the Department of Tourist Development partnered with Southwest Airlines and the Memphis Convention & Visitors Bureau to launch the branded content piece, "Last Song to Memphis," featuring the band the Black Cadillacs finding inspiration in their hometown of Memphis to complete their album. The launch featured a nine-minute short film, a press conference, and participation in Southwest's "Live at 35" program, where the band played mid-flight from Dallas to Memphis. The full campaign resulted in more than 3.2 million video views, more than 5.5 million PR impressions, and more than 400,000 social media engagements. The department will continue to utilize strong partnerships to enhance the brand message and awareness of "The Soundtrack of America. Made in Tennessee."
- The Retire Tennessee program is finishing its eighth year of marketing to their target market that is looking for the amenities and resources that Tennessee has to offer. The merits of retiree recruitment as an economic development strategy shows results when the in-migrating retiree builds or buys housing, spends money locally, increases average income levels for smaller areas, and provides additional leaders and volunteers for community service organizations.
- The Tennessee Adventure Tourism and Rural Development Act establishes a plan to promote outdoor recreational opportunities statewide, particularly in those rural counties with high unemployment. The Act authorizes a local-state partnership that will promote Tennessee and create needed jobs.

- The marketing division's sales team continues to participate in major travel and tourism trade shows to promote Tennessee's tourism attractions, communicate the department's sales strategies to the travel industry, and create partnerships that lead to new and strengthened sales opportunities. These opportunities are supported through marketing programs with travel agents, AAA clubs, and other professional travel planners, as well as organizations such as the American Bus Association and the National Tour Association.
- In April 2015, the highly regarded Tennessee Sampler brought the state's "Soundtrack of America. Made in Tennessee" message to Chicago, America's third largest market and one of Tennessee's key emerging markets. More than fifty sales and PR partners participated. The Department of Tourist Development offered partners the option to fly in to Chicago and conduct "hub-and-spoke" meetings in that market; or join a driving team, conducting meetings along a designated route and arriving in Chicago for "The Soundtrack of America. Made in Tennessee" tradeshow event featuring special musical performances, Tennessee-made food and spirits, and Tennessee tourism's best industry asset—hospitality—to tour operators, media, AAA offices, travel agents, and key influencers in the Chicago market.
- Annually, the sales and PR teams participate in Travel South Showcase, conducting meetings and interviews with more than seventy participating journalists and 650 highly qualified travel professionals. In 2012, Travel South USA launched the Travel South International Showcase in Atlanta with Tennessee's participation, which is now an annual event. U.S. Travel Association's IPW marketplace also provided Tennessee exposure to more than 1,500 international and domestic buyers, as well as international journalists from more than seventy countries. World Travel Market: London provided another opportunity to meet with global tour operators in-market and support the national Brand USA and regional Travel South USA partnerships.
- Tennessee's presence in the national media is extremely important. The department organizes annual travel-writer tours to Tennessee, showcasing tourism destinations to groups of specialized travel journalists, resulting in national media coverage from more than seventy participating writers. In 2014–2015, total circulation results from the travel-writer familiarization tours reached more than eighty-four million media impressions. 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 department. The department achieves this by annually distributing more than 350 ready-to-publish press releases.
- Communication within the industry is a top priority, including the monthly eNewsletter *Backstage Pass*, distributed to more than 4,000 industry partners and stakeholders.
- Shortly after his inauguration in January 2011, Governor Bill Haslam asked leaders of Tennessee's tourism industry to form the Tennessee Tourism Committee, composed of the state's tourism leaders in 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 state's tourism industry. These efforts culminated in the committee's first report, subtitled *A Roadmap for Jobs, Tax Revenue & Economic Growth*. This report, which includes the strategic plan, confirmed the value of tourism as an economic sector in Tennessee, the high regard for the state's tourism image

and product, and the perceived delivery of Tennessee as a high-value vacation destination among key target markets.

Administrative Services Division. This division provides administrative support to the various divisions of the department through the following sections:

- *Financial Services* provides a full range of financial management services, including preparing and monitoring the department’s 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* 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* 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, coordinates the department’s contract diversity reporting requirements, and provides advice on human resources grievance and disciplinary actions.
- *Information and Support Services* 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 Center Division. 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 has fifteen Welcome Centers statewide that are located primarily on interstate highway entrances to Tennessee. Fourteen of the centers are currently online, with thirteen of the centers open twenty-four hours a day, seven days a week. The I-40 Memphis Welcome Center closes nightly at 11 p.m. The new I-55 Memphis Welcome Center is currently being built and is scheduled to open in 2016. It will be the most energy-efficient center. A sixteenth Welcome Center in Haywood County opens in 2017.

Tennessee Welcome Centers served more than twelve million visitors in 2015. Those numbers are expected to increase with the opening of the new I-55 Memphis Welcome Center in Shelby County. The Welcome Center division recently received a Green Sustainable Award from TDEC for the operation of the Welcome Centers. Certified by a third-party vendor, Tennessee Welcome Centers are the first in the United States to be green certified.

Each center is equipped with Wi-Fi and weather monitors to assist visitors with travel needs or questions. The monitors have been updated to include traffic conditions and will also run the state's tourism television commercials. Available at each of the Welcome Centers is a toll-free telephone for travelers to make reservations at attractions, hotels, motels, campgrounds, and state parks.

In 2014–2015, the department partnered with the Tennessee Tourism Committee and the University of Tennessee to develop a Welcome Center survey. One of the main objectives of the survey is to identify and address our travelers' needs. As a result, the department is moving forward with the Welcome Center certification program. The certification program will upgrade the overall service standards and training for Welcome Center assistants.

The centers are located on I-81 Sullivan County; I-75 Campbell County and Hamilton County; I-24 Hamilton County, Marion County, and Montgomery County; I-65 Giles County and Robertson County; I-55 Shelby County; I-155 Dyer County; I-40 Cocke County, Shelby County, and Smith County; I-26 Unicoi County and Sullivan County.

Commissioner Kevin Triplett

Tennessee Department of Tourist Development

Kevin Triplett was appointed in April 2015 to the cabinet of Governor Bill Haslam as commissioner of Tourist Development. Prior to joining Governor Haslam's team, Triplett served Bristol Motor Speedway as vice president of public affairs, overseeing government and community relations, special initiatives such as tourism and community relationships, and development.

Before joining Bristol Motor Speedway in January 2005, the East Tennessee State grad worked for NASCAR, the sport's sanctioning body, from March 1994 until June 2003. His career there began in the public relations department, overseeing several of NASCAR's 50th Anniversary projects. He ended his tenure with NASCAR as managing director of business operations. In that position, he directed operation and administration aspects of the NASCAR Sprint Cup Series, Xfinity Series, and Camping World Truck Series.

From 1992 until 1994, Triplett represented General Motors Parts (GM Goodwrench and AC Delco) in NASCAR, specifically Richard Childress Racing and Ken Schrader Racing, and their drivers, including Dale Earnhardt.

Triplett is married to the former Jill Mumpower. They have two children: Lucas William and Sarah Grace.





Department of Transportation

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John C. Schroer, Commissioner

Tennessee provides its citizens and travelers one of the best transportation systems in the United States. The Tennessee Department of Transportation (TDOT) keeps Tennessee moving by utilizing new technology to improve efficiency of the system and through maintenance and construction of the state's transportation network. Having sensitivity to the environment and giving a voice to communities as the state builds a transportation system are important priorities of 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 the state-maintained highway system, representing sixteen percent of the total highway miles within Tennessee. However, the state system carries approximately seventy-five 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
- 4,506 miles of state highways with four-foot or greater shoulders that can be used by bicyclists
- 125 miles of designated bike lanes
- 884 miles of sidewalks along state routes

Mission and Vision

The mission of the department is to provide a safe and reliable transportation system for people, goods, and services that supports economic prosperity in Tennessee. TDOT's vision is to serve the public by providing the best multimodal transportation system in the nation.



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 fewer 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. TDOT's 100th anniversary was July 1, 2015.

Services

The 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.

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 and operate 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 eighteen 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.
- Provide technical and financial assistance to the sponsors of Tennessee's seventy-nine public airports through planning, design, construction, and maintenance.
- Inspect and license seventy-one public-use airports.
- License over 145 helipads.
- Provide aircraft for state executive transportation and economic development recruiting while providing maintenance assistance to the entire fleet of state aircraft.
- Oversee the operations of Reelfoot Lake Airpark and forty Automated Weather Observation Systems across the state.
- Support improvements in Tennessee's railroads and rail service.
- Inspect more than 19,000 Tennessee bridges and all of Tennessee's railroads.
- Operate ferry operations.
- Respond to initiatives of the Tennessee Aeronautics Commission.
- Provide aerial photography and mapping services to all state agencies.
- 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.

Funding

Funding to support the services and programs provided by TDOT 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 per gallon 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
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Commissioner John C. Schroer

Department of Transportation

John C. Schroer was appointed Commissioner of Transportation by Governor Bill Haslam in January 2011. He is the twenty-ninth commissioner of the state agency that oversees a statewide transportation system including highways, rail, airports, waterways, and transit. During his tenure, Commissioner Schroer has made safety a priority, creating new programs and initiatives like Quick Clearance, Protect the Queue, and the nation's first Traffic Incident Management Training Facility. He has also worked diligently to strengthen partnerships with communities. During his first four years, he achieved his goal of visiting all ninety-five counties in Tennessee. With the creation of the Office of Community Transportation, he continues to increase the level of communication and collaboration between TDOT and local communities. TDOT has undergone major changes to become more efficient with the merger of its construction and maintenance programs. The Commissioner's proudest accomplishment was supporting 140 employees who went back to school to get their GEDs as part of this major reorganization. Under Commissioner Schroer, TDOT has remained debt free and, with the current uncertainty of federal funding levels, has shifted focus to preserving the system rather than new construction. Schroer has also saved taxpayers more than \$366 million dollars by reexamining and reducing the scope of projects from wants to needs. In addition, a new twenty-five-year long-range transportation plan will provide a fiscally constrained investment program for the future. Commissioner Schroer is an alumnus of Leadership Tennessee and also serves as the chairman of the prestigious Standing Committee on Finance and Administration of the American Association of State Highway and Transportation Officials, an organization composed of peers from all departments of transportation across the nation. In this role, he is at the forefront of discussions involving transportation funding and raising awareness of this critical issue. Previous to his state service, in 2001, Commissioner Schroer was elected Mayor of Franklin. His public service also includes thirteen years as a member of the Board of the Franklin Special School District, serving as chairman for eleven 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 ten years in the commercial real estate financing business before beginning a real estate development business. Commissioner Schroer and his wife, Marianne, are members of Franklin First United Methodist Church. They have three children and one grandson.



Executive Branch



Department of Veterans Services

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Many-Bears Grinder, Commissioner
Mark Breece, Deputy Commissioner
Travis Murphy, Assistant Commissioner—Appeals Division and Middle
John Drnek, Assistant Commissioner—West
Lorenza Wills, Assistant Commissioner—East
Yvette Martinez, Assistant Commissioner of Communications

The Tennessee Department of Veterans Services (TDVS) serves more than 500,000 veterans and approximately 1.5 million dependents living in Tennessee. There are fourteen field offices across the state to serve Tennessee's ninety-five 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. TDVS also offers quarterly training to employees and County Service Officers to ensure all personnel assisting veterans and their families have the latest information about changes to laws regarding federal and state benefits. In fiscal year 2014, TDVS and County Service Officer partners filed 9,522 claims that resulted in \$1.9 billion in tax-free income for veterans and revenue for the state.

Additionally, TDVS manages and operates four State Veterans Cemeteries: two in East Tennessee, one in Middle Tennessee, and one in West Tennessee. During fiscal year 2014, there were 1,977 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 TDVS to assist casualty officers and surviving family members and coordinate with other state agencies in the response to honor and remember Tennessee service members killed in combat. The department is also the Governor's designee to present the Tennessee Fallen Heroes Medal to service members killed in combat after July 1, 2011.

TDVS is a liaison for the three existing Tennessee State Veterans Homes. It also organizes and chairs the United Tennessee Veterans Association and the Governor's Council on Service Members, Veterans, and Families.

Mission

The Tennessee Department of Veterans Service's 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 Services 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 Appeals 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 Services. 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 offered regionally across the state.

Cemetery Division. Four State Veterans Cemeteries provide interments and perpetual care for eligible veterans and their dependents.

State Veterans Cemeteries

Knoxville

East Tennessee
5901 Lyons View Pike
Knoxville, TN 37919
(865) 577-3228

East Tennessee

2200 East Governor John Sevier Highway
Knoxville, TN 37920
(865) 577-3228

Memphis

West Tennessee
4000 Forest Hill/Irene Road
Memphis, TN 38125
(901) 543-7005

Nashville

Middle Tennessee
7931 McCrory Lane
Nashville, TN 37221
(615) 532-2238

Field Offices (East)

Chattanooga

540 McCallie Avenue, Room 109
(423) 634-7123

Knoxville

601 South Concord Street, Suite 108
(865) 594-6158

Mountain Home

James H. Quillen VA Medical Center
Building 69, Room H115
(423) 926-1171, Extension 7203

Field Offices (West)

Dickson

250 Beasley Drive
(615) 441-6224

Dyersburg

439 West McGaughey Street
(731) 286-8344

Jackson

225 Dr. Martin Luther King, Jr., Drive
Room 110
(731) 423-5614

Memphis

VA Medical Center
1030 Jefferson Avenue, Room CEG 22
(901) 577-7673, Extension 5284

Fort Campbell, KY

5668 Wickham Avenue
(931) 431-3784

Field Offices (Middle)

Murfreesboro

Alvin C. York VA Medical Center
Building 7, Room G-39
(615) 225-6930

Nashville

VA Medical Center
1310 24th Avenue South
Room G116/G118
(615) 873-8048
(615) 873-7950

Smyrna

10541 Cedar Grove Road, Suite 130
(615) 907-4607

Appeals Division

110 Ninth Avenue South, Room C-166
(615) 695-6385

State Veterans Homes

Murfreesboro

Tennessee State Veterans Home
Murfreesboro
345 Compton Road
(615) 895-8850

Knoxville

Senator Ben Atchley Veterans Home
One Veterans Way
(865) 862-8100

Humboldt

W.D. "Bill" Manning, Veterans Home
2865 Main Street
(731) 784-8405

Clarksville

Brigadier General Wendell H. Gilbert
Tennessee State Veterans Home
250 Arrowood Drive
(931) 245-4700

Commissioner Many-Bears Grinder

Tennessee Department of Veterans Services

Commissioner Grinder joined the Tennessee Department of Veterans Services in January 2011, after retiring as a Colonel from the Tennessee Army National Guard with more than thirty-five years of service. Commissioner Grinder is the first woman to serve the state in this capacity.

Since her appointment, the Tennessee Department of Veterans Services 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 \$4.6 billion in federal funding from claims filed by the department and county partners.

The retired Colonel is now responsible for the operation of the Tennessee Department of Veterans Services Field Offices, Claims Office, 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, and she was appointed to the United States Department of Veterans Affairs Advisory Committee for Minority Veterans in 2013.

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, 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 Corps Lance Corporal Jeremiah E. Savage	21	Livingston
Air Force Senior Airman Pedro I. Espallat, 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

Executive Branch

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

Executive Branch

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

Executive Branch

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
Army Staff Sergeant Daniel Tyler Lee	28	Crossville

Military personnel are listed in chronological order by date of casualty.

The list is current as of September 2, 2015, as provided by the Tennessee Department of Veterans Services.



Executive Branch



Agencies, Boards, and Commissions

Tennessee Alcoholic Beverage Commission

500 James Robertson Parkway
3rd Floor, Davy Crockett Tower
Nashville, TN 37243
(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
tnartscommission.org

Anne B. Pope, Executive Director

The Tennessee Arts Commission was created in 1967 by the Tennessee General Assembly with the special mandate to stimulate and encourage the presentation of the visual, literary, musical, and performing arts and to encourage public interest in the cultural heritage of Tennessee.

The mission of the Tennessee Arts Commission is to cultivate the arts for the benefit of all Tennesseans and their communities.

Through a variety of investments, the Tennessee Arts Commission builds better communities by:

- Investing in Tennessee's nonprofit arts industry to enhance cultural life
- Serving citizens, artists, and arts and cultural organizations
- Supporting arts education to increase student outcomes
- Undertaking initiatives that address public needs through the arts

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. The board also 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
tn.gov/tbi

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, TBI is responsible for assisting local law enforcement with major crimes, as well as launching its own special investigations into illegal drugs, cybercrimes targeting children, human trafficking, 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 Bureau also manages a number of high-profile programs, including the TBI Top Ten Most Wanted, the AMBER Alert program, the statewide Sex Offender Registry, and the Tennessee Dangerous Drugs 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 85,000 pieces of evidence for 60,000 cases annually. The total number of tests conducted in a year is more than 389,000.

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 specialized training for 8,500 law enforcement personnel annually.

The director of the TBI is appointed to a six-year term by the Governor. Currently, Director Mark Gwyn sits on the IACP Narcotics and Dangerous Drugs Committee. Additionally, Gwyn serves as president for the board of directors of the Association of State Criminal Investigative Agencies. He is a graduate of the thirty-third session of the FBI's National Executive Institute.

The TBI employs approximately 500 people statewide, half of whom are commissioned officers.

Tennessee Commission on Aging and Disability

502 Deaderick Street
9th Floor, Andrew Jackson Building
Nashville, TN 37243-0860
(615) 741-2056
TN.gov/aging

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 this 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 sixty.

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, which provides consumer education and counseling about Medicare and all other related health insurances. The commission also administers state funds for multipurpose 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 agency is the principal agent of the commission for carrying out the mandates of the Older Americans Act and the 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, interagency linkages, information sharing, brokering, monitoring, and evaluation. These activities lead to the development or enhancement of comprehensive and coordinated community-based systems that 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

502 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 an independent state agency with the primary mission of advocacy for 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; provides guidance 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 funds in Tennessee and state Court Appointed Special Advocate 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; 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; and the Home Visiting Leadership Collaborative, which brings together home visiting providers to strengthen services provided and data collected, improve communications regarding the value of home visiting, and identify strategies for results-based financing for home visiting programs.

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 twenty-one-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 consists of twenty percent youth members, in order 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, and 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 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. TCI 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 can also 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

One Century Place
26 Century Blvd, Suite 200
Nashville, TN 37214
(615) 324-6500
tnlottery.com

Susan Lanigan, 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. 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 more than 900,000 scholarships and grants, hundreds of K-12 after-school classes, and energy efficient projects for K-12 schools. The HOPE Scholarship program has gradually expanded to include eleven different scholarships and grants, and a new initiative, Tennessee Promise, was launched in the fall of 2015. Tennessee Promise allows Tennessee high school graduates the opportunity to attend a community college or Tennessee College of Applied Technology tuition-free for up to two years.

The Tennessee Education Lottery Corporation operates entirely from the revenue it generates through the sale of its products. It has raised more than \$3.4 billion for various education-related programs from its launch, on January 20, 2004 to June 30, 2015. In addition, during that same time period, players won more than \$8.4 billion in prizes, and Lottery retailer partners earned nearly \$872 million in commissions. The corporation maintains four district offices throughout the state and is headquartered in Nashville.

Tennessee Health Services and Development Agency

502 Deaderick Street
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 healthcare 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 healthcare institutions, acquisition of major medical equipment, and the initiation or elimination of certain services that impact healthcare 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 meet 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 an eleven-member board consisting of three consumers, five healthcare industry representatives, and three state officials. The Agency employs ten staff members.

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

Established in 1973, the Tennessee Housing Development Agency (THDA) is the state's housing finance agency, authorized to sell tax-exempt revenue notes and bonds to finance mortgage loans for, primarily, first-time homebuyers of moderate and middle income. THDA does not make

loans; rather, it relies on local lenders throughout the state to originate loans to eligible borrowers. THDA manages more than \$2 billion in mortgages, and program earnings fully cover the cost of the agency's operations while also supporting other affordable housing activities, including grants through the state's Housing Trust Fund.

THDA also administers nine federal programs on the state's behalf, including housing choice vouchers in seventy-two counties; housing tax credits and multifamily bonds to support rental housing development; and weatherization and energy assistance grants.

THDA is also a housing resource for Tennesseans, providing research and analysis of housing trends, supporting home-buyer education programs, and offering technical services and information to housing providers. Consumers can search for rental housing opportunities on TNHousingSearch.org.

The agency is governed by a board of directors whose members are appointed by the Governor and by the speakers of the Senate and the House of Representatives. The state's constitutional officers and the Commissioner of Finance and Administration serve as ex officio members.

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 is an independent state agency created in 1963 to encourage, promote, and advise the public of their human rights. In 1978, the Commission transformed into an enforcement agency through the passage of the Tennessee Human Rights Act (THRA), and, later, the Tennessee Disability Act (TDA), 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 forty in employment). The Commission also ensures the state'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. The Commission's mission is to safeguard individuals from discrimination through enforcement and education.

It is governed by a nine-member board of commissioners serving staggered six-year terms and appointed by the Governor, the Lt. Governor, and the Speaker of the House of Representatives, to represent the three Grand Divisions of the state. A twenty-nine-member staff of investigators, attorneys, and other professional support personnel carry out the day-to-day duties of conducting thorough investigations and educating the public about their rights and responsibilities. Staff duties include the receipt, investigation, and, when necessary, litigation of discrimination complaints. When parties agree, the Commission also conducts mediation and conciliation as means to resolve complaints. It also provides technical assistance and education about the rights and requirements under the THRA and TDA 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
3025 Lebanon Road
Nashville, TN 37214-2217
(615) 741-4461

Brian Grisham, Executive Secretary

Established by Chapter 455 of the 1981 Acts, 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 fourteen-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 Rehabilitative Initiative in Correction

6185 Cockrill Bend Circle
Workforce Development Center
Nashville, Tennessee 37209
(615) 741-5705

Patricia Weiland, Chief Executive Officer

The state Legislature established the Tennessee Rehabilitative Initiative in Correction (TRICOR) effective July 1, 1994. TRICOR's mission is "To prepare offenders for success after release." TRICOR is managed by a board of directors consisting of nine individuals appointed by the Governor, with the Commissioner of the Department of Correction serving as an ex-officio member. State statute requires that the board consist of individuals with specific and varied backgrounds.

TRICOR is a unique organization operating on a self-sustaining business model using no state-appropriated funds. It generates revenue through four strategic business units: consumable products, business services, manufacturing, and agriculture. TRICOR provides products and services to both government and the private sector, with operations inside and outside Tennessee prisons.

All offenders participating in TRICOR operations receive career management training to prepare them for a successful transition through the context of work. TRICOR integrates occupational skills development, life skills coaching, cognitive restructuring, and education attainment, offering an opportunity for individual transformation upon release.

TRICOR programs assist in reducing the Department of Correction's recidivism rate, saving taxpayer dollars, and increasing public safety.

Tennessee State Board of Education

710 James Robertson Parkway
1st Floor, Andrew Johnson Tower
Nashville, TN 37243-1050
(615) 741-2966
TN.gov/sbe

Dr. Sara Heyburn, Executive Director

The State Board of Education’s (SBE) vision is to provide the consistency, transparency, and oversight the public demands while ensuring an environment of opportunity for all of Tennessee’s children, from Memphis to Mountain City. This vision is guided by a desire for Tennessee to continue to be the fastest-improving state in the nation and to ensure our students are learning what they need to know to be competitive, knowledgeable thinkers and citizens. The Board establishes rules and policies governing all aspects of elementary and secondary education, providing the bridge between the vision for education in Tennessee and the classrooms where our students learn.

The SBE is committed to high student standards; a strong, aligned assessment; effective teacher and leader preparation; diverse pathways to career success; teacher feedback; and individualized learning. To effectively move forward with these commitments, the Board maintains transparency and openness in all of its work.

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 the implementation of policies and programs that use proven, research-based practices across a set of strategic priority areas.

The Board measures the state’s success in preparing all students for postsecondary success by examining key student outcomes, including the college going rate, performance on ACT and NAEP, and other key indicators. The Board provides information and tools to students, parents, teachers, and policymakers, enabling them to deliver the education constitutionally guaranteed to all Tennesseans.

The SBE is composed of eleven members representing the diversity of the state—one from each congressional district, along with one student member and the executive director of the Tennessee Higher Education Commission who serves as a non-voting ex officio member. Dr. Sara Heyburn serves as executive director of the board. Visit tn.gov/sbe for more information on board members and policies.

Tennessee State Museum

James K. Polk Cultural Center
505 Deaderick Street
Nashville, TN 37243-1120
(615) 741-2692
tnmuseum.org

Lois Riggins-Ezzell, Executive Director

The Tennessee State Museum, and its military branch in the War Memorial Building, is located in downtown Nashville in the James K. Polk Cultural Center. The museum, considered to be one



of the finest in the nation, showcases a series of exhibits interpreting more than 12,000 years of history, along with special history and art exhibitions in its changing galleries.

The permanent exhibits begin with *The First Tennesseans*, tracing prehistoric humans some 12,000 years ago through Indian contacts with European explorers in the 1600s. The *Frontier* exhibit looks at the beginnings of 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* (1870–1920). The museum’s Civil War holdings are regularly cited as being among the nation’s most extensive, in terms of significance and depth.

Highlights of the collection include Andrew Jackson’s inaugural hat with its mourning band for his recently deceased wife, Rachel; a 3,500-year-old mummy; the boot of Sam Davis, which was cut open by Union troops; a sword surrendered by the British at the Battle of King’s Mountain during the Revolutionary War; Daniel Boone’s musket; the kepi of Patrick Cleburne found laying on his body following the battle of Franklin during the Civil War; and tickets to President Andrew Johnson’s own impeachment.

The Military Branch Museum in the War Memorial Building traces Tennessee’s involvement in overseas conflicts, from the Spanish-American War in 1898 to the end of World War II. Among the artifacts on view are Spanish, German, Japanese, and American uniforms and equipment, and the Medal of Honor awarded to Alvin C. York.

The heritage of more than 200 years of the Volunteer State’s history, along with the efforts of many citizens in preserving mementos of that history, have combined to create an outstanding institution. It is open Tuesday through Saturday, 10 a.m. until 5 p.m., and on Sunday, 1 p.m. to 5 p.m. The Military Branch is closed on Sundays. There is no admission charge.

The museum is governed by the Douglas Henry State Museum Commission, with thirteen voting members, eleven of whom are appointed by the Governor, the Lieutenant Governor, and the Speaker of the House of Representatives. The chairs of the House and Senate Finance Committee or their designees also serve on the Commission, along with the museum’s director, who is an ex officio member. The Commission, which oversees museum operations, is entrusted with the museum’s strategic direction. The educational and cultural enrichment of Tennesseans is the museum’s central focus.

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 (TWRA) has the responsibility to preserve, manage, enhance, and protect the state’s wildlife resources and their environments. The Agency is also responsible for boating safety. TWRA is governed by a thirteen-member Fish and Wildlife Commission, which includes nine members appointed by the Governor, two appointed by the Speaker of the Senate, and two appointed by the Speaker of the House of Representatives.

Operation of the 723-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 divi-

sions are Wildlife and Forestry Management, Fish Management, Boating and Law Enforcement, Environmental Services, Engineering, Real Estate, Biodiversity, Administrative Services, Information and Education, Information Technology, Human Resources, and Legal Services.

Major functions of the agency include enhancing Tennessee's wildlife and fisheries; law enforcement; operation of shooting ranges, hatcheries, and wildlife management areas; hunter and boating education; conservation education; habitat protection; non-game or endangered species management; access area development; and regulation of hunting seasons and bag limits, fishing regulations, and creel limits.

Volunteer Tennessee

312 Rosa L. Parks Avenue
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. It administers AmeriCorps, the domestic Peace Corps through which 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 award program 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 in order to qualify for funds from the federal Corporation for National and Community Service. Volunteer Tennessee's twenty-five-member commission was created in 1994 by Executive Order 55, and it is administratively attached to the Department of Finance and Administration. The Governor appoints the twenty-five commission members to reflect the geographic and cultural diversity of the state.