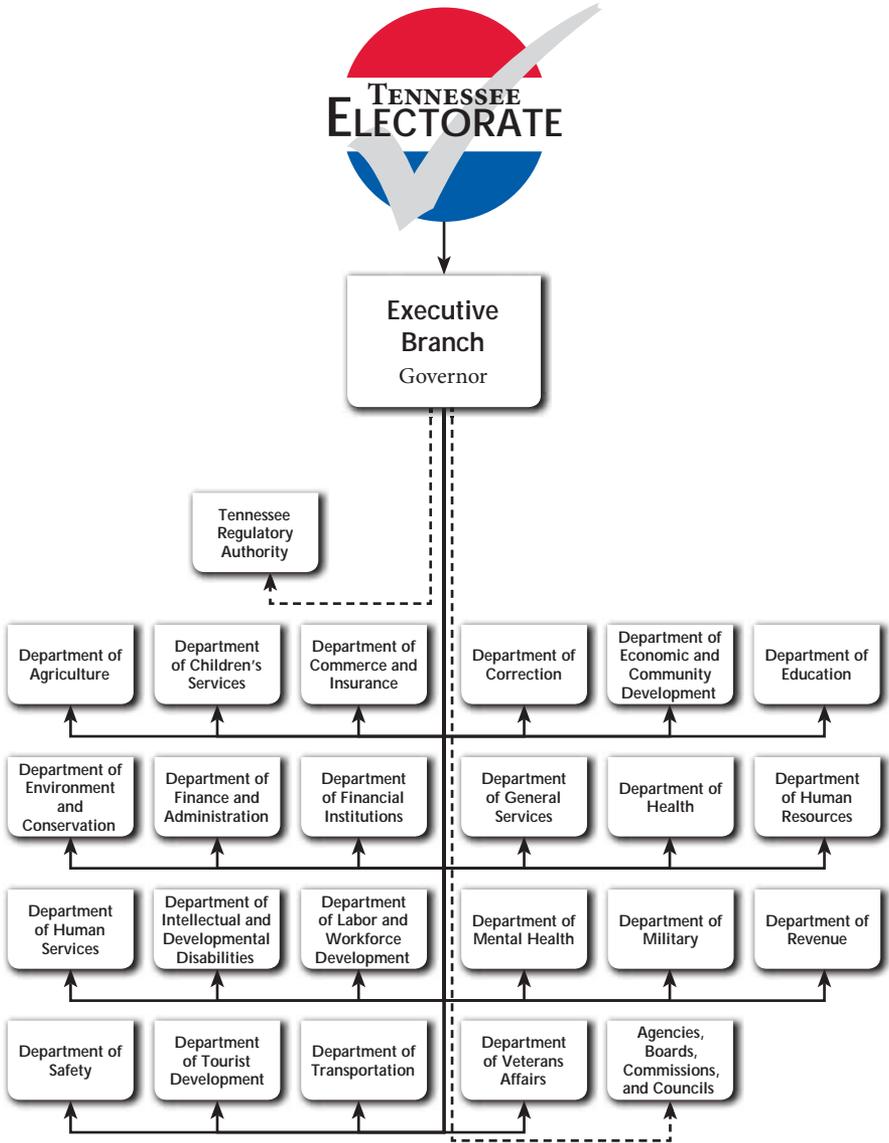






SECTION II

Executive Branch



Introduction

When you think about state government you may think of the highway near your home, or 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 43,000 people in 22 Cabinet-level departments and other agencies.

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



Bill Haslam

Governor

Office of the Governor

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

Bill Haslam (R)

Governor of Tennessee

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

His administration's priorities are:

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

Prior to serving as governor, he was the Mayor of Knoxville for eight years. During his time as Mayor, property tax rates dropped to their lowest levels in more than 50 years. He balanced seven consecutive city budgets, reduced city debt by 28 percent, tripled the Rainy Day Fund, created key education initiatives, and recruited and retained thousands of Knoxville jobs. Before entering public service, he managed his family's business, driving all over the country to find good locations for new truck-stops and helping it expand to a nationwide business. Born and raised in Knoxville, he earned a degree in History from Emory University. He and his wife of 29 years, Crissy, have three grown children and a daughter-in-law.

Duties of the Governor

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

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

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

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

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

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

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

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

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

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

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

Candidates for governor must first obtain their party's nomination in a primary election in August, and then must run against the nominees of other parties in a general election in November. The governor is limited to two four-year terms. The governor may receive an annual salary of \$155,000, 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

During her first year as First Lady of Tennessee, Crissy Haslam introduced a three-part initiative that focused on the interplay between family engagement and literacy improvement in Tennessee. She stressed the importance of parents as first teachers, parents as education partners, and also raised awareness of the exponential value of reading for 20 minutes daily.

Haslam's "Parents As First Teachers" initiative centers around encouraging parental involvement and highlighting that parents are a child's first and most important teachers. She has worked to increase awareness of the importance of parents and communities sending children to the classroom with the basic skills and preparation to succeed, highlighting organizations throughout the state that are leading in kindergarten readiness strategies.

In addition to her work in parental engagement, the First Lady introduced a campaign to reiterate the essential role a family plays in a child's education. "Parents As Education Partners" reminds families that they play an active role in a child's progress at school. To that end, Haslam is creating a bank of best practices of schools and community centers throughout the state with successful parental engagement plans.

As part of her literacy improvement initiative, Haslam partnered with the Department of Education to work on the "Early Grades Reading Delivery Plan" with the goal to improve literacy rates of elementary students across Tennessee. She has partnered with ten schools across the state to achieve their literacy goals and to share best practices. To create awareness for the importance of daily reading in the lives of students, Haslam speaks statewide to campaign READ20, a message that literacy groups nationwide work to promote, emphasizing the importance and tremendous effects that reading just 20 minutes a day can have on the education and brain development of children. Additionally, Haslam is helping to promote READ Tennessee, a website created by the Department of Education. READ Tennessee is an "Early Grades Reading Toolkit" to provide parents, teachers, and communities with resources to improve reading abilities for kindergarten through third-grade students.

First Lady's Office Staff



Christi Gibbs
Chief of Staff



Amanda Kerns
Executive Assistant
to the First Lady



Rachel Lundeen
Special Assistant and
Policy Advisor
to the First Lady



Casey Pash
Residence Assistant



The Tennessee Residence

The Tennessee Residence is located in a residential area of Nashville, six miles south of the State Capitol. The 10-acre hillside site is beautifully landscaped with huge forest trees and seasonal gardens. The Georgian Colonial brick and stone home was designed by Hart, Freeland and Roberts of Nashville for businessman William Ridley Wills, founder of National Life and Accident Insurance Company. It took two years to build, beginning in 1929, and cost approximately \$150,000.

Originally called “Far Hills” because of its magnificent view of the surrounding hills, the estate was purchased by the State of Tennessee in January 1949 for \$120,350. It is the third official residence of Tennessee’s first families. Major restoration of the Residence began in November 2003, and was completed, along with the addition of Conservation Hall, in the fall of 2009.

Over time, the Residence has hosted scores of distinguished guests such as the Reverend Billy Graham, Elvis Presley, Minnie Pearl, Johnny and June Carter Cash, President and Mrs. John F. Kennedy, President and Mrs. Lyndon Johnson, President and Mrs. Ronald Reagan, President William Clinton and Hillary Clinton (now U.S. Secretary of State), Vice President and Mrs. Al Gore, and numerous governors and royalty from around the world. Governor Haslam is the 10th chief executive to reside in the home.

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 home for generations to come.

Inaugural Address

Governor Bill Haslam

January 15, 2011

Governor Ramsey... Speaker Harwell...
 Members of the General Assembly...
 Constitutional Officers...
 Justices of the Supreme Court...
 Distinguished Members of Tennessee's Congressional Delegation...
 Honored Guests...
 Family...
 Friends...
 and fellow Tennesseans...

Let me begin by thanking you for placing your confidence in me to serve as your governor.

With humility, I accept your trust to be a responsible steward of our state's resources.

As my friend, Lamar Alexander, says, "Being the governor of your home state is a high honor, and if that state just happens to be Tennessee, well it doesn't get any better than that."

One Saturday night about eight months ago, Crissy and I were driving home from Henry County. It was close to midnight as we came through Nashville, which I knew meant we would be getting home to Knoxville about 3 a.m. As we drove down I-40, I saw the lights illuminating our State Capitol.

With many months and miles behind us, and quite a few more to go, I thought, "That's a really beautiful building – but it sure does take a lot of work to get there."

I want to thank my wife, Crissy, who spent endless days with me traveling 120,000 miles across our state. She joined me in shaking hundreds of thousands of hands, eating 1,000 chicken dinners, knocking on countless doors and probably most painful for her, listening to me give the same speech about 2,000 times. Somewhere along the way she later recounted, she had learned how to look at me adoringly without listening to a word I said.

To our children Annie, Leigh and Will and his wife, Hannah, thank you for your incredible support and encouragement along the way.

The road to public office traverses over paths that are long, challenging and often partisan. Our democratic system asks good men and women to stand for election as Republican, Democrat or Independent.

After the voters speak freely and openly through the ballot box, the time comes to set aside those things that separate us, and join our hands and our hearts together to aspire to greatness.

Now is the time to help Tennessee reach its potential.

Speaking of aspiring to greatness, Governor Bredesen, thank you for a job well done. And to your wife, Andrea Conte, as First Lady you set the tone to raising awareness of crime victimization and crime prevention. Thank you.

Governor Bredesen, you often used nautical analogies to describe your ship of state. You stood at the helm, in good times and through some that were more tumultuous, and never veered off course.

And as an aside, I truly hope our national leaders will use your insights into the health care system to bring about real reform.

Today, a new set of hands will grab hold of those oars and pull with the currents – sometimes against - toward a new horizon.

For two years I criss-crossed Tennessee, from the mountains in the East to the banks of the Mississippi River in the West, sharing in the stories that stitch together the fabric of our state and our people. I also learned that Tennesseans have opinions – lots of opinions. But that is a good thing. And listening to those opinions, as varied as they may be, is what prepared me to lead.

From thousands of conversations along the campaign trail and experiencing first-hand the strong work ethic among Tennesseans, this is a state with people who are up to the challenges that we face.

There is a will to work... a desire to earn a good wage... and to support a family. But for some, in all honesty, the opportunities are scarce or difficult to attain. Too many of our fellow citizens remain unemployed and many more are under-employed.

The emerging landscape for jobs in our state breaks in two distinct ways.

There is the vibrant hum of a new economy, that is growing, that encourages learning, and that taps the educated. Others feel left behind, struggling to gain a foothold and wary of having the tools to compete.

In the new economy there is room for those who prepare for the challenges of a changing workforce. Some come equipped with the right education and skills while others reach out to re-train, re-educate and re-enter a competitive marketplace.

It is time to aspire to be more.

As Tennesseans we often aim too low when it comes to our education, our health and our economy. It is time to raise our sights.

A person under-employed as well as those unemployed seek to discover a future in front and not a fleeting image from a rear view mirror.

But please understand this point: Government stands ready to assist, but government is not the solution.

Offering hope through workforce development, technical training and work keys are building blocks on the road to job recovery and job security. But equally important is the individual determination and drive to invest the time, energy and hard work to be more.

There are those who are convinced there is no penalty for giving up and dropping out of school – a job will be readily available. But, for those who give little, there will be little in return.

We cannot accept 28,000 students dropping out every year without completing high school. As leaders, our job is to help define reality for all to see and to understand – educational achievement is the real key to the future.

The expectations and standards of education for EVERY STUDENT in Tennessee are high. This is the time to continue significant education reform - and shame on us if we let this moment escape without meaningful action. The path for better jobs now and into the future requires more than the current one out of five Tennesseans over the age of 25 who have a college degree.

This is my commitment to you: We will improve our teaching, learning, retention and graduation. Every student deserves a great teacher, and every school needs a great principal. The tools will be in place – the rest is up to each of us to seize the opportunities.

Businesses deciding whether to locate or expand in Tennessee look for more than incentives. The single best recruiting tool for future job growth is a high quality in our work force that flows from our educational achievements. I recently attended new governor's school, (I think I passed). There are 26 brand new governors. All of us ran on a platform of bringing jobs to our state. The competition is intense. Not just with our fellow states in the U.S., but with countries from across the world.

We are honing an edge that will allow Tennessee to stand out in a highly competitive world where everyone is looking for the smallest advantage to succeed.

Reforms and investments in Tennessee's education system offer promises for tomorrow. But money and good intentions are not enough to bridge the gap. Commitments are required – from parents, teachers, students and elected officials. The standards for educational excellence have been raised, and we need plenty of helping hands, not pointing fingers, in our climb to the top.

It is time to reach for the top tier and not be satisfied with merely being better than last.

A quality workforce also embraces healthy choices and personal responsibility and accountability for a healthy lifestyle. We can't remain 44th out of the 50 states in the health of our citizens and attract the jobs that we want, nor obtain the quality of life we desire in Tennessee.

Our goal is simple: Top-tier education for our children. Re-training for those out of work and underemployed. A healthy lifestyle. All three will make Tennessee number one in the Southeast for high quality jobs.

Going forward, the governor's responsibilities will be different. Compared to 20 years ago, efficiency now is the operative word because resources are fewer. There is no other choice.

Thomas Freedman recently wrote that "we are leaving an era where to be a mayor, governor, senator, or president was on balance to give things away to people, and we are entering an era where to be a leader will mean on balance to take things away from people. That is the only way we will get our fiscal house in order before the market brutally does it for us."

As we slowly reverse the negative trends of the economic downturn that gripped our state and nation, we will be diligent in watching the weight of state government, going on a diet of efficiency and effectiveness.

State government will live within its financial means, and a "Top to Bottom" review will set priorities and establish measurable goals.

We face few easy alternatives in closing the budget gap and balancing the budget – difficult choices face us. We will make the right decisions that point us toward the future – while doing so with a measure of compassion.

Today, as we begin writing a new chapter in our state's history, I ask you, the elected state senators and representatives, to join with me in rolling up our sleeves and going to work.

Our measure of effective state government is whether our citizens are served well and at the lowest possible cost.

The people of Tennessee are our customers, and we will be all about great customer service. In business, our goal was to make sure that every employee was either taking care of a customer or taking care of someone who was taking care of a customer.

As Mayor of Knoxville, our goal was to listen, to lead, to be open and transparent and to get things done. State government will do no less.

Years ago, my father instilled in his children a sense of being unable to sit back, look at a problem and not do anything. He taught us that life does not revolve around our own world, as comfortable as that might be. You have to be willing to reach out, take a risk, and understand that the reward for a job well done comes from knowing you have played your part with the gifts God has given you, so you are part of something bigger than yourself.

You start with the presumption of saying yes to making a difference and then you see what you can do to help.

That is the measure of leadership.

Leadership shapes reality – it's how education reform grasps the knowledge reins for the future or how, with a gentle nudge, people reach the next rung on the ladder even when it is a stretch to grab hold.

Let me be very clear. Fiscal challenges and difficult options will characterize our time and leadership. We have to be willing to press ahead because you feel it is the right step - not necessarily the most popular – in setting the course for the future of all Tennesseans.

Leaders listen, draw on the experience of others and their own life experiences and values, and lay out a path that embraces the hopes, dreams and aspirations for all.

We are at a new day in government in our country and our state. This is not a reference to Republicans winning elections that Democrats won two or four years earlier.

Today, reality is a landscape created from fewer financial resources but one that still provides for the common good.

There are opportunities before us. We cannot do or be everything. We have to exercise good judgment as we set our priorities.

The path we will travel will not be smooth, and there will be a few bumps along the way.

But we will successfully navigate - learning new ideas and building on existing experiences.

This sense of hope and optimism comes from the knowledge that guiding principles serve as anchors in times of challenge. They empower us to do more and help us seek simplicity in moments of uncertainty and confusion.

As your governor, I promise to be a good listener and a continuous learner, to lead with grace and humility, and when faced with adversity, to respond with determination. And finally, I will work hard. In business, as a mayor, and as a candidate for governor, I have learned nothing replaces hard work.

After over two years of preparing to be here, I am ready and excited to get to work.

I hope you will join me along the path we start blazing today that will shape the future for Tennessee.

Thank you for your support, your encouragement, your prayers and your commitment to making Tennessee a better place to live, to work, and to raise a family.

State of the State Address

Governor Bill Haslam

March 14, 2011

Transforming The Way We Do Business

Lieutenant Governor Ramsey, Speaker Harwell, Speaker Pro Tem Jamie Woodson, Speaker Pro Tem Judd Matheny, Members of the 107th General Assembly, Justices, Constitutional Officers, friends, guests and fellow Tennesseans:

I stand here tonight to report on the state of our state and to deliver a budget that meets the requirements of our Constitution.

Even though we have seen several consecutive months of revenue growth, our job to responsibly and financially position state government for the future is not complete.

Tough choices lie ahead, and we have addressed them in this budget. I am convinced that if we have the courage to take the necessary steps now, then in future years we are positioned for success, and we will compete with and against the best.

I want to be very clear – we have a lot of work to do.

As I begin, I want to emphasize two points – first, relative to many other states, we are in a strong position. We have a low tax rate and a very low level of debt. However, my second point is that we really are going to have over \$1 billion less in revenue to work with this year than we did last year.

That reality will frame this budget.

I also want to emphasize that our current financial constraints are not a temporary condition. I think that what we are seeing in government today really is the “new normal.” Every government, ours included, will be forced to transform how it sets priorities and makes choices.

Ten years from now we will not – and cannot – be governing the same way we did 20 years ago.

The time is right to go on a rigorous diet that consumes less and exerts more energy.

No one in this chamber tonight was elected to cling to the status quo. The people of Tennessee told us to roll up our sleeves, find consensus on a responsible and realistic spending plan, educate our children, encourage great teachers, create more jobs – and do it now.

The way toward a brighter future for all Tennesseans starts tonight. Through our actions, we will show the people of Tennessee and the rest of the country that we are up to the job, and we will get it done.

One thing that the rest of the country and the whole world knows us for is our well-deserved reputation for being the Volunteer State.

Today, many of our Tennessee volunteers are going to far away lands, away from family and friends, protecting the freedoms that we hold dear.

The men and women of Tennessee, who serve in the military, are on the front line in the war against terror.

Among the membership in our General Assembly is Lieutenant Colonel John Mark Windle, back from his second mission in the Middle East and at work representing the people of the 41st state House District.

Welcome home, Colonel.

And let me ask every member of the General Assembly who has served in the military to please stand.

Since September 11, 2001, more than 20,000 men and women in the Tennessee National Guard – Army and Air Force – have been called to serve. Many of them are state employees and all are neighbors in the communities that dot our state. Before this year is over, for example, 59 employees of the Department of Safety and Homeland Security will go on active duty. Mobilization orders or notification of planned deployment will touch another 1,804 men and women.

While many have served, some gave their last, full measure.

Since 2001, 136 Tennesseans – men and women – have lost their lives.

Please join me in a moment of silence in recognition of those who are called to serve and in honor of those who gave their lives to protect and preserve our freedoms.

Thank you.

The reality is that less than 1 percent of our country serves in our voluntary armed forces in order to keep the rest of us free and secure. For that, we should all be grateful.

Tonight, I want to focus on three key questions:

- Where are we?
- Where do we plan to be?
- How we will get there?

I want to emphasize again that we cannot and will not continue to do government the same way. We will no longer have more of the same kind of government in good times and less of it in hard times. We really do have to transform our government.

That means a quality education for all students. We may be racing to the top, leaving no child behind, but what we really are doing is opening doors to tomorrow for young people who are ready to step up. And there is plenty of room for caring parents and quality teachers along the way.

That means creating jobs that offer good wages and support for families.

That means state government focused on a few things done well.

And that means each of us accepts personal responsibility for a healthier lifestyle.

So, where are we?

On a road to recovery – but it is a slow one - with difficult choices yet ahead.

Federal stimulus funds are vanishing and tapping into the state's reserve funds is not a choice. There is a \$1.4 billion hole in the state budget to fill. We will get the repair work done, but it will take time.

Recently I was visiting with a group of high school students who asked me: "What is the hardest part of your job?"

After thinking for a while, I responded that it is saying "no" on funding some items that we would like to say "yes" to.

State government does a lot of good things. We have worked hard to try to continue funding many of those things. The reality is that there are a lot of things I would like to do, that each member of the legislature would like to do, but that we simply cannot afford.

There is only one way to get our fiscal accounts in order – Put another hole in the belt, pull it even tighter this year as we smooth out the remaining rough budget edges.

With the projected revenue growth next year of 3.65 percent – almost all of the new funds are consumed with no action.

The projected revenue increase sounds like a lot until you realize that TennCare, the Basic Education Program (BEP) and employee health care absorb most of the increase.

We have these obligations, and they will be met. But before charting where we want to go, we have to find the starting point.

Our proposed budget is based on a “realistically conservative” revenue growth number of 3.65 percent or a projected \$473 million.

The average reduction we are proposing throughout state government is 2.5 percent. Most executive branch agencies funded with general funds will be reduced.

We have worked hard to have our reductions be focused in administrative areas rather than direct services.

For example, TDOT has cut \$5 million in overhead, which will allow us to fund more projects to keep Tennessee’s roads and bridges up-to-date.

Financial Institutions has reduced its overhead as well, which will mean our banks and other financial institutions will be charged less money, thus freeing up more capital to stay in the Tennessee marketplace.

Department of Health spending will drop 1.7 percent with minimal impact on public health as the cuts are focused on administrative expenses.

While supporting health care access, TennCare expenditures will go down 2.1 percent. But we will add funds for CoverKids and approval of the Hospital Coverage Assessment will allow us to avoid deeper reductions in basic TennCare services.

Higher education is being reduced 2 percent but there will no drop in financial aid for low-income students. I want to tip my hat to the Tennessee Higher Education Commission, the University of Tennessee and the Tennessee Board of Regents in stepping up early to budget pressures.

In Tennessee, we face the challenge of increasing the percentage of our adult population with a college degree. Right now, 21 percent of our adult population has a degree compared to 30 percent of the national population. We are asking our institutions of higher learning to do more with less money. However, it’s a challenge that must be met, and I am confident they are up to the task.

We are raising retention and graduation standards – more accountability for students and schools.

One solution is to build partnerships – a different mindset than in the past. And we will do that by taking advantage of our unique assets.

To launch a new era of partnership, I am proposing a \$10 million operating grant for the Memphis Research Consortium to encourage collaboration in research and strategy in the health field. The partners are the University of Memphis, the University of Tennessee Health Science Center, St. Jude and other private health care entities.

The state’s great research institutions and universities such as Oak Ridge National Laboratories, Vanderbilt and our public universities should work together with the private sector to find ways to effectively translate the investments in ongoing research into businesses that create high quality jobs.

In state government as in the private sector, the largest cost is for the people who provide the goods and the services. And like the private sector, state government is faced with having to adjust its workforce to reflect economic realities.

There will be 1,180 fewer state positions – almost 90 percent coming from eliminating unfilled positions and non-recurring state and federal funds.

The tough economic times spawned by the national recession meant state employees have gone for several years without salary adjustments.

Once again, state government- the same as in business – held the line on increased wages.

But if we are going to have a great higher education system and hard-working state employees, we cannot continue to ask them to go without raises.

Our budget proposes a 1.6 percent salary increase – the first increase in four years. While this is less than I would like to do, and doesn't begin to make up for three years without a raise, it is a first step.

We also are recommending a continuation of the \$50 monthly state match to 401(k) plans. Statutory step raises for assistant district attorneys, public defenders and members of the Tennessee Highway Patrol will be funded.

On a personal note, I want to thank the employees of Tennessee state government. I know that often people outside of government think that state workers don't work hard or don't care about providing great service. My experience has been that our state government is full of people who care deeply about the state and truly want to do a great job. To all of those employees, please know that you have my appreciation and gratitude for your hard work.

In Children Services, there will be no reductions in child welfare services, but we are planning to transfer services from state group homes to private providers.

There will be no service reductions in Human Services and minimal shifts in Mental Health.

In the area of law enforcement, we are supporting steps to address a growing problem here and across the country.

The number of meth labs seized in Tennessee increased nearly 45 percent in one year – from 2009 to 2010. Millions of taxpayer dollars are spent every year to house those who make and sell meth, to care for children removed from homes where meth is being made, and for environmental cleanup. The cleanup cost is covered by state and local law enforcement agencies. It is time to get tough on this crime by making it more difficult to make meth in our state and making it easier to track down and prosecute the offenders.

In Corrections, we are restoring funds to keep the Whiteville Prison in Hardeman County open. Additionally we will continue to provide \$35 per day per prisoner to local governments for housing state prisoners so that we will not pass off any of our costs to local government.

At the Department of Economic and Community Development, I want to recognize the progress being made in a top-to-bottom assessment of how to refocus the department's assets to spread job creation from one corner of the state to the other.

Let me add, I hope that the changes we have proposed in tort reform will make our state even more competitive with our surrounding states in attracting and landing more high quality jobs.

Living here we know and enjoy the many natural resources that make Tennessee a great place to live, work and play. The Department of Tourism will continue putting out the welcome sign for tourists to *See Tennessee* and promoting an important part of our state's economy.

Three-hundred million dollars will be used for the medical inflation for TennCare and CoverKids; to fund BEP; for state health insurance premiums and for the state employee pay raises.

Capital outlay projects include \$182 million dollars in Economic and Community Development projects and construction of a new public intermodal port facility in Lake County.

The Tennessee Department of Transportation may receive a \$13 million federal grant for a port facility at Cates Landing. With a \$7 million state appropriation, the Northwest Tennessee Regional Port Authority will provide a port facility that is within one day's drive of 76 percent of the nation's major markets.

At a time that the citizens in Lake and other surrounding counties in upper West Tennessee are dealing with the closure of the Goodyear Tire plant, I am pleased to embrace this project as a stimulus for new jobs and new business investment.

We also are funding required but somewhat delayed maintenance at our colleges and universities and other state facilities.

As we built the budget, we tried to chip away at some of the projects that we moved into a non-recurring status and paid for with money drawn from the state's reserves - the Rainy Day Fund.

From 2008 when the fund was at \$750 million to June 30, 2011 when the balance should decrease to \$257 million, we have to change course.

Our budget restores \$69 million to the Rainy Day Fund - rebuilding our cash reserves - to \$326 million at June 20, 2012.

If at the end of the year we find our revenue projections too conservative - instead of funding new projects and programs, I think we should first evaluate the remaining non-recurring items. Determine if they should be retained or eliminated. And before we scratch the itch to spend those new dollars, decide whether a better use of the excess funds is an even greater down payment in the Rainy Day Fund.

Higher reserve fund levels served us well during the economic downturn.

In preparing for the future, it is now our job to rebuild the Rainy Day Fund to prudent levels. Because there are so many places that we would like to spend money, this will be difficult, but it's the right thing to do for the long run.

Where do we want to be?

Being realistic does not squelch the desire to aspire - to be even more.

One of the areas where all of us want to aspire to be more is education. As we all know, there has been a lot of discussion about education, and particularly the role of teachers, already in this legislative session.

I want to be very clear: my goal is to treat teaching like the important and honorable profession that it is. My goal is to make Tennessee a place where great educators want to teach and feel rewarded and appreciated for their efforts.

Because, at the end of the day, there is nothing that makes as much difference in a child's academic progress as the teacher standing in front of the classroom. It is more important than background, zip code, race, gender or any other determinant. Every discussion we have about education should always begin and end with what is best for the child in the classroom.

In education, we are blessed with the tools to be game changers for all students.

Better teachers; improved school leadership with great principals; standards of academic excellence; parental involvement; and students who are challenged to learn.

That can and it will happen in Tennessee.

Our opportunity is to put the muscle behind education reform.

There is one underlying principle - learning begins with great teachers who are encouraged to teach and to spend more time in the classroom instead of filling out reams of paperwork. Tonight I

am calling on the Commissioner of Education, his staff and the state Board of Education to reduce teacher paperwork – let’s keep our teachers in the classroom with students and stop carving out instruction time with bureaucratic red tape.

Our legislative approach to education is to ensure the best teachers are in the classroom. Tenure reform is not a punitive action. It is a recognition and reward of achievement by the best.

Our state led the way in using testing data to assess student learning. But as Bill Sanders, the originator of the value-added assessment system, has said – you really do not have the snapshot on changes in student improvement until after three years. Our legislative approach asks for a five-year period before tenure is granted and periodic reviews to retain the best teachers in the classrooms.

Let me share the story of a great teacher.

Elaine Harper teaches science at Red Bank High School in Chattanooga.

She recently encouraged her students to create geysers out of soft drinks and evaluate which combination went the highest. By the way – Dr. Pepper won at 14.5 feet.

Her Advanced Chemistry class was clearly engaged and enjoying the project, but that was not the point. Her students were learning about research methods – how to develop a hypothesis, isolate variables, conduct research, analyze results and arrive at conclusions.

Dedicated to excellence, Elaine Harper feels that sharing ideas with other teachers improves her classroom.

“Every month we participate in one peer observation where one teacher sits in on the class of another. I have picked up ideas from teachers I have observed, and I have picked up ideas from teachers who have observed my class.”

Peer observations were developed as part of Red Bank’s improvement plans through Schools for a New Society, a joint program between the Public Education Foundation and Hamilton County schools.

One of her students said: “She is the only teacher I have ever met who was willing to sacrifice her own time to film lecture videos over our snow week so that our class would not get too far behind. She cares about her students and wants to see them succeed.”

Elaine Harper, please stand, and let us recognize a great teacher who is making a difference in her students’ lives.

Charter schools also open new opportunities for learning, and we have asked for the 90-cap limit to be removed and for more students to have the option of a charter school as a learning environment.

There are a number of innovative approaches to classroom instruction under way, and we can learn from the experiences of others.

“The value of quality education should never be underestimated. For the investment in our children today provides tremendous benefits for us tomorrow.”

Those sentences from the Influence 1 organization and the support of the City University in Memphis embrace a vision for academic success.

The City University School of Liberal Arts is a charter school with a college preparatory foundation. Students have full access to diverse advanced placement courses and dual enrollment at Christian Brothers University.

In Nashville, the LEAD Academy is the city’s first charter high school with a vision to do “Whatever It Takes” to ensure students graduate from high school and attend college.

The Metropolitan Nashville school system is one of nine in the country recognized by the Gates Foundation for a collaborative effort to blend charter schools in with other district schools.

I mentioned earlier that state support for higher education is on a downward slope at a time that we are asking for better student retention and improved graduation rates. Over time we need a new model to support higher education.

For now, we are asking for flexibility in applying HOPE scholarship funds from the lottery.

Allowing the scholarship to be used during the summer term will be an important step in timely graduation from technical centers, community colleges and four-year institutions.

Our goal in education, from pre-kindergarten through postsecondary, is to grow the number of college graduates, provide a better educated workforce for employers looking to relocate or expand in Tennessee, and let free market forces do the rest.

Finally, how do we get there?

The future hinges on decisions we begin making tonight in this chamber and in the thousands of homes of Tennesseans who are seeing this address.

A governor makes a difference by listening, learning and then - leading.

The General Assembly makes a difference by casting votes for a new and better tomorrow and not being satisfied with propping up the past or becoming sidetracked.

It is easy to spend when times are good but the real test is whether we are willing – together – to make the hard decisions when things are more difficult.

The people of Tennessee expect us to make the tough, difficult choices.

The old model of government was that government typically looked the same regardless of circumstances. During good times we spent a little more than we did during hard times, but year in year out, we pretty much kept doing things the same way.

As the state's revenues start to slowly rebound, instead of the traditional approach of government thinking which is to spend more, let's focus on how to provide great customer service for what the state should be doing.

One area – drivers' licenses. Everyone has a driver's license story.

I have asked Safety and Homeland Security Commissioner Bill Gibbons to speed up the process and guarantee a time for a customer to receive a license.

The steps for a more efficient and more effective state government are simple:

- Question the assumptions.
- Challenge the status quo.
- Make a difference.

So tonight, let's begin a conversation about the future, a challenge to think boldly, willing to ask why, gathering good research, and taking steps together – as a team – setting aside political misgivings and mistrust – being an example for how things that make a difference are uncovered and done.

We raced to the top in education; let's build on that momentum and not look back.

In some ways the process is under way.

Our 45-day freeze on new rules and regulations called timeout. The measure for rules and regulations should be: Is it necessary, who is affected, is it good for jobs?

Our "Top to Bottom" review will be extended to Boards and Commissions.

We have asked to reduce from four to three the members of the Tennessee Regulatory Authority (TRA) while maintaining diversity.

This is a small first step – a beginning, but we can do much more.

Tonight, I am asking the General Assembly to join me in reviewing every board and commission. Determine whether 140 boards and commissions are necessary. Find out how much state government authority through rules and regulations has been shifted to these agencies.

Sen. Bo Watson is chair of the Senate Government Operations Committee. For 18 months he and his colleagues have been looking at this issue, and they have made progress.

We can and should do more. Let's work together and tackle this issue head-on in 2012. It is time for more accountability.

As we look ahead, we want to budget for outcomes and not for funding a program. By that approach, the people of Tennessee will be able to see firsthand the impact that their tax dollars are having on the lives of every citizen.

We will review how the state buys goods and services; how we approach information technology and other functions that stretch across state government.

The General Services review should include an across-the-board paperwork reduction plan. While we will save trees and reduce service contracts for copiers, we also will encourage better use of state employees' time.

While we are in better shape than most states in funding our pension plan and health care premiums, we should take steps in the years ahead to make sure our plans remain fiscally sound. We will continue to meet our commitments to our state employees while maintaining financial solvency.

In state government we should be willing to ask questions and gather information from many sources – including those who may disagree with us. The result will be better decisions.

Government doesn't create new jobs. They are nurtured by a spirit of entrepreneurship and a culture that embraces smart growth and provides intellectual challenge – through an educated and trained workforce.

But we have to be willing to do our part.

As we seek to be a compassionate and caring community that offers help to those in need, we must remember that responsibility starts with each of us.

I want to share one more story this evening – one that shows a commitment to be more and then encouraging others to do the same.

My wife, Crissy, as she was on the campaign trail last year, visited a program in Nashville – In Full Motion.

Cynthia Fitzgerald grew up in a home where college was not expected. Her mother cleaned homes but hoped for more for her children. In high school Cynthia's life changed, and she learned there were scholarships for college students.

She was accepted to MTSU but then there was a question of how to get there. There was no family car; transportation was by bus. She got her luggage and started walking the route to the Greyhound Bus station. The driver picked her up, took her to MTSU where she earned her degree. She later earned a law degree from Vanderbilt as well.

Today, she shares her message with inner city youth - that college is for everyone. She and her husband, Maurice, offer ACT prep courses on Saturday mornings. The results – 100 percent graduation rate for students who complete the program.

I want to introduce – Cynthia Fitzgerald – someone who is making a difference in the lives of others and “Building Champions for Life.”

These are game changers, and there are many others across the state. They represent fulfilling dreams and aspirations.

The road to the top – whether it is racing to get there by providing a quality education for every student or creating new, innovative opportunities to be first in the Southeast for new job creation – will not be easily traveled.

Make no mistake, there will be others competing with us, hoping to get there first. But Tennesseans have never been afraid to compete.

That is Trevor Bayne, from Knoxville, who at age 20, and in his second NASCAR race, won the Daytona 500 in a major upset. He stood on the victory stand and spoke with maturity, humility and genuineness.

It will take each of us – in our own way – pulling our weight, giving of ourselves, and working together.

That is Elaine Harper who goes into the classroom every day prepared to inspire young people to excel.

That is the vision of Cynthia Fitzgerald who would not let her dreams of college be extinguished and now gives back so others who may feel challenged have an opportunity to succeed.

That is Lieutenant William Anderson, an instructor at our Corrections Academy in Tullahoma who was awarded a Bronze Star for his recent service with the 278th in Iraq.

Lieutenant Anderson led his platoon from the front, traveling in excess of 12,000 miles from Tikrit to Balad to Mosul and to Kirkuk – an area of operation where insurgents were aggressively engaged with coalition forces.

These Tennesseans and thousands of others all faced great odds and incredible challenges but are up to the task.

We in state government should do no less.

The people of Tennessee have given us the enormous privilege of leading this state – with privilege comes responsibility.

I ran and was elected as a Republican. The majority in this chamber did the same. As Republicans, we understand and support the principals of less government, lower taxes, and free enterprise.

None of us in this chamber tonight – Republican and Democrat - want Nashville to be like Washington where partisanship prevents us from solving problems.

When there are opportunities to work together to advance our state, we should do so.

This isn't necessarily the easiest time to govern, but I know that all of us in this room ran for office so we could make a difference.

The people of Tennessee want us to fix the budget shortfall and not raise their taxes.

They want us to have a school system where the first thing that gets asked is always – what is best for the child in preparing him or her for the future.

They want us to make Tennessee the kind of place where employers want to locate and where existing businesses have the freedom and opportunity to grow.

I want to thank the people of Tennessee for giving me this job. After 58 days in office, I can tell you that I wouldn't trade jobs with anyone anywhere.

Join with me tonight as we take the next steps along our path to the top.

If we strive to be more, we will achieve much more.

Thank you.

The Governor's Staff

Claude Ramsey

Deputy to the Governor and Chief of Staff

As Deputy to the Governor and Chief of Staff for Governor Bill Haslam, Claude Ramsey assists the Governor in his day-to-day duties and acts as a liaison between the Governor's office and the various departments and agencies in state government. Before joining the Governor's office, he served as Mayor of Hamilton County. Ramsey joined the political arena in 1972 as a State Representative in the 88th and 89th General Assemblies. He then served as a County Commissioner before being elected as Assessor of Property for Hamilton County. Within the community, Ramsey has served on the Board of Trustees at Erlanger Medical Center and was Chairman of the Board of Associates at Chattanooga State Technical Community College. Ramsey has received numerous honors, most recently including Outstanding Legislator by the Southern Health Association. Claude Ramsey is a graduate of the Hamilton County public schools and attended the University of Chattanooga.



Mark Cate

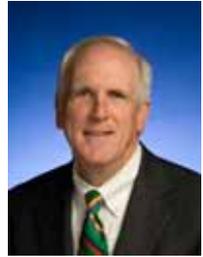
Special Assistant and Policy Advisor

Mark Cate serves in Governor Haslam's cabinet as Special Assistant and Policy Advisor to the Governor. Previously, he served as Campaign Manager for the Bill Haslam for Governor Campaign. Prior to joining the campaign, Cate worked for Knoxville real estate development firm Lawler-Wood as a vice president and previously served for 16 years in executive management for Maryville College. He received his B.S. from Carson-Newman College and his M.S. from the University of Tennessee; he also attended Harvard University's Institute for Educational Management. Cate has always been actively involved in his community and before his appointment to the Governor's office, served as vice chairman of the Blount County Chamber of Commerce, chairman of the Blount Education Initiative, and a member of a number of boards including: Maryville City Board of Education, New Hope Children's Advocacy Center, Tech 20/20, Leadership Knoxville, and Innovation Valley, Inc. Mark and his wife, Cathy, have two daughters, Bailey and Abbie.



Herbert Slatery*Counsel to the Governor*

As Counsel to the Governor, Herbert Slatery is responsible for coordinating the legal affairs of the Executive Branch for the Governor and advising the Governor on legal and other matters on a day-to-day basis. He assists in the development, drafting and implementation of legislation, and oversees the Governor's relations with the Judiciary, the Attorney General and Reporter, and the District Attorneys General. He also assists the Governor in judiciary appointments and reviews requests for executive clemency. Prior to his appointment, Slatery was in private practice in Knoxville with Egerton, McAfee, Armistead & Davis, P.C. for 30 years, for whom he served as President from 1998-2007, and Chairman of the firm from 2008 through January 2011. He practiced in the areas of finance (both private and local government), corporate governance, capital formation, real estate, and acquisitions and sales of businesses. For different periods of time he served as Chairman, Director and General Counsel of the Public Building Authority of the county of Knox and the city of Knoxville, Tenn., during a 13-year period. Slatery was the Treasurer for Governor Haslam's campaign. A Knoxville native, Slatery earned his B.A. from the University of Virginia and J.D. from the University of Tennessee.

**Alexia Poe***Director of Communications*

As Director of Communications, Alexia Poe is responsible for the Governor's public affairs and external communication efforts. Prior to her appointment, Poe served as director of the Mayor's Office of Economic and Community Development in Nashville. She worked in Washington, D.C. for First Lady Laura Bush and U.S. Senator Lamar Alexander. She also served five years in the Sundquist administration where she became the second female and youngest person in the state's history to serve as press secretary. Poe's 16 years of communications, government and consulting experience also includes serving as Director of Public Affairs for Gaylord Entertainment and as Managing Director of Peritus, a small public relations firm in Nashville. She began her career as a morning anchor and reporter in Northeast Tennessee. Poe is a Knoxville native and a graduate of the University of Tennessee.



Leslie Hafner

Director for Legislation

Leslie Hafner is a 16-year veteran of Legislative Plaza and Tennessee politics. Prior to her appointment as Director for Legislation for Governor Haslam, Hafner was a principal at Hafner Alexander Government Relations after serving as Director of Government Relations at a law firm. Under former Tennessee Governor Don Sundquist's administration, Hafner spent two years on the Governor's Communications team before moving to the Governor's Legislative Office to focus on education, environment and conservation, and consumer and employee affairs. She then served in the Department of Finance and Administration as the Commissioner's Executive Assistant and Chief Lobbyist. In her final year with Governor Sundquist, she worked with education 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 has longtime served on the Tennessee Lobbyist Association's Election Information Panel.



Will Cromer

Director of Policy and Research

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



Jeremy Harrell

Director of Constituent Services and Community Relations

The Director of Constituent Services and Community Relations oversees all casework and field operations for the Governor, as well as the Governor's appointments to Tennessee's boards and commissions. Before joining the administration, Jeremy Harrell served as Deputy Campaign Manager and Political Director for Governor Haslam's 2010 campaign, and led U.S. Senator Alexander's successful 2008 re-election effort. He has also served as Deputy State Director of Alexander's Senate staff, and as a coalitions director for the Tennessee Republican Party. Harrell holds a bachelor's degree in History and Political Science from Trevecca Nazarene University.





Janet McGaha
Executive Assistant to
the Governor



Ashleigh Harb
Deputy Counsel



Yvette Martinez
Press Secretary / Traveling



Dave Smith
Press Secretary



Warren Wells
Deputy Director
for Legislation



Luke Ashley
Legislative Coordinator



Katie Argo
Legislative Liaison



Sammie Arnold
Legislative Liaison



Wendy Carter
West Tennessee
Regional Liaison



John Chobanian
Director of New Media
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Brian McCormack
Assistant for Boards
and Commissions



Rachel Ladner
Scheduler



**Anna Catherine
Davenport**
Assistant Scheduler



Nathan Buttrey
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Constituent Services



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Jayme Place
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Daphne Cooper
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Deputy Governor



Sheila Sage
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Cindy Gore
Administrative Assistant for
Communications and Policy



Vanessa Hatcher
Administrative Assistant



Lindsay Bales
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Jeal Atwood
Administrative Assistant
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Michelle Houston
Communications Assistant





Department of Agriculture

Ellington Agricultural Center
Nashville, TN 37204-0627
Phone (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 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 industry development through farmer incentive programs and promotional activities to expand markets.

Tennessee is heavily forested and consistently one of the top hardwood producing states. Division of Forestry services include landowner assistance, wildfire suppression and state forests management while water quality programs encourage and promote stewardship of our natural resources.

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

Tennessee Agriculture

Tennessee's top agricultural products include cattle and calves, broilers, cotton, greenhouse/nursery, corn, dairy products, soybeans, tobacco, hay, and a variety of fruits and vegetables. Agricultural production alone generates more than \$3.08 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 more than \$980 million annually.

Farming and forestry dominate Tennessee's landscape with farm production occurring on 78,300 farms. Nearly 10.9 million acres, or more than 41 percent of the state's land area, are in farms. Forestlands total more than 14 million acres. Tennessee's forests produce millions of board feet of hardwood and softwood lumber, with timber sales topping \$288 million in 2010.

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

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

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

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

History

In 1854 the Bureau of Agriculture, as the department was then known, 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 (TDA).

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

Services

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

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

Boll Weevil Eradication. The Boll Weevil Eradication Program is a cooperative effort among the Tennessee and Southeastern Boll Weevil Eradication Foundations, TDA and the U.S. Department of Agriculture to rid the state and keep it free of one of the costliest agricultural pests in history. The initial goal of eradication was accomplished in 2008 and the program is now in a maintenance phase where monitoring guards against natural or artificial migrations of boll weevils into the state. The \$140 million public and private investment has achieved substantial economic and environmental benefits by increasing cotton yields and reducing farmers' reliance on cotton insecticides. The program is now debt free and funded 100 percent through cotton grower assessments.

Commodity Distribution. TDA administers USDA's food distribution program for the National School Lunch Program. This program supports American agriculture while providing nutritious food to schoolchildren. TDA also administers the Emergency Food Assistance Program, which supplements the diets of low-income individuals. In fiscal year 2010, 38.3 million pounds of food valued at \$38.9 million were ordered and allocated for schools, childcare institutions and non-profit charities.

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

Water Resources. The state Agricultural Resources Conservation Fund helps landowners install Best Management Practices to improve water quality. In fiscal year 2010 approximately, 1,400 BMPs were funded through Soil Conservation Districts, local Resource Conservation and Development Districts and universities. The goal of the federally-funded "319" program is to remove rivers and streams from the state's list of impaired waters. The program funds projects that address nonpoint source pollution from urban areas, abandoned mine lands, farms and forests. In fiscal year 2010, the program had 32 ongoing watershed restoration projects, 13 educational projects and six watershed planning projects. TDA reviews nutrient management plans associated with the federal permitting program for Concentrated Animal Feeding Operations, administered by the Tennessee Department of Environment and Conservation.

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

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

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

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

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

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

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

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

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

State Forests. Fifteen state forests totaling 168,073 acres are managed for a variety of public benefits including recreation, wildlife, unique features, timber, and water quality. In 2002, Tennessee became the first southern state to have its state forests system "certified" by an independent auditor. Certification verifies that forest management practices are employed in accordance with strict environmental, social and economic standards.

<i>State Forest</i>	<i>Acreage</i>	<i>County</i>
Bledsoe	8,274	Bledsoe, Cumberland, Van Buren, White
Cedars of Lebanon	8,004	Wilson
Chickasaw	12,754	Chester, Hardeman
Chuck Swan	24,702	Campbell, Union
Franklin	7,737	Franklin, Marion
John Tully	2,131	Lauderdale
Lewis	1,287	Lewis
Lone Mountain	3,572	Morgan
Martha Sundquist	2,001	Cocke
Natchez Trace	36,642	Benton, Carroll, Decatur, Henderson
Pickett	20,887	Fentress, Pickett
Prentice Cooper	24,686	Hamilton, Marion, Sequatchie
Scott	2,826	Scott
Standing Stone	8,344	Clay, Overton
Stewart	4,226	Stewart

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

Tennessee Agricultural Enhancement Program. The TAEP was created in 2005 to help improve cattle production and to encourage diversification and innovation on Tennessee farms. The program provides cost share assistance to farmers for investment in key areas of agriculture with the goal of increasing farm income. In addition to cattle genetic improvement, livestock equipment and hay and feed storage facilities, the division also provides cost share assistance to farmers for organics, grape production, fruits and vegetables, honey, agritourism and many other developing areas of agriculture.

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

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

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

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

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

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

Agricultural Fairs. Fairs are a tradition and the department proudly supports some 50 agricultural fairs and livestock shows held each year throughout the state. In addition to showcasing the best of Tennessee agriculture, these events are a source of education, community pride and enjoyment. More than 3 million people attend a fair in Tennessee each year.

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

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

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

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

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

Dairy. TDA inspects dairy farms, dairy plants, milk transport trucks, dairy and trade product distributors, and milk samplers. Every dairy product offered for sale must be registered with the department.

Food and Drug. All retail food stores are inspected at least twice yearly. Food manufacturers, warehouses and distributors are also inspected. Other responsibilities include bottled water regulations, custom slaughterhouse inspections, hazardous substance inspection and labeling, nutritional labeling and the enforcement of state tobacco laws regarding sales to minors.

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

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

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

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

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

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

Related Boards and Commissions

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

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

Tennessee Pest Control Licensing and Advisory Board — This board comprises seven members representing the pest control industry and consumers. The board sets standards for licensing in categories of pesticide application. The board also advises the department on pest control issues and regulatory matters.

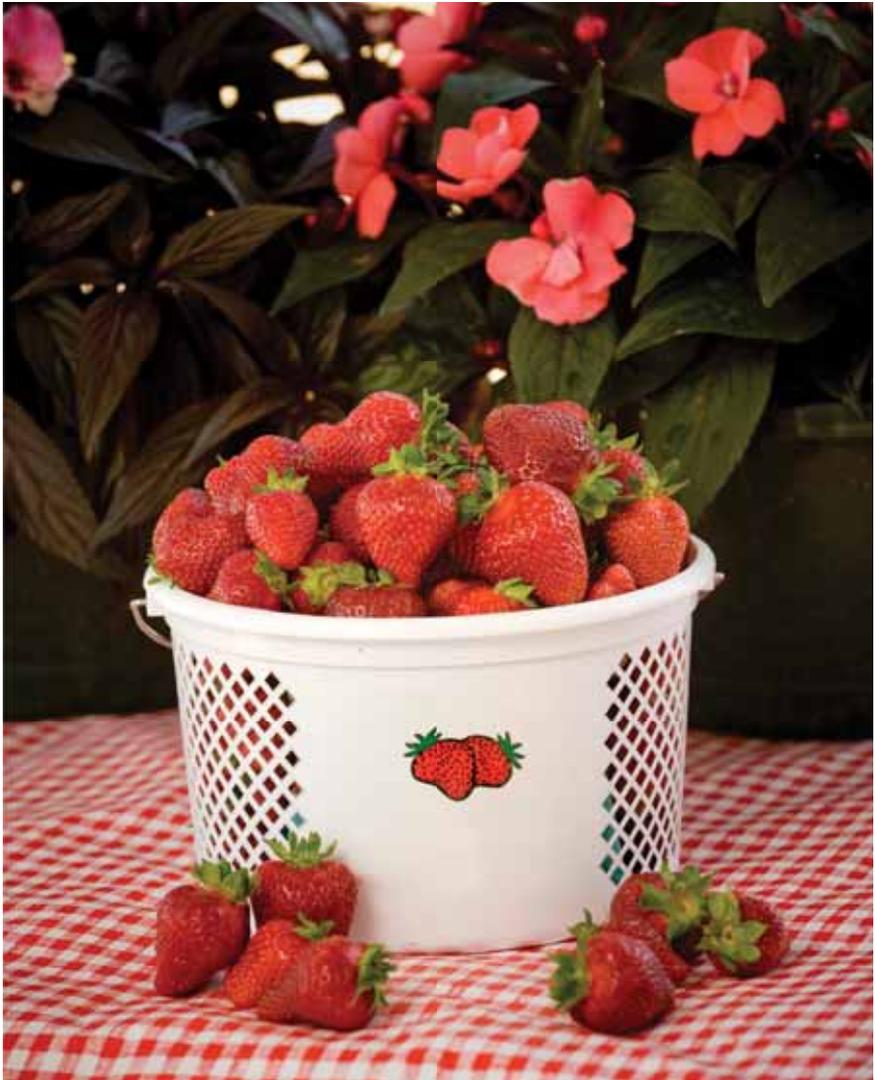
Commissioner Julius Johnson

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, a leading farm and rural advocacy organization with the largest membership in the nation. During his 37 years of professional service to the TFBE, he directed the organization's legislative affairs, served as director of research and served as a regional field service director. He has extensive experience in working with government leaders and agencies at local, state and federal levels. He has served on the Legislative Tax Structure Study Committee, the Governor's Council on Agriculture and Forestry, the Governor's Interagency Task Force on Wetlands and other agricultural committees primarily related to issues affecting rural Tennessee. In a civic role, Johnson has served on the University of Tennessee Agriculture Development Board, the Maury County Chamber of Commerce Board of Directors, the Maury County United Way Board of Directors, the Maury County Vision 2020 Board of Directors and as president of the Maury County University of Tennessee Alumni Board. He was a Kiwanian and is an active supporter of Boy Scouts as president-elect of the Middle Tennessee Council. He has been recognized by the Tennessee Association of Future Farmers of America with the Honorary State FFA Degree and by the University of Tennessee Gamma Sigma Delta Honorary Society with the Distinguished



Achievement in Agriculture Award. He is an honorary brother of the Alpha Kappa Chapter of the Alpha Gamma Rho agricultural fraternity. A native of Forbus, Tenn. in Fentress County, Johnson received his bachelor's degree in Animal Science from the University of Tennessee at Knoxville and has completed postgraduate work. He and his wife, Karen, have two children and one granddaughter, Lucy Adeline. They make their home in Columbia, Tenn.







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CORRIDOR

Department of Children's Services

Seventh Floor, Cordell Hull Building
436 Sixth Avenue North
Nashville, Tennessee 37243-1290
(615) 741-9699
TN.gov/youth

Kathryn "Kate" O'Day, Commissioner

History

The Department of Children Services (DCS) was established in April 1996, through Tennessee Code Annotated § 37-5-101, consolidating services from various state agencies. DCS provides timely, appropriate services for children in state custody or at risk of entering state custody to enable them to reach their full potential as productive and healthy adults.

DCS protects children who are victims of abuse or neglect and strengthens families through services that focus on family support and preservation. The department administers child protective services, foster care, adoption services, programs for delinquent youth, probation/aftercare, and treatment and rehabilitation services for identified youth.

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 Welfare, the Deputy Commissioner for Finance and Information Technology and the Deputy Commissioner for Juvenile Justice. The Commissioner's Office also includes the Communications, General Counsel, Human Resources Development, and Performance and Quality Improvement offices.

The Division of Child Welfare oversees all programs serving children in state custody or guardianship, including child permanency, child safety, and family and child well-being.

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 five Youth Development Centers across the state.

The Division of Administration and Training is responsible for four areas that provide administrative support through systems management, personnel issues, training and fiscal functions.

The Division of Finance and Information Technology oversees the systems management and fiscal functions of the department.

The Office of Child Permanency handles matters surrounding children in state custody and guardianship regardless of their adjudication. This division includes foster care services, adoption services, five youth development centers, 13 group homes, and an observation and assessment

center. Children's welfare benefits, interstate compact services and collaborating with private providers are also included in this division.

The Office of Child Safety accepts reports of child abuse and neglect. It serves families with children at risk of maltreatment, investigates allegations of child abuse, and engages families in the process of assessment. The office also includes the Special Investigations Unit.

The Office of Family and Child Well-Being coordinates the relative caregiver and independent living programs and accesses juvenile services. Medical and behavioral health services, HIPPA educational services and community services are included in this division.

The Office of Finance and Program Support manages the financial and business responsibilities, and procurement of goods and services for the department. This office includes the budget division, contracts division, revenue maximization division, accounting services division, eligibility determination services, facilities management and support services division.

The Office of Human Resources Development consists of three divisions: Personnel, Professional Development (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 information systems management including Help Desk, TNKIDS, regional support, and enhancements for the IT system. This office includes the divisions of regional information support, systems enhancement, security, and asset management.

The Office of the Inspector General oversees the Ombudsman's Office and monitors contracts.

The Office of Performance Excellence oversees human resources, performance and quality improvement, internal audit and customer service.

The Office of Performance and Quality Improvement 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 four divisions: Planning and Policy Development, Evaluation and Monitoring, Continuous Quality Improvement, and Accreditation.

The Office of Regional Support is responsible for monitoring and providing support to the 12 regions and serves as the liaison from the regions to Central Office.

Regional Offices and Facilities

Regional Offices

DCS Knox County Regional Office

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

DCS East Tennessee Regional Office

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

DCS Southwest Regional Office

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

DCS Shelby County Regional Office

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

DCS Tennessee Valley Regional Office

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

DCS Upper Cumberland Regional Office

1300 Salem Road
 Cookeville, TN 38506
 Phone: (931) 364-3002
 Fax: (931) 520-1877

DCS Davidson County Regional Office

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

DCS Northwest Regional Office

8600 Highway 22
 Dresden, TN 38225
 Phone: (731) 364-3149
 Fax: (731) 364-3177

DCS Northeast Regional Office

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

DCS Mid-Cumberland Regional Office

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

DCS Smoky Mountain Regional Office

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

DCS South Central Regional Office

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

Departmental Treatment Facilities**Woodland Hills Youth Development Center**

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

Wilder Youth Development Center

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

Taft Youth Development Center

900 State Route 301
 Pikeville, TN 37367
 Phone: (423) 881-3201
 Fax: (423) 881-4617

Mountain View Youth Development Center

809 Peal Lane
 Dandridge, TN 37725
 Phone: (423) 397-0174
 Fax: (423) 397-0738

New Visions Youth Development Center

3981 Stewarts Lane
 Nashville, TN 37218
 Phone: (615) 532-5470
 Fax : (615) 532-5455

Commissioner Kathryn R. O'Day*Tennessee Department of Children's Services*

Kathryn R. "Kate" O'Day was appointed Commissioner, Tennessee Department of Children's Services on January 15, 2011. Prior to this, she was President/CEO of Child & Family Tennessee (CFT). In this role, she led an organization with a large and diverse array of services, comprising a multi-million dollar budget, several hundred employees, and programs and services which touch the lives of more than 40,000 East Tennesseans each year. During her tenure with Child & Family Tennessee, Ms. O'Day was successful in creating a business-like management team and organizational infrastructure which ensured fiscal and programmatic accountability, which led to the achievement of financial and community relations goals.



Ms. O'Day has more than 30 years of child and family service experience. Prior to her work with Child & Family Tennessee, Ms. O'Day was a corporate Vice President for Children's Home Society of Florida, one of the largest private child welfare organizations in the country, and a leader in child welfare changes in the state. Before joining Children's Home Society, she was the Director of Program Services for Covenant House. Preceding her work at Covenant House, she served as the Director of Intensive Residential Services for the Broward County Division of Alcohol and Drug Abuse Services. Ms. O'Day began her career as a Youth Counselor for the Broward County Sheriff's Office.

A graduate of the University of Florida, Ms. O'Day went on to receive a Master of Social Work degree from Florida International University. Ms. O'Day has published in the subjects of attachment in children and successful program replication, and has taught graduate course work in the School of Social Work at Florida International University and in the College of Social Work at the University of Tennessee.

Ms. O'Day has a strong history of community leadership, having co-chaired the Community Coalition for Family Violence in Knoxville, and having served as Vice Chair for the Family Justice Center Board of Directors, founding chair of the Juvenile Court Assistance Board, panel chair for Foster Care Review Board, and Treasurer for Character Counts, all in Knoxville and Knox County. She was named Alumni of the Year by FIU's School of Social Work for "Outstanding Professional Achievements and Leadership" in the field of children and families, and was recognized for her Leadership in Advocacy by the Tennessee Conference on Social Welfare in 2007.





Department of Commerce and Insurance

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

Julie Mix McPeak, Commissioner
Steven Majchrzak, Deputy Commissioner

This agency bears the complex responsibility of 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. The division mediates or otherwise resolves more than 6,000 consumer complaints per year and coordinates the department's consumer education efforts.

The Division of Insurance regulates approximately 1,700 insurance companies and 112,000 insurance agents. The Division generates approximately \$426 million dollars for the state of Tennessee in fees and taxes.

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

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

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

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

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

As a byproduct of this wide range of professional services, the Department of Commerce and Insurance collected, in fiscal year 2010, just over \$718 million in fees and premium taxes and had expenditures of \$125 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 treasurer acting as insurance

commissioner. In 1913, a separate Department of Insurance was formed under the direction of a commissioner, who became an officer in the governor's cabinet. The Fire Prevention Division was added in 1937, and, to reflect its expanded role in business regulation and consumer protection, the State Insurance Department became the Department of Commerce and Insurance in 1983.

Services

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

Consumer Affairs acts both as an intermediary for consumers and businesses and as a primary source of consumer education and information. The division takes a proactive approach toward preventing consumer fraud but also 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 which resulted in about \$3.9 million being returned to consumers in 2010-2011 in recovered products and/or refunds, of which \$2.7 million was restitution to consumers. In 2005, the division began the Contractor/Homeowner Accountability and Mediation Program (CHAMP), which mediates complaints filed with the Board of Licensing Contractors and the Home Improvement Commission.

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

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

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

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

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

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

Electrical Inspection Section. With an average of 108 electrical inspectors statewide, this section performs residential, commercial, and industrial inspections of new and existing structures while assisting county and municipal officials with large commercial and industrial installations.

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

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

Actuarial Section. This section reviews approximately 18,000 life, credit life, and accident and health insurance policy form changes annually and approves changes in those policies. This office is also responsible for regulating property and casualty insurance premium rates to ensure that rates are not excessive, inadequate, or unfairly discriminatory. This section reviews rate, rule, and policy form filings by licensed insurance companies to assure compliance with applicable statutes and rules as interpreted by the department. Approximately 4,000 filings are processed each year.

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

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

Employee Leasing Section. This section, which formerly was part of the Regulatory Boards section, licenses entities that handle by contract all personnel situations for companies and industries in Tennessee. Tennesseans can call this 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 e-mailed to cis.complaints@state.tn.us or faxed to (615) 532-7389. Tennesseans can call the division at (800) 342-4029 or (615) 741-2218.

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

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

Broker-Dealer, Agent, Investment Adviser Registration. This section registers broker-dealers (securities firms), registered representatives (salespersons), investment advisers and investment adviser representatives to do business in the state and receives notice filings for federally registered investment advisers. There are more than 1,500 broker-dealers, 150 investment advisers, and 73,000 securities agents registered through this section. More than 900 federally registered investment advisers are notice-filed 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. Complaints investigated by the section may result in the filing of an administrative action against registered or nonregistered parties, the initiation of an injunctive action in chancery court, and/or a criminal referral to the attorney general or the appropriate district attorney general.

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

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

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

Regulatory Boards and Commissions

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

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

Motor Vehicle Commission	(615) 741-2711
Private Investigators/Polygraph Commission	(615) 741-4827
Private Probation Services	(615) 741-1741
Private Protective Services Program	(615) 741-6382
Race Track Licensing Program.	(615) 741-1741
Real Estate Appraisal 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 administratively attached to the Department of Commerce and Insurance:

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

Tennessee Commission on Firefighting Personnel and Standards Education. Separate from the Division of Regulatory Boards but part of the Department of Commerce and Insurance, this commission sets criteria for standards of performance, courses of instruction and training, and procedures for certifying levels of achievement for fire service personnel throughout the state. It is also responsible for administering the supplemental pay plan for firefighters.

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

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

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

Commissioner Julie Mix McPeak*Tennessee Department of Commerce and Insurance*

Commissioner Julie Mix McPeak was appointed by Governor Bill Haslam to lead the Tennessee Department of Commerce and Insurance in January 2011. She brings to the department more than 12 years of legal and administrative experience in state government.

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



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

McPeak is a member of the Tennessee Bar Association, Kentucky Bar Association, Nashville Bar Association, and Franklin County Bar Association. She is an active member of the American Bar Association, Tort and Insurance Practice section, where she serves as Vice Chair of the Insurance Regulation Committee and as a member of the Federal Involvement in Insurance Regulatory Modernization Task Force. She was also a member of the National Association of Insurance Commissioners, including participating on the Executive Committee, serving as the Southeastern Zone Secretary/Treasurer and Chair of the Life Insurance and Annuities Committee. McPeak has also served on the Board of Directors of the National Insurance Producer Registry.

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





Department of Correction

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

Introduction

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

The department's mission is to operate safe and secure prisons to enhance public safety in Tennessee through incarceration and rehabilitation of felony offenders. The challenge of housing an increasing inmate population is being met by double-celling, expansion of current facilities, and the use of correctional release centers across the state for re-entry programs.

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

The department manages and operates 11 adult facilities, contracts with a private prison management company for the operation of another state facility, and leases two facilities owned by a county government (Hardeman County), collectively housing slightly more than 20,000 inmates. The department has more than 5,400 employees, including more than 3,000 security personnel. The Tennessee Correction Academy in Tullahoma is the department's training facility. The facility also trains personnel for the Tennessee Board of Probation and Parole, and the Department of Children's Services. During fiscal year 2009-2010, the academy trained more than 6,000 personnel, including 973 newly hired employees.

Like other correction departments nationwide, one of Tennessee's most pressing challenges today is escalating health-care costs. In 2010, the average annual cost per inmate was \$3,278. To

address this issue, the department has secured contractual agreements for medical and mental health services. These contractors have assisted the department with implementing managed care strategies to control medical costs while ensuring quality of care. These strategies include preauthorization for specialty services and inpatient hospital care, concurrent review of inpatient care to assure timely discharges, retrospective review of bills for accuracy, and negotiation of “usual and customary” rates for services such as pharmaceuticals, hospitals, physicians, dentists, specialists, equipment, and ancillary services. In addition, when inmates initiate a “sick call” visit to the health clinic, they are charged a co-payment of \$3 for the initial encounter. This system has significantly reduced the number of unnecessary medical encounters, thus providing greater efficiency in operations. It is important to note that health care is provided regardless of the inmate’s ability to pay the co-payment. Also, co-payments are not charged for inmates segregated for medical or mental health reasons.

Currently, the department continues to place strong emphasis on the inmate community work program. Offenders under this program provide the labor and skills for projects of various types: litter pickup, brush clearing, maintenance of state and local parks, construction of senior citizens centers and assistance to many local governments across the state. During fiscal year 2007-2008, these crews performed 860,000 hours of community service work, resulting in a savings of more than \$6.2 million.

The department has been recognized nationally for its cost-saving measures in recycling. In 1999 and 2000, the department won the Environmental Protection Agency’s National Energy Partnership Award for its recycling efforts, the first prison system to receive such an honor.

In addition to its mission, the department is committed to serving the public by providing a 24-hour toll-free telephone line for victims of crime. Called the Victims Offender Information Caller Emissary (VOICE), the phone line 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 almost 11,000 registered victims and their immediate family members. Currently, more than 8,500 victims and their immediate family members are registered to use VOICE.

The department continues to initiate policy measures making inmates accountable for their behavior. Visitation, recreation and other routine events in the prisons are considered a privilege and can be suspended or revoked when rules are broken.

The department re-established the Division of Rehabilitative Services in 2004. Rehabilitative Services covers medical and mental health services, education, substance abuse, victim services, inmate jobs/programs, volunteer services, religious services and pre-release and transition service. Since the division has been re-established, it has added many new initiatives to the department. A few examples are the two transition centers, Exodus and Genesis, a parole technical violator diversion program and developing a Transitional Assessment Plan. Tennessee Re-entry Collaborative was formed to focus on improving re-entry: thereby improving public safety. There are currently 78 members representing 45 state agencies and community agencies across the state.

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

In 1999, as a result of increasing gang activity in the prison population, the department created the position of Security Threat Group (STG) Coordinator. In an effort to stem the tide of gang or STG-related activity within its facilities, the department has developed and implemented several

initiatives. Those include separate housing units for STG members and a four-month rehabilitation program.

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

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



Department of Correction Facilities

County	Facility	Abbreviation
1. Bledsoe	Southeastern Tennessee State Regional Correctional Facility	STSRCF
2. Davidson	Lois M. DeBerry Special Needs Facility	DSNF
	Charles B. Bass Correctional Complex	CBCX
	Riverbend Maximum Security Institution	RMSI
	Tennessee Prison for Women	TPW
3. Hardeman	Hardeman County Correctional Facility	HCCF
	Whiteville Correctional Facility	WCFA
4. Hickman	Turney Center Industrial Prison and Farm	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
	South Central Correctional Facility	SCCF
10. Wayne	Turney Center Annex	TCIX-Annex

Decommissioned Prisons

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

History

The department's role and scope has evolved dramatically since the Tennessee State Penitentiary opened in 1831 with 13 prisoners. From 1871 to 1939, the department went through various name changes and reorganizations to become the modern-day Tennessee Department of Correction in 1955.

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

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

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

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

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

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

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

Related Boards and Commissions

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

Tennessee Rehabilitative Initiative in Corrections (TRICOR). Effective July 1, 1994, legislation removed the former Correctional Enterprises from the department and created the independent TRICOR Board. The board consists of nine individuals appointed by the Governor, with the com-

missioner serving as an ex officio member. State statute requires that the board members consist of individuals with specific and varied backgrounds. Effective July 1, 1999, legislation was adopted that removed TRICOR from the Department of Correction for administrative and fiscal purposes. TRICOR continues to operate, in partnership with the department, in 10 prisons throughout the state, using inmates as its main workforce.

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

Commissioner Derrick D. Schofield

Tennessee Department of Correction

Derrick D. Schofield was sworn in as Commissioner of the Tennessee Department of Correction (TDOC) on January 15, 2011 by Governor Bill Haslam. Commissioner Schofield had served as Assistant Commissioner and Chief of Staff of the Georgia Department of Corrections where he directed the day-to-day activities of the fifth largest prison system in the country. As Commissioner of the TDOC, Schofield oversees 14 prisons with an inmate population of more than 20,000. The Department employs 5,440 professionals and has an operating budget of more than \$678 million. Commissioner Schofield has almost 20 years of correctional experience having served in various positions including Warden, Facility Operations Director, and Director of Investigations and Compliance. Prior to being Commissioner, Schofield served in the United States Army from 1982-1989 where he reached the rank of Captain.

He holds a Bachelor of Arts Degree in Political Science from Fort Valley State University and a Master's of Public Administration from Georgia's Law Enforcement Command College and Columbus State University.

Schofield is a recipient of the Distinguished Social Sciences Alumnus Award from Fort Valley State University and recently served on a national committee on the incarceration of youthful offenders in adult prisons





Department of Economic and Community Development

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Bill Hagerty, Commissioner

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

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

History

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

Jobs4TN

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

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

Target clusters and existing industries. ECD's recruitment efforts are focused on (but not limited to) six target clusters in which the state has a clear competitive advantage:

- Automotive – motor vehicles, automotive parts, automotive components, forgings and stampings, flat glass, production equipment, small vehicles and trailers, and tires and inner tubes.
- Chemical Products and Plastics – intermediate chemicals and gases, packaged chemical products, other processed chemicals, refractories, ammunition, paints and allied products, synthetic rubber, carbon fiber and advanced composite, and plastic materials, resins and products.
- Transportation, Logistics and Distribution Services – air and land transport, transportation arrangement and warehousing, catalog and mail-order, airports and bus terminals, trucking terminals, and merchandise, apparel, accessories, food products, farm material and supplies wholesaling.
- Business Services – headquarters, data and call centers, financial services, online information services, computer services and programming, and facilities support services.
- Health Care – surgical instruments and supplies, dental instruments and supplies, medical devices and equipment, diagnostic substances, health care services, health care information technology, biological and biotechnology products, and health insurance products.
- Advanced Manufacturing and Energy Technologies – motors, generators and batteries, refrigeration and heating equipment, appliances, lighting fixtures and electrical parts, turbines and turbine generators, clean energy products, and electrical services.

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

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

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

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

- Grants – aligning existing funding sources and exploring new funding sources to support implementation of regional economic development plans.

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

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

The five areas of focus for the INCITE initiative are:

- Innovation Coordination – with the help of ECD field staff, each of the nine economic development regions has created a strategy for developing innovation using the region’s unique assets. The Tennessee Technology Development Corporation (TTDC) also assists with these innovation plans and partners with ECD for the annual Governor’s Conference on Innovation to share best practices.
- Commercialization – ECD manages initiatives and partnerships designed to help move new products and technologies from the research lab to the marketplace faster.
- Entrepreneurship – ECD provides funding to business incubators in each of the state’s nine regions. ECD is also creating a statewide incubator network to share best practices and support efforts to raise private capital.
- Co-Investment Funds – Tennessee has targeted \$30 million toward the creation of early stage, seed, and mezzanine capital co-investment funds. The funds are designed to be self-sustaining and complement Tennessee’s existing programs.
- Technology – ECD will support the continued expansion of technology-based clusters across the state and work with regions to integrate technology-based economic development into each region’s strategic plan.

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

ECD Divisions

Under the direction of Commissioner Hagerty, ECD is led by a senior leadership team in the following areas: Chief-of-Staff, General Counsel, Business Development, Communications and Creative Services, Policy and Federal Programs, Rural Development, and Administration.

Chief-of-Staff. ECD’s Chief-of-Staff oversees the day-to-day operation of ECD and ensures all programs and policies are implemented.

General Counsel. The General Counsel manages all legal affairs for ECD and oversees ECD’s Research division.

Business Development. This division manages the recruitment and support of new and expanding businesses in Tennessee. Business Development includes ECD project managers, field staff and

the Tennessee Film, Entertainment and Music Commission. ECD's state-funded grant programs are managed in Business Development and include: the FastTrack Infrastructure Development Program, which provides grants to communities for infrastructure assisting job creation; the FastTrack Job Training Assistance Program, which provides grants to companies in Tennessee for job training opportunities; and the Job Skills Program, which provides grants to companies for job training enhancement projects.

Communications and Creative Services. The Communications Office keeps staff, legislators, other state and city departments, local agencies, the media and the general public informed of ECD services, programs and activities. The division also provides strategic communications planning for the department and the coordination and execution of all ECD public events. The Creative Services Office serves as an in-house resource for providing cost-effective, high-quality graphics for ECD and other agencies of state government through printed materials, logo creation, website development, promotional items and more.

Policy and Federal Programs. Legislative affairs, federal grants and energy programs are managed by the Policy and Federal Programs division of ECD. State, local and federal regulations are monitored through this office to ensure that Tennessee is maintaining a business-friendly environment. Federally funded grants include: the Appalachian Regional Commission, which provides grants to East Tennessee communities for general community improvements; the Delta Regional Authority, which provides grants to West Tennessee communities for general community improvements; and the Community Development Block Grant program, which provides grant opportunities to communities for sewer lines and systems, water lines and systems, housing and community livability.

Rural Development. This division of ECD was created to ensure that communities receive the assistance and attention needed to help create jobs in rural areas of the state. The Tennessee Main Street downtown revitalization program and the Retire Tennessee retiree recruitment program also fall under the Rural Development division.

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

ECD Offices

ECD's programs and services are delivered to the people of the state and to existing and prospective industries from a central office in Nashville and through nine regional offices throughout the state. For addresses, phone numbers and other contact information, please visit www.tn.gov/ecd.

Related Boards and Commissions

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

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

Tennessee Technology Development Corporation. This nonprofit organization works to increase the formation and expansion of science and technology businesses in Tennessee and partners with ECD on the Governor's INCITE initiative to spur innovation-based economic development. TTDC is dedicated to aligning public and private research institutions with business development organizations and the investment community to increase the number of high-skill, high-wage jobs in Tennessee.

Commissioner William F. Hagerty, IV

Department of Economic and Community Development

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



Commissioner Hagerty has founded, funded and grown a number of successful business enterprises. As an executive, he has served as CFO, COO, CEO and Chairman of a variety of domestic and international firms. He serves on the board of directors of global publishing company Houghton, Mifflin Harcourt and R.J. O'Brien, the largest independent futures brokerage in the United States.

Commissioner Hagerty has served in a number of senior executive positions with companies such as CyMed, the nation's third largest medical records company; NEW Customer Services Company, the nation's largest electronics warranty company; Sound Advice, a home entertainment retailer; and Powerway, Inc., an automotive supply chain management software company. Commissioner Hagerty also has extensive experience in international business, having served as CEO of ALAM, Ltd., a joint venture private equity investment platform majority owned by Lehman Brothers, which he helped establish with offices in Hong Kong and Beijing, China.

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

In 2007 and 2008, Commissioner Hagerty served on a voluntary basis as a National Finance Chairman for the Romney for President campaign and later served on the transition planning team in the 2008 general election for John McCain's presidential campaign. Commissioner Hagerty has also served on the White House Domestic Policy team as a member of the President's Council on Competitiveness where his portfolio included international trade, financial markets, telecommunications and defense. Commissioner Hagerty was also a White House Fellow, where he served on the staffs of the NASA Administrator and the Vice President.

Commissioner Hagerty attended Vanderbilt University where he graduated Phi Beta Kappa with a degree in economics. He also attended Vanderbilt University Law School where he was a Wilson Scholar and associate editor of the Law Review. He resides in Nashville, Tenn.



Department of Education

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Kevin S. Huffman, Commissioner
Patrick Smith, Deputy Commissioner

The Tennessee Department of Education puts the needs of students first in every aspect of education decision-making and challenges Tennessee educators to be innovative in designing programs that make a positive difference for all students.

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

A similar philosophy was the basis of the 1992 Education Improvement Act (EIA), which mandated accountability for schools and school systems. The department's accountability initiatives focus on student performance and student success. Since 1997-1998, every Tennessee school has been required to develop and submit an improvement plan with measurable goals for meeting state and local performance standards.

The EIA gave more control over public education to local communities and completely overhauled the method of distributing state education funds. The Basic Education Program (BEP) funding formula equalizes state funding to a greater extent and provides every child the opportunity for a quality basic education, regardless of where he or she lives.

In his first term, Governor Bill Haslam continues to make education a top priority across the state by developing several initiatives to ensure that every child has the skills they need to succeed upon graduation. Tennessee is going beyond the focus on high school, and working to strengthen all K-12 standards. During the 106th General Assembly, Tennessee embarked on landmark education reforms through the "First to the Top Act of 2010" and the "Complete College Tennessee Act of 2010." The new laws enact a range of measures designed to spur improvement in Tennessee's education pipeline – specifically, improving student performance and graduation rates at both the high school and college levels. In March 2010, Tennessee was one of just two states selected to receive over \$501 million for education in the first round of the federal government's Race to the Top competition.

Tennessee has begun implementing comprehensive improvements that will better prepare students for college and careers. At the heart of improving student achievement is a focus on three main student performance goals: young students' academic readiness, high school graduates' readiness for college and careers, and higher rates of graduates enrolling and succeeding in post-secondary education. Amongst these initiatives, Tennessee has a renewed focus on developing and

improving great teachers and leaders in Tennessee classrooms, established the Achievement School District to intervene in consistently failing schools, and developed a new teacher and principal evaluation that moves the education system in a positive and innovative direction. Tennessee's "First to the Top" plan has given the state unique resources and financial opportunities — placing renewed focus on the classroom teacher and a more dedicated focus on encouraging student achievement.

In 2009, the implementation of the Tennessee Diploma Project (TDP) began a broad overhaul of standards and curriculum designed to challenge students and better prepare them for college and the workforce. The state currently is working toward implementation of a national set of curriculum standards, called Common Core, which will go into effect in 2014.

Beginning in the 2009-2010 school year, Gateway exams in high school were replaced with end-of-course examinations in English I, English II, English III, Algebra I, Geometry, Algebra II, U.S. History, Biology I, Chemistry and Physics that truly test the mastery of expectations leading to college- and work-readiness. A percentage of the results of these examinations will be factored into the student's second semester grades. The overall assessment system includes the ACT's College and Readiness Test, Explore given in the 8th grade, and the PLAN College Readiness Test given in the 10th grade.

The state's annual Report Card, a snapshot of Tennessee's public schools, has become a model for other states where accountability standards are in the forefront of education reform. The Report Card lists achievement scores and gains made annually in Tennessee schools. Results are posted by subgroups, including ethnicity, socioeconomic status, gender, English language proficiency and special education. Based on this data, school goals are developed and addressed in the school improvement plans.

Administration

The state Department of Education carries out the day-to-day administration of the state public school system for pre-kindergarten through 12th grade.

The chief state school officer is 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 Commissioner employs all Department of Education personnel and is responsible for the implementation, administration and enforcement of the laws, regulations, policies, standards and guidelines for public education in pre-kindergarten through grade 12.

The Department of Education supervises the allocation of funds appropriated as state and federal aid to public education. For the school year 2011-2012, Tennessee's 136 public school systems serve more than 1,700 schools and have a combined average membership of more than 930,000 students. With administrative responsibility for nearly 70,000 teachers, principals, supervisors and other professional employees, the department spends almost \$6.5 billion in state, federal and local funds annually.

Organizationally, the department carries out its responsibilities through a central office staff in Andrew Johnson Tower in Nashville and through nine regional Field Service Centers located in Johnson City, Knoxville, Cookeville, Nashville, Jackson, Columbia, Cleveland, Memphis and Martin.

History

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

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

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

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

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

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

In 1984, the Tennessee General Assembly enacted the Better Schools Program, which brought Tennessee to the national forefront in education reform. The 1992 EIA renewed the state's position of national leadership in education.

Services

Teaching and Learning. The mission of the department is to support the continuous improvement of student achievement by providing leadership, assistance, oversight and resources. Students of all ages take part in instructional programs administered by the department. Kindergarten is mandated for every child, and the emphasis is on developmentally appropriate practices for all grades, elementary and secondary. A major initiative has been implemented to focus on the improvement of reading achievement. Technology is an integral part of the total school program. There is currently an emphasis on incorporating the use of technology seamlessly into the instructional and evaluation process. At the secondary level, schools are implementing a stronger high school curriculum to ensure that all graduates have the qualifications necessary for either the workplace or postsecondary training at a college, university or technology center.

Special Instructional Programs. Among the special programs administered by the department are the Governor's Schools of Tennessee — summer residential programs held on college campuses for gifted and talented high school students. These programs provide challenging and intensive learning experiences in the following disciplines: Arts, Humanities, International

Studies, Engineering, Science, Prospective Teachers, Scientific Exploration of Tennessee Heritage, Information Technology Leadership, and Agricultural Science.

Programs for economically disadvantaged students and others served under the “No Child Left Behind Act” are administered by the Office of Federal Programs in the department.

The state funds pre-kindergarten education programs for at-risk 4-year-olds and parent-involvement programs for their families to help ensure that more children arrive at school ready to learn at a pace with their peers.

The Office of School Safety and Learning Support administers Tennessee’s safe and drug-free school program. This office designs and funds educational programs to promote the safety and well-being of all students in Tennessee. It also oversees grants to after school enrichment programs.

Early Intervention. Federal and state statutes require services for infants and toddlers (from birth to age 3) with disabilities along with assistance to their families. The Department of Education serves as the lead agency, working cooperatively with the departments of Health, Human Services and Mental Health and Developmental Disabilities to provide the services necessary to meet the needs of each eligible child. The services are provided at no cost to families.

Special Education. State law mandates that free and appropriate educational services be provided to all children from ages 3 through 21 who have special needs, including children who are intellectually gifted and children who are functionally delayed. Almost 150,000 Tennessee students with various needs presently receive special education services from local school systems and other agencies.

Special Schools. The four special schools administered through the Department of Education are:

- Tennessee School for the Blind, Donelson. This residential school serves legally blind and multi-handicapped children, ages 3 through 21.
- Tennessee School for the Deaf, Knoxville. This residential school serves hearing impaired and multi-handicapped children, ages 3 through 21.
- Alvin C. York Agricultural Institute, Jamestown. This comprehensive high school serves students in Fentress County and was established as a memorial to World War I hero Sgt. Alvin C. York.
- West Tennessee School for the Deaf, Jackson. This residential and day school serves elementary students, ages 3 through 13, who are deaf or hearing impaired.

Career and Technical Education (CTE). CTE classrooms provide a hands-on environment in which students can explore careers, increase their technical skills, reinforce academic skills, develop entrepreneurial skills, and gain practical experience through work-based education.

“High Schools that Work” is an initiative that raises the math, science, communication, problem-solving and technical achievement of students to the national average and above by blending the essential content of traditional college-preparatory studies with quality vocational and technical studies. The “Jobs for Tennessee Graduates” program is designed to help at-risk youth earn a high school diploma and secure placement in higher education and/or the workforce. This program earned the highest possible national award in 2006 and 2007 for achieving a 96 percent graduation rate and an 82 percent postsecondary placement rate.

Instructional Leadership. In partnership with local school systems, the department offers state-of-the-art training to Tennessee educators through a variety of training settings. This includes

professional development training for directors of schools, school board members, principals, assistant principals, instructional supervisors and teachers. Participants learn new leadership and management skills, as well as to develop an information network across the state. In 2008, the Department launched the Electronic Learning Center for online professional development to educators and to provide interactive resources for parents, students and community members.

Tennessee has placed a renewed focus on long-term teacher and principal training as a critical component of student success. As the department develops higher standards and a more rigorous curriculum for students in grades K-12, the Office of Instructional Leadership will play a critical role in supporting teachers and administrators in the integration of best practices in the classroom.

Teacher Education and Licensing. There are 40 colleges and universities approved to offer teacher preparation programs in Tennessee. To teach full time in a Tennessee public school, a person must have a valid Tennessee teaching license. Licensing is provided to individuals who have completed teacher preparedness programs at an approved higher education institution and meet certain testing requirements. Beginning teachers serve a three-year apprentice period before they may be recommended through local evaluation for a ten-year professional license.

The Department is also involved in recruiting new teachers for students in Tennessee. This state has a need for more licensed teachers in the fields of special education, math, science, foreign languages and English language learners. The Department launched the “Governor’s Teach Tennessee” program in 2005 to recruit exceptional mid-career professionals to teach math, science and foreign languages in grades 7-12. The Become a Special Educator (BASE-TN) program was also launched in 2005. These campaigns operate in addition to existing programs, such as Troops to Teachers and Transition to Teaching.

School Health and Nutrition. The office of Coordinated School Health oversees the implementation of a statewide coordinated school health program in every school district. The primary mission of the office is to promote child and adolescent school programs that improve health outcomes, and support the connection between good health practices, academic achievement and lifelong wellness. The office works in partnership with the Tennessee Department of Health in building cooperation and collaboration for implementation of school and community health programs at the state and local level. The office of School Nutrition Services is responsible for the administration of the National School Lunch Program, School Breakfast Program, and Afterschool Snack Program. These programs provide nutritious meals and snacks for students in public and private schools and Residential and Child Care Institutions. One hundred percent of the public schools in Tennessee are on the National School Lunch Program.

Textbook and Library Media Services. The office of Textbook and Library Media Services administers the functions of the State Textbook Commission and coordinates the local textbook adoption process.

Related Councils and Commissions

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

Tennessee Advisory Council for Teacher Education and Certification. The council is appointed by the State Board of Education to advise the board on matters involving teacher education

programs and teacher certification. The council includes teachers, administrators and supervisors, representatives from institutions of higher education, and representatives of local boards of education and the community.

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

Tennessee Interagency Coordinating Council. This council advises and assists the state's lead agency, the Tennessee Department of Education, in the responsibilities specified under Part C of the Individuals with Disabilities Education Act for implementation of a statewide system of early intervention services to infants and toddlers with disabilities and their families. The Governor appoints council members, and the council's composition is specified by federal statute.

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

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

Commissioner Kevin S. Huffman

Tennessee Department of Education

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

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

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



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

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

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

Higher Education

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

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

Tennessee Higher Education Commission

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

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

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

Members of THEC include: Robert White, Johnson City, chair; Charles Mann, Santa Fe, vice chair; Cato Johnson, Memphis, vice chair; A C Wharton, Jr., Memphis, secretary; the Honorable Tre Hargett, Secretary of State; Jon Kinsey, Chattanooga; Greg Isaacs, Knoxville; Charles W. Bone, Hendersonville; Sue Atkinson, Nashville; the Honorable Justin Wilson, Comptroller of the Treasury; the Honorable David Lillard, Jr., State Treasurer; Dr. Gary Nixon, Executive Director of the State Board of Education; Sharon L. Hayes, Brownsville; Gregory Frye, University of Tennessee,

Martin, student, non-voting; and Zachary Ross Walden, East Tennessee State University, student, voting.

Executive Director Richard G. Rhoda, Ph.D.

Tennessee Higher Education Commission

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



The University of Tennessee System

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

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

The statewide university provides a range of accessible and affordable educational opportunities and highly regarded professional schools. About 49,000 students are enrolled, and graduates number more than 9,000 a year. More than 320,000 alumni live throughout the state, nation, and world.

The University of Tennessee system is focused on the priorities of student access and student success; outreach to serve Tennesseans; preparation for the global marketplace; and research and economic development to enhance regional, national, and international competitiveness.

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 of Tennessee. Board members are: James L. Murphy III, Nashville; Charles Anderson, Jr., Knoxville; Anne Holt Blackburn, Brentwood; George Cates, Memphis; Spruell Driver, Nashville; J. Brian Ferguson, Jonesboro; John Foy, Chattanooga; Crawford Gallimore, Martin; Monice Moore Hagler, Memphis; James E. Hall, Chattanooga; Douglas Horne, Knoxville; Karl Schledwitz, Memphis; Don Stansberry, Jr., Huntsville; Robert Talbott, Knoxville; Betty Ann Tanner, Union City; Charles Wharton, Winchester.; and Tommy Whitaker, Portland.

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

Dr. Joe DiPietro is president of the statewide University of Tennessee system.

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

President Joe DiPietro

The University of Tennessee System

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



Roger Brown
Chancellor Chattanooga



Jimmy G. Cheek
Chancellor Knoxville



Tom Rakes
Chancellor Martin



Steve Schwab
Chancellor Health
Science Center



Larry Arrington
Chancellor of the Institute
of Agriculture



Mary Jinks
Vice President Institute for
Public Service

University of Tennessee Campuses and Institutes

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

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

The Tennessee Board of Regents System

The State University and Community College System of Tennessee, which is governed by the Tennessee Board of Regents, was created by the General Assembly in 1972. The Board of Regents is the sixth largest system of higher education in the nation, enrolling more than 200,000 students annually. The system is composed of six state universities, 13 community colleges, and 27 technology centers. 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 technology centers are accredited by the Council on Occupational Education. The institutions and their programs are also recognized by numerous national and regional accreditation associations.

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

Appointive and statutory members of the Tennessee Board of Regents are: the Honorable Bill Haslam, Governor of Tennessee, chairman, voting, ex officio member; Gregory Duckett, Memphis (9th Congressional District), vice chair until June 30, 2012; Steve Copeland, Cookeville (6th Congressional District); John M. Farris, Memphis (At-Large West Tennessee); Tom Griscom, Chattanooga (3rd Congressional District); the Honorable Julius Johnson, commissioner of agriculture, voting, ex officio; Jonas Kisber, Jackson (8th Congressional District); Fran Marcum, Tullahoma (4th Congressional District); Paul Montgomery, Kingsport (1st Congressional District); Emily J. Reynolds, Nashville (At-Large Middle Tennessee); Richard G. Rhoda, Tennessee Higher

Education Commission executive director, nonvoting, ex officio; Howard Roddy, Chattanooga (At-Large East Tennessee); the Honorable Kevin Huffman, commissioner of education, voting, ex officio; Bob Thomas, Nashville (5th Congressional District); Danni Varlan, Knoxville, (2nd Congressional District); and 7th Congressional District – Vacant. 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, 2012, the faculty representative is Linda Weeks, Dyersburg State Community College, and the student representative is Lee Gatts, Tennessee Technological University.

John G. Morgan

Chancellor, Tennessee Board of Regents

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

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

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

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

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

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

Morgan holds a Bachelor of Science degree in Political Science and History from Austin Peay State University. He is a member of the American Society of Public Administration and former member of the Association of Government Accountants.



Austin Peay State University

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

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

In fall 2010, as a result of a \$6.4 million grant from the state, and a \$2 million donation from Hemlock Semiconductor Corp., APSU opened its newest facility, the Hemlock Semiconductor Building, which houses the University's new chemical engineering technology program. The grant followed the announcement that Hemlock Semiconductor Corp. (HSC), a leading manufacturer of products used in the growing solar cell technology, will build a new production facility in Clarksville. The first graduates from the chemical engineering technology program walked across the commencement stage, receiving their degrees, in May 2011. Many of these graduates secured jobs in various industries, including several with Hemlock Semiconductor, LLC in their last semester, prior to graduating.

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



Tim Hall
President

East Tennessee State University

Established under the General Education Bill by the General Assembly in 1909, East Tennessee State University (ETSU) opened in 1911 as East Tennessee State Normal School. To reflect the institution's expanding role in education, the General Assembly authorized a series of name changes, and, in 1963, university status was achieved. East Tennessee State University's 350-acre main campus is located in Johnson City with centers in nearby Kingsport and Elizabethton. Enrollment exceeds 15,200 students pursuing studies in more than 100 academic programs offered within the areas of arts and sciences, business, education, health sciences and services, and technology.

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



Paul E. Stanton
President

leadership, environmental health sciences, medicine, nursing, pharmacy, physical therapy, public health, and sport science.

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

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

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

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

Middle Tennessee State University

Middle Tennessee State University (MTSU), which is celebrating its centennial year in 2011-2012, is the No. 1 choice of undergraduate students in Tennessee. With an enrollment of more than 26,000 as of fall 2010 and a graduation rate at almost 53 percent, MTSU is the most efficient producer of graduates among Tennessee's public universities, based on funding per student from the state.

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

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

MTSU was founded as a teachers' school and today remains one of the top producers of educators in Tennessee. Throughout its century of service, its academic offerings have grown in quantity and quality to better serve the needs of the Middle Tennessee region and in support of economic growth and development. It has one of the largest recording industry programs in the nation and strong reputations in business, aerospace, nursing and mass communication.

Its University Honors College, the first of its kind at a public university in Tennessee, provides the highest standard of education, and its graduates have been accepted to many prominent institutions including Oxford (UK), Harvard, Yale and Howard universities.

MTSU's Tennessee Best program, a concentrated, multi-discipline effort to keep top students in the state launched in 2005, helped grow the percentage of in-state students enrolled in the university to 94 percent.



Sidney A. McPhee
President

MTSU's heightened emphasis on academic quality is central to its 10-year academic master plan. Quality academics are enriched through special chairs dedicated to supporting particular disciplines. MTSU is home to the Center for Historic Preservation, the Center for Popular Music, the Albert Gore Sr. Research Center, the Middle East Center, and the Center for the Study and Treatment of Dyslexia.

The university fields 17 teams in men's and women's sports and competes at the highest levels of all sports. Its athletes have also excelled in the class room with 47 percent of all student-athletes maintaining a grade point average of 3.0 or higher and 22 percent making the Dean's List. The most recent Academic Progress Rate (APR) showed that MTSU had a department-wide score of 988 out of 1,000.

All 17 Blue Raider sports teams achieved passing marks of 925 or higher in 2009-2010 with seven teams turning in a perfect mark of 1,000.

Tennessee State University

Tennessee State University, 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. As the only state-supported Carnegie Doctoral/Research institution located in the state capital, a federal gateway to America's South and a major hub for health care, music, finance, publishing, and transportation, Tennessee State University offers unparalleled research and service opportunities in these areas for students, scholars, and business partners from around the globe. Its Centers of Excellence in research have earned international recognition for groundbreaking work in educational policy and planetary discoveries.

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 a Phi Kappa Phi Honor Society, the most prestigious honor society comprising all academic disciplines. The university's College of Business was the first in Nashville to hold accreditation by the American Assembly of Collegiate Schools of Business. With a student body (77 percent undergraduate, 23 percent graduate) representing the rich cultural diversity of a vibrant 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 as productive citizens. Tennessee State 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.

The beauty and accessibility of the university's main campus is a plus now with 65 buildings on more than 450 acres. Complementing the main campus is the downtown campus that features a simulated stock-trading center, a student computer laboratory, and continuing education, distance learning and multimedia services. The university is arming students with the intellectual



Portia H. Shields
Interim President

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 for funding for research. “Think. Work. Serve.” has long been Tennessee State University’s defining mission.

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 2011 enrollment exceeded 11,700 students.

Best known for its engineering- and science-related disciplines, Tennessee Tech offers more than 40 bachelor’s degree programs in five colleges—Arts and Sciences, Agricultural and Human Sciences, Business, Education, and Engineering—plus the School of Interdisciplinary Studies. Students can also earn graduate-level degrees in more than 20 programs, including the Ph.D. in engineering, environmental sciences and education.

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

As a result of these successful relationships, Tennessee Tech typically earns high marks for student satisfaction and alumni satisfaction. TTU has been frequently ranked one of the “Top Public Universities in the South” by *U.S. News and World Report* and was named a “Best in the Southeast College” by *The Princeton Review* for eight years in a row. In its 2012 report, *U.S. News* ranked TTU as the regional university in the South with the lowest average debt for its graduates. TTU graduates have the highest mid-career median salary potential of any public university graduates in the state, according to Payscale.com. TTU also ranked as one of the nation’s “50 Best Value” public colleges chosen by *Princeton Review* in 2010



Robert R. Bell
President

The University of Memphis

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

Serving almost 23,000 students, the university's main campus is located on a 209-acre tract in the heart of residential Memphis. The Park Avenue Campus, 146 acres just south of the main campus, houses research facilities, an athletic complex and warehouse space. The Cecil C. Humphreys School of Law is housed downtown in the historic U.S. Post Office and Customs House, which the school occupied in January 2010 after the building's renovation.



Shirley Raines
President

Another major site, useful especially for field research, is the 620-acre Meeman Shelby Forest Farm in northwest Shelby County. The university also offers classes at three high schools and four satellite locations in Shelby County and West Tennessee. In August 2011, the University of Memphis began offering classes at its new Lambuth campus in Jackson, site of the former Lambuth University.

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

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

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

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

Chattanooga State Community College

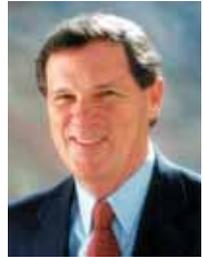
Chattanooga State Community College is a comprehensive community college offering associate of arts and science concentrations, associate of applied science (career programs), and a myriad of training, continuing education, advancement classes and services. The College was established as the Chattanooga State Technical Institute in 1965. By an act of the 1973 General Assembly, the Institute was expanded to Chattanooga State Technical Community College.

The main campus is located near the Chickamauga Dam on the banks of the Tennessee River, six miles from downtown Chattanooga. In addition, courses and programs are offered through five satellite operations located in the Sequatchie Valley, Dayton, Kimball and two in Chattanooga.

Chattanooga State is also in the unique position of overseeing one of the Tennessee Technology Centers offering numerous one-year technical diploma programs and technical certificates of proficiency. Chattanooga State enrolled more than 12,000 students in fall 2010. An additional 9,000 area residents received training through the college at their place of employment or through Adult Education programs.

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; and Library Services. Other divisions of the College include: Economic and Community Development, Student Affairs, Business and Finance, Human Resources, and Leadership and Fund Development. In addition, Middle College High School (MCHS) serves as a national model high school for bright students who wish to earn an associate's degree while completing their studies for a high school diploma. MCHS is located on the main Amnicola Highway campus.

In a single generation Chattanooga State has become recognized as one of the premiere community colleges in the nation. It is a college whose excellence is confirmed by its graduates who excel in their advanced studies and their performance in the workplace. The campus is a haven for the arts where the world-class sculpture garden known as the Outdoor Museum of Art, and the Professional Actors Training Program, based on the New Actors Workshop curriculum in New York, both have a home. In fall 2009, the opening of the Health Science Center enabled Chattanooga State to train more health care professionals to meet the ever-growing employment needs of the Tennessee Valley. Chattanooga State also plays a key role in training new employees for corporate partners such as the Tennessee Valley Authority (TVA) and Alstom Power North America. The college operates the Volkswagen Training Center at the Volkswagen of America plant, which opened in 2010. The WACKER Institute trains potential employees for the Wacker Polysilicon North America plant scheduled to open in 2012. The Institute, located on the main campus, will occupy 25,000 square feet of a newly acquired 149,000-square-foot facility.



James L. Catanzaro
President

Cleveland State Community College

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

Authorized in 1965 by the General Assembly, Cleveland State admitted its first students in 1967. The attractive 105-acre Cleveland campus has 10 buildings, an observatory, an extensive library, athletic fields and fitness facilities. Cleveland State operates two additional sites located in Athens, Tenn., and Madisonville, Tenn., respectively. The college focuses on responsive delivery of the highest quality education and training at the lowest possible cost for the citizens of Bradley, McMinn, Meigs, Monroe and Polk counties. Degree offerings include associate of art, associate of science, associate of applied science and 23 technical certificate programs.

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



Carl Hite
President

Columbia State Community College

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

Columbia State is focused on teaching, learning and student success. Today, the college serves close to 7,500 students annually in credit (4,900 students) and noncredit (2,600 students) courses and awards more than \$10 million in financial aid. Five academic divisions offer students more than 50 areas of study for transfer to universities or career entry, which includes programs such as Film Crew Technology, Commercial Entertainment, Vet Tech, EMT and Nursing. The college gives students the opportunity to earn an associate of arts, associate of science, and associate of applied science degree or certificate. These programs are designed for student success whether they are entering the workforce or transferring to a baccalaureate institution. Since its inception, the college has served approximately 30,000 students, with more than 13,000 graduates.

Currently, the college provides workforce training for 2,600 employees and 50 companies, businesses and organizations annually. Each year, more than 5,000 elementary and high school students attend educational and cultural activities at the college's five campuses. Columbia State



Janet F. Smith
President

has become the “Center for Cultural and Performing Arts” in south central Middle Tennessee, with more than 9,000 annually attending performances and art gallery exhibits in its Cherry Theater and Pryor Art Gallery.

Columbia State is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award Associate of Art, Associate of Science and Associate of Applied Science degrees. 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 began serving the people of Crockett, Dyer, Gibson, Lake, Lauderdale, Obion and Tipton counties in 1969. Offering courses in the arts and sciences, business and technology, and nursing and allied health, Dyersburg State is a comprehensive community college that provides the people of its seven-county service area in West Tennessee with high-quality career programs and courses designed to enable students to transfer to four-year colleges. It also offers developmental education and continuing education courses. Instruction is delivered through traditional, online and interactive television classes.

Under the leadership of President Karen Bowyer, Dyersburg State has become a major resource for workforce development and training for regional business and industry. Dyersburg State enriches the cultural life of West Tennessee through its performing and fine arts programs, which include classical and jazz concerts, theatrical productions, art exhibits and an annual book festival.

Dyersburg State’s campus is situated on 115 acres in Dyersburg. The college’s centers are located in Gibson County, and at the Jimmy Naifeh Center in Tipton County in Covington.

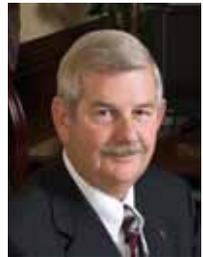


Karen A. Bowyer
President

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 12,000 West Tennesseans have earned an associate’s degree from Jackson State, and most of them have remained in the West Tennessee community living, working and contributing to the economic growth and development of the state. The college operates a 97-acre main campus in Jackson and full-service campuses in Humboldt, Lexington and Savannah. Additional instructional services are offered in cooperation with Tennessee Technology Centers in Paris, McKenzie and Whiteville. Jackson State serves a 14-county area in West Tennessee including the counties of Benton, Carroll, Chester, Crockett, Decatur, Gibson, Hardeman, Hardin, Haywood, Henderson, Henry, Madison, McNairy and Weakley.

Jackson State Community College serves more than 5,300 students each semester in credit and non-credit programs, making it the largest college in Jackson. Students are provided the



Bruce Blanding
President

opportunity to enroll in general education associate degree programs designed to prepare them for transfer to baccalaureate institutions, in professional and technical associate degree programs designed to prepare them for employment, or in individual personal interest courses.

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

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

The college was awarded the Futures Assembly Bellweather Award for excellence in community college instructional services and programs for its SMART math development studies redesign – from among 100 community colleges that were considered.

Motlow State Community College

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

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

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

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

The college has partnered with other in-state universities allowing rural citizens to obtain four-year degrees while staying close to home. The 2+2 Program in Elementary Education (K-6) in partnership with Tennessee Technological University allows students to earn a Bachelor of Science degree in elementary education in Motlow classrooms. The Management and Human Relations program through Trevecca Nazarene University enables working adults to earn a bachelor's degree in 13 months by attending class one night a week at the Moore County campus.

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.



Mary Lou Apple
President

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 an adult student.

Motlow College changes lives with faculty and staff that are committed to the success of students. More information is available on the school's website www.mscc.edu.

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 four satellite locations: Cookeville, Waverly, The Southeast Center which is located in southeast Davidson County, and in Dickson which is located in the Renaissance Center.

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

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

Northeast State Community College

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

Effective on July 1, 1983, Tri-Cities State Tech was placed under the governance of the Tennessee State 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



George H. Van Allen
President



Janice Gilliam
President

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

Pellissippi State Community College

The conversion of the former State Technical Institute at Knoxville into Pellissippi State Community College was authorized by the 1988 General Assembly. The primary college campus is located on 144 acres off the Pellissippi Parkway between Knoxville and Oak Ridge. Other permanent sites include the 18-acre original campus near downtown Knoxville, a facility in Blount County, and a facility on Magnolia Avenue in Knoxville. Enrollment for fall 2011 was 11,260.

The college offers associate degree programs (career technical and university parallel) through seven departments: Business and Computer Technology, Engineering and Media Technologies, English, Liberal Arts, Mathematics, Natural and Behavioral Sciences, and Nursing. It also offers continuing education and certificate programs.



L. Anthony Wise Jr.
President

Roane State Community College

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

In addition to its main campus in Harriman, Roane State also has campuses in Crossville, Huntsville, Jamestown, Knoxville, LaFollette, Lenoir City, Oak Ridge and Wartburg.

With its multiple campuses 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 2010 enrollment was 6,839 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.

With the city of Harriman, the college operates a government and education television station. The high-tech TV studio provides an outstanding learning environment for students.

Roane State's Advanced Materials Training and Education Center, located at Oak Ridge National Laboratory, provides training for careers in industries that manufacture advanced materials or that use parts that are made from advanced materials.



Gary Goff
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 also offers numerous options for transferring to four-year schools and provides dual studies courses, which allow high school students to 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 and Europe. The college also features numerous extracurricular activities such as athletics, music and theatre.

For more information, visit www.roanestate.edu.

Southwest Tennessee Community College

Southwest Tennessee Community College was established by Chapter 510 of the Public Acts of 1999 through the July 1, 2000, consolidation of State Technical Institute at Memphis and Shelby State Community College.

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

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

Southwest is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award associate degrees. Southwest offers Associate of Arts, Associate of Science, and Associate of Science in Teaching degrees designed for transfer to universities. Southwest also offers Associate of Applied Science degrees and short-term certificate programs designed to prepare students for career opportunities. Students can enroll in a large curriculum that includes allied health sciences, nursing, biotechnology, business, criminal justice, hospitality management, humanities, mathematics, natural and social sciences, education, and engineering and related technologies.

The college boasts such advantages as small class sizes, quality faculty, affordable tuition, open and early admissions, and comprehensive support services. With more than 13,000 students, Southwest Tennessee Community College is the largest two-year public college in Tennessee.



Nathan L. Essex
President

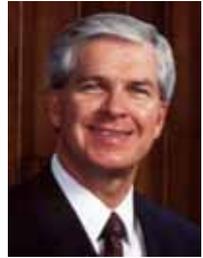
Volunteer State Community College

Volunteer State Community College is a comprehensive two-year college located in Gallatin, about 30 miles northeast of Nashville. Authorized by the General Assembly in 1969, Volunteer State admitted its first students in 1971. It occupies a 100-acre main campus with 16 buildings. Student enrollment for fall 2010 was 8,983.

Classes are offered in a 12-county service area, and for the convenience of students, there are degree-granting locations at Livingston and at McGavock High School. An additional higher education center in the Springfield/Robertson County area will open in fall 2011, Volunteer State Community College at Highland Crest. Numerous off-campus operations extend the college's instruction and public service roles throughout its service area that includes the counties of Clay, Davidson, Jackson, Macon, Overton, Pickett, Putnam, Robertson, Smith, Sumner, Trousdale, and Wilson. Volunteer 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.

Volunteer State offers the associate of arts and the associate of science degrees for transfer to a four-year institution and the associate of applied science as well as one- or two-year technical certificates that prepare students with the essential skills needed for job entry and career advancement.

Volunteer State is a true community college, offering a multitude of services and activities for area residents. Noncredit 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. Volunteer State has developed the proper infrastructure and mission to address the needs of a fast-growing and diverse population and to ensure the benefits of education remain a primary part of their lives.



Warren Nichols
President

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 on the south-east edge of Morristown; satellite campuses are established in Sevierville, Greeneville and Tazewell, and the Walters State Great Smoky Mountains Expo Center is located in White Pine.

Walters State enrolls approximately 7,000 degree-seeking students and serves an additional 4,000 students in continuing education and job training programs. The college provides university parallel programs that prepare students to transfer two years of college work to four-year colleges or universities; and technology, health, and public safety programs that prepare them for immediate employment. Additionally, the college stimulates community and economic development through a wide array of continuing education and community service programs. Through Walters State's Office of Community Education and the Center for Workforce 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.



Wade B. McCamey
President

Tennessee Technology Centers

The Tennessee Technology Centers 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.

Nationally recognized for their model of competency-based technical training, Technology Centers are located in 27 locations across the state to meet the occupational and technical training needs of Tennessee's citizens.

Technology Centers contribute to the economic and community development of the communities they serve 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, Technology Centers help keep Tennessee's workforce prepared for the future. The total 2009-2010 enrollment for the Tennessee Technology Centers was 32,505 with emphasis on job placement and workforce development.



James D. King
Vice Chancellor

Other Education

Tennessee Foreign Language Institute

Janice Snow Rodriguez, Executive Director

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



Tennessee Student Assistance Corporation

Richard G. Rhoda, Executive Director

The Tennessee Student Assistance Corporation was chartered by the General Assembly in 1974 to administer state-supported programs of student financial aid. Every year TSAC helps nearly 124,000 students attend college by providing \$340 million in merit and need-based grants and scholarships. Current programs, supported by state, lottery and federal funds, include the Federal Stafford Loan Program, Federal PLUS Loan Programs, Tennessee Education Lottery Scholarship Programs (including the HOPE Scholarship Program), Tennessee Student Assistance Award Program, Robert C. Byrd Honors Scholarship Program, Ned McWherter Scholars Program, Dependent Children Scholarship Program, Christa McAuliffe Scholarship Program, Minority Teaching Fellows Loan Forgiveness Program, Tennessee Teaching Scholars Loan Forgiveness Program, Tennessee Math and Science Teacher Loan Forgiveness Program, the Graduate Nursing Loan Forgiveness Program, the Helping Heroes Grant, and the Rural Health Loan Forgiveness Program.



Governor's Books from Birth Foundation

710 James Robertson Pkwy., 11th Floor, Nashville, TN 37243

1-866-368-6371, governorsfoundation.org

Created in 2004 by Governor Phil Bredesen, this nonprofit foundation fosters the ongoing implementation of the statewide Imagination Library in all 95 Tennessee counties. Dolly Parton's Imagination Library mails a new, high-quality, age-appropriate book every month to registered children, from birth until age five – at no cost to the family, regardless of income. The Foundation administers an annual state budgetary allocation to cover half of each county's monthly book order, and also raises statewide monies to financially assist "distressed" counties. By late 2008, well over half of Tennessee's total eligible population of under-5 children was enrolled in the Imagination Library. In 2007, the Tennessee Board of Regents completed a study on the program's impact on learning preparedness of children now enrolled in public schools. Surveyed kindergarten and pre-K teachers collectively affirmed that Imagination Library participants were "better prepared" than non-participants in the areas of reading, thinking, listening and social skills, and that on average, Imagination Library participants exceeded teacher expectations. Electronic enrollment for the statewide Imagination Library was launched in April 2009 at www.GovernorsFoundation.org.

Past and Future

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

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

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

Charter schools are a version of public schools that are individually operated with their own budget. More than 30 charter schools operate in Tennessee. The General Assembly passed the Public Charter School Law in 2002, making Tennessee the 39th state to adhere to this law. Charter schools are accountable by the same standards as public schools, often adding other requisites for their schools. They cover fundamental preparatory curriculum and frequently specialize in arts, sciences or other subjects. In 2011, Tennessee passed a law to lift the cap on the number of students able to participate in charter schools and removed the statewide limit of 90 charter schools.



Harris Hall at Washington College Academy near Johnson City



Department of Environment and Conservation

401 Church Street
Nashville, TN 37243-0435
(615) 532-0109
TN.gov/environment

Robert Martineau, Jr., Commissioner

Tennessee is one of the most bio-diverse 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.

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

Department programs and initiatives protect human health and the environment and support economic development, job creation and quality of life through education of citizens and the regulated community regarding natural resource issues, and 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 53 state parks, providing a full range of recreational opportunities and experiences for the nearly 25 million visits they host each year. Whether one is seeking a quiet hike in the woods, a safe and friendly campground for their family, a natural setting for a company conference, or a good night's rest in a modern inn — it can be found in a Tennessee State Park.

Unique areas with rare or unusual flora, fauna or other ecological features are set aside as state natural areas. As of 2011, Tennessee had 81 state natural areas. These special places are set aside and managed for the protection of the natural resources they contain, whereas state parks are managed for many uses including recreation.

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

while ensuring a strong and growing economy requires balance and creative solutions to complex, ever-changing concerns.

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

History

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

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

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

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

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

One of the most significant developments in resource conservation in Tennessee since 1900 was the establishment of the state park system. The State Government Reorganization Act of 1937 established a Department of Conservation in the Executive Branch. In the same year, another act was passed that brought management of all state areas used as parks, monuments or recreation under a Division of Parks in the Department of Conservation. Today, the Bureau of State Parks and Conservation manages more than 185,000 acres of land in 53 state parks and natural areas located throughout Tennessee.

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

Commissioner's Office

The Commissioner's Office oversees all departmental operations. Deputy and assistant commissioners for Parks and Conservation, the Bureau of Environment, and Administrative Services work closely with, and report directly to, the commissioner. Also reporting directly to the commissioner are the department's offices of general counsel and legislative, communications and public affairs.

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. Communications manages media relations, and public affairs oversees the department's website, graphic design services and the Tennessee Conservationist magazine.

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

Environmental Assistance. This group provides information and nonregulatory support to businesses, schools, local governments, industries, organizations and individuals in order to prevent and reduce negative environmental impacts. The staff utilizes a wide range of outreach techniques and partnerships to enhance knowledge and environmental awareness for individuals and organizations through the Tennessee Pollution Prevention Partnership (TP3) program. The Fleming Training Center in Murfreesboro is responsible for the technical training and licensing of water and wastewater treatment plant operators.

DOE Oversight. This division 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.

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

Geology. Department geologists map and study the geologic formations of the state, particularly as they relate to the discovery, potential use and conservation of mineral resources and to the quality of the environment.

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.

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 Pollution Control. The staff in this program 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 also investigates and enforces laws regarding water quality impacts from coal mining and other mineral surface mining activities.

Water Supply. The Water Supply program regulates public drinking water providers and develops groundwater and wellhead protection plans to protect Tennessee's public water supplies. The Division of Water Supply 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.

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

Parks and Conservation

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

Resource Management. This division is charged with protecting and restoring Tennessee's natural biological diversity through identification, conservation and communication. Program areas include Natural Heritage Inventory, 81 State Natural Areas, Rare Plant Protection, 13 State Scenic Rivers, Ginseng Management and Environmental Review. These programs work together and in partnership with the public and private sector to identify and protect Tennessee's most rare and important plant and animal species and natural communities.

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

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

Tennessee State Parks. The mission of Tennessee State Parks is to preserve and protect, in perpetuity, unique examples of natural, cultural and scenic areas and provide a variety of safe, quality outdoor experiences through well-planned and professionally managed systems. The majority of Tennessee's 53 state parks offer interpretative and resource-based recreation activities resulting in more than 16,000 learning programs annually that are attended by more than 600,000 participants. State parks possess approximately 1,000 miles of hiking trails, 2,999 improved and primitive campsites and provide abundant opportunities for aquatic activities. Details on features and activities at each state park are available at www.tnstateparks.com.

Tennessee State Parks manages 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 eight traditional and three Bear Trace golf courses that make up the Tennessee Golf Trail.

Administrative Services

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

Human Resources. Human Resources is responsible for managing all department personnel transactions, classification and compensation issues, training, recruitment and placement, insurance and employee relations. Human resource support is provided to all divisions, program areas, offices and parks in the department. In addition, staff responds to various inquiries from the public as well as government and legislative officials.

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

Boards, Commissions and Councils

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

- Air Pollution Control Board
- Commissioner's Council on Greenways and Trails
- Compliance Advisory Panel
- Conservation Commission
- Dry Cleaners Environmental Response Board

- Great Smoky Mountains Park Commission
- Ground Water Management Board
- Municipal Solid Waste Advisory Committee
- Petroleum Underground Storage Tank Board
- Solid Waste Disposal Control Board
- State Oil and Gas Board
- State Review Board
- Tennessee Archaeological Advisory Council
- Tennessee Heritage Conservation Trust Fund Board
- Tennessee Historical Commission
- Water and Wastewater Operators Certification Board
- Water Quality Control Board
- Water Resources Technical Advisory Committee
- West Tennessee River Basin Authority

Commissioner Robert “Bob” Martineau

Tennessee Department of Environment and Conservation

Robert “Bob” Martineau was sworn in as the seventh Commissioner of the Tennessee Department of Environment and Conservation by Tennessee Governor Bill Haslam on January 15, 2011. Martineau has more than 25 years of experience as an attorney in the field of environmental law. For seven years, he served as senior attorney in the Office of the General Counsel for the U.S. Environmental Protection Agency in Washington, D.C. (1988-1994). At EPA, Martineau provided counsel in developing New Source Review, New Source Performance Standards, and Air Toxics regulations. He continued to build his expertise in air issues and is co-editor of the American Bar Association’s *The Clean Air Act Handbook* and has authored a variety of substantive articles on critical environmental topics. This authorship includes work on drafting administrative rules in plain English and accidental release prevention programs under the Clean Air Act.



Prior to his appointment, Martineau was a partner at the Nashville firm Waller Lansden Dortch and Davis, LLP, practicing in the area of environmental law. At Waller Lansden, he had extensive experience working with companies on the development and implementation of corporate environmental management programs and auditing programs. He regularly assisted clients in assessing the impacts of proposed legislative or regulatory initiatives at the federal and state level and developing policy positions with respect to those initiatives.

Martineau is a member of the Air and Waste Management Association and a former council member of the Section of Natural Resources, Energy and Environmental Law of the American Bar Association. He is also active in the community as past president of First Steps, Inc., a child development center; Tennessee Chapter of the Cystic Fibrosis Foundation; and Community Health Charities, Tennessee Chapter. He currently serves on the Board of Directors for the Legal Aid Society of Middle Tennessee and Cumberland.

Martineau, 52, is married to Pamela Eddy, and they have a daughter, Meredith. He earned his law degree at the University of Cincinnati and holds a bachelor’s degree from St. John’s University (Minnesota).





Department of Finance and Administration

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

Mark A. Emkes, Commissioner
Micheal Morrow, Deputy Commissioner
Darin J. Gordon, Deputy Commissioner

The department's mission is to provide financial and administrative support services to enhance state government's ability to improve the quality of life for Tennesseans. The department also acts as the chief corporate office of state government.

Many complex processes are required to achieve this mission. The governor's proposed budget for state government is developed with the oversight of the commissioner, the governor's chief financial officer. Centralized accounting and financial reporting of the state's financial activity is also managed by the department. Other processes which provide state government with the necessary infrastructure to work effectively are information resources, capital projects and real property management, insurance administration, and resource development and support.

The department has received various awards for excellence in budget preparation, financial reporting, financial management, and information systems management.

History

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

Services Divisions

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

Division of Administration. This division handles internal fiscal, personnel, billing and information systems support issues for the department.

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 three health insurance programs, one each for employees and retirees of state government and higher education, local governments, and local education agencies, as well as the State Employee Wellness Program, the Employee Assistance Program, and Cover Tennessee.

Division of Resource Development and Support. This division provides support services and grants to public and private agencies to promote the quality management of state resources through the division's four units: Contracts Review, Audit and Consulting Services, Criminal Justice Programs, and Volunteer Tennessee.

Office for Information Resources. The Office for Information Resources (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 of Tennessee. OIR provides for statewide data, voice, and video operations; information systems planning; information technology training; and security policy, direction, and protection. OIR also provides solutions development and support; manages the state's website; and operates two data centers that house a mainframe, distributed computers, and data storage.

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

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

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 care services to people who meet Medicaid eligibility requirements and certain low-income children.

Division of State Health Planning. This division has the responsibility to develop and maintain a State Health Plan that guides state health care programs and policies as well as the allocation of state health care resources. It also has the responsibility to provide policy guidance on health programs and to assess health resources and outcomes.

Cover Tennessee. Cover Tennessee offers health insurance to uninsured individuals in Tennessee. CoverTN, the centerpiece of the initiative, partners with the state, private employers and individuals to offer guaranteed, portable, affordable basic health coverage for employees of Tennessee's small businesses, individuals, the self-employed and the recently unemployed. Comprehensive coverage for children is provided through CoverKids, and chronically ill adults who have been turned down by insurance companies are covered through AccessTN. CoverRx is a statewide pharmacy assistance program designed to assist those who have no pharmacy coverage but have a need for medication.

The Office of e-Health Initiatives is the single coordinating authority for the exchange of electronic health information in Tennessee and works to improve the health of Tennesseans by ensuring that health care providers have complete patient information at the point of care. The

Office of e-Health Initiatives is modernizing how Tennessee health care providers access, manage and share patient information to improve health care costs, delivery and safety for Tennessee patients.

Health Insurance Exchange, an internet-based alternative for Tennesseans to buy insurance in the individual and small group markets.

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

Related Boards and Commissions

The Commissioner, in accordance with *Tennessee Code Annotated*, serves on the following boards, commissions, and committees: AccessTN Board of Directors, Board of Standards, Council on Pensions and Insurance, Employee Suggestion Award Program, Governor's e-Health Advisory Council, Information Systems Council, Local Education Insurance Committee, Local Government Insurance Committee, Publications Committee, State School Bond Authority, State Building Commission, State Capitol Commission, State Funding Board, State Insurance Committee, State Library and Archives Management Board, Tennessee Advisory Commission on Intergovernmental Relations, Tennessee Consolidated Retirement System's Board of Trustees, Tennessee Housing Development Agency, Tennessee Local Development Authority, Tennessee Student Assistance Corporation, Tuition Guaranty Fund, Board of Claims, Sick Leave Bank Board, Baccalaureate Education System Trust, and Board of Trustees, Chairs of Excellence.

Commissioner Mark A. Emkes

*Retired Chairman, CEO and President of Bridgestone Americas, Inc.
Currently serving as Commissioner of Finance and Administration*

Mark Emkes was born in Urbana, Ill. on Feb. 16, 1953. At the age of two, he moved with his family to Seymour, Ind. where he continues to hold strong ties to the community.

He graduated from Indiana's DePauw University in 1975 with a Bachelor of Arts degree in economics. In 1976, he earned his MBA degree in International Management from the Thunderbird School of Global Management, located in Glendale, Ariz.

During that same year, Emkes began his career at the Firestone Tire & Rubber Company as an International Trainee. Following his first job changing tires at a Firestone store near Houston, Texas, he was promoted to store manager in 1977.

From 1979 to 2000, Emkes' career at Firestone took him overseas. He held various management positions in the United Arab Emirates, Spain, Brazil and Mexico. From Field Export Representative in Dubai, United Arab Emirates, to President and Managing Director of Bridgestone Firestone Brazil in Sao Paulo, Emkes successfully conquered new challenges as he took on positions of increasing responsibility.

In 2000, he returned to the United States and was named President of Bridgestone Firestone Latin America.



In September 2002, he became Chairman, CEO and President of Bridgestone Firestone North American Tire, LLC. He served concurrently as a member of the board of directors of Bridgestone Americas Holding, Inc., parent company of Bridgestone Firestone North American Tire.

On April 1, 2004 Emkes was promoted to Chairman and CEO of Bridgestone Americas Holding, Inc. and was elected as a member of the Board of Directors of Tokyo-based Bridgestone Corporation. His direct responsibilities included the development, manufacture, distribution, and sales of products throughout North, Central, and South America. During his six years as CEO, Bridgestone Americas' 50,000 teammates helped the company achieve annual sales of \$12 billion. Emkes retired from Bridgestone in February of 2010 and currently serves in Governor Bill Haslam's cabinet as commissioner of the Department of Finance and Administration.

Emkes has served as President of the Middle Tennessee Council of the Boy Scouts of America, on the Board of Directors of the Community Foundation of Middle Tennessee, and on the Advisory Board of Habitat for Humanity, Nashville Chapter. He was Chairman of Nashville's 2010 Heart Walk and is a member of CEOs Against Cancer, Tennessee Chapter. Emkes also serves on three publicly traded boards: Greif Inc., First Horizon National Corporation, and Clarcor Inc.





Department of Financial Institutions

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Greg Gonzales, Commissioner

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

In Tennessee, banking is big business. At year-end 2010, the Department of Financial Institutions regulated 157 state-chartered banks; eight trust companies; two business and industrial development corporations (BIDCOs); 111 credit unions; 1,009 industrial loan and thrift offices; 68 insurance premium finance companies; 1,275 mortgage companies; 638 check cashers; 1,359 deferred presentment services companies; 742 title pledge lenders; and 64 money transmitters. The department also registers thousands of mortgage loan originators.

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

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

History

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

In addition to depository institutions (banks and credit unions) regulatory responsibilities were increased to include nondepository institutions – trust companies, BIDCOs, industrial loan and thrift offices, insurance premium finance companies, mortgage companies, check cashers, title pledge lenders, deferred presentment services companies and money transmitters. The department's primary mission still remains the same after 98 years, which is to ensure all financial institutions in Tennessee operate in a safe and sound manner and comply with applicable law.

Services

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

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

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

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

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

Commissioner Greg Gonzales

Tennessee Department of Financial Institutions

Greg Gonzales was born in Cookeville, Tenn. He was reappointed as Commissioner of the Tennessee Department of Financial Institutions by Governor Bill Haslam and has served as Commissioner since December 2005. Gonzales has served in the department since 1986. In this position, Commissioner Gonzales serves as Tennessee's chief regulatory officer of all state-chartered depository and licensed nondepository financial institutions. The department supervises approximately 9,100 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, which is the professional organization of state banking commissioners. Commissioner Gonzales is a member of the Board of Directors of the Money Transmitter Regulators Association (MTRA), an organization of a majority of the states that regulate funds transfer companies. He chaired the MTRA Legislative Committee which drafted a national model legislative outline and later chaired the Cooperative Agreement Committee which produced the Money Transmitter Regulators Nationwide Cooperative Agreement that has been executed by a majority of states. He also serves on the U.S. Treasury's Bank Secrecy Act Advisory Group. Commissioner Gonzales graduated Cum Laude in Cursu Honorum with a bachelor's degree from Tennessee Technological University in 1980. Commissioner Gonzales served as a research assistant in 1980 to Sir Patrick Cormack, a Conservative Party member of the British Parliament. He earned a law degree from the University of Tennessee in 1984. Commissioner Gonzales is married to the former Lori Layne, and they have a daughter, Annie.





Department of General Services

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TN.gov/generalserv

Steven G. Cates, Commissioner
Thomas W. Chester, Deputy Commissioner

The Department of General Services is a staff agency providing a broad range of support services to other departments and agencies of state government. Services include the procurement of goods and services (Central Procurement Office), property management, motor vehicle and equipment management, printing and media services, postal services, and warehouse administration.

In order for state government to successfully operate and to remain consistent with statutory guidelines, it is essential to have a centralized department to provide other state agencies with needed services and equipment. Having one Central Procurement Office for the state eliminates the need for agencies to work independently, while allowing the state to leverage spend.

History

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

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

Commissioner's Executive Administrative Office

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

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

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

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

The Office of Information Technology Services provides information technology support and guidance for departmental technology, including computers, laptops, cell phones and iPads. OITS also serves as the department liaison for the Office of Information Resources (OIR).

Support Services

The Central Procurement Office is responsible for the centralized procurement of goods and services for use by operating state agencies and departments. It contracts for the purchase and lease of all materials, supplies, equipment and utilities for the state of Tennessee. The Purchasing Office and the Governor's Office of Diversity Business Enterprise also fall under the Central Procurement Office.

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

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

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

Property Services Management operates and maintains state-owned and state-leased facilities that are funded through the Facility Revolving Fund. PSM ensures that its buildings are fully operable and optimum potential is reached by utilizing various proactive and responsive facility management programs. This provides all tenants with the ability to utilize the facilities for their designated purpose. This includes operations management, maintenance, security, janitorial services, landscaping and lawn care, and fire and life safety programs for unique purpose and high-rise office facilities.

Real Property Administration serves to develop the State's capital initiatives and real property assets for the benefit of the citizens of Tennessee. RPA is the implementation arm of the State Building Commission and is responsible for all capital improvements including major renovations, new constructions, and building design that includes energy efficiency and sustainability. The Division was transferred to the Department of General Services from the Department of Finance and Administration effective October 1, 2011.

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

Related Boards and Commissions

Board of Standards — The Board of Standards examines and approves rules and regulations relating to public purchases and state surplus property and considers questions arising from application of these rules.

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

Public Records Commission — The Public Records Commission reviews and approves the disposition of state records and sets policy concerning the creation, utilization, maintenance, retention, preservation, and disposal of records.

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

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

Commissioner Steven G. Cates

Department of General Services

Governor Bill Haslam named Steve Cates to the post of Commissioner of the Tennessee Department of General Services on January 14, 2011. Commissioner Cates had previously been a partner in Cates-Kottas Development since 1991.

Commissioner Cates is the current President of the Home Builders Association of Tennessee, and has served in chairmanship positions with the National Home Builders Association. He served for two years on the 21st Judicial District Drug Court of Williamson County and was a member of the Nashville Ballet Board. He remains on the Junior Achievement Board of Directors.

He graduated from Auburn University with a degree in Civil Engineering and now serves on the Auburn University Engineering Council.

Commissioner Cates, 47, is married to Lyn. They reside in Brentwood, Tenn., and attend Brentwood Baptist Church.





Department of Health

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TN.gov/health

John Dreyzehner, Commissioner

The Department of Health works to protect, promote and improve the health and well-being of Tennesseans. Keeping people healthy by preventing problems that contribute to disease and injury is the overall emphasis of the department. Responsibilities include immunizing children against diseases, recruiting doctors to practice in rural medically underserved areas of Tennessee, offering early prenatal care and proper nutrition to pregnant women, assuring that restaurants meet standards of cleanliness, and performing laboratory tests ensuring safe drinking water.

The greatest causes of premature death and preventable illness are closely related to the way we live—what and how much we eat, whether we use tobacco, how much we exercise, and what we do to protect our own safety. The department promotes healthy lifestyles by educating Tennesseans about these risks and making them more aware of the importance of individuals taking responsibility for their health and their family's health.

The Department of Health works to ensure the quality of health care through the licensure and regulation of health professionals and health care facilities. The department also plays a critical role to ensure personal health care services are available when and where people need them and are accessible despite economic and geographic barriers. The department provides a variety of services for all age groups through local health departments across the state, ranging from well-child visits and immunizations, to school health services, to family planning and prenatal care, to wellness programs, and education.

History

Recurring epidemics of cholera, yellow fever, and other frightening diseases were a powerful force in the development of what we know today as public health. Through the mid-1800s, Nashville, Knoxville, Memphis and many smaller cities and towns experienced epidemics that threatened life and economic well-being as well.

As a result, efforts began to establish a State Board of Health, and a bill was signed into law in 1877 to create such a board. For many years, the main activities of the board were combating epidemics, forming county boards of health, working on school sanitation, and maintaining vital records of births and deaths in the state.

In 1923, legislation created the Department of Public Health. Activities and responsibilities have changed and grown through the years as health needs and medical care have evolved in the state. In 1983, the department's name was changed from the Department of Public Health to

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

Services

Communicable and Environmental Disease Services. Tuberculosis and sexually transmitted diseases including HIV/AIDS continue to pose significant health threats in Tennessee. Local health departments provide testing, counseling, treatment and contact tracing to control the spread of these diseases. The department has placed emphasis on care coordination for individuals living with HIV/AIDS. In its effort to promote childhood immunizations, the department provides immunizations, tracks immunization rates through the Tennessee Immunization Registry, provides outreach to encourage parents to immunize their children, and is involved in coordinating the distribution of vaccines to private providers through the federal Vaccines for Children program. Flu and pneumonia immunizations, tetanus-diphtheria boosters, and hepatitis B vaccines are also available to adults at local health departments. The department is involved in the investigation of disease outbreaks, contact tracing to control the spread of communicable diseases, and activities to assess the risk of exposure to occupational and environmental hazards. Information obtained through these efforts and surveillance activities guide the development of policies and procedures to protect the public from health threats.

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

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

Laboratory Services. The State Public Health Laboratory and its two regional laboratories across the state provide valuable support of public health issues such as newborn testing, disease prevention and a clean environment. The laboratories provide services to program areas within the department, local health departments, hospitals, independent laboratories, other state departments, physicians, dentists and clinics. In addition, they provide public health services that are not available from other sources, such as rabies testing. The public health labs are a part of the National Laboratory Response Network, which is the laboratory component of homeland security for analyzing specimens related to terrorism.

Licensure and Regulation of Health Care Professionals and Facilities. The department is responsible for ensuring quality in health manpower and health care facilities. The department helps administer state laws that require health care professionals to meet certain standards. Doctors,

nurses, dentists and other types of health care professionals are licensed by regulatory boards. Disciplinary action is taken if state standards are violated.

Hospitals, nursing homes, ambulatory surgical treatment centers and other kinds of health care facilities are also licensed by the department. In addition, facilities are assessed and certified for participation in the Medicare and Medicaid programs. Ambulance services and emergency medical personnel across the state are checked to ensure that quality standards are met when emergency medical services are needed, and medical laboratories and personnel are tested and licensed.

Maternal and Child Health. The maternal and child population has long been a focal point of public health programs. Local health departments provide a wide variety of services aimed at reducing the infant mortality rate, lowering the adolescent pregnancy rate, encouraging early entry into prenatal care, and reducing childhood morbidity. Services include: screening and follow-up for children with potential lead poisoning, outreach, intensive case management, family planning, prenatal care, mammography screening, and the development of comprehensive school health programs. Routine screening of all newborns for hearing problems, certain metabolic and inherited disorders, and a regional genetic program are other important maternal and child health services. The department has placed particular emphasis on care coordination for children with severe or chronic medical needs. Services include payment for certain medical or health-related services, home visitation, interaction with schools, coordination among multiple medical providers, assistance in accessing needed social and medical services, and education and support.

Nutrition and Wellness Services. The goals of this section are to eliminate health disparities and increase years and quality of life for all Tennesseans. These goals are accomplished by emphasizing the importance of healthy choices, by promoting healthy behaviors through wellness, lifestyle, tobacco prevention and cessation initiatives, and through disease prevention and management efforts that target specific disease prevention strategies, coupled with disease management initiatives. The healthy and safe communities' component promotes comprehensive health education, injury prevention and control programs, rape and sexual assault prevention programs, and poison control programs. Local health departments administer programs that provide supplemental foods to low-income, pregnant, breast-feeding and postpartum women, as well as infants and children. In some counties, supplemental foods are also provided to the elderly. Nutrition education on how to use these foods as part of a good daily diet is also provided. A variety of preventive and therapeutic community nutrition services are provided to Tennessee citizens.

Rural and Local Health Services. Improvement of community health systems is a major focus area. Local health councils and the community diagnosis process regularly assess the priority health issues in Tennessee communities and seek to build initiatives that address these issues. The Rural Health and Health Access offices seek to augment underserved communities by recruiting providers for communities and by ensuring adequate systems of care.

Division of Minority Health and Disparity Elimination. This division advocates for the development of culturally competent policies, programs, and services to respond to the health needs of minority Tennesseans and address health disparities due to race, ethnicity, age, gender, geography, poverty or culture. Technical assistance and consultation are provided to state agencies, community and faith-based organizations, and health professionals to address related concerns that impact the health of constituent populations. The division funds, on a limited basis, community programs that target at-risk youth through academic, skill-building and recreational activities, and collaborates with public and private sector entities to build working coalitions and networks for improved health care access, quality, and information dissemination to minority communities across the state.

Office of Information Technology. The OIT provides and maintains information resources which enable policy makers, administrators and managers to make critical decisions concerning the use of resources that will affect the Department of Health and to record, process and analyze information. This support includes systems applications and operations activities for mainframe, mini-frame and personal computers, as well as data and text management, plus maintenance of the Department's Local Area Network. OIT provides direction, planning, infrastructure and coordination in managing the information technology needs of the Department of Health through four health enterprise service areas: Technical Services, Application Services, Security Services, and Project Management Services.

Policy, Planning, and Assessment. The department collects and analyzes information for the entire Tennessee population relative to such health status indicators as infant mortality, low birth weight, adequacy of prenatal care services, morbidity and mortality from disease and injury, immunization status of children, adolescent pregnancy rates, and lead toxicity in children. Statewide registries for cancer incidence, birth defects, and traumatic brain injuries, and several large data collection systems are the mechanisms used to obtain this information. The resulting data is analyzed for the purpose of informing policy and shaping the health care delivery system in the state in order to respond to identified needs and to promote and protect the health of the citizens.

Primary Care. Local health departments in all 95 counties offer a variety of preventive services. Comprehensive primary care services are provided in selected health departments based on the needs of the community. Clinics are staffed with physicians or mid-level practitioners working under supervision and protocol. Local health departments participate in TennCare and other insurance programs.

TennCare. In addition to supporting the TennCare program by participating as service providers in the managed care organizations' provider networks, local health departments provide other services related to TennCare. These services include outreach activities to identify and assist with presumptive enrollment of pregnant women and presumptive enrollment of women who test positive for breast or cervical cancer who need and qualify for TennCare but are not yet enrolled. Local health departments also provide advocacy activities to educate enrollees concerning covered benefits and the managed care system and assistance in accessing medically necessary services. Care coordination and home visitation services are available for high-risk TennCare families with special health care needs. The health departments provide dental screening services to school children and early and periodic screening, diagnosis and treatment to children under age 21 pursuant to an arrangement with TennCare. The department also provides outreach to TennCare children through a centralized call center and community outreach program.

Vital Records. The department maintains a central registry of births, deaths, fetal deaths, marriages, divorces, adoptions and legitimations in the state. Certified copies of these records are available at the Vital Records Office in Nashville, at selected county sites, and on the Vital Records website <http://health.state.tn.us/vr/>.

Related Advisory Boards, Committees and Councils

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

- Advisory Committee for Children's Special Services
- Child Nutrition and Wellness Advisory Committee
- Controlled Substance Database Program Advisory Committee
- Genetics Advisory Committee
- Governor's Council on Physical Fitness and Health
- Health Care Acquired Infections Committee
- Hemophilia Advisory Committee
- Institutional Review Board for the Protection of Human Subjects
- Minority Health Advisory Council
- Perinatal Advisory Committee
- Polysomnography Professional Standards Committee
- Preventive Health Block Grant Advisory 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, 227 French Landing, Suite 300 Heritage Place Metro Center, 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

Dr. John Dreyzehner is a physician, residency trained in occupational medicine and board certified in 1999. Licensed to practice in Tennessee and Virginia, Dreyzehner is a Fellow of the American College of Occupational and Environmental Medicine. He comes to the state Department of Health after serving as director of Virginia's Cumberland Plateau Health District for more than nine years. Prior to his return to public service in 2002, he was in the clinical practice of occupational medicine. Dreyzehner began medical service in 1989 as a United States Air Force flight surgeon honorably discharged as a major in 1997. He also has practiced for several years in the field of addiction medicine while working to prevent, treat and control substance abuse in his public health role. He holds appointments as adjunct faculty with East Tennessee State University's College of Public Health, founding faculty of the Healthy Appalachia Institute and visiting assistant professor of public health at the University of Virginia. He also chairs the advisory committee for the Virginia Tech-Carilion School of Medicine's Master of Public Health Degree Program.



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

Dreyzehner has served in leadership positions with the American College of Occupational and Environmental Medicine since 1996 and actively with the National Association of County and City Health Officials since 2002. From 2008 to 2011, he has chaired the NACCHO advisory committee that partnered with the Robert Wood Johnson Foundation to create a successful, year-long fellowship program for new local health officials. He has enjoyed other long-standing service opportunities on the Appalachian Regional Commission's Health Policy Advisory Council, Southwest Graduate Medical Education Consortium, Health Planning Agency of Southwest Virginia, Mountain Empire Public Health Emergency Coordination Council, Community Health Improvement Partnership, and Virginia Economic Bridge. He also has served as vice chair of the Southwest Virginia Health Authority and completed several terms as chair of both nonprofits CareSpark Inc. and One Care, Inc. He and his wife Jana, a child psychiatrist, have two sons.





Department of Human Resources

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

Rebecca R. Hunter, Commissioner

State government is the largest single employer in Tennessee. The Department of Human Resources supports the entire Executive Branch workforce of approximately 43,000 employees. In helping to ensure effective and efficient HR management, the department provides several basic services such as advising the Governor and assisting departments in carrying out best practices in human resources and compensation; administering provisions of the Civil Service Act; providing departments and agencies with a pool of qualified applicants for employment selection; and developing a high performance workforce through effective development programs.

The department was established in 1939, and is responsible for meeting the needs of employees in all 95 counties working in nearly 1,300 different types of state jobs. It is responsible for the state-wide implementation of human resources policies and initiatives, and monitors legislation affecting state employees and government operations relevant to human resource programs. Additional important functions include advising citizens about the civil service employment process, responding to employee questions, and serving as a strategic business partner for all departments. The functional areas of the department are as follows.

Services

Administrative Services. The Administrative Services division is responsible for the department's Human Resource Management and Fiscal Services. These areas of responsibility encompass payroll, employee counseling regarding deductions for life and health insurance, 401(k) deferred compensation, budget preparation and implementation, contract management, procurement, facilities management, and messenger services. The division uses an established approval process, to review personal service contracts and delegated purchase authorities processed by state agencies.

Applicant Services. The Applicant Services division administers career service employment examinations and provides information to applicants regarding employment and promotional opportunities. Most jobs available with the state are covered by the career service, which is a merit system of employment based on an applicant's qualifications. There are approximately 1,300 different job classifications within the Career Service system. For the majority of these classifications, the examinations administered by Applicant Services consist of a rating of education and experience. There are only about 65 job classifications for which a written or computer administered test is required. For most job classifications, applications are accepted only during announced opening and closing dates (as posted on the Department of Human Resources Employment Information website). For additional information, call (615) 741-4841.

Commissioner's Office. The Commissioner's Office is responsible for the department's overall administration and the statutes for all state employees, as well as the development and implementation of best practice policies and procedures for human resources within state government. Strategic and continuity of operations planning, the State Employee Suggestion Program, the Tennessee Employee Charitable Campaign, and the Emergency Workforce Management Plan are additional programmatic areas housed in this office. For more information, call (615) 741-2958.

Employee Relations. This division advises state employees, supervisors, managers, human resources officers, and state executives regarding state laws, rules, policies, and practices. This includes providing information regarding progressive discipline, grievances, reduction in force, and other human resource functions, as well as reviewing certain employee transactions related to separations, rehire recommendations, grievances, civil service orders and court orders. In addition, the Employee Relations Division administers the state's Performance Management/Evaluation Program, the State Employee Sick Leave Bank, and the Employee Service Award Program. Other responsibilities of the division include coordination of American Red Cross Blood Drives for Davidson County. For more information, call (615) 741-1646.

Equal Employment Opportunities (EEO). The Equal Employment Opportunities division oversees compliance with federal and state laws pertaining to equal employment by developing, implementing and maintaining standards, policies and procedures regarding provisions of Title VII of the Federal Civil Rights Act, Title II of the Americans with Disabilities Act, Executive Order 11246 and the Tennessee Human Rights Act. In addition to enforcing the state's policy on workplace discrimination and harassment, the EEO division provides technical assistance to agencies and executive branch employees in these matters. The division further ensures that respectful workplace training is legally sufficient by overseeing the content development as well as regularly conducting executive level briefings on respectful workplace, and training on the investigative process. For more information, contact the EEO division at (615) 741-2958.

Examination Development, Classification and Compensation. This division includes two functional areas within the Department of Human Resources. The Examination Development area ensures that the employee selection tools for the state of Tennessee are sound. This is accomplished by developing, revising and maintaining assessment methods for nearly 1,300 career service job classifications according to state and federal guidelines and changing job requirements. The selection tools include training and experience rating guidelines, computer-administered or paper-and-pencil written tests, and structured oral interviews.

The Classification/Compensation area ensures that state employees are properly classified and fairly compensated. This includes reviewing and maintaining salary and benefits data on other Southeastern states as well as private sector employees. The division uses this data to assist in making recommendations for salary administration policies and for adjustments in the state's compensation structure. For more information, call (615) 741-5561.

Research. The Research division serves as an internal consultant to the Department of Human Resources and to other Executive Branch agencies. Staffed by persons trained in industrial-organizational psychology, the division reviews and recommends policy options, conducts projects to develop special assessment methods, provides information and recommendations, and assists state attorneys with legal issues.

Strategic Learning Solutions (Training and Development). The Strategic Learning Solutions Division (SLS) is a dynamic learning component of the department that focuses on performance and talent management by creating and cultivating innovative learning. The mission is to consult

and partner with agency leaders to create a customized Talent Development Strategy that develops and sustains a high performance workforce. SLS accomplishes its mission by offering services and products centered on developing and retaining top talent, employee performance and job planning, organizational planning, change management, conflict management, team building, customer focus, project management, etc. It works with executives and senior leadership teams to customize learning, development and leadership programs designed to meet their specific needs.

SLS is responsible for approving and maintaining all statewide Continuing Education Units for employees who participate in certified training courses, workshops, and conferences. The division is also accountable for reviewing all technical and non-technical training for employees offered by higher education, vocational and professional institutions. For more information, visit the website <http://tn.gov/dohr/learning/learning.html>.

Systems. This division is responsible for all of the information systems support for the department in both mainframe and local/wide area network (LAN/WAN) environments. The division provides the analysis for the development and maintenance of mainframe systems, and supports the internal, as well as statewide users of these systems. The division also provides support and management for all LAN/WAN services and applications. Among these are the recently implemented computerized employment testing for clerical job classifications which are administered locally in Nashville and remotely in selected sites throughout the State. For more information, call (615) 532-2277.

Technical Services. The Technical Services Division provides assistance to state agencies regarding policies and procedures for attendance and leave, civil service registers, employee personnel transactions and certain payroll issues. The division is also responsible for maintaining records of former employees and applications for employment, verifying employment and granting veteran's preference points. For more information, call (615) 253-7489.

Related Boards and Commissions

Civil Service Commission. This independent commission, composing nine board members, serves as an appeals body for state employees through the state's five-step grievance procedure. Board members are appointed by the governor for six-year terms. The commission reviews employee appeals and makes decisions based on the evidence presented at the hearings and examinations of employees' work records. The Department of Human Resources coordinates these meetings, and the Commissioner of Human Resources serves as secretary.

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

State Employee Suggestion Award Program Board The State Employee Suggestion Award Program, outlined in *Tennessee Code Annotated* Sections 4-27-101 through 4-27-105, is designed

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

Contact Information

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

Department of Human Resources

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

State Employee Information Line

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

Commissioner Rebecca R. Hunter

Department of Human Resources

Rebecca 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 spent six years as the Director of Human Resources for Hamilton County Government in Chattanooga, Tenn., and held management positions in governmental finance for more than 23 years. She is a Certified Public Accountant and Certified Government Financial Manager as well as a Senior Professional in Human Resources.

Rebecca is currently Chairman of the Board for HealthCare 21 Business Coalition in Knoxville, and a Commissioner for the Hixson Utility District in Chattanooga. She has also served as Chairman of the Audit Supervisory Committee for the Tennessee Valley Federal Credit Union, on the University of Tennessee at Chattanooga's HR Advisory Board, and on the National Association of Counties Deferred Compensation Advisory Committee. Rebecca holds professional memberships in the Tennessee Society of Certified Public Accountants, Association of Government Accountants, International Public Management Association – HR, and the Society for Human Resources Management.







Department of Human Services

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

Dr. Raquel Hatter, Commissioner
Shalonda Cawthon, Deputy Commissioner

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

Each month, more than 5,000 DHS employees assist almost one million Tennesseans through dozens of services. With 133 office locations, DHS is one of the few state agencies with offices in all 95 counties.

History

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

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

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

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

In September 1996, the Aid to Families with Dependent Children program, created through the Social Security Act of 1935, was replaced with a new federal welfare reform program, Temporary Assistance for Needy Families (TANF). Tennessee’s TANF program is called Families First. The program, designed with an emphasis on education, work and training, was operated through a waiver from the federal government for nearly 11 years. That waiver expired on June 30, 2007, at

which time Tennessee's TANF program was required to follow all federal TANF requirements. Changes in the Families First state law were made during the 105th General Assembly session. The revised program began on July 1, 2007.

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

In July 2002, DHS became the state agency responsible for determining TennCare eligibility. In January 2005, the department created a new division of Appeals and Hearings and began hearing TennCare eligibility appeals. In addition, this division handles appeals for other Family Assistance programs, Child Support and Vocational Rehabilitation.

Services

Adult and Family Services. The Adult and Family Services division provides public assistance to low-income citizens directly through the county DHS offices and indirectly through contracts with social services agencies across the state. This division also includes sections responsible for protecting vulnerable adults and for regulating child care and adult day care agencies.

Families First. This is the department's TANF program. In Families First, parents are expected to work to gain independence from welfare by entering or re-entering the work force. The Families First program helps the participants reach this goal by providing transportation, child care assistance, education, job training, employment activities and other support services. Temporary cash assistance is also provided to families with dependent children when at least one parent is incapacitated, unemployed, dead, or absent from the home, and the family is unable to pay for essential living expenses.

Food Stamp Program. This program helps low-income families buy the food they need to maintain good health. The program was re-branded SNAP (Supplemental Nutrition Assistance Program) in 2008 through federal legislation. 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 food stamps and Families First benefits.

TennCare/Medicaid. DHS Family Assistance counselors determine eligibility for TennCare/Medicaid, the state and federal medical assistance program for families with children, elderly and/or disabled citizens.

Child and Adult Care Services. This section oversees the licensing of child care centers, family child care homes, group child care homes and adult day care centers. It works with communities to develop new child care resources, provide training and technical assistance to child care providers, and provide child care resources and referral information to consumers. Under Tennessee's Child Care Report Card System, every licensed child care agency must undergo an annual evaluation and post a report card of the results where parents can clearly see them. Licensed child care providers can also participate in the Star Quality Program. This program recognizes child care agencies that exceed minimum licensing standards. These agencies can receive a rating of one, two or three stars.

Adult Protective Services. Adult Protective Services staff investigate reports of abuse, neglect (including self-neglect) or financial exploitation of adults who are unable to protect themselves due to a physical or mental limitation. 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 Care Food program, Summer Food Service programs, Low Income Energy Assistance and Weatherization.

Child Support Services. The Child Support Services division provides assistance to families in obtaining and collecting support for their children. This assistance includes locating absent parents, determining paternity, establishing or enforcing court-ordered child support, and distributing support payments.

DHS has numerous enforcement tools at its disposal to collect current and overdue child support. Some of these methods include Automatic Wage Withholding, Financial Institution Data Matches, License Revocation, Treasury/Administrative Offset (interception of IRS tax refunds), and Passport Denial. The division issues debit cards to custodial parents so they can more quickly and easily access their children's support funds.

Rehabilitation Services. This division provides a wide range of services to Tennesseans with disabilities through the following programs:

Vocational Rehabilitation Services. These services include diagnosis, counseling, physical therapy, medical and surgical treatment, education and vocational training, job placement and follow-up.

Vocational Rehabilitation Services for the Blind and Visually Impaired. This section offers four specialized programs for visually impaired individuals, including Rehabilitation Services, Tennessee Business Enterprises, Rehabilitation Teaching Services and Register of the Blind.

Vocational Rehabilitation Services for the Deaf and Hard of Hearing. In 2005, this unit was established to provide specialized services that enable clients to enter, retain or return to competitive employment.

Tennessee Rehabilitation Facilities Network. This program is comprised of the Tennessee Rehabilitation Center at Smyrna, the state's only comprehensive residential vocational rehabilitation center, and 17 community rehabilitation centers for individuals with disabilities in rural communities. Nonresidential job-training services are provided in the community rehabilitation centers.

Council for the Deaf and Hard of Hearing. The council coordinates communication, information, personal counseling, public awareness, and advocacy services for deaf or hard of hearing citizens through six regional community service centers.

Tennessee Technology Access Program. This program provides Tennesseans who have a disability and their families with timely, comprehensive information about assistive technology devices and related services. The program also provides funding to five assistive technology centers located in Memphis, Jackson, Nashville, Chattanooga and Knoxville.

Disability Determination Services. This program processes Social Security disability insurance (SSDI) and Supplemental Security Income (SSI) applications for the Social Security Administration. The service is fully funded by the Social Security Administration.

Appeals and Hearings. This division handles appeals for all programs administered by the Department, including eligibility for TennCare/Medicaid, SNAP (food stamps), Families First,

Child Support and Vocational Rehabilitation cases. The division also strives to timely resolve appeals while ensuring due process and maintaining the highest quality of communication possible.

Administrative Support Services. Administrative support is provided to the various divisions of the department through the following sections:

Finance. This section prepares the annual departmental budget submission, processes contractor/vendor payments, prepares federal expenditure reports, provides contract technical assistance, performs ongoing fiscal analysis, and monitors federal programs for cash management.

Information Systems. This section oversees analysis, design, development and maintenance of DHS computer-based systems, as well as computer hardware installation and maintenance.

Office of Procurement. This office is responsible for ensuring the acquisition of all goods and services necessary to carry out the work of the department. In addition, the office is responsible for telecommunications, forms and printing management, records management, inventory, motor vehicle management, and mail services.

Organizational Performance Management. This division includes the Human Resources section which manages recruitment, placement, insurance, classification/compensation, leave and attendance. Staff provides interpretation and guidance regarding civil service rules and regulations as related to performance evaluation, the disciplinary process, Americans with Disabilities Act and grievance procedures. This division is also focused on staff development and program performance across the department. Specific outcomes related to individual, division and overall department goals are tracked and improvement plans developed and monitored. To support the department's commitment to maintaining a highly-skilled workforce and providing quality customer service, this division administers a supervisory academy and a leadership institute.

Communications Office. This office coordinates the agency's public information and public relations efforts and responds to media requests.

Office of the General Counsel. This office provides legal advice to DHS programs, legal representation in judicial and administrative litigation affecting the department, prepares departmental rules, and prepares legislation for and analysis of legislation affecting the department.

Office of Inspector General. The Office of Inspector General includes oversight of the department's independent accountability functions. Those functions include Internal Audit, Investigations, Quality Control, and Program Review. This division conducts compliance and quality control reviews of DHS programs, investigates referrals of (possible) fraud and abuse in the programs, handles adjudication and processes collections of claims overpayment, and conducts internal audits and investigations for the department. By combining these sections, DHS is ensuring greater integrity and accountability within the department.

Commissioner Raquel Hatter*Tennessee Department of Human Services*

Dr. Raquel Hatter was appointed DHS Commissioner by Governor Bill Haslam. She has dedicated more than 20 years of her life to serving adults, children and families. Dr. Hatter's work has focused on vulnerable and economically disadvantaged individuals. Throughout her journey she has served in a myriad of roles, including frontline practitioner, therapist, outreach worker, program director, VP/Chief Operating Officer and Chief Executive Officer. She has done this work across systems including Juvenile Justice, Child Welfare, Mental Health, and Human Services. She has done extensive work in supporting positive and effective public-private partnerships on behalf of adults, children, and families at a state and national level.

Some of this work has included chairing statewide committees focused on these efforts, partnering with state government to revise licensing and contractual rules, and partnering with state government to revise mental health rules. She has served on countless committees, task forces and boards on behalf of human services. Commissioner Hatter holds a Bachelor of Science in Clinical Community Psychology from the University of Michigan, a Master's in Social Work from Eastern Michigan University and a Doctorate of Education in Child, Youth, and Family Studies with a specialization in Management of Programs from Nova Southeastern University.





Department of Intellectual and Developmental Disabilities

15th Floor Andrew Jackson Building
500 Deaderick Street
Nashville, TN 37243
TN.gov/didd

James M. Henry, Commissioner

The Department of Intellectual and Developmental Disabilities (DIDD) is the state agency responsible for administering services and support to Tennesseans with intellectual and developmental disabilities. DIDD administers services directly or through contracts with community providers.

DIDD was formerly a division of the Department of Finance and Administration before the Tennessee Legislature established it as a stand alone department effective January 15, 2011.

The DIDD vision is that Tennesseans with intellectual and developmental disabilities will have the opportunity and needed support to be part of the community in which they live. The department's mission is to provide leadership in the development and maintenance of a system that offers a continuum of services and support for persons with intellectual and developmental disabilities.

Services and Supports

DIDD strives to partner with the people it supports and their family members and friends. This partnership begins when individuals or family members ask for assistance from DIDD.

The Bureau of TennCare contracts with DIDD to operate three Medicaid Home and Community Based Services (HCBS) Waiver programs for persons with intellectual disabilities. Waiver programs allow individuals 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 individuals 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 individuals know and understand the rights and protections available under DIDD policy and State and Federal laws.

DIDD assists with several different types of programs for persons with intellectual and developmental disabilities not enrolled in an HCBS Waiver, such as Family Support and Case Management services.

The Family Support program is a community-based, state-funded program that provides assistance to families with a family member who has a severe disability.

Case Management services are available to people on the DIDD waiting list. DIDD state employees will: provide Case Management services; provide persons with information about DIDD

programs and services; and direct individuals to other community resources, advocacy organizations, and support groups.

The regional offices of DIDD are the local points of entry to the Department's community service system. The regional offices are responsible for the enrollment of people with intellectual disabilities into a service delivery system that best meets their individual needs for support. It is the mission of these offices to develop and support opportunities for persons with intellectual disabilities to live as contributing members of their chosen community.

DIDD operates two developmental centers which provide residential and habilitative services; Clover Bottom Developmental Center in Nashville and Greene Valley Developmental Center in Greeneville.

Related Boards and Councils

Tennessee Council on Developmental Disabilities

The Council on Developmental Disabilities has an administrative agreement with the Department of Intellectual and Developmental Disabilities for fiscal and administrative transaction services.

Statewide Planning and Policy Council

The Statewide Planning and Policy Council for the Department of Intellectual and Developmental Disabilities 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 James M. Henry

Department of Intellectual and Developmental Disabilities

James M. Henry is the first Commissioner of the Department of Intellectual and Developmental Disabilities (DIDD).

As Commissioner of DIDD, Mr. Henry is responsible for the oversight of the developmental centers, a statewide community-based service delivery system supported by approximately 2,500 employees, 475 community providers and three regional offices. Major responsibilities also include administering an annualized budget of approximately \$770 million, and directing major systems changes, including Quality Management and Protection From Harm.

For the past 17 years, Mr. Henry has been the president and CEO of Omni Visions, Inc., a company serving adults with intellectual and developmental disabilities, and children and families in crisis. The company has operations in Georgia, Kentucky, North Carolina, and Tennessee. A former Kingston mayor, Mr. Henry spent 12 years as a State Representative and six of those years as the Minority Leader advocating on behalf of individuals with developmental difficulties.

Mr. Henry, a Vietnam veteran, is married to Patricia, and they have three grown children. They attend First Baptist Church in Kingston. He was recently honored as Hiwassee College's Alumnus of the Year.







Department of Labor and Workforce Development

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Nashville, TN 37243
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TN.gov/labor-wfd
Karla Davis, Commissioner

History

The Tennessee Workforce Development Act of 1999 brought together a rich heritage of services and programs vital to the economic well-being of the state.

With the creation of the Department of Labor and Workforce Development, the former departments of Labor and Employment Security, the Adult Education program from the Department of Education, and the Food Stamp-Employment component from the Department of Human Services integrated into the new department to streamline programs and services into one agency. Since passing of this legislation, the Title V of the Older Americans Act has been added to the department.

Services

Division of Workforce Development. This division serves Tennessee's employers, employees, and transitioning workers through the Workforce Investment Act and the Title V Older Americans Act. The Tennessee Career Center System streamlines local, state and federal workforce development services into single, local locations where people and jobs connect through computerized labor market information, Internet access, workshops and an online talent bank in addition to job placement, recruitment, career counseling and training referrals. Services are offered to eligible adults, dislocated workers and youth.

The Dislocated Worker section provides dislocated worker services for businesses and workers experiencing downsizing or layoffs. This section assists the local workforce investment areas to meet the needs of employers and 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. Training programs are delivered through the 13 local workforce development areas.

The Title V/Older Worker program provides job training and placement for people with limited financial resources who are age 55 or older, providing employers with trained, motivated workers.

Staff support the Workforce Development Board that has oversight of all federally funded employment and training programs throughout multiple departments of state government.

Division of Adult Education. This division delivers services to under-educated adults who are over the age of 16 and legally withdrawn from public education. Four main class types are offered: Basic skills upgrades for those individuals whose math, reading and/or writing skills are below the 12th grade level regardless of whether they have a high school diploma; GED Preparation classes for those individuals working toward a GED high school equivalency diploma; English for Speakers of Other Languages (ESOL) for those non-native speakers who need to learn to speak, read and write English; and Basic Workforce Computer Skills for those individuals who need basic computer skills to keep their current job or get a better job.

The Division of Adult Education is also responsible for issuing GED diplomas and verifying GED diplomas for individuals and business and industry upon request and with written permission from the GED graduate.

Adult Education works with business and industry to provide classes for dislocated workers or classes on-site tailored to industry needs in the areas identified by business as most critical.

Division of Workplace Regulations and Compliance (Boilers, Elevators and Amusement Devices, Mine Safety, Labor Standards, and Labor Research and Statistics). The Boilers, Elevators and Amusement Devices section protects the general public, owners and users, and their employees from the potential hazards inherent to the operation of boilers, pressure vessels, elevators and amusement devices. Also included in the inspection process are aerial tramways, chairlifts, escalators, and dumbwaiters. Within every two years approximately 65,000 boiler and pressure vessel inspection reports are processed. More than 22,000 elevator inspection reports are processed annually. Each elevator is inspected every six months. All new elevators installed in the state must be inspected by this section before they can be placed in operation. The section also inspects all fixed and portable amusement devices throughout Tennessee.

The Mine Safety section provides mine health and safety training classes for all underground and surface miners and is responsible for maintaining and training two mine rescue teams for response to mine emergencies.

The Labor Standards section enforces four labor and wage laws (Child Labor Act, Wage Regulations Act, Prevailing Wage Act, and Illegal Alien Employment Act). Every year this division conducts more than 1,000 on-site Child Labor inspections and processes approximately 1,500 claims for unpaid wages. More than 500 on-site prevailing wage inspections are conducted on state-funded building and highway projects to ensure workers are correctly paid. Also, complaints are taken on businesses that have been alleged to hire illegal aliens.

Labor Research and Statistics 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.

Division of Employment Security. The Division of Employment Security administers Tennessee's Unemployment Insurance and Job Service programs and collects, analyzes and disseminates Tennessee's Labor Market Information.

The Employer Accounts Operations section establishes the liability of employers, calculates tax (premium) rates, receives and processes all wage and premium reports and payments, and maintains individual employer accounting. Also included is the Tax Enforcement Section, which is responsible for collecting Unemployment Insurance (U.I.) premiums, securing delinquent reports, auditing employers' records, and enforcing employer compliance with U.I. laws and regulations.

Job Service programs help job seekers find suitable employment and assist employers in finding qualified job applicants. Applicants have access to local, state and national job vacancy listings. The Career Centers offer employers free office space for interviewing and screening. Specific programs are offered to special groups including veterans and Trade Adjustment Assistance Program participants. The division also issues Work Opportunity Tax Credit certifications for employers.

The Job Service Veterans Program provides special assistance to veterans seeking career opportunities and assures they are given priority service for all departmental programs. The Job Service Division also administers the Trade Adjustment Assistance Program, which 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 division also oversees the Alien Labor Certification Program that 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 Labor Market Information section produces comprehensive, accurate, timely and properly documented labor market information regarding the economic and demographic characteristics of the people, businesses and industries of Tennessee. Labor market information is also essential to the division's overall mission to promote a strong labor exchange program. This information is delivered through "The Source" www.tn.gov/labor-wfd/source, which is an Internet-based labor market information system maintained and updated by Research and Statistics (R&S).

The Food Stamp-Employment and Training program assists select individuals who receive food stamps and are required to actively seek employment or participate in programs designed to enhance their employability. To assist them while participating, a transportation allowance is provided.

The Unemployment Insurance Claims Center System consists of six centers across the state that process approximately 85 percent of unemployment claims filed in Tennessee. The system serves 91 counties and accepts claims by telephone, Internet, mail, and employer-submitted partial claims for unemployment benefits. In close coordination with the Agency's Information Services Section, the Unemployment Insurance Benefit Operation Section is responsible for processing all unemployment benefit payments and the adjudication of many specialty claims such as Emergency Unemployment Compensation (EUC), Extended Benefits (EB), Combined Wage and Disaster Unemployment Assistance. The administration of the various unemployment insurance programs is highly technical, and this Section provides support to central and local office personnel, claimants and employers. In addition to coordination of the child support intercept program, it performs much of the impact analysis for legislation affecting unemployment insurance and prepares the procedural guides for implementation and compliance. The Unemployment Insurance Integrity Section is responsible for monitoring, analyzing and projecting unemployment insurance workload activity. Most importantly, 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. This Section is responsible for detecting and collecting benefit overpayments and maintaining an archival record of all claims material.

The Appeals Tribunal and the Office of Administrative Review oversee the appeals process, which is provided by law (*Tennessee Code Annotated* § 50-7-304) for parties (claimants and employers) who disagree with agency decisions on unemployment compensation claims. The Appeals Tribunal is the lower level of this process; the Office of Administrative Review is the higher authority.

Tennessee Occupational Safety and Health Administration (TOSHA). The primary goal of the Tennessee Occupational Safety and Health Administration 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 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 by 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 2,000 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 an awards and recognition program known as the "Governor's Award" and the "Commissioner's Award" to recognize achievement in safety and health by working a predetermined number of man-hours without a lost time accident or without an accident that results in restricted duty. TOSHA also produces a quarterly newsletter, *Together With TOSHA*, with a circulation of 18,000.

Division of Workers' Compensation. This division administers a mediation program for disputed claims; encourages workplace safety; oversees an information awareness program for educating the public on laws and regulations that define workers' compensation requirements; ensures that companies properly provide benefits; coordinates Tennessee's Drug-Free Workplace Program; enforces the Workers' Compensation Medical Fee Schedule; and both assesses and collects penalties for noncompliance from employers and insurance companies. The division is charged with the responsibility for specific recordkeeping, administrative and enforcement responsibilities.

Benefit Review is the administrative dispute resolution system started in January 1993 to assist any person or business having rights or obligations under the Tennessee Workers' Compensation Law by improving communications between the parties involved in a workers' compensation claim.

Claims and Insurance Coverage monitors progress of individual workers' compensation claims and receives and processes certificates of compliance for every employer subject to the Workers' Compensation Law of Tennessee.

Medical Case Management and Utilization Review monitors and manages medical expense claims and oversees the utilization review and preadmission review processes, reducing the cost of medical benefits on the workers' compensation system while ensuring quality care.

The Second Injury Fund was established in 1948 to encourage employers to hire workers with permanent disabilities sustained in previous on-the-job injuries, and is funded by a surcharge on workers' compensation premiums. The fund limits an employer's liability only to the amount of disability caused by a new injury.

The Drug-Free Workplace Program promotes drug- and alcohol-free workplaces so employers can increase productivity, enhance their competitive position and be more successful by eliminating the costs, delays and tragedies associated with work-related accidents resulting from substance-

abusing employees. Employers choosing to participate in the program receive an automatic 5 percent premium reduction on their workers' compensation insurance.

The Uninsured Employers Fund was established in January 2001 to investigate and penalize employers who fail to carry workers' compensation insurance or to qualify as self-insured employers. They also investigate referrals of employee misclassification and educate employers on the correct way to classify their workforce.

The Medical Impairment Rating (MIR) Registry was established in 2004 to settle disputes that involve only the permanent impairment rating by providing the injured worker a medical evaluation by an independent physician on the registry. The evaluation is available for injuries occurring on or after July 1, 2005. The opinion and rating issued by the MIR physician is statutorily presumed to be accurate and can be rebutted only by clear and convincing evidence to the contrary.

The mandatory and comprehensive *Workers' Compensation Medical Fee Schedule* is based on the Medicare model with some variations for efficiency, fairness, ease-of-access, administration and economic reasons. It became effective July 1, 2005. While the Fee Schedule does create a ceiling or "cap" on the medical fees medical providers can charge, it is not intended to prohibit an employer or insurer from being able to negotiate lower fees in their own medical fee agreements. Penalty provisions of the Fee Schedule became effective January 1, 2006.

Related Boards and Commissions

- Board of Boilers Rules
- Board of Employee Assistance Professionals
- Elevator Safety Board
- Employment Security Advisory Council
- Medical Care and Cost Containment Committee
- Occupational Safety and Health Review Commission
- Prevailing Wage Commission
- Safe Employment Education Advisory Committee
- Workers' Compensation Advisory Council
- Workforce Development Board

Commissioner Karla Davis

Department of Labor and Workforce Development

Governor Bill Haslam appointed Karla Davis Commissioner for the Tennessee Department of Labor and Workforce Development when he took office in 2011.

Since 2006, Ms. Davis has been Director of Urban Strategies Memphis HOPE, managing and overseeing the Community and Supportive Services Program for three U.S. Department of Housing and Urban Development (HUD) HOPE VI public housing redevelopment projects and two HUD ROSS Grant projects in Memphis, Tenn.

She previously worked at the U.S. Environmental Protection Agency for 16 years, starting with the Superfund program and rising to become an Environmental Justice program manager, covering six states. As program manager at the EPA, she focused on environmental and human health protection and community revitalization in distressed urban areas.



Ms. Davis serves as the chair of the Prevailing Wage Commission, member of the Workforce Development Board, and ex officio member of the Worker's Compensation Advisory Council. She is former chair of the Tennessee Local Workforce Investment Area 13 Youth Council and has served on the Annual Grants Committee for the Women's Foundation for a Greater Memphis, the Memphis City Beautiful Commission and the Shelby County Families First Advisory Council. She is also a member of the Leadership Memphis Class of 2009. Over the years, Ms. Davis has received several awards, including the Regional Administrator's Award for Excellence, the Bronze Medal for Commendable Service, and the Community Based Environmental Protection Champion Award. She currently holds membership in the American Society for Public Administration.

Ms. Davis attended Spelman College in Atlanta, Ga. and holds a bachelor's in Bioengineering from the University of Illinois at Chicago. She and her husband, Terence, reside in Memphis, Tenn.





Department of Mental Health

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TN.gov/mental

E. Douglas Varney, Commissioner

The Department of Mental Health (TDMH) is the state's mental health and substance abuse authority. Its mission is to plan for and promote the availability of a comprehensive array of quality prevention, early intervention, treatment, habilitation and rehabilitation services and supports based on the needs and choices of individuals and families served. The department is responsible for system planning; setting policy and quality standards; system monitoring and evaluation; disseminating public information; and advocating for persons of all ages who have mental illness, serious emotional disturbance, and substance abuse disorders. TDMH annually assesses the public's needs for mental health and substance abuse services and supports. Title 33 of the Tennessee Code Annotated requires that functions of TDMH be carried out in consultation and collaboration with current or former service recipients; their families, guardians or conservators; advocates; provider agencies; and other affected persons and organizations.

History

Upon recommendation of then Governor Frank Clement, the Tennessee General Assembly created the department on March 13, 1953, to provide services to persons with mental illness and mental retardation.

In 1973, under the Comprehensive Alcohol and Drug Treatment Act, the General Assembly gave the department responsibility for developing programs for treating and preventing alcohol and drug abuse. In July 1991, the Division of Alcohol and Drug Abuse Services was transferred to the Department of Health and, in February 2007, back to TDMH.

Beginning in 1978, the department was charged with licensing facilities that provide services to persons with mental retardation, mental illness and alcohol and drug abuse. The responsibility for management and operation of the Division of Mental Retardation Services was transferred to the Department of Finance and Administration by executive order in 1996.

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 law revision also expanded the department's licensure authority from only facilities or agencies to include services, effective March 1, 2001. The revision of the law expanded eligibility for direct services to persons with developmental disabilities, other than mental retardation, beginning March 1, 2002. In 2003, the department celebrated its 50th anniversary.

In January 2011, the department changed its name to the Tennessee Department of Mental Health as a result of legislation moving responsibilities for Developmental Disabilities to the newly formed Tennessee Department of Intellectual and Developmental Disabilities.

Mental Health Services

The department serves people with mental illness with a significant focus on adults with serious mental illness and youth who are seriously emotionally disturbed. The department is responsible for service development, planning, evaluation and data analysis; interstate and inter-facility transfers, advocacy and education; and technical assistance and training. It administers state and federal funds allocated for mental health services and several specialized grants for criminal and juvenile justice activities, housing and other recovery-based services. The department, through an Interagency Agreement, administers the behavioral health program for the Bureau of TennCare. Additionally, in cooperation with the Bureau of TennCare, the department is responsible for Pre-Admission Screening and Resident Reviews for individuals who apply for nursing home care or reside in a nursing home and may be in need of mental health services.

The department operates five regional mental health institutes (RMHIs) which provide inpatient psychiatric services for individuals with mental illness or serious emotional disturbance who cannot or will not be served by the private sector due to the intensity of their clinical needs, the behavioral challenges they present, or insufficient resources. The RMHIs also serve individuals ordered by the courts for evaluation and treatment. All of the RMHIs have been fully accredited by the Joint Commission on Accreditation of Healthcare Organizations since 1978. In addition, they are all certified by the Centers for Medicare & Medicaid Services for participation in the Medicare and Medicaid (TennCare) programs.

Alcohol and Drug Abuse Services

The division's mission is to improve the quality of life of the people of Tennessee by providing an integrated network of comprehensive addiction services that foster self-sufficiency and protect those who are at risk. The Division of Alcohol and Drug Abuse Services' scope of responsibilities includes planning, developing, administering, and evaluating a statewide system of substance use, abuse and addiction prevention programs and services for the general public, persons at risk for substance abuse and persons abusing substances. These responsibilities are carried out through partnering with other government agencies, community organizations and advocacy groups. Treatment and prevention services are provided by community-based agencies through contracts.

Regional Mental Health Institutes

Lakeshore Mental Health Institute	Knoxville
Middle Tennessee Mental Health Institute	Nashville
Western Mental Health Institute	Bolivar
Moccasin Bend Mental Health Institute	Chattanooga
Memphis Mental Health Institute	Memphis

Related Boards and Councils

TDMH Planning and Policy Council. A planning and policy council advises TDMH about plans, policies, legislation, service system needs and budget requests. The council has a minimum of 17 members, not including ex officio members, appointed by the Commissioner for three-year terms. The speaker of the Senate and the speaker of the House of Representatives each appoint one legislator as a member of the council. The Governor is an ex officio member of the council and appoints the chairman and may appoint representatives of state agencies as ex officio members of the council.

Current or former service recipients or members of service recipient families comprise a majority of the council's membership and represent mental health and substance abuse. Service recipient advocates for children, adults and the elderly, service providers, agencies, and other affected persons and organizations are also represented.

Council on Children's Mental Health. The council is charged with developing a plan for a state-wide system of care where children's mental health services are child-centered, family-driven, and culturally and linguistically competent, and provides a coordinated system of care for children's mental health needs in the state. The Council is co-chaired by the Commissioner of the Department of Mental Health and the Executive Director of the Tennessee Commission on Children and Youth and meets on a regular basis.

Facility Boards of Trustees. Each of the department's facilities (regional mental health institutes) has a board to advise the chief officers and inform the public about the needs and activities of the facility. Members are appointed by the commissioner for three-year terms.

Commissioner E. Douglas Varney

Tennessee Department of Mental Health

E. Douglas Varney was appointed Commissioner of the Tennessee Department of Mental Health (TDMH) by Governor Bill Haslam on January 14, 2011. Varney joined TDMH after a 35-year professional career at Frontier Health, a Gray, Tennessee-based community mental health center serving families and individuals affected by behavioral health, substance abuse and intellectual deficit issues. His roles at Frontier Health included psychological examiner, counselor, therapist, President, and CEO. He served as a board member and past president of the Tennessee Association of Community Mental Health Organizations. He was also a member of the faculty at the Healthy Appalachia Institute; adjunct faculty member at East Tennessee State University; and past chairman and board member of Carespark, a regional health information exchange. He is a member of the Johnson City Chamber of Commerce Board of Directors, and has also served as a member of various other regional and statewide public service entities. Varney holds a master's degree in Psychology from East Tennessee State and was formerly licensed as a psychological examiner, marriage and family counselor and professional counselor. In his post as TDMH Commissioner, Varney serves as leader of the state's public mental health and substance abuse authority, charged with planning and promoting an array of services from prevention to recovery for all Tennesseans.





Department of Military

Tennessee National Guard
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Houston Barracks
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(615) 313-3001
<http://www.tnmilitary.org>

Major General Terry M. “Max” Haston, Adjutant General
Brigadier General Robert A. Harris, Assistant Adjutant General, Army
Brig. Gen. (Sel) Donald L. Johnson, Assistant Adjutant General, Air
James H. Bassham, Director, Tennessee Emergency Management Agency

The volunteer spirit and Tennessee, an inseparable combination since 1780 when Colonel John Sevier called for “100 good men” – and 200 answered – has been a source of pride for generations of Tennesseans.

The name, “The Volunteer State,” later was sealed in history forever when a Tennessean, President James K. Polk, issued a nationwide call for a total of 50,000 volunteers to fight in the war with Mexico. Tennessee had a quota of 2,600, and 26,000 stepped forward. The number was so large that it required that “lots” be drawn to see who would be allowed to go.

Today, that spirit is still alive and well with the Tennessee Military Department. More than 14,000 Tennessee men and women comprise the Tennessee Army and Air National Guard. They serve as full partners with active duty American men and women 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 9 percent of the total budget. The Air National Guard performs about 35 percent of the total Air Force missions for about 6 percent of the entire annual Air Force budget.

The Tennessee National Guard is the seventh 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 TSG could assume administrative control of the armories across the state and perform the state emergency responsibilities normally accomplished by the National Guard.

Dual Mission

National defense is one of the dual missions of the National Guard. The federal mission of the Tennessee National Guard is to provide the President and the Secretary of Defense with units capable of performing wartime missions.

The other role of the National Guard is to be a state military force under the direction of the Governor. 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.

Early History

The official military history of the state of Tennessee dates to June 1, 1796, when President George Washington signed the act of Congress admitting Tennessee as the 16th state. In 1774, militias were formed in the areas of Sullivan and Carter counties to face a threat from the Shawnee Indians. The militia and Indians fought a decisive battle at Point Pleasant (Kenawa).

John Sevier and Issac Shelby, in 1780, led mounted Tennessee riflemen to another decisive battle of Kings Mountain. With the fledgling United States in the throes of a revolutionary war, Sevier and Tennessee militiamen won the battle considered the turning point of the war in the southern states.

An act of the 45th General Assembly in 1887 created the military organization known as the Tennessee National Guard.

The Tennessee Army National Guard has participated in every principal war in which America has been engaged. During World War I, the 30th (Old Hickory) Division from Tennessee 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.”

Responding Within Tennessee

The Guard has been called upon to assist local residents when floods ravaged portions of Tennessee. When fireman strikes occurred in 1978 in Memphis and in 1980 in Nashville, the Guard deployed hundreds of soldiers to assist their officials and residents.

During March of 1993, Tennessee was blasted by a severe winter storm that dumped record amounts of snow in some portions of this state. Thousands of people were without power in their homes and hundreds were stranded in snowdrifts of 10 feet or more along the highways. This late-winter blizzard saw the call-up of more than 2,400 Tennessee National Guard soldiers in the most extensive disaster-relief operation since 1937.

The Tennessee Guard responded repeatedly during 1997 and 1998. As floods waters devastated Carter County in Upper East Tennessee, the Guard was there helping in rescue and recovery operations. They also assisted in clearing roads of ice and snow on the Cumberland Plateau during a late-winter storm.

In April of 1998, when tornadoes ravaged Lawrence and Wayne counties and continued northward to strike in Nashville, the Guard again was there helping in disaster recovery and cleanup. They were also there in January of 1999 when unseasonable winter tornadoes swept through Jackson and Clarksville.

The Tennessee Air National Guard’s 118th Airlift Wing and Aeromedical Squadron was one of the first National Guard units to respond to New Orleans, La. and Gulfport, Miss. in the aftermath of 2005’s Hurricane Katrina. These Tennessee Volunteers evacuated the first persons displaced by the hurricane to Tennessee. The 134th Air Refueling Wing from Knoxville also responded flying

supplies into the affected areas. 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. 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

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!”

Desert Shield/Storm

Some 3,600 men and women of the Tennessee National Guard, both Army and Air, were called to active duty during Operations Desert Shield and 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 Headquarters from Johnson City were among the first Tennessee units called to active duty.

Other Army National Guard units called to support Operation Desert Storm were: 776th Maintenance Company, Elizabethton; 1175th Quartermaster Company, Carthage; 251st Supply and Service Company, Lewisburg; 212th Engineer Company, Tracy City; 1174th Transportation Company, Dresden; 663rd Medical Detachment, Smyrna; 268th Military Police Company, Ripley; 300th Mobile Army Surgical Hospital, Smyrna; 775th Engineer Company, Camden; 155th Engineer Company, Waverly; Headquarters, 196th Field Artillery Brigade, Chattanooga; 181st Field Artillery Battalion, Chattanooga; 269th Military Police Company, Dyersburg; 118th Public Affairs Detachment, Nashville; 568th Personnel Service Company, Smyrna; and the 213th Health Services Liaison Detachment, Smyrna.

Air National Guard units deployed were: 134th Air Refueling Group, Knoxville; 118th Tactical Hospital, Nashville; 164th Tactical Clinic, Memphis; 134th Services Squadron, Knoxville; 164th Mobile Aerial Port Squadron, Memphis; and the 118th Aeromedical Evacuation Flight, Nashville.

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 missions refueling fighter and CAP aircraft throughout the entire east coast. The 164th Airlift Wing deployed four aircraft within 20 hours. The 118th Airlift Wing deployed 110 personnel within 22 hours. The 228th Combat Communications Squadron deployed to Qatar to provide combat communications to American forces deployed in the Middle East.

A total of 103 Army Guard soldiers were deployed to provide security at six Tennessee airports for nine months. More than 80 soldiers from the 168th Military Police Company in Ripley and Dyersburg deployed in a matter of hours as additional security at Milan Arsenal and the Holston Army Ammunition Plant. An additional 45 soldiers provided added security at the Tennessee State Capitol and Legislative Plaza.

More than 2,200 soldiers and airmen from the Tennessee Army and Air National Guard initially were deployed in support of Operations Noble Eagle and Enduring Freedom. From September 11, 2001 to March 5, 2005 more than 11,200 of its soldiers and airmen deployed. To date, more than 20,000 Tennessee soldiers and airmen have deployed in the Global War on Terrorism.

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 446 state positions with more than 2,800 full-time federal employees. The Tennessee Army and Air National Guard stands at more than 14,000 officers and enlisted personnel. With the addition of Homeland Security “pass-through” funds, the Military Department oversees a total budget, including state and federal funds, of more than \$500 million. The Adjutant General, a constitutional officer of the state appointed by the governor, is responsible for the leadership and command of the Tennessee Army and Air National Guard, the Tennessee Emergency Management Agency, the Tennessee State Guard and the Bureau of War Records.

Bureau of War Records. This division maintains records of Tennesseans who have served in the military forces of Tennessee and in any branch of the armed forces. More than 6 million records are stored at War Records. This number increases each year due to receipt of personnel files of discharged Tennessee Army and Air National Guardsmen, unit records, field training and training assembly payrolls, strength reports and military discharges. Records date back to the War of 1812, Seminole Indian War, Mexican War and Civil War.

Tennessee State Guard (TSG). The TSG 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, but it became 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 TSG 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 force whose members receive no compensation. There are approximately 1,000 members formed into four brigades headquartered in Knoxville, Chattanooga, Smyrna, and Jackson. The State Guard headquarters is located in Nashville.

Tennessee Army National Guard

Since 1986, the Tennessee Army National Guard has been involved in training missions that span the globe. Participating in such exercises as “Bright Star” in the Middle East and “REFORGER” in Germany, Tennesseans have improved the skills that are necessary to be a part of this nation’s first line of defense. Japan, Honduras, Korea, Scotland, Bulgaria and Germany are a few of the locations worldwide where Tennessee Army Guard men and women have trained.

The Tennessee Army National Guard has more than 10,600 assigned to 141 units in 83 communities statewide. The Army Guard maintains more than 3.7 million square feet and nearly 13,000 acres including 94 armories and four training sites.

The 278th Armored Cavalry Regiment, headquartered in Knoxville, has 47 units stretching from Bristol to Memphis and is the only Enhanced Armored Cavalry Regiment in the National Guard.

The 230th Sustainment Brigade, headquartered in Chattanooga, has 29 units located from Chattanooga to Memphis and provides combat support and combat service support.

The 194th Engineer Brigade, headquartered in Jackson, has 24 units throughout Middle and West Tennessee providing engineer and administrative support to military operations worldwide.

The 30th Troop Command is comprised of 36 Military Police and Aviation units providing support to active and reserve missions.

Tennessee Air National Guard

The Tennessee Air Guard flies worldwide missions daily and is a full partner with the United States Air Force.

The 134th Air Refueling Group located in Knoxville flies the KC-135 aircraft on in-flight missions worldwide to refuel both airlift and fighter aircraft.

The 118th Airlift Wing located in Nashville flies the C-130H aircraft and is the International Training Center for Allied Forces C-130 crews.

The 164th Airlift Group located in Memphis flies the massive C-5 aircraft on global airlift missions with in-flight refueling.

The 119th Command and Control Squadron is located in Knoxville. It was one of the first Air National Guard units to become a part of the United States Space Command. Its mission is to augment the operations center of the United States Space Command which coordinates and directs the use of the Department of Defense's military space forces in providing missile warning, communications, navigation, weather, imagery and signals intelligence, and space support.

The 228th Combat Communications Squadron is located in Knoxville, and it is deployable worldwide to set up communication networks for command and control of war-fighting forces.

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 the 118th Aeromedical Evacuation Squadron, Tennessee Air National Guard, from Nashville. 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. They continue to provide support for Operations Joint Endeavor and Joint Guard, the Bosnian peacekeeping mission.

The Tennessee Air National Guard's six units and more than 3,500 officers and enlisted personnel are worldwide "ambassadors" for the state of Tennessee.

Tennessee Emergency Management Agency (TEMA)

The Tennessee Emergency Management Agency, known as TEMA, is one of the three major divisions of the Military Department. The agency is charged with the responsibility for 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 actions. 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 either the Emergency Management Assistance Compact (EMAC) between the states and territories and the federal government.

In 2008, TEMA coordinated the state's response to severe tornadoes in February that struck 24 counties in West and Middle Tennessee resulting in 33 people killed. Also that year, TEMA coordinated the mass-sheltering of more than 6,500 persons evacuated due to Hurricane Gustav from New Orleans.

A major ice storm in January 2009 left seven counties in Tennessee without power, but the storm devastated large portions of Kentucky. TEMA, through EMAC requests from Kentucky, managed the deployment of multiple teams of emergency responders, paramedics and emergency managers and 30 National Guard Humvees to assist with search and rescue operations, disaster recovery and restoration of local communications in Kentucky.

TEMA is a critical part of the Military Department's Tennessee Emergency Response Plan and is a full partner with the Department of Safety's Homeland Security Office in organizing, training and exercising with the 11 statewide homeland security districts. TEMA provides the Grants Management function for Homeland Security funds available to local first responders in communities throughout the state.

Planning for preparedness, for mitigation, for response and for recovery are extremely complex assignments requiring continuous communication and coordination addressed daily by TEMA staff. Tennessee has 95 counties with more than 400 incorporated municipalities. State law, i.e., Tennessee Code Annotated, through the Governor's Tennessee Emergency Management Plan, dictates the involvement of more than 30 separate departments and agencies utilizing emergency service coordinators to ensure the state's resources are ready during emergencies.

TEMA has three regional offices in Jackson, Nashville and Knoxville, which provide technical expertise, training, and serving as a liaison to local governments.

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 Group, Knoxville
- 164th Airlift Group, Memphis
- 228th Combat Communications Squadron, Knoxville
- 241st Engineering Installation Squadron, Chattanooga
- Professional Military Education Center, Knoxville

Major Terry M. “Max” Haston, Adjutant General

Tennessee Department of Military

Major General Terry Max Haston is the 75th Adjutant General of Tennessee. General Haston was appointed to the state’s top military position by Governor Phil Bredesen in 2010 and reappointed by Governor Bill Haslam in 2011. He is responsible for the supervision of the Military Department of Tennessee that includes the Army National Guard, the Air National Guard, the Tennessee Emergency Management Agency and the Tennessee State Guard. Before his appointment as Adjutant General, General Haston served as the Assistant Adjutant General, Army and the Deputy Chief of Staff for Training and Operations /J-3 for Joint Forces 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, Penn., where he received his Master’s Degree in Strategic Studies, and has the distinction of being the 7th 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, and the Order of Saint George, Bronze, and 10 other commendation and service awards.





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 in 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 Sgt. Jefferson Donald Davis	39	Watauga
Marine Lance Cpl. Patrick R. Nixon	21	Gallatin
Army Spc. Thomas A. Foley III	23	Dresden
Army National Guard Sgt. Roger D. Rowe	54	Bon Aqua
Army National Guard Staff Sgt. David L. Loyd	44	Jackson
Army Sgt. Kenneth W. Harris , Jr.	23	Charlotte
Army Sgt. 1st Class William M. Bennett	35	Seymour
Army 2nd Lt. Richard Torres	25	Clarksville
Army Lt. Col. Kim S. Orlando	43	Clarksville
Army Staff Sgt. Morgan D. Kennon	23	Memphis
Army National Guard Staff Sgt. Nathan J. Bailey	46	Nashville

Name	Age	Hometown
Army Chief Warrant Officer Alexander S. Coulter	35	Bristol
Army Sgt. 1st Class Gregory B. Hicks	35	Duff
Army Chief Warrant Officer 2 Michael T. Blaise	29	Clarksville
Marine Capt. Brent L. Morel	27	Martin
Army Staff Sgt. Don S. McMahan	31	Nashville
Navy Petty Officer 2nd Class Christopher E. Watts	28	Knoxville
Army Staff Sgt. Todd E. Nunes	29	Chapel Hill
Army Spc. Ervin Caradine , Jr.	33	Memphis
Marine Lance Cpl. Jeremiah E. Savage	21	Livingston
Air Force Senior Airman Pedro I. Espaillat , Jr.	20	Columbia
Marine Pfc. Daniel B. McClenney	19	Shelbyville
Marine Lance Cpl. Timothy R. Creager	21	Millington
Army Sgt. 1st Class Robert K. McGee	37	Antioch
Army Pfc. David L. Potter	22	Johnson City
Marine Cpl. Brad P. McCormick	23	Overton

Name	Age	Hometown
Army Spc. Marco D. Ross	20	Memphis
Army Spc. Brandon M. Read	21	Greeneville
Marine 1st Lt. Andrew K. Stern	24	Germantown
Army Pfc. James W. Price	22	Cleveland
Marine Lance Cpl. Steven C. Tyler Cates	22	Mt. Juliet
Marine Sgt. Morgan W. Strader	23	Crossville
Army Pfc. George D. Harrison	22	Knoxville
Marine Lance Cpl. Joshua W. Dickenson	25	Lafayette
Army Spc. Cory M. Hewitt	26	Stewart
Army National Guard Sgt. Paul W. Thomason III	37	Talbot
Army National Guard Sgt. 1st Class Stephen C. Kennedy	35	Oak Ridge
Army National Guard Staff Sgt. Alfred Barton Siler	33	Duff
Army National Guard Staff Sgt. Mark Oscar Edwards	40	Unicoi
Marine Pfc. Nathan B. Clemons	20	Winchester
Army Master Sgt. Michael L. McNulty	36	Knoxville

Name	Age	Hometown
Army Sgt. James D. Stewart	29	Chattanooga
Army Master Sgt. James W. Ponder III	36	Franklin
Army National Guard Spc. James D. Carroll	23	McKenzie
Army Captain Jeremy A. Chandler	30	Clarksville
Army National Guard Staff Sgt. Asbury F. Hawn II	35	Lebanon
Army National Guard Sgt. Gary L. Reese , Jr.	22	Ashland City
Army National Guard Sgt. Shannon D. Taylor	30	Smithville
Army National Guard Staff Sgt. Victoir P. Lieurance	34	Seymour
Army National Guard Sgt. Joseph D. Hunt	27	Sweetwater
Army Spc. Luke C. Williams	35	Knoxville
Army Sgt. Eric A. Fifer	22	Knoxville
Army National Guard Sgt. Robert Wesley Tucker	20	Hilham
Army Pfc. Brian J. Schoff	22	Manchester
Marine Cpl. Rusty L. Washam	21	Huntsville
KY Army National Guard Staff Sgt. Brock A. Beery	30	White House

Name	Age	Hometown
Marine Cpl. David A. Bass	20	Nashville
Army Sgt. 1st Class Richard J. Herrema	27	Jackson
Army Cpl. Robbie G. Light	21	Kingsport
Army National Guard Chief Warrant Officer 3 William Timothy Flanigan	37	Milan
Army Pfc. Kevin Finch Edgin	31	Dyersburg
Army Sgt. David M. Hierholzer	27	Lewisburg
Marine Lance Cpl. Adam R. Murray	21	Cordova
Army National Guard Sgt. Dustin D. Laird	23	Martin
Marine Lance Cpl. James D. Hirlston	21	Murfreesboro
Army Sgt. David T. Weir	23	Cleveland
Marine Capt. Robert M. Secher	33	Germantown
Marine Lance Cpl. Tyler R. Overstreet	22	Gallatin
Marine Lance Cpl. Richard A. Buerstetta	20	Franklin
Army Pfc. Harry A. Winkler III	32	Clarksville
Army 1st Lt. Michael A. Cerrone	24	Clarksville

Name	Age	Hometown
Army Staff Sgt. Daniel M. Morris	28	Clinton
Army Spc. Dustin M. Adkins	22	Finger
Marine Lance Cpl. William C. Koprince , Jr.	24	Lenior City
Marine Lance Cpl. William D. Spencer	20	Paris
Army Sgt. John M. Sullivan	22	Hixson
Marine Gunnery Sgt. Terry J. Elliott	34	Middleton
Army Staff Sgt. Terry W. Prater	25	Speedwell
Army Sgt. 1st Class Benjamin L. Sebban	29	Chattanooga
Marine Staff Sgt. Marcus A. Golczynski	30	Lewisburg
Army Sgt. David Alexander Stephens	28	Tullahoma
Army Sgt. Alexander Van Aalten	21	Monterey
Marine Lance Cpl. Jeffery A. Bishop	23	Dickson
Army Sgt. 1st Class James D. Connell	40	Lake City
Army Pfc. Travis Frederick Haslip	20	Ooltewah
Air Force Senior Airman William N. Newman	23	Kingston Springs

Name	Age	Hometown
Army 1st Lt. Frank B. Walkup IV	23	Woodbury
Army Spc. Michelle R. Ring	24	Martin
Army National Guard Sgt. Stephen R. Maddies	41	Elizabethton
Air Force Tech. Sgt. Joey D. Link	29	Portland
Army Spc. Justin R. Blackwell	27	Paris
Army Pvt. Jeremy S. Bohannon	18	Bon Aqua
Marine Lance Cpl. Lance M. Clark	21	Cookeville
Army Pfc. Rush M. Jenkins	22	Clarksville
Army Staff Sgt. Jonathan K. Dozier	30	Rutherford
Army Spc. Joshua L. Plocica	20	Clarksville
Army Cpl. Jason D. Hovater	24	Clinton
Marine Sgt. Michael H. Ferschke , Jr.	22	Maryville
Army Capt. Darrick D. Wright	37	Nashville
Army Pfc. Christopher T. Fox	21	Memphis
Army Staff Sgt. Timothy H. Walker	38	Franklin

Name	Age	Hometown
Army Chief Warrant Officer Donald V. Clark	37	Memphis
Army Spc. Keith Essary	20	Dyersburg
Army National Guard 1st Lt. William E. Emmert	36	Lebanon
Marine Lance Cpl. Stephen F. Dearmon	36	Crossville
Marine Lance Cpl. Gregory Posey	22	Winchester
Army Private (E-2) Patrick Scott Fitzgibbon	19	Knoxville
Army Spc. Corey J. Kowall	20	Murfreesboro
Army Spc. Russell S. Hercules, Jr.	22	Murfreesboro
Army Pfc. Brandon A. Owens	21	Memphis
Army Pfc. Rush M. Jenkins	22	Clarksville
Army Sgt. 1st Class Jason Hickman	35	Kingsport
Army Staff Sgt. Daniel D. Merriweather	25	Collierville
Navy Petty Officer 2nd Class Xin Qi	25	Cordova
Army Staff Sgt. Rusty Hunter Christian	24	Greeneville
Army National Guard Sgt. David Clay Prescott	40	Murfreesboro

Name	Age	Hometown
Army National Guard Staff Sgt. Michel W. Tinsley	49	Jackson
Army National Guard Capt. Marcus R. Alford	28	Knoxville
Army National Guard Chief Warrant Officer 2 Billie Jean Grinder	25	Gallatin
Army Sgt. 1st Class Carlos M. Santos-Silva	32	Clarksville
Army Pfc. Jonathan David Hall	23	Chattanooga
Army Spc. Jeremy Lynn Brown	20	McMinnville
Army Pfc. Billy G. Anderson	20	Alexandria
Air Force Sr. Airman Benjamin D. White	24	Erwin
Army Sgt. Israel P. O'Bryan	24	Newbern
Army Pfc. Robert Kelsey Levi Repkie	20	Knoxville
Marine Lance Cpl. Daniel Gabriel Raney	21	Pleasant View
Army Spc. Michael Lane Stansbery, Jr.	21	Mt. Juliet
Marine Cpl. Kristopher Daniel Greer	25	Ashland City
Marine Pfc. Vincent Emmanuel Gammone III	19	Christiana
Army Sgt. Patrick Keith Durham	24	Chattanooga

Name	Age	Hometown
Army Spc. Nathan Edward Lillard	26	Knoxville
Army Pfc. David D. Finch	24	Bath Springs
Marine Sgt. Garrett A. Misener	25	Cordova
Air Force Airman 1st Class Christoffer P. Johnson	20	Clarksville
Marine Lance Cpl. Andrew P. Carpenter	27	Columbia
Air Force Lt. Col. Frank D. Bryant, Jr.	37	Clarksville
Marine Sgt. Kevin B. Balduf	27	Nashville
Marine Lance Cpl. Franklin N. Watson	21	Vonore
Army Captain Joshua S. Lawrence	29	Nashville

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

The list is current as of October 19, 2011, as provided by the Tennessee Department of Military.



FIZZTOWN

THE TENNESSEE
Business Grand Entertainment Palace
1000 W. BROAD ST. NASHVILLE, TN 37203

THE TENNESSEE
Grand Entertainment Palace
1000 W. BROAD ST. NASHVILLE, TN 37203
Liquor • Casino • Shows



Department of Revenue

Andrew Jackson State Office Building
Nashville, TN 37242-1099
(615) 741-2461
TN.gov/revenue

Richard H. Roberts, Commissioner

As Tennessee's chief tax collector, the Department of Revenue is responsible for the administration of state tax laws and motor vehicle title and registration laws established by the legislature and the collection of taxes and fees associated with those laws. The Department of Revenue collects approximately 91 percent of total state tax revenue. During the 2010-2011 fiscal year, the department collected \$10.5 billion in state taxes and fees. In addition to collecting state taxes, the Department of Revenue collects taxes for local, county and municipal governments. During the 2010-2011 fiscal year, local government collections by the Department of Revenue exceeded \$2 billion. In collecting taxes, the department enforces the revenue laws fairly and impartially in an effort to encourage voluntary taxpayer compliance. The department also apportions revenue collections for distribution to the various state funds and local units of government. To learn more about the department, log on to www.TN.gov/revenue.

More than 900 people work for the Department of Revenue in jobs ranging from taxpayer assistants to tax auditors to title and customer service representatives. It is the responsibility of these employees to provide fair, firm and effective enforcement of the tax laws with courteous and friendly service. Personnel in the department receive tax payments, process returns, maintain detailed records, issue administrative rulings and perform audits to ensure accuracy and propriety.

History

In 1923, as part of a general reorganization of state government, the then three separate tax-collecting agencies were combined to form the Department of Finance and Taxation. The new department collected \$17.6 million that year, and the work was handled by only three divisions. The Department of Finance and Taxation was renamed the Department of Revenue in 1959. In 1991, the Department of Revenue underwent a major reorganization to serve taxpayers in a more efficient manner.

Services

The department's vision is to operate as a dynamic team to achieve total compliance with Tennessee's tax laws. The department's organizational structure functions in a team-oriented environment and provides services geared toward achieving total compliance. 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 account-

ing 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 www.TN.gov/revenue, by telephone from 7 a.m. until 5 p.m. Central time, or by visiting Department of Revenue offices throughout the state. Tax help is available by e-mail at TN.Revenue@tn.gov. The agency's website provides taxpayers online tax filing options and access to vital tax information, forms and publications, and fiscal information. During fiscal year 2010-2011, the website was accessed more than 7.75 million times. Tax help also is available by telephone in state via toll-free number (800) 342-1003. Nashville-area residents and out-of-state callers should call (615) 253-0600. The department also provides updates and information via e-mail list services. Visit the website to subscribe. The department offers the public a wide range of information through its seminars for taxpayers and tax practitioners. Speakers are available through the Speakers Bureau at (615) 532-4975.

Local Government Assistance. In addition to collecting state taxes, the Department of Revenue collects taxes for local county and municipal governments. The Department of Revenue works hand-in-hand with counties and cities to answer questions, prepare reports, and ensure that taxes are distributed correctly among the 445 local governments in the state.

Title and Registration. The Department of Revenue provides motor vehicle title and registration services with regard to passenger and commercial motor vehicles, motorcycles, ATVs, trailers and mobile homes. Working with county clerks throughout the state, the department registers approximately 6.7 million vehicles and issues 2.1 million new titles each year. The Vehicle Services hotline is available statewide, toll-free at (888) 871-3171 and to Nashville-area and out-of-state callers at (615) 741-3101. Information about titling and registering a motor vehicle is also available on the department's website.

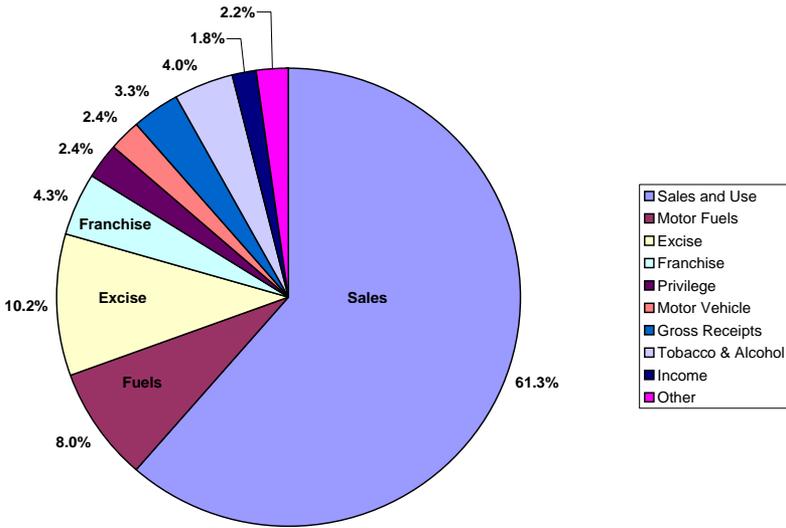
Research Assistance. The Department of Revenue conducts tax research and economic analysis to assist decision makers in other areas of state and local government. The Research Division estimates potential revenue impacts of proposed legislation, helps develop state tax revenue forecasts and evaluates comparative tax policies to determine fiscal effects.

Enforcement and Compliance. The Audit and Tax Enforcement Divisions and Special Investigations Section handle many aspects of the department's enforcement and compliance activities. The Audit Division has offices across the state and six offices located outside Tennessee. The division primarily reviews taxpayer records to determine compliance with state tax laws and educates taxpayers about tax requirements. The Tax Enforcement Division manages, tracks and collects delinquent taxpayer accounts. The Special Investigations Section detects, investigates and seeks prosecution of tax-related fraud. To report tax fraud, call (800) FRAUDTX (372-8389). Both Tax Enforcement and Special Investigations employees are located across the state.

Revenue Processing. Approximately 1.57 million checks and 6.1 million documents, including vehicle titles, vehicle registrations and tax returns, flow through the Processing Division annually. This division also handles returns and payments filed electronically, and performs lockbox services for five other state agencies. The department continues to promote electronic tax filing either through electronic data interchange or through the state's web portal. Currently, electronic filing of the individual income tax, professional privilege tax, sales and use tax, consumer use tax, business tax, and franchise and excise tax minimum and estimated payment returns and extensions is available via the department's website. Taxpayers may also make bill payments via the website. Payment options include electronic funds transfer (EFT) and credit card. Many business

tax registration activities are available online. Information about motor fuel tax electronic data interchange and sales and use tax certified software providers is available on Revenue's website.

Actual Tax Collections Fiscal Year 2011



Executive Branch

Motor Carrier Section

301 Plus Park
 Nashville, TN 37217
 (615) 399-4265

Vehicle Services Section

Taxpayer and Vehicle Services Division
 44 Vantage Way, Suite 160
 Nashville, TN 37243-8050
 Toll-free: (888) 871-3171

Regional Offices

3150 Appling Road
 Bartlett, TN 38133
 (901) 213-1400

P.O. Box 739
 Columbia, TN 38402
 2486 Park Plus Drive, Suite A
 Columbia, TN 38401
 (931) 380-2523

540 McCallie Avenue
 Suite 350
 Chattanooga, TN 37402
 (423) 634-6266

Fountain Court
 370 South Lowe, Suite 2
 Cookeville, TN 38501
 (931) 526-9699

Lowell Thomas State Office Building
225 Dr. Martin Luther King Jr. Drive
Suite 340
Jackson, TN 38301
(731) 423-5747

204 High Point Drive
Johnson City, TN 37601
(423) 854-5321

531 Henley Street
Room 606
Knoxville, TN 37902
(865) 594-6100

1321 Murfreesboro Road
Nashville, TN 37217
(615) 360-0380

P.O. Box 144
Shelbyville, TN 37162
875 Union St., Suite B & C
Shelbyville, TN 37160
(931) 685-5010

Commissioner Richard H. Roberts

Tennessee Department of Revenue

In January 2011, Governor Bill Haslam appointed Richard H. Roberts Commissioner of the Tennessee Department of Revenue. The Department of Revenue is responsible for the administration of Tennessee's tax laws and motor vehicle title and registration laws, and for the collection of taxes and fees associated with those laws.

Prior to his appointment as Commissioner, Mr. Roberts, a native of Greene County, Tenn., was a corporate and securities lawyer. While in private legal practice, he was a partner with the former Baker, Worthington, Crossley, Stansberry & Woolf firm, practicing at that firm's offices in Washington, D. C., and in Nashville. After leaving the private practice of law, Commissioner Roberts was senior vice president, general counsel, and a director of Forward Air Corporation, based in Greeneville, Tenn., a national air freight and logistics company with facilities at 81 major airports in the United States and Canada. He occupied the same positions for Landair Corporation, a truckload transportation provider. He spent 16 years serving as a director and audit committee chairman for Miller Industries in Chattanooga, Tenn., the world's largest manufacturer of towing and recovery vehicles.

Before joining the administration, Commissioner Roberts served on the board of the East Tennessee Foundation, a foundation which funds community-based programs and grants in the East Tennessee region. Additionally, he was a founding director of the Niswonger Foundation, a regional organization dedicated to building community leadership through enhancement of educational systems. He served for six years on its board.

Commissioner Roberts earned a Bachelor of Arts Degree and a Master's Degree in Business Administration from the University of Tennessee at Knoxville, and received a JD Degree from UT's College of Law in 1985. He is married to Imogene King.





Tennessee

We



Department of Safety and Homeland Security

1150 Foster Avenue
Nashville, TN 37243
(615) 251-5166
TN.gov/safety

Bill Gibbons, Commissioner

Mission Statement

The Department of Safety and Homeland Security seeks to insure that our state is a safe, secure place in which to live, work, and travel; enforce the law with integrity; and enhance our customer-related services with professionalism.

History

The department's beginnings were in 1929, when Governor Henry Horton signed a law creating the Tennessee Highway Patrol, patterned after the historic Texas Rangers. The department was formally established by the General Assembly in 1939. Today, more than 750 State Troopers are responsible for safety for more than 14,000 miles of state and federal highways.

In 1937, Tennessee became the 32nd state to enact a driver license law. During the first year, 521,571 licenses were issued. Today, there are more than 4.5 million licensed drivers in Tennessee.

Services

The Department of Safety and Homeland Security's areas of responsibility include driver license issuance, homeland security and law enforcement. In carrying out its mission, the department has an impact on virtually every person in the state. But its responsibilities extend into other areas as well. Department of Safety employees also work to inspect public school buses, investigate auto theft, issue handgun permits, enforce commercial vehicle safety and inspection laws and promote safe driving practices to groups across the state.

The department is comprised of a highly professional staff of more than 1,700 employees. Headquartered in Nashville, the Department of Safety and Homeland Security maintains a strong presence statewide with employees assigned to each of the state's 95 counties. Approximately half of the department consists of commissioned law enforcement officers, while the rest are civilian employees.

Driver Services. The primary focus of this division is to issue driver licenses and identification cards to qualified applicants, but services have broadened to include additional customer conveniences such as voter registration applications, issuance of driving records, processing of

handgun carry permit applications and license reinstatement services. The division also issues Commercial Driver Licenses (CDL) as part of a federal program requiring a standardized test for commercial drivers.

The division maintains and staffs 50 Driver Services Centers across the state and has contracts with 34 county clerk locations to provide express duplicate and renewal services via each clerk's staff at their offices. The division has expanded self-service options for the public by providing duplicate and renewal services via the state's Internet system and by placing self-service kiosks in all of its Driver Services Centers. Through these combined service outlets, the division completed an average of 1.6 million transactions annually between July 1, 2008 and June 30, 2010.

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

This unit also oversees the processing requirements for the Patriot Act as it applies to the Hazardous Materials Endorsement. Data is collected and keyed in, and customers are assisted on a daily basis.

Handgun Permit Unit. This unit issues, denies, suspends, and revokes handgun carry permits. The unit also regulates handgun safety schools and instructors and ensures compliance with state and federal law. This section is governed by federal and state law and directed by promulgated rule, policy and departmental procedures.

Financial Responsibility Division. This division administers the Financial Responsibility Law by coordinating all driver license cancellations, revocations and suspensions of driving privileges arising from crashes, moving traffic convictions, truancy, the Drug-Free Youth Act, alcohol violations, weapons, child support, uninsured violations and failure to appear in court. The division maintains the driver records that include violations committed in this state and violations committed by Tennessee licensed drivers in other states; and in conjunction with the Driver License Service Centers is responsible for reinstatements of cancelled, suspended and revoked driver licenses.

Homeland Security. The Office of Homeland Security was merged with the Department of Safety in 2007 to enhance the mutual support the agencies provide each other. The office has primary responsibility and authority for coordinating and directing the state's homeland security activities. Functions include, but are not limited to, planning, coordination and implementation of all homeland security prevention, detection, protection and terrorism-response operations. The office coordinates with agencies throughout the state and with the U.S. Department of Homeland Security in Washington, D.C. It works hand in hand with Tennessee's three FBI Joint Terrorism Task Forces.

The Tennessee Office of Homeland Security is made up of the Director's Office, a Law Enforcement Investigation Support Division, the Tennessee Intelligence Fusion Center, a Volunteer Programs and Citizen Outreach Division, a Plans and Technology Division, a Critical Infrastructure Division and an Exercise and Continuing Education Division. In addition, the Office of Homeland Security oversees three regional offices in West, Middle and East Tennessee.

Homeland Security Council. Policy and apportioning of homeland security funding is coordinated through the Homeland Security Council, an organization composed of leadership from key departments, agencies and selected local jurisdictions responsible for a coordinated homeland security effort. The Homeland Security Council ensures the Governor's vision and guiding principles are maintained and implemented through oversight of the state's counterterrorism strategy.

Legal Division. The Legal Division serves in an advisory capacity to all other divisions of the department. Attorneys work with the Attorney General's Office in all appealed asset forfeiture cases and any claims cases that are filed against the department or its employees. In addition, this division prepares, tracks and advises the Commissioner on any legislation relative to the department, and the General Counsel serves as one of the Legislative Liaisons.

With an office in each of the three grand divisions, the Legal Division also administers asset forfeiture laws, manages all aspects of asset forfeiture cases and represents law enforcement agencies that seize property. The staff is responsible for processing, setting and the final disposition of all administrative hearings relative to seizures arising from the Tennessee Drug Control Act, second-time DUI, Driving on a Revoked License, and Auto Theft. These hearings are currently held in Nashville, Memphis, Knoxville and Chattanooga, as well as other parts of the state. To enhance this service, the Legal Division also provides training to law enforcement officers in this area of the law. This enables them to prepare better cases and strengthens the division's ability to represent them. In fiscal year 2009-2010, the Legal Division opened 10,904 asset forfeiture cases and closed 9,831 cases.

The Driver Improvement Section of the Legal Division evaluates driving records based on crashes and/or convictions for traffic violations to identify and keep track of high-risk drivers. In addition to conducting hearings for drivers' accumulated points and accidents, this section reviews drivers who have physical, mental or medical conditions which could impair their driving ability. Another responsibility of the Driver Improvement Section is monitoring the eight-hour Defensive Driving Schools. In Fiscal Year 2009-2010, Driver Improvement conducted 2,192 hearings.

Tennessee Highway Patrol

General Operations. The Tennessee Highway Patrol (THP) has served the state for 81 years. Troopers today are highly trained and skilled in all aspects of law enforcement, including traffic crash investigation, criminal interdiction, protective services and enforcement of state and federal traffic laws and regulations. THP has gained certification from the Commission on the Accreditation for Law Enforcement Agencies, a prestigious, international law enforcement certification body.

In 2008, the THP's management structure was reorganized to provide better oversight of commissioned programs and activities. The Colonel is the head of the division. He is assisted by two Lieutenant Colonels, one for the Field Operations Bureau and one for the Support Services Bureau, and a Major who functions as an executive officer. The Lieutenant Colonels are assisted by three Majors. This structure provides a professional system of checks and balances throughout the chain of command.

The Tennessee Highway Patrol's primary responsibility is traffic enforcement. In 2010, Troopers assisted thousands of motorists and wrote 306,166 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 Governors Task Force on Marijuana Eradication.

Aviation. The Aviation Section is responsible for all air support and related responsibilities for the Tennessee Highway Patrol and other agencies. It utilizes four Jet Ranger helicopters and one Huey UH-1H helicopter in searches, rescues, speed enforcement, location of stolen vehicles 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 nine explosives detector dogs, one bloodhound-tracking dog and 26 drug detector dogs. Four drug detector dogs and one explosives detector dog also function as patrol dogs. The canines work within the eight Tennessee Highway Patrol districts.

Governors Task Force on Marijuana Eradication. Special Operations works in conjunction with the Alcoholic Beverage Commission, Tennessee Bureau of Investigation, Tennessee National Guard and Tennessee Wildlife Resources Agency on marijuana eradication. Approximately a half-million marijuana plants are destroyed each year.

Capitol Security. These Troopers are responsible for security, and enforcement of parking regulations at the State Capitol, Legislative Plaza, War Memorial Building, the Department of Safety and Homeland Security Headquarters, and other state properties in Davidson County.

Critical Incident Response Team. This unit's primary responsibility is to investigate and/or reconstruct serious motor vehicle traffic crashes. Unit members also assist local, state and federal law enforcement agencies, and investigate all criminal homicides worked by the Highway Patrol.

Criminal Investigation Division (CID). The CID 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.

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 2009-2010 fiscal year, the School Bus Driver Transportation and Safety Inspection Section performed more than 10,500 safety inspections on school buses and child care vans. Personnel also conducted mandatory training and testing for more than 12,100 school bus drivers and 1,210 child care van drivers each year.

Commissioner Bill Gibbons

Department of Safety and Homeland Security

Bill Gibbons joined Governor Bill Haslam's cabinet as Commissioner for the Department of Safety and Homeland Security in January 2011. Prior to his appointment as Commissioner, Gibbons served as Shelby County District Attorney General for approximately 14 years.

As Commissioner, Gibbons oversees the agency's law enforcement, safety education, driver services, and disaster preparedness and prevention programs. He also chairs a sub-cabinet working group of all state executive branch departments and agencies involved in public safety to develop a single, consistent state agenda to combat crime.

Gibbons began his state government career in 1979 as a special policy assistant for former Governor Lamar Alexander and then returned to private law practice in 1981. He rejoined state government in 1996, after former Governor Don Sundquist named him District Attorney General to fill an unexpired term. Gibbons was then elected to a pair of eight-year terms in 1998 and 2006.

His accomplishments as DA include a "no plea bargaining" policy on the most violent crimes; his joint effort with other law enforcement to crack down on possession of guns by convicted felons; and his creation of special prosecution units to focus on gang violence, drug trafficking, domestic violence and child abuse.

Gibbons chairs Operation: Safe Community, an initiative to reduce crime in Memphis and Shelby County. He continues to serve in this capacity as Commissioner. Gibbons has also served on the Board of Directors for the National District Attorneys Association, and the American Prosecutors Research Institute; and as a member of the U. S. Department of Justice's Coordinating Council on Juvenile Justice and Delinquency Prevention.

Prior to serving as District Attorney, Gibbons was a partner in the law firm of Evans & Petree and served in part-time elective positions as a member of both the Memphis City Council and the Shelby County Commission.

Born in El Dorado, Ark., Gibbons holds both undergraduate and law degrees from Vanderbilt University.

He is married to United States Court of Appeals Judge Julia S. Gibbons. They have two children.





Department of Tourist Development

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TN.gov/tourdev
Susan Whitaker, Commissioner

The mission of the Tennessee Department of Tourist Development is to create and promote travel to and within Tennessee, to develop programs to encourage and support the growth of the state's tourism industry, to manage a system of welcome centers that provide visitors with a positive impression of Tennessee and to encourage them to extend their stay, all of which contribute to the state's economic growth, thereby enriching the quality of life for every Tennessean.

The Tennessee Department of Tourist Development has emerged 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 \$13.3 billion-a-year tourism industry draws approximately 50 million visitors annually and is one of the largest industries in the state. The Tennessee Department of Tourist Development plays a key role in the governor's economic development initiatives. The department partners with the departments of Economic and Community Development, Environment and Conservation, Agriculture, and Transportation to implement aggressive and integrated marketing efforts that bring new opportunities for economic development to the state.

The department reaches into the international travel market with programs in Great Britain, Germany, and France that provide international marketing and public relations for Tennessee's tourism industry worldwide.

In January 2008, the department launched the Tennessee Civil War Trails, a multi-state program that identifies, interprets, and creates driving tours of both the great campaigns and the lesser-known Civil War sites. The first major marketing piece for the program, the statewide Civil War Trails map-guide, was published in May 2010. Due to the high demand, the map-guide was reprinted after only eight months of distribution. In November 2010, Tennessee's Civil War Sesquicentennial Signature Event took place to begin the commemoration of the 150th anniversary of Tennessee's participation in the Civil War. The Tennessee Civil War Trails will serve as the most important legacy of the Sesquicentennial, to continue long after the 150th anniversary has concluded.

In 2008, the tourism department launched its Sustainable Tourism Program with the Great Smoky Mountains Sustainable Tourism Summit in Knoxville. This unprecedented event success-

fully brought together more than 500 community leaders and tourism professionals for “green” discussions. Sustainable tourism is defined as tourism that sustains the environmental, historical and cultural heritage of a region, while simultaneously sustaining the economic growth of that region. Since the program’s launch in 2009, the department continues to lead the way in this field and was recognized in 2010 by the U.S. Travel Association as a national best practice in sustainable tourism planning, as well as a recipient of the Southeast Tourism Society’s Tourism for Tomorrow Award. This initiative continues to bring together tourism professionals, hotel and lodging properties, economic developers, and environmentalists to create an open forum where all groups work together to create a more sustainable Tennessee.

Launched in November 2009 with the Old Tennessee Trail, the Discover Tennessee Trails & Byways program features 16 distinctive driving trails across all 95 counties and five National Scenic Byways. The program utilizes the visitation in key areas of the state, to entice visitors to extend their stay and discover Tennessee’s rural areas and off-the-beaten path experiences. The program includes a partnership with the departments of Transportation, Economic and Community Development, Environment and Conservation, and the Tennessee Historical Commission. Through the departmental partnerships, as well as the statewide collaboration among tourism partners, this program is one of the most comprehensive programs developed by the state’s tourism department to date.

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 supporting new program development, such as the Sustainable Tourism program and the Civil War Trails program, report directly to the commissioner.

Services

Marketing Division. This division is responsible for all departmental tourism marketing programs, including advertising, sales, public relations/communications, social media/website, brand management, database management, industry outreach and research/planning. The goal of this division is to boost the economic impact of travel in Tennessee by increasing awareness and interest in the state’s diverse tourism opportunities. Major accomplishments include the following:

- Tourism saw an increase of \$2.6 billion in economic impact from 2002 to 2009, from \$10.6 to \$13.3 billion. Tennessee’s visitation numbers also increased significantly during

that time, including a 20.9 percent increase in person-day visitation and a 13.2 percent increase in person-stay visitation.

- Tennessee's tour and travel industry has contributed more than \$1 billion annually in state and local sales tax revenue for the past four years.
- Tennessee continues to rank ninth in the nation for total person stays and tenth in the nation for leisure travel.
- In 2006, the "Tennessee Roadtrip" television campaign featuring Dolly Parton riding alongside Elvis in a digital scene re-creation placed Tennessee Tourism in the national spotlight. Following the "Tennessee Roadtrip" success, this division launched the "My Tennessee Story" campaign featuring Keith Urban, Michael McDonald, Martina McBride and Kix Brooks in 2009. The following year, the division launched the Discover Tennessee Trails & Byways program and once again showcased Tennessee's strong celebrity power with a television spot featuring super-group Rascal Flatts and their hit song "Life is a Highway." Leveraging the opportunity to work with Rascal Flatts, the division supported the Department of Transportation's Adopt-A-Highway campaign by paralleling the television spot to utilize Rascal Flatts for this initiative as well.
- The Discover Tennessee Trails & Byways program is one of the most comprehensive programs developed by the state's tourism department to date. The program developed a new TV spot, print and website creative, point-of-purchase in AAA Auto Club South offices as well as a statewide collaboration among tourism partners.
- The division's Partnership Marketing program supports Tennessee's tourism industry through matching funds for special projects that may otherwise be outside the realm of the partner's budget. The department's funding for the program remains at more than \$1 million, and more than 85 recipients were awarded funding in 2010.
- Through online and offline advertising, this division implemented an aggressive and integrated marketing plan to enhance all primary niche markets including Deals, History and Heritage, Music, Nature and Outdoors, Family Travel, as well as secondary niche markets including Civil War, Culinary, Girlfriend Getaways, Hunting, Fishing, Birding, Motorcycles, Sports, Sustainable Tourism and Weddings.
- In 2011, this division utilized extensive research to test markets that may yield high results in visitation to Tennessee outside of the current feeder markets. Markets include Atlanta, Birmingham, Cincinnati, Greenville-Spartanburg-Asheville, Huntsville, Indianapolis, Lexington, Little Rock, Louisville, Paducah and St. Louis.
- In 2010, the success of the division's targeted, offline advertising program generated more than 80,000 leads using nationally placed television spots and print ads in publications, such as Southern Living, Garden & Gun and The Oxford American. Some of these advertising initiatives were funded cooperatively with the Tennessee Tourism industry.
- Online marketing continues to be effective, as major partnerships with TripAdvisor, Orbitz/Away, Travelocity and Pandora deliver a highly qualified audience through online display advertising, generating more than 18 million impressions.
- The division's e-mail program provides a strong one-on-one communication relationship with the database of approximately 500,000 highly qualified leads. From July 1, 2010 to May 8, 2011, the division sent more than 4.8 million dynamic e-mails with a 98 percent delivery rate.

- Similar to the one-on-one relationship that is developed through email marketing, social media is a category of sites based on user participation and user-generated content. It is an excellent awareness-building medium, fostered by conversation. Tennessee's social media continues to rank in the top 10 of the most socially active destination marketing organizations in the nation. As of 2011, Tennessee Tourism had more than 50,000 fans on Facebook and thousands of Twitter followers.
- In 2011, the division launched the mobile version of *tnvacation.com* to provide an additional travel resource for Tennessee visitors. In the first month, 6,000 hits were generated on the mobile site. Projections show that mobile phones are forecasted to overtake desktop computers as the most common web access device worldwide by 2013.
- The Tennessee Travel Tuesdays (T3) campaign was launched in 2011 to target deal-seeking travelers who plan on taking a trip to or within Tennessee. The program utilizes social networking platforms, online media, and mobile SMS text messaging to promote discounts and last minute deals to followers, building awareness and exposure among a highly targeted group.
- The website *tnvacation.com* continues to be a successful resource for visitors, as well as industry partners and the media. In 2010, the site received approximately 4 million unique visitors, showing that almost 79 percent of all visitors to *tnvacation.com* were new to the site.
- The Discover Tennessee Trails & Byways (*tntrailsandbyways.com*) website, an extension of *tnvacation.com*, was launched in 2009 and garnered a Webby Official Honoree classification. The Official Tennessee Civil War Sesquicentennial Commission micro-site was launched in February 2010.
- Through extensive research and observing marketing trends, the division updated the website with Quick Response (QR) code compatibility throughout various sections and utilized the codes in the 2010 Tennessee Vacation Guide print collateral. QR codes allow easy access to information through a downloadable smart phone application.
- Along with the Tennessee Vacation Guide, which includes 500,000 printed guides and website availability, the marketing division is responsible for the Official Tennessee Transportation Map (in conjunction with TDOT), as well as photo and video archiving and the monthly industry e-newsletter.
- The marketing division's sales team continues its participation in major travel and tourism trade shows to promote Tennessee's tourist attractions, communicate the department's sales strategies to the travel industry, and create partnerships that lead to new or strengthened sales opportunities. These opportunities are supported through marketing programs with travel agents, AAA clubs and other professional travel planners, as well as organizations such as the National Tour Association and the American Bus Association to elevate Tennessee as a premier destination for tour operators.
- The highly regarded Tennessee Sampler continues as a premier, annual event for the tourism industry. The event, held in Chicago in 2008 and Washington D.C. in 2009, showcased Tennessee to AAA offices, travel agents, media outlets and other travel organizations. The 2009 event helped launch the 75th anniversary of the Great Smoky Mountains National Park and featured Tennessee legend Dolly Parton. In 2010 and 2011, Tennessee Sampler Express included seven sales teams that conducted 130 calls to AAA offices and tour operators, as well as three PR teams that conducted 40 meetings with major print publica-

tions, TV outlets and freelance travel writers in a multi-state blitz-type event unlike 2008 and 2009.

- In 2011, the sales and communications team participated in Travel South Showcase, conducting meetings and interviews with more than 70 participating journalists and 650 highly qualified travel professionals. U.S. Travel Association's International Pow Wow marketplace also provided Tennessee exposure to more than 1,500 international and domestic buyers as well as international journalists from more than 70 countries.
- Tennessee's presence in the national media is extremely important to the state's tourism success. The division organized travel-writer tours to Tennessee showcasing tourism destinations to groups of specialized travel journalists, resulting in national media coverage from more than 50 participating writers.
- Distribution of tourism-related stories to media editors, reporters, freelance writers and other association writers throughout the country and around the world has resulted in millions of dollars in ad equivalency for the division. The division achieves this by annually distributing more than 500 ready-to-publish press releases.
- With the provision of an online clipping service, the division provides industry partners with an up-to-date assessment of media coverage and public relations accomplishments.
- Communication within the industry is a top priority of the division. The research team consistently distributes tourism information to the travel industry and directly coordinates with national travel research organizations to enhance and develop the available research to support departmental programs and initiatives.

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

- **Financial Services.** This section provides a full range of financial management services. This section has responsibility for preparing and monitoring the department's performance-based budget, accounts payable, accounts receivable, procurement of goods and services, asset management, establishing contracts, grant management, development of the department's strategic plans, implementation of state financial policies and procedures, coordination of the department's financial integrity reporting requirements, and preparation and distribution of financial reports.
- **Human Resources.** This section manages recruitment and placement, classification/compensation, leave and attendance, interpretation and guidance regarding civil service rules and state human resource policies, benefits, training, affirmative action, performance, and employee relations.
- **Legal Services.** This section provides legal advice to all department program areas, prepares department rules and regulations, provides legal advice regarding legislation, serves as the department's ethics office for interpretation and compliance with state ethics laws, serves as coordinator for contract administration as well as coordinating the department's contract diversity reporting requirements, and provides advice on human resource grievance and disciplinary actions.
- **Information and Support Services.** This section provides technical direction and application support for the department's information technology and telecommunications activities, creation and implementation of the department's information systems plan

including the installation of hardware and software, management of the department's office space and equipment requirements, mail services, trip planning and consumer information support, and management of the department's call center and fulfillment contractor.

Welcome Centers. The division operates 14 Welcome Centers located primarily on interstate highway entrances to Tennessee. Following a year of ongoing construction, the Tennessee Welcome



Center along I-65 North in Giles County at Ardmore is now open for visitors. Designed as a log cabin and featuring almost 5,000 square feet, the facility combines the warmth of Tennessee with the modern advantage of new construction. Welcome Centers act as a contact point for travelers entering Tennessee from any direction and distribute information on the state's attractions, accommodations and other travel-related facilities. Available at each of the Welcome Centers is a toll-free telephone for travelers to make reservations at hotels, motels, campgrounds and state parks. The centers are staffed and open 24 hours a day throughout the year, with the exception of the Memphis I-40 facility. The centers are located on: I-81 at Bristol; I-75 at Jellico and East Ridge; I-24 at Tiftonia, Nickajack and Clarksville; I-65 at Ardmore and Mitchellville; I-55 at Memphis; I-155 at Dyersburg; I-40 in Cocke County; I-40 at Memphis; I-40 at Smith County; and I-26 at Unicoi County.

Commissioner Susan Whitaker

Tennessee Department of Tourist Development

Susan Whitaker, a veteran tourism marketing executive, was appointed in January 2011 to Governor Bill Haslam's cabinet as Commissioner of Tourist Development. Whitaker was initially appointed to the position in 2003 by Governor Phil Bredesen and reappointed under his administration in 2007. In this role, Whitaker is responsible for marketing Tennessee's tourism industry domestically and internationally. Tourism is one of Tennessee's largest industries, providing a \$13.3 billion direct economic impact and generating more than \$1 billion annually in state and local sales tax revenue for the past four years.



Whitaker oversees the development and implementation of statewide tourism's comprehensive marketing, publicity and promotions campaigns, all designed to stimu-

late growth of tourism in Tennessee. Of note is the state's award-winning consumer website, *tnvacation.com*, as well as the state's 14 highly rated Welcome Centers. Under Whitaker's leadership, the Department of Tourist Development developed the Discover Tennessee Trails & Byways program. This comprehensive initiative features 16 driving trails and includes all of Tennessee's 95 counties, as well as the state's five National Scenic Byways. The launch of the program received national media attention and widespread community support.

As the co-chair of Tennessee's Civil War Sesquicentennial Commission, Whitaker is a strategic part of the planning and overseeing of Tennessee's 150th Civil War commemoration. In preparation for this Civil War milestone, the Tennessee Civil War Trails program was launched. To date, markers are in place at more than 200 Civil War sites throughout Tennessee. Tennessee's Inaugural Sesquicentennial Signature Event was held in Nashville in November 2010 with more than 9,000 participants. Five additional Signature Events, as well as numerous symposiums, special events and the launch of a five-part Civil War documentary series, will take place during the five-year commemoration.

Whitaker initiated Tennessee's Sustainable Tourism program with the 2008 Great Smoky Mountain Sustainable Tourism Summit, positioning the state as a national leader in sustainable tourism. Further outgrowth of the Summit has been Tennessee's launch of a sustainable tourism website, featuring a complete online toolbox. During 2009 and 2010, Tennessee held 10 statewide sustainable tourism workshops, as well as a six-part webinar series. Tennessee's program has been recognized by U.S. Travel Association as a national best practice and included on the *travelgreen.org* website.

Whitaker serves on the Policy Council and Board of Directors of the U.S. Travel Association, the Travel South USA Board of Directors; the National Council of State Travel Directors; and the University of Tennessee's Retail, Hospitality and Tourism Management Advisory Board. She serves as the co-chair of Tennessee's Civil War Sesquicentennial Commission and is a member of the Smoky Mountains Park Commission.

Whitaker is a Chicago native and a direct descendent of Tennessee's first Governor, John Sevier. She holds a bachelor's degree in communications from Northwestern University, Evanston, Ill. Prior to her state cabinet post, Whitaker served as vice president of marketing for Dollywood, Tennessee's most visited tourist attraction.

Throughout her career, Whitaker has received many awards and honors. She earned the Telly and Addy Awards for her broadcast and advertising work and was presented the Pacesetter Award from the Stennis Center for Public Service.



Department of Transportation

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TN.gov/tdot

John C. Schroer, Commissioner

Tennessee provides its citizens and travelers one of the best transportation systems in the United States. We keep Tennessee moving by utilizing new technology to improve efficiency of the system and through maintenance and construction of our transportation network. Having sensitivity to our environment and giving voice to our communities as we build our transportation system are important priorities of the Department of Transportation. Tennessee's highway system stretches over 94,207 miles, enough to circle the world more than three times. Of that figure, 13,867 miles are on our state-maintained highway system representing 16 percent of the total highway miles within Tennessee. However, the state system carries approximately 75 percent of the traffic. Included in the state highway system are 1,104 miles of interstate highways. Although the interstate system makes up more than 1 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:

- 20 short line railroads operating on 836 miles of rail
- 6 major rail lines on 2,097 miles of rail
- 73 public-use and commercial airports
- 131 heliports
- 24 transit systems (bus, van and light rail) serving all 95 counties
- 1,062 miles of navigable waterways
- 231 miles of greenways, sidewalks and trails
- 9 bicycle trails on 1,500 miles of roadway

Mission and Values

The mission of the Department of Transportation is to plan, implement, maintain, and manage an integrated transportation system for the movement of people and products, with emphasis on quality, safety, efficiency, and the environment. We strive to achieve the public's trust and confidence by practicing four basic values: communication, accountability, consistency and integrity.

History

In 1915 the first state government authority to oversee transportation services began with the creation of the State Highway Commission. At that time the state system included less than 5,000 miles of road. The Commission was restructured and became the Department of Highways and



Public Works in 1923 and by an act of the General Assembly in 1972 became the Department of Transportation incorporating all modes of transportation.

Services

The Tennessee Department of Transportation, at any given time, has about 4,000 employees working on the transportation system with an annual budget of more than \$1.9 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 five staff divisions reporting to the Commissioner: Aeronautics, Civil Rights, Internal Audit, Legal, and Project Management.

Major duties of the department are to:

- Plan, implement, maintain, and manage Tennessee's transportation system.
- Administer funding and provide technical assistance in the planning and construction of state and federal aid road programs for cities and counties.
- Provide incident management on Tennessee's Interstate System through TDOT SmartWay, an intelligent transportation network of cameras and dynamic message signs.
- Staff transportation management centers in the four largest urban cities in Tennessee .
- Provide motorist information through the agency website, Tennessee 511, TDOT SmartWay, and social media.
- Construct and maintain 19 rest area facilities.
- Administer the program for control of outdoor advertising adjacent to interstate and state highways.
- Issue and administer special permits for movement of overweight and over-dimensional vehicles.
- Prepare and distribute city, county and state road maps, aeronautical charts, and airport directories.
- Promote safe driving behaviors on highways using federal funding for public awareness and education programs.

- Provide management, technical and financial assistance, and supervision to public, private, and nonprofit public transportation agencies in the state.
- Administer funding and assistance in location, design, construction, and maintenance of Tennessee's 73 public airports.
- Support improvements in Tennessee's railroads and rail service.
- Inspect more than 19,000 Tennessee bridges, 73 public airports, and all of Tennessee's railroads.
- Maintain state park roads.
- Operate Reelfoot Airpark and ferry operations.
- Respond to initiatives of the Tennessee Aeronautics Commission.
- Provide aerial photography and mapping services to all state agencies.
- Provide aircraft for state executive transportation and economic development recruiting.
- Administer highway beautification programs: "Stop Litter," "Adopt-A-Highway," and "Roadscapes" programs.
- Provide grants to all Tennessee counties for litter abatement and litter prevention education.
- Provide cycling trails that connect or go through state parks and natural areas.

Funding

Funding to support the services and programs provided by the Department of Transportation comes from "user fees" collected by the state and federal government. These primarily include vehicle registration fees, and gasoline and diesel fuel taxes. Tennessee receives a portion of federal gas taxes which are 18.4 cents per gallon for gasoline and 24.4 cents for diesel. Since 1989, the state's transportation-related fuel taxes have been 20 cents per gallon on gasoline and 17 cents per gallon on diesel fuel. An additional 1.4 cents is collected for the inspection of volatile fuels, including diesel and gasoline. The state gasoline tax is currently distributed on the following basis:

Cities and Counties	7.9 cents
State General Fund	0.7 cents
TDOT	12.8 cents



Related Boards and Commissions

Tennessee Aeronautics Commission

607 Hangar Lane, Building 4219, Nashville, TN 37217
(615) 741-3208

Commissioner John C. Schroer

Department of Transportation

John Schroer was appointed Commissioner of Transportation by Governor Bill Haslam in January 2011. He is the 29th commissioner of the state agency that oversees a statewide transportation system including highways, rail, airports, waterways and transit. Commissioner Schroer became Mayor of Franklin, Tenn., in 2007. During his tenure, he was involved in the Middle Tennessee Metropolitan Planning Organization serving on its executive committee. By virtue of his position as mayor, he was a member of the Regional Transportation Authority and served as its treasurer. As Commissioner of Transportation, he continues to be a member of each of those public bodies. As Mayor, Schroer was instrumental in implementing financial policies that led to AAA ratings from both Moody's and Standard & Poor's putting Franklin in the top ranking of cities across the country. He also played a crucial role in capital planning and prioritization by instituting several key changes in process and managing Franklin's budget in difficult economic times. Commissioner Schroer was a member of the Middle Tennessee Mayor's Caucus and served on its executive committee. Prior to his election as mayor, he was a member of the Board of the Franklin Special School District for 13 years, serving as its chairman for 11 of those years. He served on the Board of the Tennessee School Board Association as Treasurer and Vice President. An Indiana native, Commissioner Schroer received a bachelor's degree in business from Indiana University. After graduation he moved to the Franklin area and subsequently received an MBA from the University of Tennessee. He spent 10 years in the commercial real estate financing business before beginning a real estate development business. John and his wife Marianne are members of Franklin First United Methodist Church. He is a past board member of Williamson County United Way and a founding board member of Franklin Tomorrow.





CHATTANOOGA
CHOO-CHOO



Department of Veterans Affairs

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(615) 741-2931
TN.gov/veteran

Many-Bears Grinder - Commissioner
Wendell Cheek - Deputy Commissioner - Middle
Mark Breece - Assistant Commissioner - West
Don Smith - Assistant Commissioner - East

The Department of Veterans Affairs is honored and privileged to serve those who have served in the Armed Forces to help secure and defend our country, as well as the family members of these deserving heroes. Our goal is to provide quality service in the most compassionate and professional manner to our Tennessee veterans, their families, and survivors. Freedom is not free – and we have an obligation to remind our fellow citizens of the sacrifices our men and women in uniform have given to guarantee our freedom.

Approximately 500,000 veterans and approximately 1.5 million dependents live in Tennessee. During fiscal year 2009-2010, Tennessee veterans and their families were awarded \$635,597,585 due to the dedicated work of the department's service delivery networks. Using 12 Statewide Field Offices and the Nashville Claims Office, the department obtained more than 38,000 referrals for service. During fiscal year 2009-2010 the three State Veterans Cemeteries located in Knoxville, Nashville and Memphis interred 2,034 veterans and dependents and provided perpetual care of 28,784 gravesites.

With fewer than 100 employees, Veterans Affairs has been instrumental in promoting awareness of the sacrifices made by patriots and the obligation to focus on their well-being. The department collaborates with local, state, and federal agencies to increase outreach programs and maximize services to our veterans. It actively supports the United Tennessee Veterans Association to ensure maximum coordination of veteran-related information and cooperation among veteran service organizations and stakeholders in Tennessee. The department provides initial and continued education for all county service officers.

Mission

The Tennessee Department of Veterans Affairs' mission is to serve veterans, their families and survivors with dignity and compassion; to be the veterans advocate by representation and assistance in obtaining benefits, entitlements and recognition they earned in service to our country; and to promote community awareness of the sacrifices veterans have made.

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 Department of Veterans Affairs to provide statewide services. The department was placed under the Governor's office in 1959 as a staff division and once again established as a department in 1975. The General Assembly authorized the department to establish state veterans cemeteries in 1987. Legislation was approved in 1988 to establish state veterans homes under the direction of a board of directors appointed by the Governor. In 1991 the department was authorized to train and accredit county-employed Veterans Service Officers.

Services

Field and Claims Divisions. Accredited employees represent Veterans, their families, and survivors by a power-of-attorney claims system to access earned entitlements and services. Employees file claims and review ratings for compensation, pension, educational allowances, loans, etc., under laws administered by the U.S. Department of Veterans Affairs. Counseling and referrals are provided for services and benefits available through federal, state and local laws. Representation is provided to veterans and their families in the presentation, proof and establishment of all claims. Employees assist veterans to obtain a variety of services such as health care, military discharge review, employment referrals, housing, rehabilitation, training and education. An ongoing training program enhances knowledge and skills of the department's staff and provides certification of County Service Officers as mandated. Field representatives provide monthly training and assistance in their respective districts. Quarterly training is accomplished in each grand division of the state with the annual certification session in Nashville.

Cemetery Division. Three State Veterans Cemeteries provide interments and perpetual care for eligible veterans and their dependents. On Sept. 10, 2010, the U.S. Department of Veterans Affairs awarded a \$4.6 million grant to establish a new cemetery in Knoxville that was completed in September 2011. Memorial ceremonies are conducted at the cemeteries during Veterans Day, Memorial Day and other special occasions to honor veterans.

State Veterans Cemeteries

East Tennessee
5901 Lyons View Pike
Knoxville, TN 37919
(865) 594-6776

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

West Tennessee
4000 Forest Hill-Irene Road
Memphis, TN 38138
(901) 543-7005

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

Benefits and Claims Offices (East)

James H. Quillen VA Medical Center
Bldg 69, Room H115
Mountain Home, TN 37684
(423) 979-2957

State Office Building
McCallie Avenue, Suite 109
Chattanooga, TN 37402
(423) 634-7125

State Office Building
601 South Concord Street, Suite 108
Knoxville, TN 37919
(865) 594-6158

Veterans Memorial Building
90 East Spring Street
Cookeville, TN 38501
(931) 526-6929

1609 College Park Drive
Morristown, TN 37813
(423) 587-7032

Benefits and Claims Offices (West)

Lowell Thomas State Office Building
225 Dr. Martin Luther King Jr. Drive
Jackson, TN 38301
(731) 423-5614

204 North Main Street
Suite 12
Dickson, TN 37055
(615) 441-6224

VA Medical Center
1030 Jefferson Avenue, Rm 6005A or 6006
Memphis, TN 38104
(901) 523-8990, Extension 5284

United States Post Office
309 North Church Street, Suite G-2
Dyersburg, TN 38024
(731) 286-8344

5661 Screaming Eagle Boulevard
Room 114-G
Fort Campbell, KY 42223
(931) 431-3784

Benefits and Claims Offices (Middle)

Alvin C. York VA Medical Center
Building 7, Room G-39
Murfreesboro, TN 37129-1236
(615) 225-6930

Claims Division
110 9th Avenue South, Room C-166
Nashville, TN 37243
(615) 695-6385

VA Medical Center
 1310 24th Avenue South
 Room G116, G118
 Nashville, TN 37212-2637
 (615) 873-7950 or 873-8048

State Veterans Homes

Tennessee State Veterans
 Home-Murfreesboro
 345 Compton Road
 Murfreesboro, TN 37130
 (615) 895-8850

Senator Ben Atchley Tennessee State
 Veterans Home
 9910 Coward Mills Road
 Knoxville, TN 37931
 (865) 862-8100

W.D. "Bill" Manning Tennessee State
 Veterans Home
 2865 Main Street
 Humboldt, TN 38343
 (731) 784-8405

Commissioner Many-Bears Grinder

Tennessee Department of Veterans Affairs

Commissioner Grinder joined the Tennessee Department of Veterans Affairs in January 2011 after retiring as a Colonel from the Tennessee Army National Guard with more than 35 years of service.

She served as Director of Logistics, Director of Personnel and Director of Property and Fiscal Operations, with branch assignments in Military Police, Transportation, Quartermaster and Logistics Group. She is an Operation Enduring Freedom Combat Veteran. Her military awards include the Legion of Merit and the Bronze Star Medal.

As Commissioner, Grinder is responsible for the operation of the Tennessee Department of Veterans Affairs' Field Offices, Claims Office, and State Cemeteries.

Grinder holds a Master's Degree in Strategic Studies from the Army War College and a Master's Degree in Human Resources Development from the University of Tennessee at Knoxville.

Commissioner Grinder is a member of numerous military and veterans associations, including the Veterans of Foreign Wars, AMVETS, American Legion, Vietnam Veterans of America and Women Veterans of America.







Agencies, Boards and Commissions

Tennessee Alcoholic Beverage Commission

226 Capitol Boulevard Building, Suite 300
Nashville, TN 37243-0755
(615) 741-1602
TN.gov/abc

Danielle Elks, Executive 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 alcohol 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
www.arts.state.tn.us

Rich Boyd, Executive Director

The Tennessee Arts Commission was established to ensure that the citizens of Tennessee have access to and participate in the arts. A statewide volunteer citizen board appointed by the Governor works with a nationally recognized professional staff to offer funding opportunities to Tennessee nonprofit and public organizations that produce and present high quality arts activities that add value to the cultural life of the state's diverse communities and populations.

Through various grant categories that serve the state's diverse populations, the agency invests in cultural assets that enrich the lives of Tennesseans; communicates the value of the arts to every Tennessee community; preserves and promotes the folk arts and cultural heritage of the state; invests in arts education for all Tennesseans; empowers Tennessee artists and organizations with resources to be economic and cultural contributors to their communities; and engages in partnerships to broaden support for the arts in Tennessee.

Tennessee Board of Probation and Parole

404 James Robertson Parkway, Suite 1300
Nashville, TN 37243-0850
(615) 741-1673
TN.gov/bopp

Charles M. Traughber, Chairman
Patricia Merritt, Executive Director

The Tennessee Board of Probation and Parole, established by legislation on July 1, 1979, is an independent, autonomous seven-member board. Its purpose is to fairly and impartially consider parole requests for all eligible state inmates serving sentences of more than two years. Board members also review and make recommendations to the Governor on all clemency requests.

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.

The Board's Field Services Division provides investigative functions for the Board and for the courts. It also supervises state adult offenders who are paroled by the Board or placed on probation by the courts. Probation and parole officers work to monitor the conduct, behavior and progress of offenders assigned to them. They promote lawful behavior, education and evidence-based programs that can minimize the risk of repeat offenses. Through the use of GPS technology, the agency also provides 24-hour monitoring of the most serious offenders.

The Board works closely with the court systems, the Department of Correction, law enforcement agencies and a variety of community corrections programs. Through this coordinated effort, the Board strives to protect public safety while assisting offenders in learning to live law-abiding, productive lives.

Tennessee Bureau of Investigation

901 R.S. Gass Boulevard
Nashville, TN 37216-2639
(615) 744-4000
www.tbi.tn.gov

Mark Gwyn, Director

The state legislature established the Tennessee Bureau of Investigation (TBI) as an independent agency in 1980. As the state's primary criminal investigative agency, the TBI is responsible for assisting local law enforcement with major crimes as well as launching its own special investigations into illegal drugs, cyber crime, fugitives, public corruption, official misconduct, organized crime, domestic terrorism, gambling, Medicaid fraud and patient abuse. The TBI has the statutory authority to investigate any criminal violation at the request of the District Attorney General in the judicial district where the crime occurred. The TBI also manages a number of high profile programs including the TBI Top Ten Most Wanted, AMBER Alert program, the statewide Sex Offender Registry, and the Tennessee Meth Task Force. TBI headquarters houses the state's Fusion Center, a law enforcement intelligence sharing unit that provides information and support to law enforcement agencies.

The Bureau manages the state's three forensic crime labs, which conduct tests on approximately 85,000 pieces of evidence for 50,000 cases annually. The total number of tests conducted in a year is more than 315,000.

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 checks for gun purchases and statewide criminal background checks to the public for a fee. Continuing education is also a priority, with the TBI conducting nearly 1,300 hours of law enforcement training for 5,000 people annually.

The Director of the TBI is appointed to a six-year term by the Governor and is a member of the International Association of Chiefs of Police, sits on the University of Tennessee National Forensic Academy Board and is a graduate of the 33rd session of the FBI's National Executive Institute.

The TBI employs more than 450 people statewide, approximately half of whom are commissioned officers.

Tennessee Commission on Aging and Disability

Andrew Jackson Building
500 Deaderick Street, Ste. 825
Nashville, TN 37243-0860
(615) 741-2056
TN.gov/comaging

Kathy Zamata, Interim Executive Director

The Tennessee Commission on Aging and Disability was created by the Tennessee General Assembly in 1963. The Commission is the designated state unit on aging and is mandated to provide leadership relative to all aging issues on behalf of older persons in the state. The Commission administers the federal funds provided by the Older Americans Act. In 2001, the Legislature expanded the authority of the Commission to provide services to adults with disabilities under age 60.

The Older Americans Act provides federal funds for administration and direct services. These services include congregate and home-delivered meals, protection of elder rights, supportive and in-home care, senior centers, transportation, and family caregiver services. The commission administers federal funds from the Centers for Medicare and Medicaid Services to operate the statewide State Health Insurance Assistance Program (SHIP), which provides consumer education and counseling about Medicare and all other related health insurances. The Commission also administers state funds for multi-purpose senior centers, public guardianship and in-home services including homemaker and personal care services, as well as, home-delivered meals.

The Commission works in partnership with the nine Area Agencies on Aging and Disability. Each of the nine Area Agencies is the principal agent of the Commission for carrying out the mandates of the Older Americans Act and requirements of the state agency. Each Area Agency serves as the focal point for all issues relative to the welfare of older persons in its respective planning district. Area Agencies perform a wide range of activities related to advocacy, planning, coordination, inter-agency linkages, information sharing, brokering, monitoring and evaluation. These activities lead to the development or enhancement of comprehensive and coordinated community based systems which serve all communities.

Each year, every Area Agency submits an “Area Plan for Programs on Aging,” or an annual update, to the Commission for approval. An area plan provides a comprehensive description of services to be provided within the area, based on local needs, through contracts with local service providers.

Tennessee Commission on Children and Youth

Andrew Johnson Tower, Ninth Floor
710 James Robertson Parkway
Nashville, TN 37243-0800
(615) 741-2633
Fax (615) 741-5956
TN.gov/tccy

Linda O’Neal, Executive Director

The Commission on Children and Youth is an independent state agency with a 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. In addition to limited advocacy at the federal level, the Commission engages in state budget advocacy, prepares and distributes impact statements on pending state legislation, produces and distributes an annual KIDS COUNT: The State of the Child Report, conducts resource mapping of expenditures for children and families through the state budget, administers the federal Juvenile Justice and Delinquency Prevention Act and other federal and state juvenile justice funds in Tennessee, evaluates the systems and services for children in state custody, 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 the local needs, provides organizational structure for statewide networking on behalf of children and families, and provides 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, and 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.

There has been a statutory commission created by the General Assembly to focus on Tennessee children since 1955, with the most recent major changes in 1988. The policy-making body for the commission is a 21-person board whose members are appointed by the governor. At least one member is appointed from each of Tennessee’s nine development districts, and five youth members are added to meet the requirements for a State Advisory Group for administration of federal funds.

Tennessee Corrections Institute

Andrew Jackson Building, Eighth Floor
500 Deaderick Street, Suite 800
Nashville, TN 37243-1420
(615) 741-3816

Beth Ashe, Executive Director

The Tennessee Corrections Institute (TCI) is required under the authority of *Tennessee Code Annotated* §41-4-140 to establish minimum standards for all local (municipal, county, and metro government) jails, lock-ups, workhouses, detention and correctional facilities in the state. The agency is also by law responsible for conducting an annual inspection of each facility in accordance with these standards. The TCI Board of Control is charged with the responsibility of determining the annual certification of the aforementioned correctional facilities that meet all applicable standards upon review of all inspection reports. The agency is also required by law to provide and/or approve all annual basic and in-service training and certification of all correctional personnel whose duties include the industry, custody or treatment of prisoners at the aforementioned local level. The agency is also mandated to provide technical assistance and support services for local, municipal, county and metro government correctional facilities in Tennessee.

Tennessee Education Lottery Corporation

Plaza Tower, Metro Center
200 Athens Way, Suite 200
Nashville, TN 37228
(615) 324-6500
www.tnlottery.com

Keith Simmons, Chairman

Rebecca Hargrove, President and CEO

In November 2002, Tennessee voters approved a referendum to amend the state Constitution to authorize the establishment of a lottery. In May 2003, the General Assembly passed legislation creating the Tennessee Education Lottery Corporation, and in June of the same year the governor appointed a seven-member board to oversee the Corporation's operations.

The Tennessee Constitution requires all lottery profits go to specific higher education scholarships and excess profits may be used for early learning programs and K-12 capital outlay projects. To date, Lottery proceeds have funded thousands of higher education scholarships, Pre-K classes, K-12 After School classes and energy efficient projects for K-12 schools. The HOPE Scholarship initiative has been expanded to include 11 different scholarships and grants for Tennessee students seeking assistance with higher education.

The net proceeds from the sale of lottery tickets are currently averaging more than \$5 million per week. Since the Lottery Corporation began selling tickets on January 20, 2004 through the end of fiscal year 2010-2011, more than \$2.07 billion has been raised for the education programs. During that same period of time, players have won more than \$4.66 billion in prizes and lottery retailers have earned more than \$509 million in commissions.

The Corporation maintains four district offices throughout the state and is headquartered in Nashville's Metro Center. The Tennessee Education Lottery Corporation operates entirely from the revenue it generates through the sale of its products.

Tennessee Health Services and Development Agency

500 Deaderick Street, Suite 850
Nashville, TN 37243
(615) 741-2364
TN.gov/hsda
Carl Ohm Koella, III, Chairman
Melanie Hill, Executive Director

The Tennessee Health Services and Development Agency is responsible for regulating the health care industry in Tennessee through the Certificate of Need Program. A Certificate of Need is a permit for establishment or modification of health care institutions, acquisition of major medical equipment and the initiation or elimination of certain services that impact health care availability and utilization. The Certificate of Need Program is designed to promote cost containment, prevent unnecessary duplication of health care facilities and services, guide the establishment of health facilities and services which best serve public needs and ensure that high quality health services are provided.

The Tennessee Health Services and Development Agency is an independent agency that consists of 11 members:

- Comptroller of the Treasury or his/her designee.
- Director of TennCare or his/her designee.
- Commissioner of the Department of Commerce and Insurance or his/her designee.
- One consumer appointed by the Speaker of the Senate.
- One consumer appointed by the Speaker of the House of Representatives.
- One consumer appointed by the Governor.
- One person who has recent experience as an executive officer of a hospital or hospital system by the Governor from a list of three nominees submitted by the Tennessee Hospital Association.
- One representative of the nursing home industry appointed by the Governor from a list of three nominees submitted by the Tennessee Health Care Association.
- One duly licensed physician appointed by the Governor from a list of three nominees submitted by the Tennessee Medical Association.
- One representative of the home care industry appointed by the Governor from a list of three nominees submitted by the Tennessee Association for Home Care; and
- One representative of the ambulatory surgical treatment center industry.

The Health Services and Development 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.

Tennessee Housing Development Agency

Parkway Towers
 404 James Robertson Parkway, Suite 1200
 Nashville, TN 37243-0900
 (615) 815-2200
www.thda.org

Ted R. Fellman, Executive Director

Created by the General Assembly in 1973, the Tennessee Housing Development Agency's (THDA) mission is Leading Tennessee Home by creating safe, sound, affordable housing opportunities. THDA is authorized to sell tax-exempt revenue notes and bonds to provide funds for mortgage loans at low interest rates. THDA uses local lenders throughout the state to make affordable mortgages to first-time homebuyers. THDA also is the administrator for various housing programs for repair grants, neighborhood revitalization, and rental development. It supports foreclosure prevention and homebuyer education programs and acts as a liaison for housing advocates through the Tennessee Affordable Housing coalition. THDA sponsors two websites: www.TNHousingSearch.org and TNHousingResource.org.

THDA researches housing issues (i.e., foreclosures, construction permits issued, housing starts, median income, sales prices) and provides technical services and information to housing providers.

Tennessee Human Rights Commission

Central Office
 710 James Robertson Parkway, Suite 100
 Nashville, TN 37243-1219
 (615) 741-5825 / 1 (800) 251-3589
 1 (866) 856-1252 (Español)
TN.gov/humanrights

Beverly L. Watts, Executive Director

The Tennessee Human Rights Commission (THRC) is an independent state agency created in 1963 to advise the public on their human rights and to promote and encourage equal opportunity for all persons in Tennessee. The Commission is governed by a 15-member board of Commissioners appointed by the Governor to represent the three Grand Divisions of the state. The Commission is responsible for enforcing the Tennessee Human Rights Act and the Tennessee Disability Act which prohibit discrimination in housing, employment, and public accommodation on the basis of race, color, creed, national origin, religion, sex, disability, familial status (housing only) and age (over 40 in employment). The Commission is also responsible for coordinating the state of Tennessee's compliance with Title VI of the Civil Rights Act of 1964 which prohibits discrimination based on race, color and national origin by state agencies receiving federal financial assistance.

THRC's mission is to safeguard individuals from discrimination through enforcement and education. The Commission accomplishes this through a staff of investigators, attorneys and other professional support personnel who carry out the day-to-day activities of conducting thorough investigations and educating the public about their rights and responsibilities. Activities include the receipt, investigation, litigation, and resolution of complaints of discrimination as well as providing technical assistance and education about the rights and requirements under human rights laws.

The Tennessee Human Rights Commission maintains its central office in Nashville and has regional offices in Knoxville, Chattanooga and Memphis.

Tennessee Peace Officer Standards and Training Commission

LETA Facilities at 3025 Lebanon Road
Nashville, TN 37214-2217
(615) 741-4461

Brian Grisham, Executive Secretary

Established by 1981 Acts, Chapter 455, the Peace Officer Standards and Training (POST) Commission is charged under Tennessee Code Annotated § 38-8-104 with the establishment, implementation and maintenance of uniform standards for the employment, training and administration of supplemental incomes of all local law enforcement officers in Tennessee and certain state law enforcement agencies.

This 18-member commission consists of citizens, law enforcement officials, one member from the Senate, and one member from the House of Representatives as specified by Tennessee Code Annotated § 38-8-102. In addition, the commission continually strives for and encourages higher selection, training and development standards to ensure Tennessee keeps pace with the growing need for more effective and efficient social and law enforcement endeavors.

Tennessee State Board of Education

State Board for Career and Technical Education
710 James Robertson Parkway, 9th Floor
Nashville, TN 37243-1050
(615) 741-2966
www.TN.gov/sbe

<http://info.tnanytime.org/sbe/>

Dr. Gary Nixon, Executive Director

The State Board of Education's vision is to prepare all Tennessee children for successful post-secondary work, education and citizenship. The Board establishes rules and policies governing all aspects of the elementary and secondary education necessary for the success of individual children, their communities, the state and the nation.

The Board's Master Plan includes the following goals: successful transitions; rigorous, relevant high school; relevant middle grade experiences; dynamic elementary grade education; and the availability of high-quality Pre-K programs.

Board members and staff work closely with the General Assembly, the state Department of Education, Tennessee's higher education institutions, business leaders and other education stakeholders in overseeing implementation of policies and programs that implement proven, research-based policies in four foundational areas: effective school leaders; effective teachers; rigorous, relevant curriculum; and adequate resources.

The Board gauges the state's success at preparing all students for postsecondary success by measuring the remedial and developmental studies rates at Tennessee postsecondary institutions,

the college-going rate, graduation rates and ACT-readiness subject-area benchmarks in 8th, 10th and 12th grade. The Board also compares the difference in the percentage of Tennessee students scoring proficient or above on the NAEP assessment and the percentage of Tennessee students scoring at or above proficient on the TCAP assessment.

The Board provides information and tools to students, parents, teachers and policymakers to enable them to help deliver the education constitutionally guaranteed to all Tennesseans. Visit <http://info.tnanytime.org/sbe/>.

The State Board of Education is composed of eleven members – one from each congressional district, plus a student member and the Executive Director of the Tennessee Higher Education Commission who serves as a non-voting ex officio. Dr. Gary L. Nixon serves as executive director of the Board.

Tennessee State Museum

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

Lois Riggins-Ezzell, Executive Director

The Tennessee State Museum is located in downtown Nashville in the James K. Polk Cultural Center with a military branch in the War Memorial Building. It features a series of exhibits which interpret more than 12,000 years of history along with special temporary exhibits on history and art in a changing gallery. The Tennessee State Museum has become one of the largest and finest state museums in the country. The permanent exhibits begin with The First Tennesseans tracing prehistoric humans some 12,000 years ago through the 1600s with European explorers. Frontier looks at the beginnings of permanent settlements and statehood (1760-1812). Other permanent exhibits include the Age of Jackson (1812-1850); Antebellum (1840-1860); Civil War and Reconstruction (1860-1870); and The New South (1870-1917).

The Military Branch Museum in the War Memorial Building houses military exhibits on Tennessee's involvement in overseas conflicts from the Spanish-American War in 1898 to the end of World War II. Among the artifacts on display are Spanish, German, Japanese and American uniforms and equipment and selected sterling silver pieces from the service of the battleship U.S.S. Tennessee, which was sunk at Pearl Harbor. There are long-range plans to add exhibits on the Korean and Vietnam wars.

The heritage of some 200 years of history and the efforts of many citizens to preserve mementos of that history have combined to create an outstanding museum. The Tennessee State Museum is open Tuesday through Saturday, 10 a.m. until 5 p.m., and on Sunday, 1 to 5 p.m. There is no admission charge.

Tennessee Wildlife Resources Agency

Ellington Agricultural Center

P.O. Box 40747

Nashville, TN 37204-0747

(615) 781-6500

TN.gov/twra

Ed Carter, Executive Director

The Tennessee Wildlife Resources Agency is governed by a 13-member Wildlife Resources Commission which includes the commissioners of Environment and Conservation and Agriculture, nine individuals appointed by the governor, one person appointed by the speaker of the Senate, and another person appointed by the speaker of the House.

The agency has the responsibility to preserve, manage, enhance and protect the state's wildlife resources and their environments and the responsibility for boating safety. Operation of the 721-employee agency is handled by divisions and sections of the main Nashville office and four regional offices located in Jackson, Nashville, Crossville and Morristown.

The divisions are: Wildlife and Forestry Management, Fish Management, Boating and Law Enforcement, Environmental Services, Engineering and Real Estate, Administrative Services, Information and Education, Information Technology, Human Resources, Planning – GIS and Federal Aid, and Legal Services.

Major functions of the agency include law enforcement; research; operation of lakes, hatcheries, and wildlife management areas; hunter education; public information; conservation education; habitat protection; boating education; access area development; and regulation of hunting seasons and bag limits, fishing regulations and creel limits.

Volunteer Tennessee

William R. Snodgrass Tennessee Tower

312 Rosa L. Parks Ave, 12th Floor

Nashville, TN 37243

(615) 253-1426

www.volunteertennessee.net

Jim Snell, Executive Director

Volunteer Tennessee (formerly the Commission on National and Community Service) helps ensure that the Volunteer State lives up to its name through its mission to encourage volunteerism and community service. Volunteer Tennessee pursues this mission through grants, training and partnerships with service organizations across Tennessee. Volunteer Tennessee administers AmeriCorps, the domestic Peace Corps where hundreds of Tennesseans give a year of their lives in service to meet community needs in education, environment, public safety and human needs in return for help with college or loan repayments. Volunteer Tennessee partners with the Department of Education and Lions Clubs International to support service-learning, a teaching methodology that combines academic and behavioral learning with volunteer service for K-12 youth. Volunteer Tennessee also manages the Governor's Volunteer Stars Awards. Initiated in 2008, the Governor's Volunteer Stars Awards recognizes one youth and one adult volunteer from each 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 25-member commission was created in 1994 by Executive Order 55 and is administratively attached to the Department of Finance and Administration. The Governor appoints the 25 commission members who represent the geographic and cultural diversity of the state.

