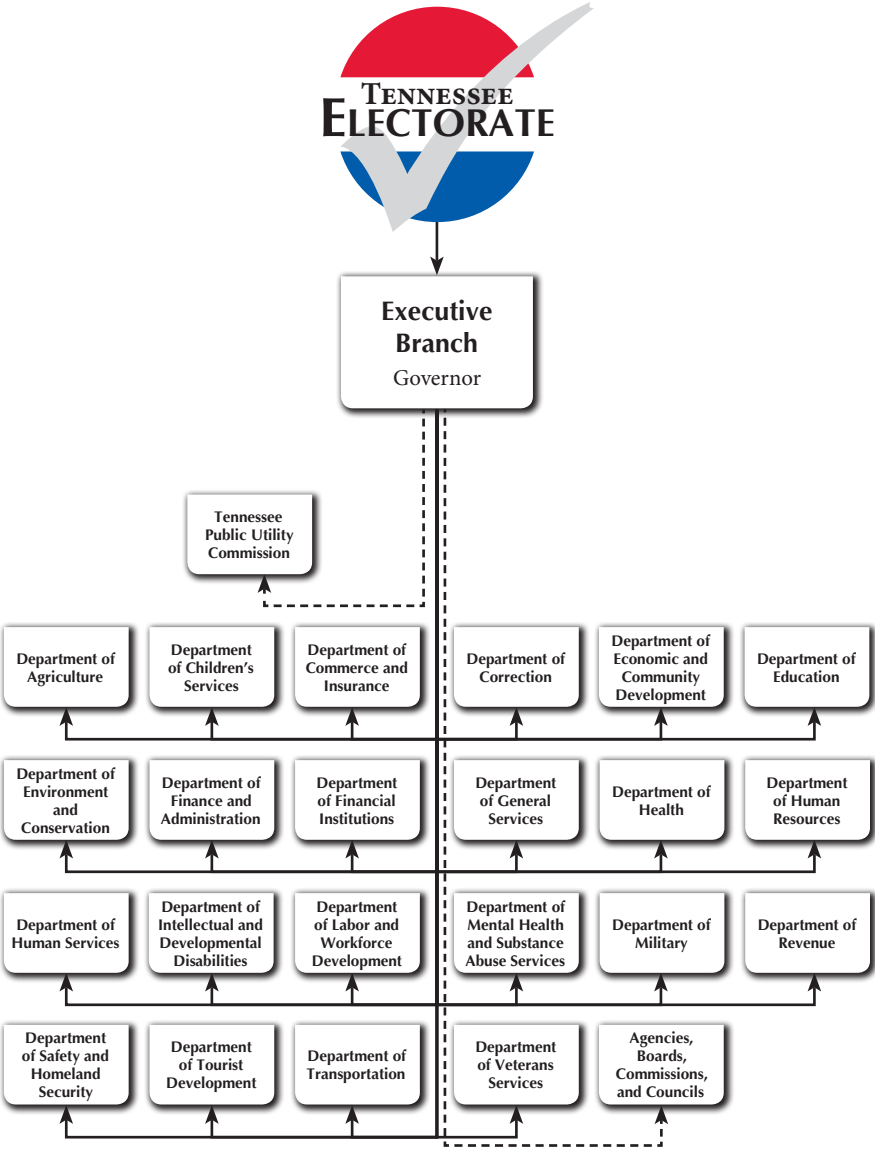






SECTION II

Executive Branch



Introduction

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

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

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

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

The executive branch delivers a wide range of services to citizens, and it employs more than 39,000 people in twenty-two cabinet-level departments and other agencies.

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



Office of the Governor

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

Bill Haslam (R)

Governor of Tennessee

Bill Haslam, forty-ninth governor of Tennessee, was born August 23, 1958. In 2010, he was elected governor with the largest margin of victory in any open governor's race in the state's history, and in 2014, secured the largest reelection victory in modern Tennessee history.

Under his leadership, Tennessee has been recognized as a national leader in education, job creation, and fiscal responsibility. Tennessee is the first state in the nation to offer high school graduates and adults two years of community or technical college free of tuition and mandatory fees. He has launched the Drive to 55 initiative to increase the number of Tennesseans with a postsecondary degree or certificate to 55 percent by 2025. He worked with the Tennessee General Assembly to pass the largest tax cut in Tennessee history while delivering a safe, reliable, and debt-free transportation system. He and his administration have cut more than \$500 million in recurring spending, shrunk state government by 10 percent, balanced the budget every year, ensured Tennessee has the lowest debt in the country, and more than doubled the state's savings account. Haslam has focused on making Tennessee the number one location in the Southeast for high-quality jobs.

Born and raised in Knoxville, Haslam excelled in academics and sports. He earned a degree in History from Emory University. Before entering public service, he managed his family's business, driving all over the country seeking locations for new truck stops, helping the business expand nationwide. In 2003, he ran successfully for mayor of Knoxville and was reelected in 2007 with 87 percent of the vote.

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

Duties of the Governor

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

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

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

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

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

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

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

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

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

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

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

Candidates for governor must first obtain their party's nomination in an August primary election, and then must run against the nominees of other parties in a November general election. The governor is limited to two four-year terms. The governor may receive an annual salary of approximately \$190,000, as well as an official residence and funding for its operation.

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





Crissy Haslam
First Lady of Tennessee

Crissy Haslam

First Lady of Tennessee

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

Haslam's "Parents as First Teachers" initiative encourages parental involvement beginning at birth, highlighting that parents are a child's first and most important teacher. She has worked to increase awareness for the importance of parents and communities sending children to kindergarten with the basic skills and preparation they need for success. Haslam helped launch "First Ladies for Healthy Babies," an initiative to connect women in the faith-based community with young parents for mentoring and disseminating important information regarding child development and healthy parenting practices. The network of First Ladies of the church and leading women and men throughout the state receive Haslam's bimonthly *First Lady's Update Newsletter* with information related to healthy parenting, so that these messages can be promoted among Tennessee's young parents and caregivers.

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

Haslam also works to promote improving literacy rates throughout the state. Outside of parental support, some research shows that third-grade reading proficiency is the strongest predictor of whether a child will graduate from high school. To support literacy improvement goals in Tennessee, Haslam promotes a statewide READ20 campaign to highlight the value of Tennessee students and families reading for at least twenty minutes every day. In summer 2012, Haslam launched the READ20 Family Book Club—one book is selected each month as the featured "Book of the Month," and families are encouraged to continue reading other books after they've finished the Book of the Month. The First Lady's READ20 Family Book Club also features activities to coincide with each book of the month so that families can connect through fun, educational time together. Haslam has made visits throughout the state to minor league baseball stadiums, military bases, county fairs, elementary schools, and public libraries to promote the READ20 Family Book Club. In June 2014, Haslam expanded her literacy improvement work to launch the READ20 Book Patrol, an initiative partnering with law enforcement across the state to encourage summer reading.

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

Haslam further supports early literacy through her involvement with the Governor's Books from Birth Foundation, a statewide organization to sustain Dolly Parton's Imagination Library in all of Tennessee's ninety-five counties. By mailing high-quality, age-appropriate books directly to the homes of children from birth to age five, the Imagination Library fosters excitement about reading. Fostering love for reading during a child's earliest years encourages a lifetime of learning. Haslam has traveled throughout the state to raise awareness and support for the Imagination Library program.

In recent years, First Lady Haslam has worked to support other Tennessee state government children and family initiatives, including the Department of Education's Read to Be Ready campaign and Department of Children's Services' Tennessee Fosters program, as well as the Tennessee ACEs Initiative.

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

First Lady's Office Staff



Rachel Lundeen Gatlin
Chief of Staff



Ella Watkins
Communications and
Outreach Coordinator



Brooke Lyle
Executive Assistant to the
First Lady

The Tennessee Residence

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

Blanton, Lamar Alexander, Ned Ray McWherter, Don Sundquist, and Bill Haslam.

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

During Phil Bredesen's term (2003–2011), the Tennessee Residence underwent a major renovation led by First Lady Andrea Conte and the Tennessee Residence Foundation. Conservation Hall, a 14,000-square-foot subterranean meeting and banquet facility, was built under the front lawn of the Tennessee Residence during the renovation project. The space is used to entertain for large events on the property and features artwork by Tennessee artists throughout the venue. As the current chair of the Tennessee Executive Residence and Preservation Foundation, First Lady Crissy Haslam is leading a project to complete the master plan through renovation and restoration of the gardens and grounds at the Tennessee Residence. Mrs. Haslam raised private money to fund the restoration of the historic Lily Pond Garden and the entrance to Conservation Hall and to construct the addition of the Great Lawn, Secret Garden, a greenhouse, herb garden, and a kitchen and cutting garden in order to serve fresh fruits and vegetables in the home.

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

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



Christina Barnes
Tennessee Residence
Manager



Maddie Burnett
Assistant Residence
Manager



State of the State Address

Governor Bill Haslam

January 30, 2017

“The Tennessee We Can Be”

Speaker Harwell, Lieutenant Governor McNally, Speakers Pro Tem Tracy and Johnson, Members of the 110th General Assembly, Justices, Constitutional Officers, General Slatery, Commissioners, Friends, Guests, fellow Tennesseans, and for the seventh year in a row, the woman voted best first lady in the land, Crissy. My kids even made it this year.

I am before you tonight to give my seventh State of the State address. Time really does fly. I'd like to talk with you about the Tennessee we can be, but first, let's start with where we are.

Thanks to the hard work of so many Tennesseans, I believe the state of our state has never been better. Our economy is outpacing the national economy. Not only do more Tennesseans have a job today than ever in the history of our state, but Tennessee's median household income has grown at the second fastest rate in the country. Not only are we adding jobs, but we're adding good paying jobs.

On education, there is no state in the U.S. that is demanding the spotlight like Tennessee. It's worth repeating: with the incredible hard work of our teachers and students, Tennesseans are the fastest improving in the country in math, reading and as of this year, science. This past October we received the science scores from the Nation's Report Card, and beyond being the fastest improving, we narrowed the gaps between African American, Latino and white students. We also completely eliminated the gap between male and female students. Please join me in giving all of the teachers across this great state a hand for making such a difference for Tennessee. In higher education, while the rest of the country struggles with increasing tuition, over the last two years, Tennessee's colleges and universities have seen the lowest growth in tuition and fees since the 1970s. And in just four months we'll see the very first associate's degrees awarded to Tennessee Promise students across the state.

For only the second time in our state's history, we have a triple-A credit rating from all three agencies. Even before the tax cuts that I am recommending in this year's budget, Tennesseans pay the lowest amount of tax as a percentage of their income of any of the 50 states. Also, the budget I am recommending to you will take the state's Rainy Day Fund to an all-time high. In addition, we are still the state with the lowest debt per capita in the country. Last year was the first year in Tennessee recorded history that we did not take on any new debt. This budget will recommend that this be the second year in Tennessee's recorded history that we don't take on any new debt.

With all of that, we have still managed to create a surplus in Tennessee. I want to be clear – surpluses are a good thing, a combination of conservative estimates, strong growth and having the discipline to not spend to budget. Many of our fellow states who are in deficit positions would love to trade places with us. Twenty-five of the 50 states saw revenue come in below projections last year. Since there's been so much discussion and speculation about the surplus, I'd like to spend a little time tonight talking about that – beginning with: just how much is it?

It is important for all of us to draw a clear line of distinction between recurring revenue and non-recurring revenue. For those watching at home, recurring revenue would be items like your weekly or monthly paycheck – revenue that you can typically count on coming in from year to

year. Non-recurring revenue would be things like the money Aunt Edna left you in her will, or the insurance settlement you got for your car, or the money that you saved out of last year's budget. These are items that you cannot typically count on from a year-to-year basis.

For recurring revenue, in most years we have new growth of about \$400 million to \$500 million that we can spend on new programs or increased costs. This year the amount of new recurring revenue is \$957 million, double the amount that we normally receive. However, it's important for all of us to remember that this is not \$957 million without any claims to it.

The tax cuts in the budget we are proposing will take over \$200 million of that. Funding the BEP formula – something we are all committed to, and raises for teachers – will take another \$180 million. Non-discretionary increases to TennCare, caused by rising health care costs in general and pharmacy costs in particular, will take \$130 million of that \$957 million. Raises and increased health insurance costs for state employees are another \$107 million. In addition, obligations to our retirees for our pension plan and health care costs will eat up \$125 million dollars. Funding the Complete College formula and higher education will require \$80 million dollars. I'm also recommending that the maintenance of our buildings be funded on a recurring basis going forward, which I believe is a more conservative and responsible approach than only putting maintenance dollars in the budget when we happen to have some funds available.

As you can see, many of the items that I listed are non-discretionary. As you can also see, there are some discretionary funds in that list. We don't have to give raises to our teachers or to our employees. We don't have to cut taxes, and we don't have to fund the maintenance of our buildings on a recurring basis. However, I am convinced that all of these things are strategic investments in the future of our state.

Just those seven items make up \$900 million of the recommended spending for the \$957 million in the new recurring revenue that we have for this year. In addition, we are recommending several other places that we believe merit investment in the budget. We are recommending increasing the daily reimbursement rate that we give to counties for housing state prisoners in county jails. We're adding funding for public defenders and investigators, more state troopers and more district attorneys. It is also both smart and just to increase the amount of reimbursement we pay to some of the providers that take care of our most vulnerable citizens through the Department of Children's Services. We're opening up more places in the CHOICES program for those we serve in the intellectual and developmental disability communities. And as drug use and opioid addiction plague our state, we're expanding substance abuse and crisis intervention treatment services and supports.

With the non-recurring money, or one-time money, we're focusing on items that can save state dollars down the road, including the improvement and maintenance of our buildings, both general government and higher education, and putting \$110 million toward paying down a \$1.2 billion liability for retirees' health care. I am also proposing to add \$132 million to our Rainy Day Fund to bring it to an all-time record high of \$800 million, well on our way to the statutory guideline of \$1 billion.

Since we have been talking about the surplus, we should go ahead and talk about our transportation needs since it's hard to talk about one without the other. At its core, transportation and infrastructure are some of the most basic needs provided by state government, and a safe and reliable network is vital to the Tennessee we can be. While there are some functions that people can perform for themselves without the government, no one can build a network of roads and bridges on their own. In Tennessee we last addressed how to fund our roads back in the late 80s.

Since that time, when the rate was raised to 21-cents per gallon of gasoline, the value of that 21 cents has fallen to 11 cents. If you're wondering how that can happen, the answers are fairly easy.

The gas tax is the one form of revenue that doesn't have inflation built into it. Because it's charged on a cents per gallon rate instead of a percentage of the sales rate, inflation doesn't change the number. Secondly, improved fuel mileage for vehicles has been great for the economy, great for the environment and great for consumers' pocket books. However, it has also meant that everyone drives on our roads for a lot less of the cost than they did back in 1989. With the IMPROVE Act we're proposing to increase the gas tax 7 cents and the diesel tax 12 cents per gallon, and all new revenue goes only to address our transportation needs. The legislation will mean 962 projects in all 95 counties, both urban and rural. It will also mean 78 million dollars annually in increased revenue for counties and 39 million dollars annually in increased revenue for our cities. Scores of mayors across Tennessee – cities and counties, rural and urban – have told me that, if we don't do something to address the fuel tax, they will have no alternative but to raise the property tax in their municipalities.

I know some of you think we should transfer surplus money to the Highway Fund for transportation. We are – to the tune of \$277 million in last year's and this year's budget combined. There are four real reasons why that's not a long-term solution. First, while we do have a surplus, we do not have a pile of money without a claim to it – as I mentioned earlier. Second, I have never thought that it was a good plan to pay for a long-term need like \$10.5 billion in approved and needed road projects with a short-term surplus. Third, and the most fundamental, in my proposal an estimated half or more of the increased revenue would come from non-Tennesseans and trucking companies. I don't know why we would take General Fund dollars, which are mostly collected from Tennesseans for Tennesseans, and use that to subsidize our roads, which are paid for by a broad mix of in-state and out-of-state users. Finally, paying money out of our surplus would continue to leave our cities and counties with an inadequate source of revenue for taking care of our neighborhood and local roads.

I know that some of you have said that you're never going to hit the green button for any kind of tax increase. I understand. I would rather not address this either. I would rather be known as the governor who worked with the General Assembly to cut \$500 million in taxes, brought our debt to record low levels and introduced the Tennessee Promise. But imagine what kind of Tennessee we would be if two different governors and two different General Assemblies did not have the foresight to address our infrastructure needs back in the 80s. Without them, many of the roads we now take for granted and hundreds of thousands of jobs wouldn't be here.

Earlier I mentioned that Tennessee has the lowest taxes in the nation as a percentage of personal income. If the IMPROVE Act goes into law, we would still have the lowest taxes in the nation. Today, we benefit from the decisions made and hard votes taken by those who came before us, and I am hoping we can make the same commitment to our children and grandchildren to deliver the infrastructure they need to pursue economic opportunity and high quality lives.

I have also heard many of you say that any movement in the gas tax would have to be accompanied by relative revenue neutrality. If you believe that, I would argue that there will rarely be as good a chance for us to do that as we have before us right now. The IMPROVE Act includes tax cuts targeted toward the franchise and excise taxes of our manufacturers. While we take great pride in paying the lowest amount of tax as a percentage of income in the country as individuals, unfortunately that's not true for our business taxes. We are the third highest in the country in business taxes as a percentage of income and as a percentage of our budget. This tax cut of \$113

million annually makes Tennessee more competitive as we're out recruiting jobs to locate or expand here in state. Why are we targeting manufacturers with this tax cut? Because they are the firms that in addition to their own jobs, bring a long trail of supplier jobs with them. The average manufacturing job creates an additional three jobs out of their supplier ranks. Just this morning I had a conversation with a major manufacturer who was looking to locate in one of our rural areas in Tennessee. The good news is we're one of two finalists for the location. The challenging news is they think they will pay more if they locate in Tennessee, and they're weighing their decision. I wish I could say that's the only conversation like that I've had, but that is at least the fifth time that has come up in a recruitment conversation in the last four months. I am confident this tax cut will mean more jobs for Tennesseans in the future.

I am also proposing we cut the tax on groceries from 5 percent to 4.5 percent, which in addition to the half percent we cut several years ago, would mean a full percentage cut in the grocery tax since 2012. This new cut would save Tennesseans \$55 million annually on their grocery bills, for a total of more than \$100 million since we came into office.

Finally, I am proposing funding the cuts in the Hall income tax. As you all know, the Hall is statutorily required to be eliminated by 2022, but it is one thing to eliminate a tax in a bill. It is entirely different thing to actually take that revenue out of the budget. The IMPROVE Act accelerates that while we have the funds in the budget to address this. Those cuts will mean an additional \$102 million in tax cuts during this General Assembly. In total, if this is approved, the General Assembly and this governor will have cut \$540 million in annual taxes out of the budget since 2011. Let me repeat that: we will have cut \$540 million in annual taxes since 2011. For the sake of reference, this is nine times more than the highest amount ever cut by a General Assembly and a governor in the history of the state. And with the approval of the base reductions in this budget, we will have cut \$550 million in on-going expenses from the state budget over the last seven years. We've reduced the cost of government, and we're returning those dollars in tax cuts.

Insuring the future health of our state is not just about roads and bridges. More than half of our counties have an economic status of either at-risk or distressed, but our rural areas have assets that we can capitalize on. We are already making progress in this effort. Last year, 40 percent of the new job commitments from our Department of Economic and Community Development occurred in rural areas. In this budget we are proposing including \$21 million in recommendations from our Rural Task Force. As Tennessee moves ahead, we want to make certain that every part of our state is included.

But one of the best things I think we can do for those areas is increase their access to broadband internet. Last week I introduced the second piece of our NextTennessee legislative agenda, the Tennessee Broadband Accessibility Act. We've talked about infrastructure with regards to transportation, but having the right infrastructure to handle Tennessee's potential growth also means talking about access to broadband. More than 800,000 Tennesseans don't have that access, and one in three businesses identified it as essential to selecting their location. Allowing Tennessee's private, non-profit electric co-ops to provide retail broadband service and investing \$15 million in grants and tax credits annually will help spur deployment in rural unserved areas – opening them up to economic investment and job growth. Of course, accessibility without adoption doesn't accomplish very much, so we're also focusing on digital literacy so interested Tennesseans can maximize the benefits of broadband.

We live in a world where if you have a strong internet connection you can just about work from anywhere. If we're serious about putting our rural counties on a level playing field, then opening up broadband access is one of the largest steps forward we can take.

As in prior budgets, you will notice this one makes another strong commitment to education. Last year we had the largest funding increase for public education without a tax increase in the history of the state. This year we're proposing one of the largest funding increases in Tennessee history while at the same time cutting \$270 million in taxes. We're fully funding the Basic Education Program including \$22 million in additional dollars to help schools serve high need students and \$15 million for career and technical education equipment. One hundred million dollars (\$100 million) is included for teacher salaries, bringing the three year total since FY 16 to more than \$300 million in new dollars for teacher salaries and more than \$430 million in new dollars for salaries since 2011. Tennessee has shown it will not balance the budget on the backs of teachers and students. In fact, under the legislature and this administration, Tennessee has increased total K-12 spending by more than \$1.3 billion.

We're also making unprecedented investments to open up access to higher education. In addition to the Tennessee Promise and keeping tuition low, since fiscal year 2012, Tennessee has taken funding for its need-based financial aid from \$56 million to \$98 million. Our focus on education has been about creating true generational change regardless of your income level or your zip code.

At the end of the day, there is no higher potential for providing more opportunity for our citizens than increasing access to high quality education. And the whole point is: we're doing it by maintaining discipline and responsibility to the tax payer – keeping taxes and debt low and saving for when the economy ultimately slows.

With that in mind we introduced the Tennessee Promise three years ago in this speech. The Promise was a significant initiative within our Drive to 55. Every day we are seeing that this is not an abstract goal. It is a goal that is connecting and resonating with Tennesseans. Back in 2014 when we were discussing the Tennessee Promise legislation, there were two questions that always came up. First, can these students, many of whom are first generation college students, succeed? And second, what about the adult Tennesseans who graduate high school and either never went or never finished college?

While it's still early in the Tennessee Promise story, the results so far are incredibly encouraging. Since the program started, more than 33,000 students have enrolled in college as a result of Tennessee Promise, and of the students who began in fall 2015, 63 percent are still enrolled. But for me, Tennessee Promise will always be one freshman who, on his first day of class at Nashville State, grabbed me and told me, "I've always known what I wanted to do with my life, and I've always known that to do that I have to get a degree. But before Tennessee Promise, I had no idea how I would pay for it." Last year, we led the nation in FAFSA applications by our high school seniors, and this year's numbers are already ahead of last year's, meaning we will once again be No. 1 in the nation. Just as encouraging is the volunteer spirit that truly makes this program unique. Nine thousand Tennessee adults are volunteer mentors to high school students, and those high school students have provided over a million hours of community service. And critically, at a time when the rest of the nation is wondering what to do about student loans, Tennessee has seen a 17 percent decrease in the number of students taking out loans.

Even with all of the progress and unprecedented opportunity, we know that we have to do more. Tennessee needs 871,000 degrees to reach the goal of 55 percent, but mathematically there's no

way to reach our goal just by serving our high school students. As many of you have specifically discussed in the last three years, we have to do more for adult students in Tennessee.

We need to reach the working mother that went to college but didn't complete, or the son with sons of his own who like his dad never went to college but knows that he needs to upgrade his skills. Adults currently can attend a TCAT tuition free, and we were the first state in the nation to offer a program like the Tennessee Promise. Tonight, I'm introducing the next step in making certain that everyone in Tennessee has the opportunity to earn their degree.

I am proposing that Tennessee become the first state in the nation to offer all adults access to community college free of tuition and fees. Just like the Tennessee Promise, Tennessee Reconnect will provide last-dollar scholarships for adult learners to attend one of our community colleges for free – and at no cost to the state's General Fund. With the Reconnect Act, Tennessee would be the first in the nation to offer all citizens – both high school students and adults – access to a degree or certificate free of tuition and fees. No caps. No first come, first served. All. Just as we did with Tennessee Promise we're making a clear statement to families with Reconnect: wherever you might fall on life's path, education beyond high school is critical to the Tennessee we can be. We don't want cost to be an obstacle anyone has to overcome as they pursue their own generational change for themselves and their families.

And one more thing: I've had the chance to personally witness Tennessee's National Guard in action whether it's in Afghanistan or Gatlinburg or McMinn County helping those communities recover from devastating tragedy. Tonight, we're announcing the Tennessee STRONG Act to provide tuition free attendance for these men and women at our public universities and colleges. If we can help our soldiers and airmen who protect us at home and abroad, I know you agree we should do it.

Some of you may be wondering why I spend so much time and energy on education and higher education, in particular. I know firsthand what a college degree can mean to someone, specifically someone who is the first in their family to go to college. My dad was the first in his family to attend college and get his degree, and the trajectory of his life – and mine – was changed forever. And I'm betting that I'm not alone in that many of you in this room were the first person in your family to attend college or your parents were the first.

The Tennessee we can be provides not only access to opportunity but the tools to be successful. Good roads that take you to good jobs. Broadband access to conduct and grow your business anywhere in Tennessee at the speed of the 21st century. A high quality education system that educates all.

We can do that in Tennessee. Because of the fiscal responsibility we have shown, the Tennessee we can be is a state with a safe and reliable transportation network that supports long-term growth, one of the best K-12 systems in the country and free access to a degree for all Tennesseans, so the opportunity and potential career earnings offered by higher education aren't derailed by student debt. And we can still be the state with the lowest taxes and the lowest debt.

Two months ago, I was with Senators Alexander and Corker and Speaker Harwell when we met Gerry Stoker in Polk County after tornados had ripped through Southeastern Tennessee. Life had already thrown some challenges her way, and the storm had delivered her another: her daughter and son-in-law who lived next door had just been killed in the storm. After chatting for a while, and not at all intimidated by having a governor, two senators and a speaker on her front porch, she turned to us and said, "Ok, you folks go back to Washington and Nashville and do what you're called to do. I'll take care of things here." That is a true picture of a Tennessean

and how we address the challenges only we can solve. That was the end of one of the tougher weeks in the history of our state. We had suffered a tragic school bus crash in Chattanooga, fatal tornados sweeping across our state, and the horrific fire in Gatlinburg that will go down as the worst fire in the history of our state. In the midst of all that, I have never been more proud to be a Tennessean. We truly still are the Volunteer State, and I could spend hours recounting to you stories of courage and sacrifice – thousands of state employees and caring citizens who only had one question, “how can I help?”

That is who we are – that is the Tennessee we can be. May God bless you, and God bless the greatest state in the country.

State of the State Address

Governor Bill Haslam

February 1, 2016

“This is What We Do”

Lieutenant Governor Ramsey, Speaker Harwell, Speaker Pro Tem Watson, Speaker Pro Tem Johnson, Members of the 109th General Assembly, Justices, Constitutional Officers, General Slatery, Commissioners, Friends, Guests, Fellow Tennesseans, and Crissy, the best first lady in the land, I come before you tonight to give my sixth State of the State Address. Now for some of you, that means good news – you only have to listen to me two more times after tonight. But for me, these speeches serve as milestones, status updates on the State of Tennessee and as reminder of why we are here.

The importance of why we're here was brought back to me this past Christmas Eve. I was standing on a hillside in Perry County, surveying destruction left from a tornado that had touched down the day before. A couple was tragically killed on that hillside, and all around you can see the incredible damage that is done by a tornado. Five homes are completely wiped out. Everything these folks have worked for their entire life is spread out across this hillside. A washing machine here. Some children's books over there. And intermixed with downed trees are clothes and destroyed furniture. A grandmother is wandering the hill looking for the special doll that she was going to give to her granddaughter for Christmas.

But amidst the tragedy, you would also see the different pieces of state government clicking in to help. The Tennessee Emergency Management Agency had been tracking the storm from before it hit, and their teams had already deployed to the site. The Department of Safety and Homeland Security and the Military Department are coming in with assistance. The Tennessee Department of Transportation (TDOT) is clearing roads. The Department of Health is tracking down vital health records, and the Department of Correction is sending a crew with chainsaws to help clear out the debris. Later, the Tennessee Housing Development Agency will kick into gear to see if they can assist.

Once again, I'm reminded that for some people, usually our most vulnerable citizens, an effective state government is their best hope for help amidst life's struggles.

It's less dramatic than a tornado, but every day, citizens count on us to help educate their children and provide safe roads and bridges. They look to us for critical mental health services. They rely on our outstanding Department of Human Services to give them a better hope for tomorrow. Every day, Tennesseans count on us to keep them safe and to provide economic opportunity for their family and so many other things.

All of us together have worked really hard to transform state government, to improve critical services to taxpayers while keeping costs down. We've fundamentally changed the structure of state government. But we're not done.

You know, it is no secret to anyone in this room that the state is in far better financial condition than we have been in for several years. Tonight we're here to talk about the state of the State. The reality is that the state of our State is one of unique opportunity, an opportunity that must not go to waste.

This opportunity is a result of a strengthening economy combined with the hard work and discipline of our departments and the conservative fiscal strategy employed by the General Assembly, our constitutional officers and this administration. The surplus didn't just suddenly materialize. Yes, the economy is better, but many of our surrounding states are struggling with how to make ends meet.

Together, we've worked hard to grow the economy in Tennessee, and today more Tennesseans have a job than at any point in state history. We have cut almost \$500 million in recurring expenses out of our operating budgets, and we have had the discipline not to spend money just because we had it.

Because the General Assembly and the administration have worked so hard to build the surplus, we should all be very thoughtful about how we use it. I believe this budget does just that. We're using one-time dollars to make improvements to reduce our ongoing costs. It continues to build up our reserves, and it makes another significant investment in K-12 education. It puts us on the path to catch up on long-deferred maintenance of our buildings and reinvests in our workforce. By managing wisely and investing strategically, we're making tax dollars work harder for Tennesseans. This is what we do.

If you look back over the state's history, the first sales tax went into place in 1947, and the pattern has been to increase the sales tax every seven or eight years on average. The time we are in right now is the second longest Tennessee has ever gone without raising the sales tax. But, not only have we not raised taxes, we've cut them. The sales tax on food has gone down. We have eliminated the estate tax and the gift tax, and we've cut the Hall tax on senior citizens.

In fact, using estimates from the Fiscal Review Committee, there's been more than \$225 million in recurring tax reductions since 2011. We have cut twice as much – twice as much – in taxes in the last five years as any other Administration and General Assembly has done in eight years.

Now, the economy will ebb and flow and so will our revenue as a result of that, but in the past, when we've had the good times, we spent what we had. So when the economy inevitably took a downturn, there was little choice but to raise taxes.

Our approach is to realize that good times are not going to last forever. So during this administration, we've taken \$470 million on a recurring basis out of the state budget. It's hard; it's not fun. I know there have been things that people have said, "Well, why are you doing that?" But without making those difficult decisions during the good times, we won't be prepared when the economy does turn back down. Times will get tough, and none of us wants our only alternative to be raising the sales tax again.

Because of the hard decisions we've made, we now have the lowest debt per capita of any state. Our savings account, the Rainy Day Fund, is 2.5 times more than when we began. Last year, when the Comptroller's Office went to the market to sell bonds, we received the lowest interest rate in our state's recorded history.

When people talk about conservative government, that's it in a nutshell. We're using tax payers' money like we would use our own. We're holding in the reins during good times so we're prepared during the bad times.

But I want to be really clear about something. That's not easy. Our commissioners deserve a lot of credit for making \$470 million in recurring cuts. How have we done it? It's been through efforts like the merger of the Construction and Maintenance divisions in TDOT that will save us about \$20 million. The Department of Mental Health and Substance Abuse Services has closed antiquated facilities and redirected the dollars in a way to better serve more individuals in a smaller, com-

munity setting. We're using our real estate more effectively and avoiding costs. In 2011 there were 1,100 state employees in the Tennessee Tower. Today there are more than 2,000, and the space is better. The Department of General Services has led a process resulting in 690,000 fewer square feet in the state's real estate foot print. What's that mean? Think about the size of the room we're in now and multiply that by 200. That's how much less space we're using. The Department of Correction has worked with TennCare to reduce prison pharmacy costs by \$5 million annually. We've also expanded drug courts to avoid higher incarceration costs. The Department of Revenue is using electronically transmitted tax filings to reduce overhead. TennCare's payment reform initiative is bringing innovation to the health care system and containing costs on our largest budget item. I could give examples like that for every department. And statewide, we have more than three thousand fewer positions, saving taxpayers more than \$100 million per year.

Not only that, but in this year's budget our commissioners gave back to the General Fund \$80 million that was budgeted to be spent. That's not typical government behavior.

But it's important to note that we don't make these reductions at a sacrifice to service levels. For years major lawsuits such as John B., Arlington, Clover Bottom and Brian A. have incurred litigation and oversight costs reaching into the hundreds of millions. In the last three years, courts dismissed the longstanding Arlington and John B. lawsuits, partially dismissed the Clover Bottom suit, and thanks to the good work at the Department of Children's Services (DCS), we're very close to settlement on Brian A.

What this means is that after years of time and effort and hundreds of millions of taxpayer dollars, those suits are being resolved, Tennesseans are receiving better service and the state is avoiding millions in legal fees.

Great service in state government is like great service anywhere: the key ingredient is great employees. Four years ago, you helped pass the TEAM Act which helped us to recruit and promote employees according to who is the most qualified instead of who has been there the longest. If you talk to any of our commissioners, they will agree that it's hard to overstate the positive impact that has had on our departments.

Prior to us coming into office, the state had gone several years without a pay increase due to economic conditions. Four of our five budgets have included pay raises. This year, 28,000 state employees in departments under the TEAM Act received a 2.5 percent, three percent, or four percent pay increase based on their performance in the last year.

Now, the significant news in that is that it means that 28,000 employees had a performance review and multiple meaningful conversations about their job performance in state government, something that rarely happened before.

In this year's budget, we're proposing \$60 million for salary increases to state employees. In addition to that, this budget proposal includes another \$36 million for a new market rate adjustment to bring many of our frontline employees closer to market.

So in addition to anything they might receive for their job performance, the market rate adjustments will affect only employees making less than \$50,000 annually. Eight hundred and forty eight job classifications are impacted. The largest single job classification? Correctional officers with 2,424 employees. Others affected include DCS workers, nurses, medical aids, park rangers, clerical employees and driver's license workers. Recruiting for these positions, especially as the economy comes back, is a challenge. But I believe this is a smart investment in our employees in some of our most difficult jobs.

Smart investments. Conservative budgeting. Holding in the reins during good economic conditions. This is what we do.

When we came into office, the State's Rainy Day Fund held \$257 million. At the end of this fiscal year, the fund will have an estimated \$568 million. We're asking for another \$100 million to go into the Rainy Day Fund to bring it to an estimated level of \$668 million on June 30, 2017. The last time the Rainy Day Fund was this high was back in 2008, right before the Recession reminded us that it's always best to repair the roof when the sun is shining.

Speaking of repairing the roof, for too long facilities management and the real estate and energy costs associated with actually conducting state business have gone unattended. I know that we've gotten a little media attention around a new approach to the state's real estate portfolio and how we manage our facilities, but remember the most costly driver of state expenditures besides Medicaid and BEP growth is our real estate costs.

Being smart on maintenance is a case of 'pay me now' or 'pay me a lot more later.' Historically, the state hasn't taken the appropriate steps for upkeep of our own buildings or lowering our utility bills. This administration has made reviewing these costs a priority, and I think it's worth noting that your Department of General Services won the 2015 Innovations in Government award for its facilities management efforts and other states are reaching out to us to learn more about what we're doing.

We're making significant investments in Fall Creek Falls and Montgomery Bell state parks as a first step to improving the lodging in our parks.

This budget also proposes using \$232 million to fix existing facilities across the University of Tennessee, Tennessee Board of Regents and General State Government, and \$350 million in one-time funds for new buildings.

These include the top recommended projects for both the University of Tennessee (UT) and the Tennessee Board of Regents (TBR). University of Tennessee-Chattanooga academic buildings will get much needed renovations. The UT Health Science Center in Memphis will finally address some pressing needs with a new dentistry building. Tennessee State's new health science building will be a great addition to the campus here in Nashville, and Tennessee Tech University's new lab building will help further Tech's mission of preparing students for the work force.

We are also proposing \$10 million to fund the second round of Labor Education Alignment Program (LEAP) grants. Continued support for LEAP will mean more opportunities for communities to align the degree and course offerings with the needs of their local workforce. We are also asking for \$20 million for the Drive to 55 Capacity Fund, which will help schools meet the growing demand for degrees and certificates. The first year of Tennessee Promise and Tennessee Reconnect resulted in a 25 percent increase in first time freshmen enrollment in community colleges and a 20 percent increase in first time freshmen at Tennessee colleges of applied technology (TCAT). If we're going to meet the Drive to 55 and respond to workforce demands, I believe those investments will help us do just that.

Part of transforming state government means being responsive to ever changing landscapes whether that's higher education and economic development or safety. Our world can change in a single instant, as we found out last year in Chattanooga.

None of us will soon forget the tragedy of last July and the loss of military lives on Tennessee soil. We also won't forget how that community responded, surrounding the families of Marine Gunnery Sergeant Thomas J. Sullivan, Marine Staff Sergeant David A. Wyatt, Marine Sergeant Carson A. Holmquist, Navy Logistics Specialist 2nd Class Randall Smith, and Lance Corporal

Squire K. Wells, and reminding everyone just what it means to be Chattanooga Strong. For me, it was summed up the next morning in a hospital visit with a police officer shot while responding. When I thanked him, he simply said, “I was just doing my job for a place that I love.” This proposal requests funding for homeland security upgrades for our Military Department.

In the days and weeks following any difficult time, as you search for things to renew your faith and optimism, Tennesseans don’t disappoint.

During last February’s winter ice storms we suffered the highest human toll of any natural disasters since I have been governor. Thirty four Tennesseans lost their lives. Like with the Christmas Eve tornado, state agencies of all types rallied to serve those in need. Two of our state troopers in White County found the back roads blocked by downed trees. So what did they do? They walked miles to check on a citizen who lived off the roadway.

Speaking of troopers, through efforts at the Department of Safety and TDOT, our highway fatalities are down 18.5 percent from their 50 year average. As a matter of fact, of the six lowest fatality years in the last 50 years, five of them have happened over the five years that we’ve been in office. That doesn’t happen by coincidence. That’s the departments focusing on DUIs and seat belt enforcement because the data shows it helps keep people alive, and we’re funding additional road troopers with this proposal.

But upgrades and more troopers are not the only ways we can make Tennessee safer. We want to make sure that our prison beds are filled by the people who need to be there while providing alternatives to the revolving door of incarceration. We are proposing to invest in more drug recovery courts to offer services across all 95 counties, and we’re funding additional veterans’ courts. Records show that more than 80 percent of participants in our drug recovery courts in the last two years have landed a job or secured a better job. We are making strategic investments in opportunities to improve Tennessee’s future. This is what we do.

As you know, there has been a lot of talk about how to address maintaining our roads and bridges in Tennessee. The reality is that Tennesseans are paying less to use our roads now than we did 30 years ago. More fuel efficient vehicles – you’re more than likely getting a lot more miles to the gallon – mean we’re paying less for our infrastructure as things get more expensive. It costs three to four times more to build a road now than the last time a road plan was passed. Many have said, “Well you just need to be more efficient with how you spend your road money.” The reality is that we have the third best rated infrastructure system in the country and we pay the third least per mile driven. That’s pretty good efficiency.

Tonight I’m asking that we keep this critical conversation going. A first step is toward repaying old debts. Two hundred and sixty two million dollars were borrowed from the Highway Fund for the General Fund a decade ago and never repaid. Tonight I’m proposing that we repay half of that, \$130 million, as another step toward a solution. No one here, however, should fool themselves into thinking that this comes close to solving our transportation funding issue. Or that even repaying the entire \$262 million comes close.

Lamar Avenue in Memphis is a \$230 million project. Alcoa Highway in Blount County is \$271 million. Widening I-65 from Goodlettsville to the Kentucky line and relieving congestion on I-24 from Rutherford to Davidson County would take \$800 million combined. And I could keep going all across the state.

Our current payment structure will not allow us to ensure the future safety of our roads and bridges or, importantly, our ability to recruit the jobs we want in Tennessee. It’s about the farmer getting his product to market or a business accessing the world-class logistics capability

in Memphis. It's about finally addressing decades old back-logged projects in East Tennessee. Or maybe it's the sobering reality of day care centers in Murfreesboro who serve not just lunch but dinner because their parents who work in Nashville have to fight traffic that delays them in picking up their children. We have to be about finding long-term solutions to our biggest challenges. This is what we do.

Another constant challenge we face is the inflationary growth of Medicaid, which immediately takes up roughly half of any new recurring dollars that we might have. Thankfully, we have arguably the best run program in the country with cost increases consistently below the national average, and it's not just me saying that.

The head of the National Association of Medicaid Directors praised TennCare saying, "TennCare just has a really well run system right now." TennCare has a customer satisfaction rating in the 90's – a little higher than my customer satisfaction rating the last time I checked. Managing these costs allows us to invest elsewhere and provide others with great service. This budget includes \$24 million for an innovative program through TennCare and the Department of Intellectual and Developmental Disabilities (DIDD). This program, known as ECF CHOICES, will allow the state to serve more people currently on the DIDD waiting list and others eligible for services.

As part of our efforts to provide critical services to Tennesseans more effectively, I'm asking we fund a mobile seating and positioning unit for DIDD. I try to visit every department during the year, and last year when I had the chance to visit DIDD, I went to one of their seating and positioning clinics. These clinics customize wheelchairs and other equipment to improve comfort and health. It's hard to put into words the physical challenges faced by the people they support. I met one man whose posture was so severe he couldn't get through a traditional doorway. Through the work at this clinic, that is now possible. The joy, support and relief that this state service provides – if it doesn't inspire you, then check your pulse.

This is what we do.

For all the services an effective state government can provide we know that nothing takes the place of having a job. There have been 288,000 net new private sector jobs created in the last five years, putting Tennessee in the top 10 in net new growth among all 50 states. In 2015, the Department of Economic Development (ECD) broke its record for job commitments in a single year. Those commitments came from 161 companies that committed \$5.5 billion in capital investment. Tennessee is ranked the No. 1 state for automotive manufacturing strength for an unprecedented five of the last six years. Our exports have increased by 27 percent in the last four years. Four years ago, Tennessee only had two captive insurance companies. Today, thanks to the Department of Commerce and Insurance, that number is 126, and the Department of Financial Institutions is working with the private sector to help make Tennessee a world-class trust jurisdiction.

But as we consider our challenges, we need to be honest and admit that while some parts of our state are booming, others struggle. It's why we created a Rural Development Task Force to bring together all departments from Labor and Workforce Development to Education to Tourist Development and ECD to find solutions. Already, important initiatives have been launched. In 2015, we announced a \$6 million fund to develop new industrial sites across our state. But rural economic development is often about tourist development. So, we created a new \$1 million fund to develop tourist assets. We're also focused on supporting entrepreneurs in rural areas, and I am proposing \$10 million specifically for economic development efforts in those areas. This is what we do. We see a challenge, and we work for a solution.

Much of that job growth is due to our state's new reputation for achievement in K-12 education and higher education. As you know, Tennessee is the first state in the nation to offer high school graduates two years of community or technical college free of tuition and fees. And we're doing that without raising any taxes. Of all of the new Free Application for Federal Student Aid (FAFSA) applications in the United States, 40 percent of them came from one state – Tennessee. And more than 16,000 students enrolled this fall under the Tennessee Promise. Nearly 5,000 more Tennesseans are attending TCAT's through Tennessee Reconnect. Last month, we launched a massive outreach effort to connect with the 110,000 Tennesseans who are over half-way complete to a college degree but haven't finished.

Tennessee is at the forefront of innovation in public higher education. All of you have heard me talk about the Drive to 55, our effort to make certain that 55 percent of our population has a degree or certificate by 2025. Currently, we're at 37 percent. If you compare the incomes of someone with a degree or certificate to someone who doesn't have one, moving our population to 55 percent would mean \$9 billion in additional income for Tennesseans. I can't think of anything else that comes close to this effort for impacting the future of Tennessee.

Most of that growth will come in our community colleges and TCATs. That's why we introduced the FOCUS Act to make sure our colleges and universities are organized and empowered in the best way to increase student success.

I believe that freeing up the Tennessee Board of Regents to focus on community colleges and our technical schools will give more attention to those important institutions and our students who attend those schools. When TBR was formed in 1972, it had 60,000 students. Today we are approaching 200,000 students in the system. Times have changed, and it's critical we address the needs of each student and every school.

The six individual boards proposed for the University of Memphis, Tennessee State University, Austin Peay State University, Middle Tennessee State University, Tennessee Technological University, and East Tennessee State University will now have the ability to focus on the unique potential of each of those schools. But make no mistake: this will take an all hands on deck approach to meet our goal of 55 percent. Our four-year schools, private institutions and proprietary schools will all play a role in meeting the Drive to 55.

The budget proposes \$50 million for the outcomes based funding formula for public higher education in Tennessee. Between operations and capital investments, higher education will receive \$390 million in new dollars. It's our chance to show the rest of the country that this is what we do, that tuition is kept low, and the price of education is affordable for Tennessee families.

Right now, the spotlight is on Tennessee. Who would have thought a decade ago that Tennessee would have significant positive attention around education? Strategic investments, increased accountability, and higher standards have changed the game.

We've always known that post-secondary education was not just about access. It's really about success. And we knew that our students couldn't succeed if they weren't prepared when they left our high schools. It's why we've worked so hard to improve student outcomes in our K-12 schools. And why it's important that Tennessee students are still the fastest improving students in the country since 2011.

In Tennessee our public schools have roughly 1 million students. Since 2011, 131,000 more students are on grade-level in math and nearly 60,000 more are on grade-level in science. For the third straight year, Tennessee public high school students improved on their ACT. Our graduation rate has increased for the third year in a row and now stands at 88 percent.

We need to stop and take a moment – not to pat ourselves on the back – but to let all of that sink in.

A lot of you in this chamber remember when this state continually ranked near the bottom in national rankings, and you understand the progress Tennessee has made in just a few short years. Think about the teachers who continually rise to the challenges their students might bring through the door every day. Teachers and students are doing more than ever before, and their achievements must be recognized. We've raised our expectations and our standards. Through the process approved by the General Assembly last year we are well on the way to having in place our new Tennessee Standards that we spent so much time discussing over the last two years. Teams of educators have been working to review each standard, and their work is being reviewed by other professional educators with input from thousands of Tennesseans. The new standards should be voted on by the Board of Education this April.

While much of the rest of the country is still arguing about what to do on Common Core standards, Tennessee went to work developing our standards that continue to raise the bar of expectations. This is what we do. We respond to a changing world and make sure our students are prepared for tomorrow.

I personally believe that investing in education is the smartest thing we can do for economic development. But I also believe it's a smart long-term investment. One of the things I want to make certain that we do with this budget is invest money that will save us money down the road. The facts are clear: a more educated population will spend less money on health care. Less money on incarceration. If we're going to be about anything, it has to be about opportunity for all Tennessee students.

One of the things I think we should be the most proud of is that Tennessee – working together – has been a national leader in investing in K-12 during this administration. Tennessee is in the top 10 for elementary and secondary state education expenditures in the nation. We are also outpacing the national average increase in teacher salaries, and that's before this year's investment.

Hear me now, our commitment to education continues in a big way tonight. This budget proposal includes the largest investment in K-12 education in Tennessee's history without a tax increase. We're funding the Basic Education Program (BEP) portion of teacher salaries with \$105 million. Between the current fiscal year's \$153 million and this year's proposed \$261 million investment in K-12 education, Tennessee state government will invest more than \$414 million new dollars in our schools, more than \$200 million of those additional dollars for teacher salaries.

We're also including nearly \$30 million for the 12th month of health insurance so teachers are offered year-round insurance through the state. And we're doubling the state investment for a total of \$30 million in recurring state dollars going to technology needs at our schools.

Our TCAP tests this year showed that we are making great progress in math and English in our high schools and that proficiency in math and science is increasing in all grades. However, those same tests showed that we are not making the kind of progress that we would like to see in third through eighth grade reading. Because of that, we're investing \$9 million to create a network of literacy coaches and regional coordinators supporting literacy efforts all across the state. Our students have shown incredible growth, but reading remains a challenging area that we have to get right.

What's important in all of this is that we're not investing in the same old public education system in Tennessee. We've raised our standards. We've linked teacher evaluations to student performance. And we've expanded education options for children. We are showing historic progress, and we can't back up. We are a system that is committed to the basic premise that all children should have

access to a quality public education regardless of zip code, and we are shrinking the achievement gap for historically underserved and low-income students. None of us should want to go back to ranking in the 40's. This state will continue to do what has brought our students success: investing more in education while raising our standards and making certain that how well students are learning is reflected in teacher evaluations. I'm grateful to no longer be in the 40's, but I'm not satisfied to be in the 30's.

Like each of you, I consider the honor of serving in state government one of the greatest privileges of my life. Being a history lover, I appreciate having the opportunity to work in this historic building and thinking about the men and women who came before us. I frequently think about what Tennessee will be like when my grandchildren are my age. It's hard to say what Tennessee will be like in 50 years, but I know this for certain about this legislature and the governor's office 50 years from now – all new people. By then, my portrait will have made the circuit downstairs and will have rotated off to wherever they store governors who aren't of a recent vintage. But don't laugh; your pictures will be gathering dust somewhere too. So, if that's true, shouldn't we focus on the things that will outlast anyone's memory of us?

This is our opportunity.

Let's bear down on what we can do together: keeping Tennessee a state with a strong financial condition, helping Tennessee to be the No. 1 location in the Southeast for high quality jobs. And making certain that all Tennesseans, regardless of their circumstances, have an opportunity for a high quality education. For those whose lives might get scattered across a hillside during a tornado. For those who might get physical relief from a wheelchair that lets them experience the world in a whole new way. For the single parent looking to finish their college degree. For the third grader who is trying to go from learning to read to reading to learn. For that third grader's teacher who dedicates her life to giving students the tools to build their own lives. I have 1,070 more days with the honor of working in this building. I plan on using every single one of them to serve this state that we love and call home. Thank you, and may God continue to bless the greatest State in the Land of the Free.

The Governor's Staff

James M. Henry

Deputy to the Governor/Chief of Staff

Jim Henry was appointed by Governor Haslam as deputy to the governor and chief of staff on June 30, 2015, after serving two years as commissioner for the Department of Children's Services. Henry was previously the first commissioner of the Department of Intellectual and Developmental Disabilities.

Prior to joining the administration, Henry served as president and CEO of Omni Visions, Inc., a company serving adults with developmental disabilities and children and families in crisis. The company has operations in Georgia, Kentucky, North Carolina, and Tennessee.

A former mayor of Kingston, Tenn., Henry served 12 years as a state representative and six of those years as the minority leader.

Henry, a Vietnam veteran, attends First Baptist Church in Kingston.



Greg Adams

Chief Operating Officer

Greg Adams serves as Chief Operating Officer for the State of Tennessee. He joined the governor's senior team in July of 2013 after working for IBM for 36 years.

Adams was a member of the company's senior leadership team, most recently as a managing director in the financial services sector. Throughout his time at IBM, he held positions in sales, marketing, operations, reengineering & quality, and general management.

Early in his career, he spent two years in Knoxville as branch manager of IBM's East Tennessee operations and then moved to Nashville where he was regional manager of the Mid-South region. After that, he served as managing director of operations and board member for IBM Japan in Tokyo.

In 1994, he moved to New York where he held a variety of senior executive positions related to IBM transformation initiatives. His 11 years in New York included roles from general manager of process industries for IBM North America to vice president of small and medium businesses for Canada, the United States, and Latin America. He moved to Atlanta in 2005.

In the governor's ongoing effort to make Tennessee the best managed state in the nation, Adams' role is to work with state departments to ensure they are operating in the most efficient way possible.

Adams earned a Bachelor of Science in Engineering degree from Princeton University in 1976 and a master's in science and management from M.I.T. in 1989. He's been married to his wife, Jeannine, for 41 years and has three married children and seven grandchildren.



Dwight E. Tarwater*General Counsel**Governor's Office*

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

Tarwater, a founding partner of the Knoxville firm Paine, Tarwater & Bickers, LLP, received his undergraduate degree in 1977 from the University of Tennessee, where he was elected a Torchbearer, the university's highest honor. He received his law degree from the University of Tennessee College of Law in 1980 and served as law clerk to the Honorable Houston M. Goddard of the Tennessee Court of Appeals.

Tarwater has vast courtroom experience, having tried cases locally, across the state of Tennessee, and in several other states. On appeal, he has represented clients before the Tennessee Court of Appeals, the Tennessee Supreme Court, and in the United States Courts of Appeals for the Fourth, Sixth, Tenth, and Eleventh circuits.

He has held numerous leadership positions in the Knoxville and Tennessee Bar Associations and Legal Aid of East Tennessee. His former firm was honored with the Pro Bono Law Firm of the Year Award in 2010, 2012, and 2013. He was a member of the 2002 Class of Leadership Knoxville and a former Board Member of the East Tennessee Foundation. In 2006, he became a fellow in the American College of Trial Lawyers. He has been an invited guest lecturer at the University of Tennessee College of Law and asked to speak at various meetings of his professional colleagues. He serves as the Chair of the Governor's Public Safety Subcabinet and as the National Criminal Justice Policy Advisor to the National Governors Association. He was selected as a member of the 2017 Class of Leadership Tennessee.

He was married to the late Mary Flowers Tarwater for 34 years and has three children and one grandchild.

**Stephen Smith***Senior Advisor*

Stephen Smith serves as a top advisor and strategist for the administration and assists Governor Haslam with day-to-day activities.

Smith joined Governor Haslam's staff in August 2016, helping shape the 2017 NextTennessee legislative agenda and taking leading roles in advancing the IMPROVE Act – the governor's plan to enact the largest tax cut in state history while delivering a safe, reliable, and debt-free transportation network – and developing the "Tennessee Broadband Accessibility Act" – the governor's effort to increase broadband access to Tennessee's unserved citizens.

Prior to joining the governor's office, Smith served as deputy commissioner for policy and external affairs at the Tennessee Department of Education. At the department, Smith worked with the administration, the Tennessee General Assembly, and other stakeholders on key policy, legislative, and legal issues. He was central in the development and adoption of several key administration policies and reforms, including revisions to the state's education accountability system, teacher tenure reform, expansion of school choice options, modernization of the state's teacher salary schedule, and enhancement of the state's funding formula for education.



Smith is a licensed attorney and formerly worked in private practice as well as the nonprofit sector representing clients in both a legal and consulting capacity.

He earned a bachelor's degree from the University of Tennessee, Knoxville, and his law degree from the Nashville School of Law.

He and his wife, Christina, live in Williamson County and have three young daughters.

Jayne Simmons

*Special Assistant for Strategy and Policy Director
Governor's Office*

Jayne Place Simmons serves as policy director and special assistant to the governor for strategy and is responsible for leading the development of Governor Haslam's policy agenda.

Simmons previously served as chief of staff for the Tennessee Department of Education under Commissioner Candice McQueen. In that position, she played a key role in crafting and implementing the Department of Education's strategic plan focusing on early foundations, the bridge from high school to postsecondary, and educator support. She also developed a process that allows the department to track the progress of the strategic plan, managed funds to the department from outside foundations, and successfully launched the Read to be Ready statewide campaign to increase the percentage of third grade students reading on grade level.

Simmons joined state government in 2011 as an education policy analyst in the governor's office, where she oversaw work on revamping Tennessee's academic standards, coordinated the governor's voucher task force, and assisted in launching the Drive to 55 workforce development initiative.

A former high school math teacher, Simmons earned a master's of public policy in education from Vanderbilt University and bachelor's degree in public policy from The College of William and Mary.

She has volunteered as a tnAchieves mentor for the past four years. She and her husband, Barry, live in Nashville and are members of Christ Presbyterian Church Intown.



Reen Baskin

Director of Communications

As director of communications, Reen Baskin serves as the governor's top communications official, providing advice and strategy to the governor, Cabinet, senior staff, and state departments while overseeing internal and external communications and overall messaging for the administration.

A graduate of the University of Tennessee with a bachelor's degree in political science, Baskin has a master's degree in organizational leadership from Vanderbilt University and a J.D. from the Nashville School of Law. She previously served as director of Alternative Workplace Solutions, which seeks to improve workspace use and boost employee productivity and mobility, and as the deputy director of Customer Focused Government.

She and her husband, Jamie, live with their two children in Brentwood and are members of the Brentwood Baptist Church.



Warren Wells*Director for Legislation*

As director for legislation, Warren Wells is the governor's chief lobbyist. He manages the administration's legislative agenda and serves as the primary liaison between the administration and the General Assembly. Wells served as deputy director for legislation before being promoted to director on August 1, 2015.

Before joining the administration as a legislative liaison to the Department of Finance and Administration, Wells served as a research analyst for the Senate Transportation Committee and worked in the office of Sen. Jim Tracy. Before that, Wells spent nine years in the Army National Guard. He served in Operation Iraqi Freedom and was stationed at Al Taqaddum, Iraq, where he earned a Combat Action Badge and Army Commendation Medal.

Wells is a Bedford County native. He and his wife, Jessica, have a son, Walker.





Janet McGaha
Executive Assistant to
the Governor



Jennifer Pfeiffer
Deputy to the Chief of Staff



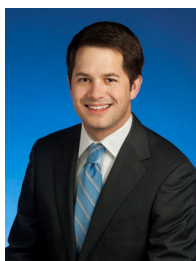
Lindsay Bales
Executive Assistant to
the Chief of Staff



Vanessa Hatcher
Administrative Assistant



Laura Crawford
Executive Assistant to the
Chief Operating Officer



Todd Skelton
Deputy Counsel to the
Governor



Clark Milner
Assistant to the Deputy
Legal Counsel



Rebecca Gunger
Legal Assistant



Katie Ashley
Deputy Director for
Legislation



Brittany Collins
Legislative Liaison



J.P. Homik
Legislative Liaison



Garrett Johnson
Legislative Liaison



Jade Cooper
Administrative Assistant
for Legislation



Catherine Cromer
Scheduler



Liz Green
Assistant Scheduler



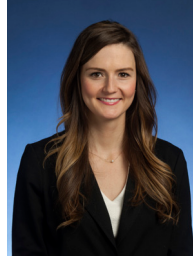
Daphne Cooper
Assistant for
Administration



Beth Tipps
Deputy for State-Federal
Relations



Sam Gutter
Policy Analyst



Brianna Lundeen
Policy and
Communications Aide



Jennifer Donnals
Press Secretary



Kate Derrick
Digital Media Director



Mike Morrow
Communications Manager



Don R. Johnson
Director, Constituent
Services & Community
Relations



Callon Schmid
Assistant Director,
Constituent Services &
Community Relations



Michelle Houston
Assistant for Community
Relations



Jocelyn Young
Assistant for Constituent
Services



Holli McGehee
Assistant for Constituent
Services



Wendy Carter
West Tennessee Field
Director

Jude White

Executive Director of the Children's Cabinet

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





Department of Agriculture

As Tennessee's first state agency, the Tennessee Department of Agriculture (TDA) promotes wise uses of its agricultural and forest resources, develops economic opportunities, and ensures safe, dependable food, fuel, and fiber. Tennessee's farming industry is diverse, with products ranging from cattle and poultry to tomatoes and honey. The department helps protect the farming industry and Tennesseans by ensuring food safety, proper pesticide use, fuel quality, and fairness in the marketplace. The department supports the state's rural economy through farmer and forest landowner incentive programs, agribusiness development, and promotional activities to expand markets.

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

Tennessee Agriculture

Tennessee's top agricultural products include cattle and calves, soybeans, broilers, corn, cotton, hay, greenhouses/nurseries, dairy products, tobacco, and a variety of fruits and vegetables. Agricultural production alone generates more than \$3.3 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 influence on Tennessee agriculture, as exports of raw agricultural commodities generally total nearly \$1.5 billion annually.

Farming and forestry dominate Tennessee's landscape, with farm production occurring on 66,600 farms. More than 10.9 million acres, or about forty percent of the state's land area, are in farms. Forestlands total nearly fourteen million acres. Tennessee's forests produce millions of board feet of hardwood and softwood lumber, supporting a \$22.2 billion forest industry. With a temperate climate and abundant water supply, Tennessee farmers produce a variety of food and fiber products that help Tennessee live up to its official slogan, "America at Its Best."

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

Middle Tennessee is made up of a dish-shaped basin rimmed with mountains to the east, sloping off to rolling hills westward and bordered on either side by the Tennessee River. The rolling

About the Agency

Commissioner:

Jai Templeton

Deputy Commissioner:

Tom Womack

440 Hogan Road

Ellington Agricultural Center

Nashville, TN 37220

(615) 837-5100

Fax (615) 837-5333

TN.gov/agriculture



Ellington Agricultural Center

Statistics

- First State Agency
- Year Established: 1854
- Employees: 864
- Number of State Forests: 15
- State Forest Acreage: 168,316
- Number of Farms: 66,600
- Total Farm Land: 40 percent of the state's land
- Generates: \$3.3 billion annually in farm cash receipts

pasturelands make beef cattle, horse, and dairy farms practical for the region. A variety of row crops also flourish in Middle Tennessee, as does the World's Nursery Capital in Warren County.

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

History

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

Ellington Agricultural Center, the former estate of 1920s financier Rogers Caldwell, has been the home of TDA since January 1961. The 207-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 members also work with legislators and the industry to ensure programs have adequate statutory authority, staffing, and clerical support. Other programs within administration are the Agricultural Crime Unit, land and water stewardship, the Tennessee Agricultural Enhancement Program, commodity distribution, agricultural fairs, the Tennessee Ag Tag, the Tennessee Agricultural Museum, 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 arson investigation. The unit frequently assists local law enforcement agencies in the investigation and prosecution of crimes related to theft of livestock, farming equipment, and timber.

Land and Water Stewardship. The state Agricultural Resources Conservation Fund helps landowners install Best Management Practices (BMPs) to improve water quality. In fiscal years 2016 and 2017, the program funded approximately 6,000 BMPs. The goal of the federal Section 319 program is to remove rivers and streams from the state's list of impaired waters. The program covers the cost of projects that address nonpoint source pollution from urban areas, abandoned mine lands, farms, and forests. That program provided funding for 548 nonpoint abatement practices through 74 active grant projects in fiscal years 2016 and 2017. TDA also reviews nutrient management plans associated with the permitting program for concentrated animal feeding operations, administered by the Tennessee Department of Environment and Conservation.

Tennessee Agricultural Enhancement Program (TAEP). The TAEP was created in 2005 to help improve cattle production and to encourage diversification and innovation on Tennessee farms. The program provides cost-share assistance to farmers for investment in key areas of agriculture, with the goal of increasing farm income. In addition to genetic improvement of livestock, livestock equipment, and storage facilities for hay, grain, and feed, the program also provides cost-share assistance to farmers for horticulture, organics, fruits and vegetables, honey bees, agritourism, and many other developing areas of agriculture. TAEP has invested more than \$138 million in 46,541 projects from 2005–2016.

Commodity Distribution. TDA administers USDA's food distribution program for the National School Lunch Program. This program supports American agriculture while providing nutritious food to schoolchildren. TDA also oversees the Emergency Food Assistance Program, which supplements the diets of people with low incomes. In fiscal year 2017, 43.2 million pounds of food valued at \$52 million were ordered and allocated for schools, childcare institutions, and nonprofit charities.

Agricultural Fairs. Agricultural fairs are a tradition in Tennessee, and the department proudly supports some sixty agricultural fairs and livestock shows each year throughout the state. In addition to showcasing the best of Tennessee agriculture, these events are a source of education, community pride, and enjoyment. More than 2.5 million people attend fairs in Tennessee each year.

Tennessee Ag Tag. The specialty license plate funds the Tennessee Agricultural Development Fund, which supports agricultural organizations across the state and projects involving youth programs, agricultural and forestry market development, public awareness, and education. Ag Tags serve as traveling billboards and have helped unify the state's agricultural industry with a single positive image.

Tennessee Agricultural Museum. The museum is the department's outreach program to provide schoolchildren and adults with an appreciation for agriculture's importance—past and present. More than 20,000 visitors view nearly 3,500 artifacts and participate in educational activities each year.

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

Forestry. The Division of Forestry promotes the wise use of forest resources by assisting landowners, fighting wildfires, providing quality seedlings, monitoring insects and diseases, improving urban forests, managing state forests, protecting water quality, promoting Tennessee's wood products, and collecting forest inventory data. To prevent wildfires, the division encourages fire safety through public service announcements and other means, trains volunteer fire departments, issues burning permits, enforces fire laws, and teaches the public fire safety.

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

Fire Protection. The Division of Forestry has primary responsibility for wildfire suppression statewide. The department controls an average of 1,400 wildfires each year, saving timber and personal property valued in the tens of millions of dollars. Fire prevention is a priority, and the agency issues outdoor burning permits, provides prescribed burning certification, and offers other community education along with law enforcement. The Division of Forestry also provides wildfire suppression training, grants for firefighting supplies, and excess federal property to volunteer fire departments.

Seedling Nursery and Tree Improvement. The division produces millions of high-quality, low-cost pine and hardwood seedlings for timber production, wildlife habitat improvement, and erosion control with the goal of enhancing Tennessee's rural and urban forests. Technical assistance is provided on appropriate species selection and proper planting techniques.

Forest Health Protection. Foresters monitor native as well as exotic insects, 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, southern pine beetle, hemlock woolly adelgid, emerald ash borer, thousand cankers disease, and oak decline and mortality.

Urban Forestry. The Urban and Community Forestry (U&CF) section provides urban tree management assistance to Tennessee communities through federally funded grants for local U&CF projects and tree planting grants through the Tennessee Agricultural Enhancement Program. U&CF also administers the Champion Tree, Tree City USA, Tree Line USA, and Tree Campus USA programs.

Forest Business Services. The state monitors demand for Tennessee's forest products and volume and value of harvested timber. The business services section maintains a directory of the state's wood-using industries, provides analytical services to forest industries to promote economic and community development, and offers timber sales advice to forest landowners.

Tennessee Wood Products. The Tennessee Wood Products geographic branding initiative works to increase visibility and enhance marketing opportunities for Tennessee's wood products industry. A primary benefit of this program is to connect consumers of wood products to Tennessee producers and manufacturers. This connection occurs through the use of a brand logo that signifies common values and attributes of Tennessee's abundant, sustainable, and quality forest resources, the talented and skilled human resources that service the industry, and the wide diversity of products used in our everyday lives.

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

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

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

State Forests. Fifteen state forests totaling 168,316 acres are managed for a variety of public benefits, including recreation, wildlife, unique features, timber, and water quality. All timber harvesting on state forests is done in a sustainable and environmentally sensitive manner.

State Forest	Acreage	County
Bledsoe	8,373	Bledsoe, Cumberland, Van Buren, White
Cedars of Lebanon	8,091	Wilson
Chickasaw	12,754	Chester, Hardeman
Chuck Swan	24,702	Campbell, Union

Franklin	7,738	Franklin, Marion
John Tully	2,132	Lauderdale
Lewis	1,288	Lewis
Lone Mountain	3,571	Morgan
Martha Sundquist	2,001	Cocke
Natchez Trace	36,643	Benton, Carroll, Decatur, Henderson
Pickett	20,932	Fentress, Pickett
Prentice Cooper	24,680	Hamilton, Marion, Sequatchie
Scott	2,827	Scott
Standing Stone	8,355	Clay, Overton
Stewart	4,229	Stewart

Agricultural Advancement. With its prime geographical location, transportation infrastructure, and production capacity, Tennessee is poised to fully participate in the expanding world market for agricultural products. The Agricultural Advancement division works to maximize economic opportunities for Tennessee agriculture and the state's rural communities through creative marketing programs and promotional services, with a special focus on entrepreneurship and innovation.

Agricultural Industry Development and Recruitment. Marketing efforts focus on increasing income for farmers and forestland owners and new jobs to enhance income locally and statewide. There is an emphasis on recruiting new businesses, including alternative fuels and emerging biotechnologies, and expanding existing industries for food manufacturing and forest products.

International Marketing. Efforts are aimed at building opportunities for Tennessee producers and processors in world markets. Special emphasis is placed on marketing food products, fruits and vegetables, horticultural products, wood products, and livestock. Cooperative marketing activities are conducted in conjunction with the Tennessee Department of Economic and Community Development, the Southern United States Trade Association, and other agricultural trade organizations to increase overseas sales of a variety of Tennessee agricultural products including nursery stock, livestock, and processed food products. Trade missions have targeted marketing opportunities with Eastern Europe, Panama, the Dominican Republic, Colombia, Canada, China, Germany, the United Arab Emirates, the United Kingdom, the Netherlands, and Chile.

Agritourism. An ongoing statewide agritourism initiative is aimed at increasing income for Tennessee farmers and their communities. Primary partners include the Tennessee departments of Agriculture, Tourist Development, Economic and Community Development, and Transportation, and the University of Tennessee Center for Profitable Agriculture, 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 tourists about farm-direct crops like apples, pumpkins, and 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. The aim of the Pick Tennessee Products promotional campaign is to increase consumer awareness of high-quality, locally grown and processed foods and other products. The program's website www.picktnproducts.org provides easy-to-use directories allowing consumers to connect directly with farmers and value-added food processors and find agricul-

tural artisan 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. The department introduced the Pick Tennessee mobile app in 2014 to provide another way for consumers to make local connections.

Market News Service. The division assists farmers in the areas of price discovery and packaging through livestock grading services. Fruit and vegetable grading services and Good Ag Practices audits are also available through a joint program with USDA.

Farmers Markets. Producers, consumers, and the community benefit from farmers markets, which serve as a source for local food and products. According to USDA, Tennessee led the nation in 2014 for the most significant increase in total number of farmers markets. There are more than 170 markets listed on www.picktnproducts.org. The department offers support by assisting with promotional efforts.

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

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

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

Food and Dairy. Retail food stores, food manufacturers, warehouses, and distributors are licensed and inspected annually. TDA also inspects dairy farms, dairy plants, milk transport trucks, dairy and trade product distributors, and milk samplers. Other responsibilities include regulation of bottled water, custom slaughterhouse inspections, hazardous substance inspection and labeling, nutritional labeling, and the enforcement of state tobacco laws regarding sales to minors.

Laboratory Services. The L.H. "Cotton" Ivy Laboratory houses both the C.E. Kord Animal Health Diagnostic Laboratory and the Technical Services Laboratory. The Kord Laboratory provides a variety of diagnostic services in support of animal disease detection and animal health regulatory programs, ranging 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. The Technical Services Laboratory provides quality analytical data in a safe, timely, and efficient manner. The laboratory sections include Feed, Fertilizer, and Lime; Toxicology; Food and Pesticide Residue; and Food Microbiology.

Pesticides. TDA registers all pesticides, administers certification and licensing exams for commercial and private applicators, inspects and regulates pest control businesses, investigates alleged pesticide misapplications, and monitors the state's groundwater supply. The department also

enforces agricultural pesticide worker protection standards to ensure farm worker and pesticide applicator safety.

Fuel Quality. The section verifies accurate octane rating labeling and other established quality standards of petroleum products, motor fuels, and kerosene.

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

Weights and Measures. Commercially used weighing and measuring devices such as fuel pumps, scales, and liquid propane gas meters are tested for accuracy and related requirements. Inspections are also conducted to ensure proper labeling, correct packaged product net quantity, and price-scanner accuracy.

Related Boards and Commissions

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

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

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

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

Commissioner Jai Templeton*Tennessee Department of Agriculture*

Jai Templeton was appointed by Governor Bill Haslam and sworn in as Tennessee's 37th Commissioner of Agriculture in May 2016. Prior to joining the department as Deputy Commissioner in June 2011, he served as mayor of McNairy County, leading that county's successful efforts to reduce debt and increase fund balances without raising taxes during an economic recession. He is a sixth generation farmer producing grain, cotton, hay, cattle, and timber in McNairy and Hardin Counties.

Templeton is a former McNairy county commissioner and former president of the McNairy County Chamber of Commerce. From 1995 to 2003, he served as a field representative for former U.S. Representative Ed Bryant, covering the rural portion of Tennessee's Seventh Congressional District. He also served as a delegate to the 2004 Republican National Convention.

He has a bachelor's degree in Business Administration from Union University in Jackson, Tenn. Templeton is a graduate of the UT Certified Public Administrator program and the Nashville Auction School, as well as several professional development programs including UT Martin WestStar, Leadership McNairy County, AgStar, Tennessee Government Executive Institute, and Delta Regional Authority Leadership Institute. He has served as president of the Southern Association of State Departments of Agriculture.

Templeton is a member of the Agricenter International Board of Directors, the UT Board of Trustees, the McNairy-Chester County Cattlemen's Association, the Tennessee Board of Regents, the McNairy County Forestry Landowner's Association, the Tennessee Farm Bureau, Masonic Lodge #338, O.E.S. Chapter #330, the National Cattlemen's Beef Association, Memphis Ag Club, and Mid-South and First Farmer's Cooperatives, and he is a former board member of the Tennessee Cattlemen's Association.

He and his wife, Allison, have three children and reside on the family farm in Stantonville, Tenn.







Department of Children's Services

Introduction

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

The department administers child protective services; foster care; adoption services; programs for delinquent youth, including probation, aftercare, and treatment; and rehabilitation services for youth. Services are delivered across the state through the department's twelve regional offices, contracted providers, and two secure juvenile justice facilities. The department is accredited by the Council on Accreditation.

In 2017, the department successfully exited from the Brian A. federal consent decree, an accomplishment that required Tennessee to revamp its foster-care system. Child welfare reform has focused on keeping children in family-like settings, developing an increasingly professional workforce, and getting children to safe, permanent homes as quickly as possible.

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

Vision

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

Mission

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

About the Agency

Commissioner:

Bonnie Hommrich

315 Deaderick Street
10th Floor, UBS Tower
Nashville, TN 37238
(615) 741-9701
TN.gov/dcs



UBS Tower

Statistics

- Year Established: 1996
- Employees: 4,173
- National leader in two important areas of child welfare practice: adoption and permanency
- AFCARS ranks the state first in time to permanency for children in foster care for 24 months

Services

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

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

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

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

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

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

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

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

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

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

Regional Offices and Facilities

Regional Offices

Knox County Regional Office

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

Southwest Regional Office

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

Tennessee Valley Regional Office

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

Upper Cumberland Regional Office

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

Davidson County Regional Office

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

Northwest Regional Office

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

East Tennessee Regional Office

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

Shelby County Regional Office

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

Northeast Regional Office

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

Mid-Cumberland Regional Office

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

Smoky Mountain Regional Office

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

South Central Regional Office

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

Youth Development Centers

Gateway to Independence

3981 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

Commissioner Bonnie Hommrich

Tennessee Department of Children's Services

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

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

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







Department of Commerce and Insurance

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

In fiscal year 2017, the Department of Commerce and Insurance collected \$1.031 billion in fees and premium taxes and had expenditures of \$200.3 million.

The Division of Insurance regulates approximately 3,000 insurance companies and related entities and more than 172,000 insurance agents. In fiscal year 2017, it generated approximately \$925 million for the state in fees and taxes.

The Division of Fire Prevention includes the state's building and safety codes enforcement operations; fire investigations; electrical, residential, and marina inspections; manufactured and modular housing; and training for volunteer and career firefighters and codes officials through the state's Fire Service and Codes Enforcement Academy.

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

The Securities Division licenses broker-dealers, agents, investment advisers, investment adviser representatives, and securities products and investigates misconduct and fraud.

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

The Division of Consumer Affairs, in concert with the Attorney General and Reporter, is charged with the enforcement of the Tennessee Consumer Protection Act of 1977 (T.C.A. §§ 47-18-101 *et seq.*). During fiscal year 2017, the division received close to 5,000 complaints and assisted the Attorney General's office in obtaining more than \$19 million in restitution to consumers and \$9.7 million for the state in civil penalties.

Attached entities include the Tennessee Law Enforcement Training Academy (TLETA), Tennessee Police Officer Standards and Training Commission, Tennessee Corrections Institute, and the Emergency Communications Board.

About the Agency

Commissioner:

Julie Mix McPeak

General Counsel and

Deputy Commissioner:

Lorrie K. Brouse

Deputy Commissioner:

Brian T. McCormack

Deputy Commissioner:

Gary L. West

500 James Robertson Parkway

Nashville, TN 37243

(615) 741-6007

TN.gov/commerce



Davy Crockett Tower

Statistics

- Year Established: 1878
- Employees: 884
- Collected in Fiscal Year 2017: \$1.031 billion in fees and taxes
- Regulatory programs: 27
- Oversees licensing and regulation of more than 172,000 insurance providers
- Commissioner serves as the State Fire Marshal

History

In 1878, the Tennessee General Assembly recognized the need for consumer protection and insurance regulation by creating the Bureau of Insurance, with the State Treasurer acting as insurance commissioner. In 1913, a separate Department of Insurance was formed under the direction of a commissioner, who became an officer in the Governor's Cabinet. The Fire Prevention Division was added in 1937, and, to reflect its expanded role in business regulation and consumer protection, the State Insurance Department became the Department of Commerce and Insurance in 1983.

Services

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

Education and Outreach Section. This section assists the fire service, elected officials, and the communities they serve, to realize the potential incentives of fire prevention by analyzing data, measuring trends, and serving as a resource for fire prevention education. Promotion of the Community Risk Reduction program and management of a statewide residential smoke alarm installation program are key components of this section. Other responsibilities include the administration of all fire incident reporting through the National Fire Incident Reporting System (NFIRS), upkeep of the State Fire Marshal's Office Fire Fatality Database, and oversight of fire department recognition and assistant to the commissioner designations.

Fire Investigations Section. Fire investigators work both accidental and incendiary fires to determine cause and origin, as required by statute. Knowing the cause and origin of all fires allows for a more comprehensive approach to fire prevention. The section works closely with the insurance industry as well as local, state, and federal agencies in fire and explosive investigations. Persons with information about incendiary fires are urged to call the Arson Hotline at (800) 762-3017.

Codes Enforcement Section. Most new construction plans are required to be reviewed, approved, and inspected by this section. Statewide fire and building construction codes and standards are enforced to afford a reasonable degree of safety from fire and other hazardous incidents. The section also conducts annual inspections for compliance in several occupancy types, including schools, daycare facilities, and mental health facilities. Additionally, complaint investigations in all occupancy types and other areas of responsibility such as blasting are priorities of this section.

Manufactured Housing and Modular Buildings Section. This section administers portions of the Uniform Standards Code for Manufactured Home Act related to U.S. Department of Housing and Urban Development (HUD) Labeled Manufactured Homes and the Tennessee Manufactured Home Installation Act. As such, the section ensures compliance through plant and home installation inspections in addition to the licensing of manufacturers, retailers, and installers. The Modular Building Program includes plant oversight, installation, and licensing of modular building manufacturers, retailers, and installers.

Electrical, Residential, and Marina Section. This section issues permits and performs inspections to enforce the provisions of Tennessee's adopted electrical code, residential building code, and energy conservation code. The section is also responsible for inspecting all public boat docks and marinas in the state for specific hazards that, if not detected, may eventually cause serious injuries, even death, to persons entering the water in the vicinity of these hazards.

Tennessee Fire Service and Codes Enforcement Academy (TFACA). This educational facility is designed to train and to promote professionalism for volunteer and career firefighters, codes enforcement personnel, and others involved in the delivery of emergency services throughout Tennessee. The vast majority of firefighters in Tennessee are volunteers so TFACA serves as a regional center by providing a standardized statewide curriculum for firefighters that focuses on safe, compliant, and realistic training. The emphasis on both fire service and codes enforcement establishes it as a hub for the training, testing, and certification of firefighters, codes enforcement officials, and other homeland security first responders. The campus, located in Bell Buckle, is also home to the Tennessee Fallen Firefighter Memorial, which honors the memory of men and women who have lost their lives in the line of duty.

Administrative Services Section. This section provides administrative support for the division in the areas of budgeting, processing, and public affairs. Responsibilities include management of the Firefighter Death Benefit, participation in the Tennessee Mutual Aid System, and coordination with Tennessee Emergency Management Agency (TEMA) to ensure resources are met for fire service operations during widespread disasters. The section also ensures that qualified applications are properly processed under Tennessee's regulations for several professions including certified inspectors, explosives, fireworks, fire extinguishers, fire sprinklers, and LP gas. On a daily basis, this section works closely with the general public, elected officials, the fire service, and many regulated industries to bring awareness to a variety of topics while developing the support of critical stakeholders.

Tennessee Commission on Firefighting Personnel Standards and Education. The Commission is responsible for the certification of volunteer and paid firefighters in Tennessee. The certification program is designed to incentivize firefighters to develop their skills and further their training and education. The Commission also manages and administers the daily operations for the In-Service Training and Educational Incentive Pay Programs.

Insurance Division. The Insurance Division is comprised of six sections tasked with protecting consumers and ensuring a viable insurance marketplace in the state. This division regulates and licenses both individuals and corporations, mediates consumer complaints, and provides resources to compare various insurance providers for citizens of Tennessee.

Policy Analysis Section. This section reviews rate, rule, and policy form filings by licensed insurance companies for accident and health, life, property and casualty, and workers' compensation insurance to assure compliance with applicable statutes and rules, as interpreted by the department. Approximately 8,000 filings are processed each year. Tennesseans can reach the Policy Analysis Section at (615) 741-2825.

Agent Licensing. This section is responsible for the licensing and regulation of more than 172,000 insurance producers licensed to do business in Tennessee. It also regulates approximately 286 approved continuing insurance education providers.

Insurance Analysis Section. This section regulates the formation, admission and operation, of life, accident and health, property, casualty, and title 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 review and approval of mergers and acquisitions and other intercompany holding company transactions. Further responsibilities include the licensing and review of automobile clubs and agents, professional employer organizations, surplus lines policy placement, charitable gift annuity issuers, and

the regulation of employers that self-insure their workers' compensation insurance. Tennesseans can reach the Insurance Analysis Section at (615) 741-1633.

Insurance Examinations Section. This section examines insurance companies licensed in Tennessee, with an emphasis on companies domiciled in Tennessee, to ensure the companies' financial and operation condition remain in compliance with state laws, rules, and regulations. Tennesseans can contact the section at (615) 741-6796.

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

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

Regulatory Boards Division. This division licenses and regulates several hundred thousand Tennesseans in their professions and businesses through twenty-seven regulatory programs. Some programs have boards and commissions composed of private citizens appointed by the Governor, while others register professionals or are regulated administratively through the commissioner. These entities are empowered to take disciplinary action against license holders found guilty of violating laws governing their professions. Created by statute in 1959 and headed by a deputy commissioner, the division works to protect consumers and provide businesses with an equal playing field. Licensee verification can be checked at verify.tn.gov.

Regulatory Boards and Commissions

The Commissioner of Commerce and Insurance appoints the members of the Private Protective Services Advisory Committee and the Cemetery Advisory Board. The Speakers of the House and Senate, along with the Governor, appoint members to the Tennessee Athletic Commission. All other appointments are made by the Governor.

Administration	(615) 741-3449
Board of Accountancy	(615) 741-2550
Alarm System Contractors Board	(615) 741-9771
Board of Architectural and Engineering Examiners	(615) 741-3221
Auctioneer Commission	(615) 741-3600
Beauty Pageants	(615) 741-1831
Credit Services Businesses	(615) 741-1831
Board of Barber Examiners and Cosmetology	(615) 741-2515
Collection Services	(615) 741-1741
Contractors/Home Improvement	(615) 741-8307
Court Reporters	(615) 741-1831
Debt Management	(615) 741-1831
Board of Funeral Directors and Embalmers, Burial Services/Cemetery	(615) 741-5062
Geology Registration Section	(615) 741-3611

Home Inspector Licensing Advisory	(615) 741-1831
Board of Examiners for Land Surveyors	(615) 741-3611
Limited Licensed Electricians	(615) 741-9771
Limited Licensed Plumbers	(615) 741-9771
Locksmith Licensing Program Advisory	(615) 532-3369
Motor Vehicle Commission	(615) 741-2711
Private Investigators/Polygraph Commission	(615) 741-4827
Private Probation Services	(615) 741-1741
Private Protective Services Program	(615) 741-6382
Real Estate Appraiser Commission	(615) 741-1831
Tennessee Athletic Commission	(615) 741-1741
Tennessee Real Estate Commission	(615) 741-2273
Scrap Metals Registration Program	(615) 741-1741
Soil Scientist Licensing Program	(615) 741-3611

Securities Division. Responsible for administering the Tennessee Securities Act of 1980, this division strives to protect investors from fraud and deceptive sales practices and to maintain the integrity of the capital markets in Tennessee. The division is comprised of three primary areas: registration, financial services investigations, and investor education.

Registration. This section registers all nonexempt securities offerings, reviews applications for exempt securities that require a filing fee, and processes 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. The registration section registers broker-dealers (securities firms), agents (salespersons), investment advisers, and investment adviser representatives to do business in the state and processes notice filings for federally registered investment advisers. There are more than 1,500 broker-dealers, 280 state-registered investment advisers, and 135,000 broker-dealer agents and investment adviser representatives registered. More than 1,500 federally registered investment advisers are also notice-filed in the state. Each year, this section conducts over 100 post-registration examinations of these firms to ensure compliance with securities laws and regulations.

To verify a license or registration, or for more information about broker-dealers, investment advisers, agents, or representatives, please contact the registration section at (615) 741-3187 or at Securities2@tn.gov. You may also check the status of a broker-dealer or investment advisor at tn.gov/commerce/article/investment-securities-adviser-broker-dealer-check.

Financial Services Investigations. This section is responsible for the enforcement of the Tennessee Securities Act of 1980 and the Tennessee Insurance Producer Licensing Act of 2002. This section investigates securities and insurance complaints to determine whether violations have occurred. Investigations may result in the filing of an administrative action against registered or nonregistered parties, the initiation of an injunctive action in chancery court, and/or a criminal referral to the state or federal law enforcement agencies.

To file a securities or insurance fraud complaint, please contact the Financial Services Investigations Unit at (615) 741-5900 or at Securities.1@tn.gov. Additionally, you may file a complaint online at tn.gov/commerce/article/securities-file-a-complaint.

Investor Education. This section is devoted to providing investor education and fraud prevention tips to citizens of the state. In addition to providing free investment literature and online information, this section conducts over 40 outreach events each year.

For information about investor education or to request a speaker, please contact the division at (615) 741-2947, toll-free at (800) 863-9117, or at Securities.1@tn.gov or tn.gov/commerce/article/securities-investor-education-program.

Consumer Affairs Division. Created by the General Assembly in 1977, the division's mission is to protect consumers and legitimate businesses from those who engage in unfair and deceptive acts or practices in the conduct of any trade or commerce within Tennessee. The division serves as the central coordinating agency and clearinghouse for receiving complaints by Tennessee consumers of illegal, fraudulent, deceptive or dangerous practices. Toward that end, the division works with other state and federal agencies to ensure that complaints are handled by the appropriate agencies.

When suitable, the division acts as an intermediary for consumers and businesses to resolve disputes. The division mediates thousands of consumer complaints each year, resulting in millions of dollars being returned to consumers. Pursuant to the Tennessee Consumer Protection Act of 1977 (T.C.A. §§ 47-18-101 *et seq.*) and upon reasonable belief it is in the public's interest, the division may request the Attorney General and Reporter to investigate and possibly take legal action against a person or business suspected of engaging in unlawful activity under the Act.

The division encourages fair consumer practices and takes a proactive approach toward preventing consumer fraud through its consumer education efforts. In addition to conducting statewide consumer education events, the division provides helpful information on its website at tn.gov/commerce/section/consumer-affairs. A consumer complaint may be filed with the division at this website. The division may also be reached by phone at (800) 342-8385 or (615) 741-4737, or via email at consumer.affairs@tn.gov.

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.

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 to establish emergency communications for all citizens and to assist the state's 100 emergency communications districts in the areas of management, operations, and accountability. The board is responsible for modernizing the state's 911 infrastructure in order to provide more efficient 911 services to the citizens of Tennessee. This project, known as NG911, involves the construction and management of a secure and redundant internet protocol network that improves 911 call delivery and enhances interoperability between emergency communications districts, ultimately resulting in faster and more reliable deployment of emergency response services. The Board office can be reached at (615) 253-2164.

Tennessee Peace Officer Standards and Training (P.O.S.T.) Commission. This commission is responsible for developing and enforcing standards and training for all local police officers. The commission also promotes continuing law enforcement training for the full-time peace officers

in Tennessee. The commission is composed of eighteen members and includes local law enforcement personnel, legislators, and Tennessee citizens who are not connected with law enforcement. The work of the commission is supported by two staff members, as well as by the Tennessee Law Enforcement Academy staff.

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

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

Commissioner Julie Mix McPeak

Tennessee Department of Commerce and Insurance

Commissioner Julie Mix McPeak was appointed by Governor Bill Haslam to lead the Tennessee Department of Commerce and Insurance in January 2011.

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, who brings more than 20 years of legal and administrative experience in state government, is the first woman to serve as chief insurance regulator in more than one state. As a firefighter's daughter, McPeak brings a sincere passion and commitment for the fire service, which she has demonstrated by her hands-on leadership as State Fire Marshal.

Her leadership as TDCI Commissioner garnered recognition from *Business Insurance* magazine which honored her as one of the 2013 Women to Watch.

McPeak is President-Elect of the National Association of Insurance Commissioners (NAIC). The NAIC is the U.S. standard-setting and regulatory support organization created and governed by the chief insurance regulators from the 50 states, the District of Columbia, and five U.S. territories. An active NAIC participant for nearly 20 years, McPeak has served on the NAIC's Executive Committee since 2013. She was elected in November 2015 as NAIC Secretary-Treasurer and elected NAIC Vice President in February 2016. She will serve as NAIC President in 2018.



In addition to her leadership duties with the NAIC, McPeak is also an Executive Committee member of the International Association of Insurance Supervisors (IAIS.) In June 2016, she was elected by her fellow IAIS members to serve as vice chair of the group's Executive Committee. She also serves as a member of the Federal Advisory Committee on Insurance (FACI).

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 Million Dollar Round Table. McPeak authored chapter 9: "Licensing of Insurers" for *New Appleman on Insurance Law Library Edition* and co-authored the article, "The Future of State Insurance Regulation: Can it Survive?" featured in *Risk and Management Insurance Review*.

McPeak is a member of the Tennessee Bar Association, Kentucky Bar Association, and the Nashville Bar Association. She has been a member of the American Bar Association, Tort Trial and Insurance Practice Section, where she served as Vice-Chair of the Insurance Regulation Committee and a member of the Federal Involvement in Insurance Regulatory Modernization Task Force. 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

Introduction

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

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

The TDOC currently houses more than 21,000 felony offenders in fourteen adult facilities and also supervises more than 80,000 offenders on probation, on parole, or in community corrections. The department is the state's largest law enforcement agency, composed of some 6,400 employees.

In addition to overseeing the state's prisons and community supervision, TDOC also operates the Tennessee Correction Academy in Tullahoma, which is the department's primary training and staff development center. The academy offers numerous

About the Agency

Commissioner:

Tony C. Parker

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6th Floor, Rachel

Jackson Building

Nashville, TN 37243

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TN.gov/correction



Rachel Jackson Building

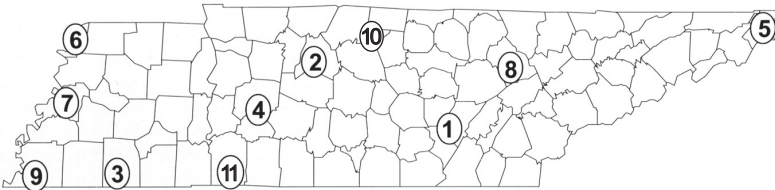
Statistics

- Year Established: 1831
- Employees: 6,563
- Number of State Facilities: 14
- Number of Inmates: 21,246
- Community Service Work: 756, 763 hours
- Savings from Community Service Work: \$5.5 million
- Tennessee's largest law enforcement agency

pre-service, in-service, and specialized training schools; in 1993, it became only the second correctional training academy in the nation to be fully accredited by the American Correctional Association. During fiscal year 2016–2017, the academy trained more than 9,500 TDOC employees, which accounted for a cumulative total of training hours exceeding 514,000 hours.

Department of Correction Facilities

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



Decommissioned Prisons

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

Prison Operations

The Tennessee Department of Correction currently manages and operates eleven adult facilities, contracts with a private prison management company for the operation of another state facility, and leases two facilities owned by a county government (Hardeman County), collectively housing 21,246 inmates in fourteen prisons.

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

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

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

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

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

Rehabilitative Services

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

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

An offender's successful return home begins at the initial intake into the TDOC system. Offenders are assessed so that they are placed in the right bed, with the right programming, at the right time. Multidisciplinary classification committees with the Office of Reentry Services identify available program services and provide access for inmates to those services with minimal

delay. An individual case management plan is developed and follows the offender throughout the entire period of incarceration. The Office of Education and Vocational Services provides comprehensive academic and vocational programs, as well as library services, to the incarcerated population. These programs prepare offenders with educational and practical work skills they will need to find meaningful employment upon their release. The Office of Religious and Volunteer Services helps inmates maintain a spiritual life within the institution. Volunteers provide religious and other programming for inmates that strengthen their connections to faith-based organizations in the community. TDOC currently has more than 8,000 volunteers working with the incarcerated population.

As an individual nears release, the reentry plan is updated at several milestones, including twenty-four months, twelve months, six months, and thirty days before release. All of this ensures that the offender has an appropriate and complete plan for return home. The Office of Reentry also offers two transition centers: Exodus at the Tennessee Prison for Women and the Chattanooga Release Center.

The department continues to place a strong emphasis on the inmate community work program. Offenders from both prisons and community supervision provide labor and skills for various projects, including construction of senior citizen centers, assistance to local governments, and maintenance of state and local parks. During fiscal year 2015–2016, the crews performed 756,763 hours of community service work, resulting in a savings of nearly \$5.5 million.

The Victim Services Unit is committed to providing direct services to victims of crime. The department is mandated to keep victims, family members, and interested parties informed of an offender's hearing dates and decisions, release dates, escapes, and movements to facilities with lower security designations. TDOC provides Victim Impact classes designed to increase the offender's understanding of the impact of crime upon victims. Victim Services also offers a Victim-Offender Dialogue program that gives victims of crime the opportunity to have a structured, face-to-face meeting with the offender who has victimized them. A twenty-four-hour toll-free telephone line for crime victims is also provided. The Victims Offender Information Caller Emissary (VOICE) allows registered victims and/or their immediate family members access to information about an offender's current location, release eligibility dates, and any scheduled parole hearings. Since its inception in 1996, VOICE has served 11,000 registered victims and their immediate family members. In the first half of 2016, more than 12,000 victims and their immediate family members have registered to use VOICE.

Community Supervision

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

Newly revised supervision standards have increased monitoring of high-risk offenders through more frequent interaction in the community. The department continues to intensify probation/parole home visits, while also increasing the options for alternative sanctions for low-risk offenders. TDOC, in partnership with the Department of Mental Health and Substance Abuse Services, opened the Morgan County Drug Court in 2012. In 2017, the Department opened four Day Reporting Centers (DRC) and Community Resource Centers (CRC). The DRC is an intensive, substance use treatment program designed to be an alternative to incarceration. The CRC is a one-stop shop of offender services designed to assist offenders with successful reentry into the community. In addition, TDOC initiatives such as the Community Impact Program created specialized units for the supervision of high-risk offenders on community supervision.

Related Boards and Commissions

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

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

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

Commissioner Tony C. Parker

Tennessee Department of Correction

Correction Commissioner Tony Parker, once recognized as the youngest warden in the Tennessee Department of Correction (TDOC), has more than 33 years of experience in the field of corrections. Commissioner Parker began his correctional career at the Lake County Regional Correctional Facility in 1983 as a Correctional Officer. He was promoted to Correctional Corporal, Correctional Sergeant, Correctional Lieutenant, Correctional Captain, Associate Warden of Security at the West Tennessee High Security Facility, Deputy Warden at Northwest Correctional Complex, and was eventually appointed Warden at the Northwest Correctional Complex from 2003 until 2006. From 2006 until 2008, Parker served as the Warden of the



West Tennessee State Penitentiary in Henning, Tennessee. In 2008, Parker again served as Warden of Northwest Correctional Complex until he was promoted to Correctional Administrator of the Tennessee West Region effective April 2011. In September of 2012, Parker was promoted to the position of Assistant Commissioner of Prisons where he supervised TDOC prison operations and was responsible for oversight of the department's security operations as well as offender management. In June of 2016, Governor Bill Haslam appointed Tony Parker to the position of Commissioner of the Tennessee Department of Correction. Parker is a member of the American Correctional Association (ACA) and serves as Vice Chairman of the Commission on Accreditation for Corrections and serves on the ACA Standards Committee. He earned an Associate's degree in Criminal Justice from Dyersburg State Community College, a Bachelor of Science degree in Criminal Justice from the University of Tennessee at Martin, and a Master of Arts degree in Security Studies with an emphasis in Homeland Security from the prestigious Naval Postgraduate School (NPS) in Monterey, California. Commissioner Parker's thesis titled "Establishing a De-radicalization/Disengagement Model for America's Correctional Facilities: Recommendations for Countering Prison Radicalization" was published by NPS in 2013. In 2015, Commissioner Parker was called upon to testify before the Congressional Homeland Security Committee related to his thesis and recommendations for a de-radicalization model for U.S. Prisons. Parker resides in Union City, TN with his wife, Misty, and their three children, Madison, Mia, and J'Coy.





Department of Economic and Community Development

The Tennessee Department of Economic and Community Development's mission is to develop and implement strategies that help make Tennessee the number one location in the Southeast for high-quality jobs. The department seeks to attract new corporate investment in Tennessee and works with Tennessee companies to facilitate expansion and economic growth.

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

History

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

Business Recruitment and Rural Growth

After six years of Governor Haslam's Jobs4TN economic development strategy, TNECD is experiencing unprecedented success in the recruitment of targeted sector industries and the expansion of existing Tennessee businesses. TNECD has placed a significant emphasis on recruiting international companies and seen tremendous outcomes. Tennessee was ranked the top state in the nation for job creation resulting from foreign direct investment (FDI) in 2015, according to the IBM *Global Location Trends 2016 Annual*

About the Agency

Commissioner: **Bob Rolfe**
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*William R. Snodgrass
Tennessee Tower*

Statistics

- Year Established: 1945
- Employees: 106
- Historic Low Jobless Rate in 2017: 3.4 percent
- Nonfarm employment increased: 49,100 jobs in 2017
- Number of certified sites in Tennessee: 48
- Investments committed: \$1 billion capital and more than 4,000 jobs

Report. It was the second time in three years Tennessee has topped U.S. states for new FDI jobs, having ranked number one in 2014.

From the beginning of Governor Haslam's term in 2011 through the end of 2016, TNECD secured more than 133,000 commitments for new jobs and \$26.3 billion in commitments for new capital investment. In July 2017, Tennessee's jobless rate fell to a historic low at 3.4 percent making Tennessee the number one state in the Southeast with the lowest unemployment rate.

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

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

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

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

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

Launch Tennessee (LaunchTN). TNECD partners with LaunchTN for the state's entrepreneurial initiatives. Formerly the Tennessee Technology Development Corporation, the organization is a public-private partnership focused on supporting the development of high-growth companies in the state to help make Tennessee the number one place in the Southeast to start and grow a business. Launching supports entrepreneurs by focusing on five key areas: Entrepreneurship, commercialization, capital, corporate engagement, and outreach.

In order to align TNECD's efforts and to develop new strategies and opportunities for Tennessee's rural communities, the Community and Rural Development Division was created in 2015. Through the Rural Economic Opportunity Acts of 2016 and 2017, TNECD has supported industrial site development through the Select Tennessee program, entrepreneurship development in downtown business districts through the Main Street Entrepreneur Grant, tourism development, and Asset-Based Planning and development for the state's most distressed counties. The creation of the Rural Taskforce has resulted in new programs for agricultural entrepreneurs and small businesses and increased support for industrial, retail, and entrepreneurship development. These efforts align with the community development supported by federal funding through Community Development Block Grants, Appalachian Regional Commission, and Delta Regional Authority funding and ThreeStar and downtown development programs.

TNECD Divisions

Under the direction of Commissioner Bob Rolfe, TNECD is led by a senior leadership team in the following areas: Chief Operating Officer, Legal, Business Development, Community and Rural Development, Center for Economic Research in Tennessee (CERT), Communications and Marketing, the Tennessee Entertainment Commission, and Administration.

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

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

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

Community and Rural Development. The Community and Rural Development Division uses programs including Select Tennessee, ThreeStar, Tennessee Main Street and Tennessee Downtowns, Asset-Based Planning, Broadband Accessibility, and federal programs (Appalachian Regional Commission, Delta Regional Authority, and Community Development Block Grants) to connect rural communities to resources and encourage them to identify and develop strategies around their assets—all to attract high-quality jobs and advance rural Tennessee economically. This division also leads the Governor's Rural Task Force that works with local, state, and federal partners to advance rural communities and economic development throughout Tennessee.

Center for Economic Research in Tennessee. The Center for Economic Research in Tennessee (CERT) is a team of research professionals within TNECD. CERT provides key research to support informed decisions and strategic competitiveness in economic and community development. In addition to research created for the department's recruiting and community development efforts, CERT offers to the public original, themed analysis on trends that impact Tennessee's economy.

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

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

Administration. The Administration Division manages all budget and fiscal, accounting, information technology, audit, and human resources for the department.

TNECD Offices

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

TNECD Northeast Tennessee Team

Carter, Greene, Hancock, Hawkins, Johnson, Sullivan, Washington, and Unicoi counties.

TNECD East Tennessee Team

Anderson, Blount, Campbell, Claiborne, Cocke, Grainger, Hamblen, Jefferson, Knox, Loudon, Monroe, Morgan, Roane, Scott, Sevier, and Union counties.

TNECD Southeast Tennessee Team

Bledsoe, Bradley, Grundy, Hamilton, Marion, McMinn, Meigs, Polk, Rhea, and Sequatchie counties.

TNECD Upper Cumberland Team

Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren, and White counties.

TNECD Northern Middle Team

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

TNECD Southern Middle Team

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

TNECD Northwest Tennessee Team

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

TNECD Southwest Tennessee Team

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

TNECD Greater Memphis Team

Fayette, Lauderdale, Shelby, and Tipton counties.

Related Boards and Commissions

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

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

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

Tennessee Entertainment Commission. This Commission is attached to the Tennessee Department of Economic and Community Development and is composed of nine members appointed by the governor and administered by an executive director. The Commission works to promote and advance the entertainment industry across the state.

Tennessee Interactive Digital Media Advisory Council. This Advisory Council is appointed by the governor to accelerate high-quality digital economy job growth, increase activities, and support education and workforce alignment in the emerging Interactive and Creative Technology industries. The Council supports and is administered by staff of the Tennessee Entertainment Commission, which is attached to the Tennessee Department of Economic and Community Development.

Commissioner Bob Rolfe

Department of Economic and Community Development

Bob Rolfe was sworn in on March 1, 2017 by Gov. Bill Haslam to serve as the commissioner of the Tennessee Department of Economic and Community Development.

Mr. Rolfe has more than three decades of experience in business and investment banking in Tennessee.

Before joining TNECD, Mr. Rolfe held the position of CEO and chairman of Medical Reimbursements of America, Inc., a company that provides specialty reimbursement solutions to improve financial performance for hospitals and health systems nationwide. In addition to his CEO role, he also served as the company's CFO, overseeing accounting and finance matters.



Prior to his time at MRA, Mr. Rolfe co-founded West End Holdings in 2011, a Nashville-based private equity partnership. From 2005 to 2011, he was chairman and CEO of MyOfficeProducts, Inc., a \$125 million office supplies distributor that he grew and sold to HiTouch, Inc. He spent the first 18 years of his career as an investment banker at J.C. Bradford and Co.

Alongside his work in the Nashville business community, Mr. Rolfe has been an active board member of several education, healthcare, and community organizations.

He currently serves on the advisory board of Vanderbilt Children's Hospital. Mr. Rolfe was previously chairman of the Oak Hill School Board. He has also served on the Cheekwood Botanical Gardens executive committee, University of Alabama College of Commerce Board of Visitors, Harpeth Hall School Board, and Currey Ingram Academy School Board.

Mr. Rolfe received his E.M.B.A. from the Owen Graduate School of Management at Vanderbilt University and his B.S. from the University of Alabama's School of Commerce and Business Administration. He and his wife, Kathy, have been married for 33 years and have three children. He is a member of First Presbyterian Church in Nashville, where he has served as an elder for two decades.



Department of Education

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Candice McQueen, Commissioner
Vicki Kirk, Deputy Commissioner, Academics
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Kathleen Airhart, Deputy Commissioner, Operations
Elizabeth Fiveash, Assistant Commissioner, Policy and External Affairs
Nakia Towns, Assistant Commissioner, Data & Research
Laura Encalade, Chief of Staff
Sara Gast, Communications Director

At the beginning of the 2015–16 school year, the Department of Education launched a five-year strategic plan, *Tennessee Succeeds*, which outlined clear goals, priorities, and strategies, as well as a unifying vision:

“Districts and schools in Tennessee will exemplify excellence and equity such that all students are equipped with the knowledge and skills to successfully embark upon their chosen path in life.” With this vision in mind, the following are the Department of Education’s topline goals:

- Tennessee will rank in the top half of all states on the National Assessment of Educational Progress (NAEP) by 2019.
- The average ACT composite score in Tennessee will be a 21 by 2020.
- The majority of high school graduates from the class of 2020 will earn a postsecondary certificate, diploma, or degree.
- 75 percent of Tennessee third grade students will be proficient in reading by 2025.

The Department of Education seeks to accomplish these goals by maintaining a foundational emphasis on rigorous standards, aligned assessments, and a strong accountability system. Additionally, Commissioner Candice McQueen has focused the department on five priority areas: ensuring students are building necessary skills and knowledge in early grades to be ready for future success; expanding opportunities for high school students so that they have options after high school graduation; ensuring that all students have access to the high-quality learning opportunities they need to embark on their chosen path in life, particularly students who are furthest behind; supporting the preparation and development of a strong educator workforce; and equipping districts with the data and resources they need to make the best decisions for their students.

Tennessee students continue to make gains in student achievement at both the state and national levels, growing faster than any other state in the nation on the National Assessment of Education Progress, known as the “Nation’s Report Card.” Also, on the second year of the TNReady assessment, high school students showed improvement across all subject areas—English, math, science, and U.S. history. This means that thousands of additional students are meeting course expectations and there are a smaller percentage of students scoring at the lowest achievement level across all subject areas. Below are some additional accomplishments from the Department of Education:

- Continued to make historic investments in education under Gov. Haslam, including \$300 million since FY16 for teacher salaries
- Expanded the Read to be Ready Coaching Network to support over 2,500 teachers with literacy instruction
- Became the first state to offer a free opportunity for students to retake the ACT; nearly 26,000 students participated and 40% increased their score
- Built a new multi-tiered system of support that focuses on academic and non-academic factors that lead to success, like school climate, counseling, behavior, and attendance
- Developed a public rating system for educator preparation providers and provided annual reports to support improvement
- Created residency opportunities to strengthen both the principal pathway and the teacher pipeline
- Redesigned the district and school report card to clearly share accountability data
- Trained thousands of teachers on the new math and English language arts standards
- Designed a new school improvement continuum, which provides more opportunities to turn around persistently low-achieving schools based on that school's specific context

The Department of Education's work is bolstered by Governor Bill Haslam who has made education a top priority by developing several initiatives to ensure that every child has the skills needed to succeed after graduation. Additionally, Governor Haslam launched Tennessee Promise, a scholarship and mentor program that provides two years of free tuition at a community college or technical school, ensuring Tennessee students have access to a free K–14 education.

Administration

The Department of Education is led by the commissioner of education. Appointed by the Governor, the commissioner serves as a member of the Governor's Cabinet and as executive officer of the Department of Education. The department supervises the allocation of funds appropriated as state and federal aid to public education. For the 2016–17 school year, Tennessee's 146 public school systems served more than 1,841 schools and had a combined average membership of nearly 1 million students. With administrative responsibility for over 70,000 teachers, principals, supervisors, and other professional employees, the department spends almost \$6.2 billion in state, federal, and local funds annually.

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

History

The first public school law in Tennessee was passed in 1829 and authorized local taxes for the support of common schools. Tennessee's first constitution made no mention of public education. The second state constitution, adopted in 1835, charged the Tennessee General Assembly with the duty "in all future periods of this Government, to cherish literature and science." The third state constitution, approved in 1870, placed upon the General Assembly the responsibility for providing a state public school system and of restoring the common school fund.

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

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

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

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

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

Divisions and Offices

Academic Teams

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

Division of College, Career & Technical Education. The Division of College, Career, and Technical Education is responsible for ensuring strong alignment between the K–12 school systems, employers, and higher education to ensure that all students graduate with the skills they need for college and careers. The division ensures the alignment and rigor of coursework, supports educators, and leads and implements early postsecondary strategies to promote student readiness.

Division of Special Populations & Student Support. The Division of Special Populations and Student Support works with districts and schools across the state to provide educational opportunities for students who need additional support. Additionally, this division provides strategies and resources for developing positive school climates in order to create the conditions for learning for all students.

Division of Early Learning & Literacy. The Division of Early Learning and Literacy leads the department's charge to ensure 75 percent of third grade students are reading on grade level by 2025. To this end, the division oversees several key initiatives such as Read to be Ready and Voluntary Pre-K.

Office of Content & Assessment Design. The Office of Content and Assessment Design leads the department's work in developing high standards for math, science, English language arts, and

social studies, and it ensures alignment among those high-quality standards, curricular resources, and assessments.

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

Centers of Regional Excellence (CORE). The state's CORE offices provide targeted, differentiated support to Tennessee's school districts in implementing the department's key priorities. The eight regional CORE offices each have a director and a team of academic specialists who are deployed to support school districts with training, professional development, strategic planning, and execution. Their charge is to support districts in meeting their academic goals by providing assistance in the areas of data analysis, English language arts, mathematics, intervention, and evaluation.

Division of Data & Research

The Division of Data and Research—comprised of the Offices of Research and Strategy and Assessment—ensures quality data and analysis to facilitate effective decision-making and improve results. This division leads coordination and logistics for state and national assessments, maintains high-quality underlying data, conducts internal research and analysis, coordinates external research partnerships, and designs and implements the state's accountability system.

Division of Policy & Legislative Affairs

The Division of Policy and Legislative Affairs leads the department's legislative efforts and policy work with the State Board of Education. This division supports the department with legal and civil rights matters, external communication, and contracts. Also, within this division are the Office of the General Counsel and the Office of School Choice. The Office of the General Counsel provides legal services for the day-to-day operations of the department, as well as guidance and legal training to assist the department and school districts in the implementation of programs and services for Tennessee students. The Office of School Choice oversees charter schools, non-public schools, home schools, and the Individualized Education Account (IEA) Program.

Operations Team

Division of Consolidated Planning & Monitoring. The Division of Consolidated Planning and Monitoring supports districts in using an online consolidated planning and application tool to create annual plans and apply for federal education grant funds through the Individuals with Disabilities Education Act (IDEA) and the Every Student Succeeds Act (ESSA). The office also leads the work to streamline results-based monitoring for IDEA, working to ensure compliance with all statutory and regulatory requirements.

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

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

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

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

Division of State Special Schools. The Division of State Special Schools oversees the operations and administration of the following schools: Alvin C. York Institute, Tennessee School for the Blind, Tennessee School for the Deaf, and West Tennessee School for the Deaf.

Office of Internal Audit. The Office of Internal Audit conducts reviews of internal department operations to assess the adequacy and effectiveness of internal controls and to assess compliance with federal and state laws, regulations, and policies.

Office of Operational Strategy. The Office of Operational Strategy focuses their work on agency efficiencies, cross-disciplinary alignment, and strategic initiatives.

Office of Data Governance. The Office of Data Governance oversees the department's data policy, reviews the department's business processes, and manages several reporting processes.

Office of the Commissioner

The Office of the Commissioner supports the commissioner with internal communications, staff effectiveness, and cross-cutting projects for the implementation of the department's strategic plan. Also, within the Office of the Commissioner is the Office of Communications, which supports the department in developing high-quality communications to engage stakeholders. The office also manages media relations and serves as a liaison to the department's public partners.

Related Councils and Commissions

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

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

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

State Textbook and Instructional Materials Quality Commission. The ten-member commission is composed of three appointees chosen by the governor, three chosen by the speaker of the house, three chosen by the speaker of the senate, and the commissioner of education or the commissioner's designee. The commission reviews and recommends a list of textbooks to the State

Board of Education for the board's approval for use in public schools. The commission publishes a list of approved textbooks, determines policies and conditions for the addition or removal of textbooks from the state textbook lists, sets specifications for textbooks, and contracts with publishers for the prices charged during the contract period. Newly appointed members of the commission serve three-year terms.

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

Commissioner Candice McQueen

Tennessee Department of Education

Dr. Candice McQueen was sworn in as Tennessee's commissioner of education on January 17, 2015. During her first year as commissioner, McQueen led a statewide effort to create a new strategic plan and vision for our schools called *Tennessee Succeeds*. The comprehensive plan provides aligned goals, priorities, and strategies focused on increasing postsecondary and career readiness for all of Tennessee's 1 million students. In April 2017, Tennessee will submit its new state plan under the Every Student Succeeds Act, which builds on the work started under *Tennessee Succeeds*. The plan was developed through robust stakeholder input and feedback throughout the drafting process, as thousands of Tennesseans weighed in over the course of a year.



McQueen also connected with over 10,000 teachers on the first leg of her Classroom Chronicles Tour, and spent time in more than 100 school districts. The second year of the Classroom Chronicles tour is focused on student voice, and Commissioner McQueen has conducted roundtables with more than 100 high school students to hear more about their school communities, their goals for after high school, and how educators are helping to prepare them for their next step. Under her leadership, McQueen worked to open lines of communication between the department and the public through avenues such as the Assessment Task Force and Assessment Task Force 2.0, Early Literacy Council, Career Forward Task Force, and the department's inaugural Parent and Student Advisory Councils. In addition, she continues to oversee and participate in the department's Teacher Advisory Council and the Governor's Teacher Cabinet.

Commissioner McQueen also worked alongside the governor and first lady of Tennessee to launch a comprehensive statewide literacy effort called Read to be Ready, with the goal of having 75 percent of third graders reading on grade level by 2025. In 2016, Commissioner McQueen worked with the governor and the general assembly to pass the largest investment in K–12 education without a tax increase in Tennessee's history, and she has continued to work with the legislature this year to make another large investment in our public education system, including more than \$100 million in additional funding for teacher salaries.

Prior to her appointment as Commissioner of Education, McQueen served as senior vice president and dean of the college of education at Lipscomb University. Under her leadership, Lipscomb's college of education and teacher preparation program were consistently highlighted as one of the top teacher training programs for quality and effectiveness. Prior to joining Lipscomb

University, McQueen was awarded multiple awards for both her teaching and the curriculum design of a new magnet school.

She began her career as a classroom teacher, teaching in both public and private elementary and middle schools. Dr. McQueen has a bachelor's degree from Lipscomb, a master's degree from Vanderbilt, and a Ph.D. from the University of Texas. She serves on the Board of Trustees of the University of Tennessee and the Tennessee Board of Regents and was recently appointed to serve on the national board for the Council for the Accreditation of Educator Preparation (CAEP) and as a commissioner for the Education Commission of the States (ECS).



JUBILEE 1873 HALL

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JUBILEE HALL
Erected in 1876, Jubilee Hall was the first permanent structure built on the Fisk University campus. Named for Fisk's world-famous Jubilee Singers, this Victorian Gothic structure is sometimes called "frozen music." Jubilee Hall is a National Historic Landmark and a memorial to the spirituals and the singers who sang them.

Higher Education

Public higher education in Tennessee consists of six locally governed universities, the University of Tennessee with campuses in Chattanooga, Knoxville, Martin, and Memphis, and the Tennessee Board of Regents charged with governance over the state's thirteen community colleges and twenty-seven colleges of applied technology. Each of the eight governing boards was legislatively established with defined roles and responsibilities for ensuring the public direction and policy guidance for their respective institutions. The Tennessee Higher Education Commission (THEC) serves as the coordinating authority for implementing Tennessee's statewide higher education public and fiscal policy as well as the programmatic elements of the state's strategic master plan for postsecondary education.

Tennessee Higher Education Commission

The Commission was created in 1967 by the 85th Tennessee General Assembly, to facilitate a coordinated and unified public postsecondary mission across higher education institutions in Tennessee. The Commission is composed of nine voting members appointed from the general public, each serving six-year terms and representing the three Grand Divisions of the state equally; three constitutional officers (Comptroller of the Treasury, State Treasurer, and Secretary of State) who are ex officio voting members; two student members who serve staggered two-year terms with voting privileges in their second year (one student representing the University of Tennessee system and one student representing public institutions that are not in the University of Tennessee system); and the Executive Director of the State Board of Education, as an ex officio, non-voting member.

THEC has become a national model for higher education, coordinating boards through its leadership role in the development, implementation, and evaluation of leading edge public policies and programs and facilitating the student completion focus of Governor Bill Haslam's Drive to 55 Initiative. Central to THEC's mission is the relentless focus on increasing the number of Tennesseans with a postsecondary credential through innovative student access and success programs while further protecting students and consumers in Tennessee.

Among the commission's statutory responsibilities are the development and implementation of a statewide strategic master plan; establishing annual tuition and fee increase parameters, reviewing and approving new academic programs; development and utilization of an outcomes-based funding model for institutions; recommending the operating and capital budgets for public higher education; and serving as the authorizing entity for private postsecondary institutions operating in the state. THEC also provides historical data and analysis, research, and other critical information to the public, institutions, Legislature, and state government. The commission is also the State Approving Agency for the U.S. Department of Veterans Affairs to ensure that any postsecondary institution desiring to offer veterans benefits to its students meets the department's standards. The underlying principles of the commission in the fulfillment of the responsibilities and development of policies have been, and continue to be, equity, excellence, accessibility, and accountability.

The current members of THEC are: Evan Cope, Chair, Murfreesboro; Jeremy Chisenhall, Voting Student Member, Austin Peay State University; Nancy Dishner, Johnson City; Tre Hargett, Secretary of State; Jimmy Johnston, Gallatin; Pam Koban, Nashville; David H. Lillard, Jr., State Treasurer; Dr. Sara Heyburn Morrison, Executive Director, State Board of Education; Mintha

Roach, Vice Chair, Knoxville; Vernon Stafford, Jr., Vice Chair, Memphis; Frank Watson, Memphis; AC Wharton, Secretary, Memphis; and Justin P. Wilson, State Comptroller.

Executive Director Mike Krause

Tennessee Higher Education Commission

Mike Krause is the Executive Director at the Tennessee Higher Education Commission. Prior to assuming this role, he served as the founding executive director of the Tennessee Promise and Drive to 55, where he coordinated the launch of the nation's first free community college program. Previously, Mike served as the assistant executive director at the Tennessee Higher Education Commission, leading a variety of initiatives within the Academic Affairs Division. Krause also served for eight years in the United States Army, where he completed three combat tours with the 101st Airborne Division. He earned a bachelor's degree from Austin Peay State University and Master's degree in Public Policy from Vanderbilt University.



University of Tennessee System



THE UNIVERSITY OF TENNESSEE

The University of Tennessee (UT) is a statewide system of higher education with a presence in each of Tennessee's ninety-five counties.

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

The statewide university provides a range of accessible and affordable educational opportunities and highly regarded professional schools. About 49,000 students are enrolled, and UT awards more than 11,000 degrees a year. More than 370,000 alumni live throughout the state, nation, and world.

The UT system's three-part mission is to deliver education, research, and public service.

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

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

The university system is governed by a board of trustees appointed by the Governor. Board members are Raja Jubran, Knox County, vice chairman; Charles C. Anderson, Jr., Knox County; Shannon A. Brown, Shelby County; George E. Cates, 9th Congressional District; Spruell Driver, Davidson County; William E. Evans, Shelby County; John N. Foy, Hamilton County; D. Crawford Gallimore, Weakley County; Vicky B. Gregg, 3rd Congressional District; Brad A. Lampley, 7th Congressional District; Sharon J. Pryse, 2nd Congressional District; Rhedona Rose, 4th Congressional District; David A. Shepard, 5th Congressional District; John D. Tickle, 1st District; Julia T. Wells, 8th Congressional District; Charles E. Wharton, Franklin County; and Tommy G. Whittaker, 6th Congressional District.

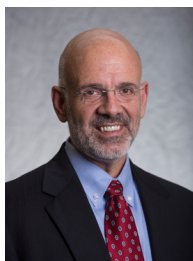
Two UT students and two faculty members serve one-year voting and nonvoting terms on the board, and those positions rotate annually among the institutions within the UT system. For 2017–2018, the voting faculty trustee is Susan C. Davidson of UT Chattanooga, and the voting student trustee is Rachel Smith of Chattanooga; the non-voting faculty trustee is Terrance G. Cooper of UT Health Science Center, and the non-voting student trustee is Andrew P. McBride of UT Health Science Center. Ex officio members of the board are the Governor, the commissioners of education and agriculture, the executive director of the Tennessee Higher Education Commission, and the president of the university.

Dr. Joe DiPietro is president of the statewide University of Tennessee system. Officials in charge of the UT campuses and institutes are Dr. Steve Angle, chancellor of UT Chattanooga; Dr. Beverly Davenport, chancellor of the Knoxville campus; Dr. Keith Carver, chancellor of UT Martin; Dr. Steve Schwab, chancellor of the Health Science Center; Dr. Tim Cross, chancellor for the statewide Institute of Agriculture; and Dr. Herb Byrd, vice president of the statewide Institute for Public Service.

President Joe DiPietro

The University of Tennessee System

Dr. Joe DiPietro is the Chief Executive Officer of the statewide University of Tennessee system. He became the twenty-fifth president of the university on January 1, 2011. Previously, he was chancellor of the UT Institute of Agriculture, where he oversaw UT Extension, AgResearch, the College of Agricultural Sciences and Natural Resources, and the College of Veterinary Medicine. A veterinarian by training, DiPietro's research emphasis was veterinary parasitology. He earned bachelor's, master's, and Doctor of Veterinary Medicine degrees—all at the University of Illinois, Urbana. The president's office is located on the University of Tennessee campus in Knoxville.



Steve Angle
Chancellor, Chattanooga



Beverly Davenport
Chancellor, Knoxville



Keith Carver
Chancellor, Martin



Steve Schwab
Chancellor, Health Science
Center



Tim Cross
Chancellor, Institute of
Agriculture



Herb Byrd
Vice President, Institute for
Public Service

University of Tennessee Campuses and Institutes

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

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



Year Established: 1927

Fall 2016 Total Enrollment: 10,460*

Undergraduate: 9,614

Graduate & Professional: 846

Austin Peay State University

Named for former Tennessee Governor and Clarksvillian Austin Peay, Austin Peay State University (APSU) is one of the region's key economic engines, with a total impact of more than \$330 million annually.

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

The University opened its newest facility, the Art and Design Building, for the fall 2017 semester. The new \$21.3 million, 46,000-square-foot building will house the entire fine arts department and is located adjacent to the Trahern Building, which the Fine Arts Department had been utilizing. The new Art and Design Building includes two gallery spaces, open classrooms, faculty office space, and a lecture hall that doubles as a recital space. Within the last few years, the University also has opened several new facilities, including the state-of-the-art

Maynard Mathematics and Computer Science Building, the Governors Terrace residence halls, and Fortera Stadium.

In 2016, the University finalized the purchase of 10 additional acres when it closed on property previously owned by the Jenkins and Wynne auto dealership. The \$8.8 million purchase marks one of the largest expansions in the university's history, and it now connects the 182-acre College Street campus with downtown Clarksville. Uses for the property include a new home for the Office of University Advancement, a partnership with bookseller Barnes & Noble to operate a 13,000-square-foot campus bookstore, and additional parking for students, as well as faculty and staff.

In addition to the University's Clarksville campus and the Fort Campbell campus, APSU shares the Highland Crest College Campus in Springfield with Volunteer State Community College. APSU's Springfield campus offers courses both online and on-site at Highland Crest.

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

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

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

Our athletes are no exception to national success. The university has not only seen a high level of academic success with its athletes, many have moved on to the professional ranks over the years. Two recent professional standouts are A.J. Ellis, catcher for the Miami Marlins, and Shawn Kelley, a pitcher for the Washington Nationals. According to a 2014 season report, Ellis and Kelley were two of only 39 major league baseball players with college degrees.



Alisa White
President



EAST TENNESSEE STATE UNIVERSITY

Year Established: 1909

Fall 2016 Total Enrollment: 14,128*

Undergraduate: 11,156

Graduate & Professional: 2,972

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.

Enrollment exceeds 14,600 students pursuing studies 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 Academic Outreach, and School of Graduate Studies. The university awards degrees in more than 100 programs of study, with offerings at the undergraduate, graduate, and professional levels, including distinctive interdisciplinary programs. In addition to degree programs for residential and commuting students, it offers many programs online or at sites beyond the 350-acre main campus in Johnson City, including two campuses in nearby Kingsport and ETSU at Sevierville.

Following the passage of the Focus on College and University Success (FOCUS) Act by the 109th Tennessee General Assembly, ETSU is governed by a 10-member Board of Trustees. Eight of those members have been appointed by Gov. Bill Haslam, and the remaining two include a faculty representative elected by ETSU's Faculty Senate and a student representative selected by the board. ETSU is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools.

ETSU is the only major Academic Health Sciences Center (AHSC) between Knoxville, Tennessee, and Roanoke, Virginia. The AHSC is comprised of five colleges: the Quillen College of Medicine, which was created by the Tennessee legislature in 1974, enrolled its first class of 24 students in 1978, and awarded its first M.D. degrees four years later; the Gatton College of Pharmacy, which was created in 2005; the College of Nursing; the College of Public Health; and the College of Clinical and Rehabilitative Health Sciences.

ETSU's graduate program in storytelling is the only one of its type, offering a certificate in storytelling performance and the M.A. in professional communication with a concentration in storytelling. Further, ETSU became the first university in America to offer a four-year degree in bluegrass, old-time, and country music.

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

ETSU is a member of the Southern Conference and offers men's baseball and football; women's softball, triathlon, and volleyball; and men's and women's basketball, cross-country, golf, soccer, tennis, and track and field.

In 2017, ETSU opened the \$26 million, 7,694-seat William B. Greene Jr. Stadium as the home of the Buccaneer football team and broke ground on the \$53 million James C. and Mary B. Martin Center for the Arts, which will be a home for many of ETSU's arts programs, with performance, instructional, and teaching space, including a performance hall with seating for 1,200 guests.



Brian Noland
President

MIDDLE TENNESSEE

STATE UNIVERSITY

Year Established: 1909

Fall 2016 Total Enrollment: 22,159*

Undergraduate: 19,787

Graduate & Professional: 2,372

Middle Tennessee State University

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

MTSU has more than 140 programs of study and features signature disciplines in accounting, aerospace, recording industry, equine studies, psychology, business, teacher training, and concrete industry and construction management. With an enrollment of about 22,000, MTSU is the number one producer of college graduates for the Greater Nashville economy; the second-largest producer of graduates in the state among public universities; the number one producer of adult (25-years-old and older) and low-income (Pell Grant eligible) graduates in the state; and the most efficient producer of graduates among the state's public universities, helping more students reach their educational goals with fewer tax dollars per pupil from the state.

A comprehensive, doctoral degree-granting university, MTSU is now overseen by a 10-member Board of Trustees. The university 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 more than 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 estimates MTSU's economic impact on Tennessee to be 8,400-plus jobs resulting in more than \$1.1 billion in revenue annually.

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

MTSU was recently recognized by the Chronicle of Higher Education for our Fulbright scholars, and was ranked alongside many of the nation's top universities. MTSU has been designated a "military-friendly institution" by G.I. Jobs magazine multiple times. We have the state's first federal VetSuccess on Campus program and in 2015 opened the Charlie and Hazel Daniels Veterans and Military Family Center to serve our student veterans. In 2017, the MTSU Online program operated through our University College earned the Online Learning Consortium (OLC) Exemplary



Sidney A. McPhee
President

Endorsement, representing excellence in the administration of online programs. Only four other institutions in the country have earned this distinction.

The university's athletics program is a member of Conference USA, fields 17 teams in men's and women's sports. Individually, our athletes excel in the classroom, meeting or exceeding NCAA Academic Progress Rate (APR) requirements in all 17 sports. Six of our athletic programs have earned NCAA Public Recognition Awards based on their APR performance.



Year Established: 1909

Fall 2016 Total Enrollment: 8,768*

Undergraduate: 7,021

Graduate & Professional: 1,747

Tennessee State University

"Think. Work. Serve." has long been the University's defining mission. Tennessee State University (TSU) 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 uni-

versity in 1951 and continues its mission of instruction, research, and public service. Tennessee State University offers unparalleled research and service opportunities in these areas for students, scholars, and business partners from around the globe. Its Centers of Excellence in research have earned international recognition for groundbreaking work in educational policy and planetary discoveries.

Tennessee State University is among the few historically black colleges and universities (HBCUs) with a chapter of Phi Eta Sigma, the oldest and largest freshman honor society in the United States, and one of only three HBCUs with a Phi Kappa Phi Honor Society, the most prestigious honor society comprising all academic disciplines. The university's College of Business was the first in Nashville to hold accreditation by the American Assembly of Collegiate Schools of Business. With an enrollment of about 8,500 students representing the rich cultural diversity of a vibrant global society, Tennessee State University remains committed to the democratic principle of accepting all qualified applicants. The university is dedicated to serving the needs of its extended communities and to preparing graduates for meaningful careers. TSU emphasizes undergraduate and graduate degrees in health professions, education, business, engineering, agricultural sciences, and associated STEM (Science, Technology, Engineering, Mathematics) disciplines and is especially committed to increasing representation and measures of success in these areas.

On January 2, 2013, Dr. Glenda Glover, a 1974 alumna, became the university's eighth president and the first female selected to lead the institution in its 105-year history.

The university has received numerous accolades over the years, including being named to the President's Higher Education Community Service Honor Roll for five consecutive years. TSU has been named one of the top 20 HBCUs in the nation by *U.S. News & World Report*, the number one university in the state of Tennessee in 2013, and among the top 17 universities in the nation according to *Washington Monthly* in relation to educating and graduating academically-talented, low-income students who become service-oriented leaders in their profession. The university was also ranked as one of the top colleges and universities in Tennessee for



Glenda Glover
President

the best return on financial investment for institutions with tuition rates under \$20,000 in 2013 by College Database.

Tennessee State University Tigers can be found in just about every profession, from science and medicine to athletics, business, and television. For more than 100 years, our alumni have been making their mark on the world and include world-class Olympic athletes like Wilma Rudolph; TV talk show host and entertainment entrepreneur Oprah Winfrey; award-winning journalist and philanthropist Carl Rowan; engineer Jesse Russell, whose pioneering engineering studies led to the development of the cellular telephone; and cardiac surgeon Dr. Levi Watkins, who implanted the first heart defibrillator, among many others. Their incredible achievements are a testament to the institution's tradition of excellence. TSU is also home to the world-renowned Aristocrat of Bands. In 2016, the band played on the lawn of the White House. It was invited to Washington to celebrate the opening of the Smithsonian's National Museum of African American History and Culture. It was the first HBCU band to perform for the Obama administration at the White House. The marching band has performed in more than 15 nationally televised NFL half-time shows, three presidential inaugurations, and has appeared and performed in a variety of television, movie, and concert venues.

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

The university is arming students with the intellectual resources to compete in a global environment. In support of that, important partnerships have been established with leading global companies such as Boeing, Raytheon, Dell, IBM, and others, in which both funding and service-learning opportunities are currently active. TSU has been a leading institution in the Tennessee Board of Regents system in funding for ground-breaking research. As Nashville's only comprehensive public university, Tennessee State University's economic impact in the state of Tennessee amounts to \$610 million annually. TSU's presence generates 5,500 jobs and injects about \$330 million directly into the state economy and \$280 million in indirect impact.



Tennessee
TECH

Tennessee Technological University

Year Established: 1915

Fall 2016 Total Enrollment: 10,535*

Undergraduate: 9,472

Graduate & Professional: 1,063

Tennessee Technological University 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 282-acre campus is located in Cookeville, the largest and most centrally located city in the Upper Cumberland region. As a comprehensive university, Tennessee Tech offers 41 baccalaureate and 32 graduate degree programs within eight academic divisions: Agriculture & Human Ecology, Arts & Sciences, Business, Education, Engineering, Fine Arts, Interdisciplinary Studies, and Nursing.

A university that *The Princeton Review* consistently calls one of the best in the Southeast, Tennessee Tech offers students the true college experience. The University is committed to the success of students in its undergraduate, master's, specialist, and doctoral degree granting programs

through high-quality instruction and learning experiences. All of Tech's undergraduate programs meet established academic quality standards as rated in external peer reviews.

The University strives to incorporate the latest technology throughout all disciplines. As Tech focuses on the national priorities of science, technology, engineering, and mathematics, the university strengthens all programs by infusing technological innovation across campus. Students are immersed in experiential learning.

Tennessee Tech holds national rankings for quality while graduates leave with the lightest debt load in the region. Students are engaged in basic and applied research, creative endeavors, public service, and community and economic development. Tech is committed to public service and economic development in the region.

The University's Carnegie classification is "Doctoral, Moderate Research." With a significant percentage of residential students, TTU currently has a six-year graduation rate of 52.8 percent (2009 cohort). Tech has shown significant gains in first-year student retention and currently stands at 79 percent. Both of these measures are the second-highest among public universities in the state. Fall 2017 enrollment topped 10,500.



Philip Oldham
President



The University of Memphis

Established by the General Education Act of 1909 as West Tennessee Normal School, today the University of Memphis is classified by the Carnegie Foundation for the Advancement of Teaching as a Comprehensive Doctoral Research University with High Activity (RU/HA). The Carnegie Foundation classified the University of Memphis as a community engaged campus in 2006 and again in 2015.

Serving more than 21,000 students, the university's main campus is located on a 230-acre tract in the heart of metropolitan Memphis. The Park Avenue Campus, 146 acres just south of the main campus, houses research and community facilities, graduate and student family housing, and the Billy J. Murphy Athletic Complex. The Cecil C. Humphreys School of Law is housed downtown in the historic U.S. Post Office and Customs House, which the school occupied in January 2010 after the building's renovation. In August 2011, the University of Memphis began offering classes at its Lambuth Campus in Jackson, Tenn., which offers 19 bachelor's degrees, four master's degrees, and two doctoral degrees.



M. David Rudd
President

Under the leadership of Tennessee Governor Bill Haslam and the 109th Tennessee General Assembly, the Focus on College and University Success (FOCUS) Act passed in 2016, allowing for an independent governing board to be established at the U of M. The University of Memphis Board of Trustees assumed responsibility for the University of Memphis with approval from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) during the Inaugural U of M Board of Trustees meeting held in March 2017, in which the Board also approved the Student Government Association to develop and implement a process for selecting the student trustee.

**Enrollment statistics taken from the 2016–2017 Tennessee Higher Education Fact Book.*

In 2014, the U of M was named to lead the NIH National Center of Excellence for Mobile Sensor Data-to-Knowledge (MD2K). The University of Memphis offers world-renowned programs in disciplines as diverse as education, philosophy, earthquake science, audiology, speech pathology, biomedical engineering, combinatorics, psychology, nursing, health administration, rehabilitation counseling, and rhetoric. In addition, the University's Fogelman College of Business & Economics has moved into the forefront of international business education and is ranked eighteenth nationally for online MBA programs for veterans, offering undergraduate and graduate programs—as well as consultation and training for Mid-South business leaders. Other notable initiatives include the FedEx Institute of Technology and the Crews Center for Entrepreneurship.

As is appropriate for one of America's major metropolitan research universities, the mission of the University of Memphis is tied to meeting the needs of the city of Memphis and the larger Mid-South region, which includes Tennessee, Arkansas, and Mississippi, plus parts of Alabama, Missouri, and Kentucky. Evidence of this mission is demonstrated by the university's groundbreaking techniques in teacher preparation for the urban classroom (undergraduate and graduate ranked twenty-sixth and twenty-seventh respectively by *U.S. News & World Report*) and by ongoing research in health care, economic opportunity, housing, public safety, and water quality.

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

The University is organized into six undergraduate colleges: College of Arts & 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 Kemmons Wilson School of Hospitality and Resort Management, the Cecil C. Humphreys School of Law, the Loewenberg College of Nursing, the School of Communication Sciences and Disorders, and School of Public Health.

Tennessee Board of Regents

The College System of Tennessee, governed by the Tennessee Board of Regents, was created by the General Assembly in 1972. The system is among the nation's largest public higher education systems, serving about 100,000 students annually.

The system is composed of 13 community colleges, 27 colleges of applied technology, and the TN eCampus, a collaborative effort of institutions statewide offering online courses. The TBR institutions span the state and operate as a coordinated network with each institution retaining its unique characteristics and services. All community colleges are accredited by the Southern Association of Colleges and Schools Commission on Colleges, while the colleges of applied technology are accredited by the Council on Occupational Education. The institutions and their programs are also recognized by numerous national and regional accreditation associations.

Among the responsibilities of the Board 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 system is also committed to meeting the goals and requirements of the Complete College Tennessee Act of 2010, the FOCUS (Focus on College and University Success) Act of 2016, and the state's Drive

to 55 initiative to equip at least 55 percent of working-age Tennesseans with a postsecondary degree or credential by 2025.

Appointive and statutory members of the Tennessee Board of Regents are: the Honorable Bill Haslam, Governor, chairman, voting, ex officio member; Emily J. Reynolds, Nashville (5th Congressional District), vice chairman; J. Parker Smith, Kingsport (1st Congressional District); Danni Varlan, Knoxville, (2nd Congressional District); Tom Griscom, Chattanooga (3rd Congressional District); Yolanda S. Greene, Murfreesboro (4th Congressional District); MaryLou Apple, Tullahoma (6th Congressional District); Joey Hatch, Brentwood (7th Congressional District); Barbara U. Prescott, Memphis (8th Congressional District); Gregory Duckett, Memphis (9th Congressional District); Thomas A. H. White, Chattanooga (At-Large East Tennessee); Fran Marcum, Tullahoma (At-Large Middle Tennessee); Leigh A. Shockey, Memphis (At-Large West Tennessee); the Honorable Candice McQueen, commissioner of education, voting, ex officio member; the Honorable Jai Templeton, commissioner of agriculture, voting, ex officio member; Mike Krause, Tennessee Higher Education Commission executive director, non-voting, ex officio member; and the faculty and student members below. Appointive members serve six-year terms except for one voting faculty member, one non-voting faculty member, and one student member, each of whom serves a one-year term. Until June 30, 2018, the voting faculty representative is Larry Autry, Tennessee College of Applied Technology at Ripley; the non-voting faculty representative is William Summons, Southwest Tennessee Community College; and the student representative is Jeremy Mitchell, Tennessee College of Applied Technology at Pulaski.

Flora W. Tydings

Chancellor, Tennessee Board of Regents

Dr. Tydings was appointed chancellor by the Tennessee Board of Regents in a unanimous vote on Dec. 27, 2016, effective Feb. 1, 2017. As chancellor, she is chief executive officer of the Board of Regents system, managing operations of the system office and providing strategic leadership for the system's institutions in accordance with the Board's policies and direction and with Tennessee law. She and the Board led the system through the historic transition into a unified community and technical college system under the FOCUS Act of 2016, the most sweeping change in the system's governance and operations since its creation.

The TBR system is the primary driver in Tennessee's Drive to 55 initiative: its community and technical colleges are the front line in serving Tennessee Promise and Tennessee Reconnect students. Dr. Tydings's leadership at both community and technical colleges gives her a unique perspective on the needs of their students.

She earned her Doctor of Education degree in Occupational Studies at The University of Georgia, her Master of Education at Mercer University, and her Bachelor of Science in education, with an emphasis in behavioral science, at Georgia Southern University.

She began her career as a professional educator in the Houston County, Ga., school system from 1976 to 1984. After working in the private sector, she returned to education in 1994 as apprenticeship director for four Georgia public school systems and as an adjunct instructor at Middle Georgia College.

Her career in higher education leadership began in 1996 as director of curriculum and staff development at Macon Technical Institute. She became vice president for academic affairs at



Flora W. Tydings
Chancellor

Central Georgia Technical College two years later and served in that position until her appointment as president at Athens Technical College in 2003. She served there until moving to Tennessee in 2015 as president of Chattanooga State Community College.

At Chattanooga, she ushered in the history-making first class of Tennessee Promise students, which led to a 25 percent increase in first-time freshmen enrollment; created new collaborations with the University of Tennessee at Chattanooga, including a dual admissions agreement that provides a seamless pathway for students to transfer between the two institutions; expanded the President's Cabinet to include the heads of the Faculty Senate, Professional Staff Association, and Support Staff Association; built relationships with the business and civic community; and led the campus in joining Achieving the Dream, a national reform network to accelerate success among diverse student populations and aid colleges in increasing persistence and graduation rates.

As chancellor, she reorganized the system to reflect its new mission under the FOCUS Act: student success in completing their degrees and credentials and helping the state meet its workforce development needs.

Chattanooga State Community College

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

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

Courses and programs are offered through satellite sites located in Dayton, Kimball, Chattanooga, and through more than 200 college-developed e-courses. Chattanooga State is also in the unique position of overseeing the Tennessee College of Applied Technology, offering numerous one-year technical diploma programs and technical certificates of proficiency. The college is distinguished by its diverse service area population, its high market penetration (fall 2017 enrollment of more than 8,362 students in a service area of less than 350,000 people), breadth of curriculum, and impact on the business-industrial-professional community of southeast Tennessee. The college boasts the largest engineering technology, health science, and industrial technology divisions in the state system as well as the strongest corporate training activity in the region. Chattanooga State has forged corporate training partnerships with TVA, Volkswagen Group of America Chattanooga Operations, WACKER Polysilicon North America, and more than 100 other companies.



Rebecca Ashford
President

Cleveland State Community College

Cleveland State Community College (CSCC) is a comprehensive two-year public community college operating within the governance of the Tennessee Board of Regents (TBR) and approved by the Tennessee Higher Education Commission. For over 50 years, Cleveland State has been committed to providing a quality education and open access for the people of Bradley, McMinn, Meigs, Monroe, and Polk counties.

The college enrolls approximately 3,500 credit students and 1,500 non-credit students in a typical fall semester.

Cleveland State offers a wide variety of programs including Associate of Arts, Associate of Fine Arts, Associate of Science, and Associate of Applied Science degree options, as well as over 25 technical certificates. There are a number of different scheduling options for working adults, as well as the Advance program, the TN eCampus, and programs for veterans. In addition to traditional day and evening classes, there are many distance learning options available to Cleveland State students, including online and independent study courses. Another option is block scheduling, a convenient option that allows students to attend classes with the same group of students with a pre-determined class schedule for an entire year.

At Cleveland State, our diverse student body comes from all ethnic and socioeconomic backgrounds. The average age of our students is 28 years old, and more than 200 employees work at the college. Of our 70 full-time faculty members, 94 percent hold a master's degree or higher.

The 105-acre campus has 10 major buildings that house modern classrooms, laboratories, and student activity centers. Additional features include an exceptional library, a multimedia center, computer laboratories, a 400-seat theater, a 3,000-seat gymnasium, athletic fields, and tennis courts and teleconference capabilities. In addition to the offerings on the main campus, Cleveland State has offices and classrooms in Athens and Vonore and offers classes throughout the service area of Bradley, McMinn, Meigs, Monroe, and Polk counties.

CSCC is home to the OneSource Workforce Readiness Center made up of mechatronics assessment machines that assess an individual's aptitude and skill set for electrical, mechanical, and PLC (programmable logic control). This method of assessment and training is unique to the region.

Cleveland State is one of 30 colleges in the United States and the only one in Tennessee chosen for the Pathways Project led by the American Association of Community Colleges. The Pathways Project will allow CSCC to provide guided pathways for students that promote success and completion.



Bill Seymour
President

Columbia State Community College

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

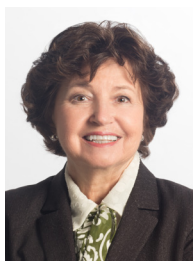
The focus at Columbia State is on teaching, learning, and student success for student retention and completion. Three academic divisions offer students more than 70 areas of study for transfer and career entry: humanities and social sciences; science, technology, and mathematics; and health sciences. Career programs include Engineering Systems Technology, Respiratory Care, Radiologic Technology, Computer Information Technology, Business, Criminal Justice, Nursing, Film Crew Technology, Hospitality and Tourism Management, Veterinary Technology, Emergency Medical Services, Medical Lab Technology, Anesthesia Technology, Medical Informatics, and more. Since its inception, the college has served approximately 100,000 students with more than 17,000 graduates. Today, the college serves approximately 9,861 students annually in credit (7,105 students) and workforce (2,756 students/43 companies) and awards more than \$15 million in financial aid.

In summer 2016, Columbia State opened Phase I of its new state-of-the-art Williamson Campus, located on 36 acres off Liberty Pike in Cool Springs. The campus was designed as a high-efficiency green campus featuring geothermal HVAC, hydration stations, electric vehicle charging stations, bike racks, recycling, and more. The new campus allowed the college to expand its course offerings in nursing, science, and information technology, as well as the addition of a professional sound stage and editing studio for the Film Crew Technology program. Enrollment at the campus has exceeded expectations and is at 2,000 in headcount and growing.

Columbia State maintains connections with its communities, schools, and businesses for program development, curriculum enhancements, and job placements through input and involvement with career advisory committees, business organizations, employer surveys, and one-on-one visits to industries. In fall 2016, Columbia State launched its Hospitality and Tourism Management program which was created to meet both industry and student demand and in concert with Fairview High School, implemented a middle college program for Engineering Systems Technology. In addition to the many dual-enrollment classes held throughout south central Tennessee, the college expanded its Engineering Systems Technology program in fall 2017 through a partnership with Maury County Public Schools to provide mechatronics dual-credit and dual-enrollment courses at Central, Mt. Pleasant, and Spring Hill high schools. Columbia State also partners with many four-year institutions to provide bachelor's and master's degree opportunities at its campuses.

Columbia State is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award the Associate of Arts degree, Associate of Fine Arts degree, Associate of Science degree, Associate of Applied Science degree, Associate of Science in Teaching degree, and technical certificates.

In addition, some college programs have specialized accreditation by the following agencies: Accreditation Council for Business Schools and Programs; The Association of Technology, Management, and Applied Engineering; Committee on Accreditation of Educational Programs



Janet F. Smith
President

for the EMS Professions; Commission on Accreditation of Allied Health Education Programs; Tennessee Medical Laboratory Board; Accreditation Commission for Education in Nursing; Joint Review Committee on Education in Radiologic Technology; Committee on Accreditation of Respiratory Care; and American Veterinary Medical Association Committee on Veterinary Technician Education and Activities.

Dyersburg State Community College

Dyersburg State Community College (DSCC) was founded in 1969 by the State Board of Education as the second community college in West Tennessee. Today, Dyersburg State provides higher education to thousands of students at three locations: the Dyersburg campus, the Jimmy Naifeh Center at Tipton County, and the Gibson County Center in Trenton. These convenient locations help serve the communities of Crockett, Dyer, Gibson, Lake, Lauderdale, Obion, and Tipton counties. So far, the highest enrollment was 3,751 students in the fall of 2011.

Under the leadership of President Karen Bowyer, Dyersburg State has become a major resource for workforce development and training for regional business and industry. Offering courses in the arts and sciences, business and technology, and nursing and allied health, Dyersburg State is a comprehensive community college that provides high-quality career programs and courses for traditional and nontraditional students. These programs and courses are designed to enable students to obtain a certificate and/or associate degree for professional career opportunities or to easily transfer to a four-year university through the Tennessee Transfer Pathways program. Instruction is delivered through traditional, online, and interactive television classes. Dyersburg State offers a very successful dual enrollment program to eligible high school juniors and seniors. The College also provides learning support and continuing education courses at each location. Enriching the culture of West Tennessee through its performing and fine arts programs, DSCC hosts a variety of music concerts and recitals, theatrical productions, and art exhibits. The College also produces an annual Literary and Visual Arts publication with submissions from students, faculty, staff, and the community. Students also have the opportunity to study abroad through the Tennessee Consortium for International Studies (TnCIS).

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

The DSCC Gibson County Center, located next to Peabody High School in Trenton, opened in December 1991. The center houses six master classrooms (four of which include Symposium systems and two Interactive Television (ITV) classrooms), a mathematics lab, a computer lab, and a Learning Resource Center. In addition, the Center has a large commons area and bookstore.

The DSCC Jimmy Naifeh Center at Tipton County, situated on 102 acres in Covington, was constructed in four phases. The first phase opened in 1996. The center currently consists of three main buildings including the 33,503 square-foot Jimmy Naifeh Building, which houses instructional classrooms, labs, a commons area, an advising center, and an on-site bookstore. The Baptist



Karen A. Bowyer
President

Memorial Health Care Academic Building supports the Nursing, Emergency Medical Services, Paramedic, Advanced Manufacturing, and Criminal Justice programs and includes a 244-seat auditorium. In fall 2014, DSCC celebrated the grand opening of a 54,000 square-foot Learning Resource Center, Student Center, and Tipton County Public Library. The new building offers students and users of the public library access to over 500 computers. Other features include classrooms and computer labs, a Learning Emporium, the Peter Fyfe Genealogy Room, a children's library, Duke's Café, an outdoor performance area, and a lab for recreation and physical fitness. The office of Jimmy Naifeh, Speaker Emeritus, Tennessee House of Representatives, is located near the front entrance.

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 15,000 West Tennesseans have earned an associate's degree from Jackson State, and most of them have remained in the West Tennessee community, living, working, and contributing to the economic growth and development of the state. The college operates a 109-acre main campus in Jackson and full-service campuses in Humboldt, Lexington, and Savannah. Classes are now offered at a site in Paris. Additional instructional services are offered in cooperation with Tennessee Colleges of Applied Technology in Paris, McKenzie, and Whiteville. Jackson State serves a 14-county area in West Tennessee including the counties of Benton, Carroll, Chester, Crockett, Decatur, Gibson, Hardeman, Hardin, Haywood, Henderson, Henry, Madison, McNairy, and Weakley.

Jackson State Community College serves approximately 5,000 students each semester in credit and noncredit programs, making it the largest college in Jackson. Students are provided the opportunity to enroll in general education associate degree programs designed to prepare them for transfer to baccalaureate institutions, in professional and technical associate degree programs designed to prepare them for employment, or in individual personal interest courses.

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

The college's Industrial Technology program has developed a consortium of 22 manufacturing partners to address the area's employment needs in the manufacturing sector. This consortium, in conjunction with Jackson State, developed an Advanced Maintenance Technician (AMT) work cooperative in 2014 which recruits high school seniors into a 2-year work-study cohort group. To date, the cooperative has experienced a 100 percent placement rate for its graduates.

The college's Computer Information Systems Information Assurance Concentration was awarded the Committee on National Security System 4011 and 4013 Certification for the second time in 2017. Only 30 community colleges across the nation hold one or more of the committee's certifications.

Since 2015, the college has built two new state-of-the-art facilities for nursing and 6 healthcare technician programs. Comprising more than 75,000 square feet, the new facilities provide students with an optimal learning environment that uses the latest technology in their respective fields.



Allana Hamilton
President

Jackson State began offering healthcare education and credentials in 1970 and has since become West Tennessee's premier source for skilled healthcare professionals.

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

Motlow State Community College

Motlow State Community College is a public, multi-campus, state-supported, two-year college which offers associate degrees, technical certificates, and flexible learning pathways in southern Middle Tennessee. Since 1969, Motlow continues as a student-centered teaching and learning institution that promotes academic excellence and workforce training, 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; subsequently, the college name honors the Motlow Family. To support the main campus, the college has three campuses: Fayetteville, McMinnville, and Smyrna; and two teaching sites: Sparta and Middle Tennessee Education Center in Shelbyville. Motlow serves the second largest geographical region in the state with more than 540,000 residents throughout its 11-county service area, including Bedford, Cannon, Coffee, DeKalb, Franklin, Lincoln, Moore, Rutherford, Van Buren, Warren, and White counties.

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

Among Motlow's signature programs are business, nursing, mechatronics, education, and medical laboratory technician and robotic, which are forthcoming. The college has partnered with in-state public and private universities to allow students to complete a four-year degree without leaving the Motlow campus. Tennessee Tech offers two bachelor's programs on the Moore County campus: the 2+2 program in Elementary Education (K-6) and an interdisciplinary studies program. Likewise, the 2+2 program in Criminal Justice Administration with Tennessee State allows students to attend classes at Motlow's Moore County campus to work toward a bachelor's degree. The Management and Human Relations (MHR) program through Trevecca Nazarene University enables working adults to earn a bachelor's degree in 13 months by attending class one night a week at the Moore County campus. Motlow provides area high school students the opportunity to get a jump-start on college courses with dual/joint enrollment programs. The Adult College Express (ACE) and Weekend Warriors programs are fast-track degree programs designed for busy adults and lead to the Associate of Science in General Studies and the Associate of Applied Science in Early Childhood Education.

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

Motlow College changes lives with faculty and staff who are committed to the success of students. Its mission "to enrich and empower its students and the communities it serves" remains.



Hilda Tunstall
Interim President

Nashville State Community College

Nashville State Community College is a comprehensive community college located in west Nashville. In addition to its main campus, Nashville State offers classes at five satellite locations: Clarksville, Waverly, Southeast Campus in southeast Davidson County, the Renaissance Center in Dickson, and the new East Davidson Campus. A sixth satellite campus is under development in Madison.

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. Nashville State offers associate degrees and certificates that prepare students to think and perform well, whether entering the workforce or transferring to a university upon graduation.



George H. Van Allen
President

Northeast State Community College

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

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

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



James King
Interim President

and Washington counties. The college has campuses in Blountville, Bristol, Elizabethton, Gray, and Kingsport.

Pellissippi State Community College

Pellissippi State Community College was founded in 1974 as State Technical Institute at Knoxville with an initial enrollment of 45 students. In 1988, the college's name was changed to Pellissippi State Technical Community College, and its mission was expanded from engineering and business technology programs to include college transfer programs. Enrollment grew quickly. In 2009, the state legislature voted to remove the word "technical" from the college's name.

Enrollment for fall 2017 was 11,168, making Pellissippi State the largest community college in Tennessee for the third year in a row. The college's primary location, known as the Hardin Valley Campus, is located on 144 acres off the Pellissippi Parkway between Knoxville and Oak Ridge. Pellissippi State has four additional campuses in Knox and Blount counties: the Blount County Campus, the Division Street Campus, the Magnolia Avenue Campus, and the Strawberry Plains Campus.

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



L. Anthony Wise, Jr.
President

Roane State Community College

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

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

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

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

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



Chris Whaley
President

Roane State has an excellent job placement rate for students in career-preparation programs such as criminal justice, early childhood education, and paralegal studies. The college offers numerous options for transferring to four-year schools and provides dual studies courses. Through dual studies, high school students can earn college credit and high school credit at the same time. Students in Roane State's unique Middle College program actually finish their associate degrees before they graduate from high school.

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

For more information, visit roanestate.edu.

Southwest Tennessee Community College

Southwest Tennessee Community College was established by Chapter 510 of the state legislature's Public Acts of 1999, as a 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 Southern Association of Colleges and Schools Commission on Colleges 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. Southwest offers 100-plus programs of study that lead to as many as 27 university transfer and career associate degrees and more than 20 technical certificates. The college boasts such advantages as small class sizes, quality faculty, affordable tuition, open and early admissions, and comprehensive support services.



Tracy D. Hall
President

Volunteer State Community College

Volunteer State Community College is a comprehensive, two-year college located in Gallatin, about 30 miles northeast of Nashville. Authorized by the General Assembly in 1969, Vol State, as it is popularly known, admitted its first students in 1971. It occupies a 100-acre main campus with 17 buildings. Student enrollment for fall 2017 was 8,841.

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

Vol State offers Associate of Arts and Associate of Science degrees for transfer to a four-year institution. The Associate of Applied Science degree, and one- or two-year technical certificates, prepare students with the essential skills needed for job entry and career advancement. There are more than 90 areas of study in five major divisions: Humanities, Allied Health, Social Science and Education, Business, and Math and Science. Vol State is a distance education leader in Tennessee, offering a large number of courses online for students who need a convenient and flexible class schedule.

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

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



Jerry Faulkner
President

Walters State Community College

Walters State Community College 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 college has campus sites in Morristown, Sevierville, Greeneville, and Tazewell. The Walters State Great Smoky Mountains Expo Center is located in White Pine. The college primarily serves the counties of Claiborne, Cocke, Grainger, Greene, Hancock, Hamblen, Hawkins, Jefferson, Sevier, and Union.

Walters State provides a student-focused academic setting, providing opportunities for learning both inside and outside the classroom. The college offers courses in the behavioral and social sciences, business, health programs, humanities, math, natural science, public safety, and technical education.

Walters State enrolls approximately 6,100 degree-seeking students each year. The college offers over 150 programs and awards the following degrees: associate of arts, associate of fine arts, asso-



Tony Miksa
President

ciate of science, associate of applied science, and associate of science in teaching. In addition to associate degrees, the college awards technical certificates in in-demand fields. Walters State also offers dual enrollment programs online and in high schools throughout its service area.

The East Tennessee Regional Law Enforcement Academy is part of the college's Public Safety Center of Emphasis, a designation recognizing its outstanding record in career preparation. The Rel Maples Institute for Culinary Arts was the first in Tennessee to receive certification from the American Culinary Federation.

More than 4,000 students each year receive training through noncredit programs offered by the college's Center for Workforce Training.

Tennessee Colleges of Applied Technology

The 27 Tennessee Colleges of Applied Technology are the premier providers of occupational and technical skills training throughout the state, offering more than 50 separate occupational programs with certificates and diplomas awarded. Established as a statewide system under the direction of the state Department of Education by the Tennessee General Assembly in 1963, the state Area Vocational Technical Schools (as they were originally called) were transferred to the Tennessee Board of Regents in July 1983. The legislature changed the names of the institutions to Tennessee Technology Centers in 1994. New legislation in 2013 changed the names to the Tennessee Colleges of Applied Technology.

The technical colleges are nationally recognized for their model of competency-based technical training and for their outstanding completion, placement, and licensure rates. Their graduation rates are significantly better than those of peer institutions due to the focus on teaching job skills in high demand, structured programming, embedded technology foundations, competency-based learning, and student-centered environments.

Primary campuses are located in 27 towns and cities across the state, with satellite campuses and teaching locations throughout their service areas. The main campuses are in Athens, Chattanooga, Covington, Crossville, Crump, Dickson, Elizabethton, Harriman, Hartsville, Hohenwald, Jacksboro, Jackson, Knoxville, Livingston, McKenzie, McMinnville, Memphis, Morristown, Murfreesboro, Nashville, Newbern, Oneida, Paris, Pulaski, Ripley, Shelbyville, and Whiteville.

The colleges contribute to economic and community development by working with existing and prospective businesses and industries to train students for employment or career advancement. By providing training that involves the latest technologies, TCATs help keep Tennessee's workforce prepared for the future. The colleges' enrollment during academic year 2016 totaled 30,668.



James D. King
Vice Chancellor



Stewart Smith
President
Athens



James L. Barrott
Vice President
Chattanooga



Youlanda Jones
President
Covington & Ripley



Cliff Wightman
President
Crossville



Stephen Milligan
President
Crump



Arrita Summers
President
Dickson



Dean Blevins
President
Elizabethton



Danice Turpin
President
Harriman



Mae Perry
President
Hartsville



Kelli Kea-Carroll
President
Hohenwald



Debbie Petree
President
Jacksboro



Jeff Sisk
President
Jackson



Dwight Murphy
President
Knoxville & Oneida



Myra West
President
Livingston



Brad White
President
McKenzie & Paris



Warren Laux
President
McMinnville



Roland Rayner
President
Memphis



Jerry Young
President
Morristown



Lynn Kreider
President
Murfreesboro



Mark Lenz
President
Nashville



Donna Hastings
President
Newbern



Tony Creecy
President
Pulaski



Laura Monks
President
Shelbyville



Carolyn Beverly
President
Whiteville

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. Currently, TFLI serves more than 10,000 people per year and offers classes, translation, voice-over, and interpretation services—both in-person and telephonic—in more than 200 languages. TFLI also offers English as a Second Language (ESL) classes at our Nashville office and using our mobile “ESL to Go” classroom that focus on proficiency in conversation, reading, writing, and U.S. English pronunciation skills. TFLI also offers an internationally recognized certification program for teachers of ESL. Other professional development programs available include legal and medical interpreter training and seminars in cultural awareness and diversity.



Tennessee Student Assistance Corporation

Mike Krause, Executive Director

The Tennessee Student Assistance Corporation (TSAC) helps nearly 150,000 students attend college annually by providing over \$400 million in merit- and need-based grants and scholarships. Current programs, supported by state and lottery funds, include Tennessee Promise, Tennessee Reconnect, Tennessee Education Lottery Scholarship programs (including the HOPE Scholarship and Dual Enrollment grant), Tennessee Student Assistance Award 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. TSAC was created by the Tennessee General Assembly in 1974 as a nonprofit corporation with the merging of the Tennessee Educational Loan Corporation and the Tennessee Tuition Grant Program. Between 1974 and 2016, TSAC served as Tennessee's designated federal student loan guaranty agency.

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Nashville, TN 37243

(615) 253-3600, governorsfoundation.org

Governor's Books from Birth Foundation (GBBF) promotes early childhood literacy in Tennessee's birth-to-age-five population. In partnership with Dolly Parton's Imagination Library, GBBF mails one new, age-appropriate book every month to registered children from birth to age five, at no cost to the family. A child enrolling at birth, who remains in the program until age five, will have a library of sixty books when entering kindergarten. Tennessee's statewide Imagination Library is a unique public-private partnership dedicated to early childhood literacy. Created in 2004, in partnership with all ninety-five Tennessee counties and Dolly Parton's Imagination Library, GBBF funds one-half of the monthly cost of buying and mailing these books to preschool children statewide. Through a budgetary allocation via the Tennessee General Assembly, GBBF matches, dollar-for-dollar, all funds raised by each county Imagination Library program. In addition, GBBF provides volunteer training, marketing, and fundraising assistance to county programs. More than 30 million books have been delivered to children across the state since 2004, with more than 279,000 children currently receiving books each month. Since the statewide program began, 560,847 five-year-olds have "graduated." Tennessee's Imagination Library is accessible to all 408,000 age-eligible children in Tennessee through online enrollment, brochures at local hospitals and libraries, the Tennessee Department of Health's Welcome Baby Initiative, and at 130 Tennessee Department of Human Services offices across the state. Tennessee's Imagination Library has been shown to positively impact early childhood literacy by transcending socioeconomic barriers and creating a culture of reading in the homes of hundreds of thousands of families. Tennessee research shows that Imagination Library participants enter school more prepared to learn, score higher on reading assessments into the third grade, and are more likely to have better school attendance and reduced rates of suspension. As a part of Tennessee's pathway from cradle to career, GBBF builds a foundation for reading and learning through books for Tennessee's children. Their vision is a Tennessee where all preschool children have books in their homes, develop a love of reading and learning, and begin school prepared to succeed, from kindergarten throughout their educational journeys.



Past and Future

From its beginning to the present, Tennessee has been at the forefront of education. Washington College Academy is the first school in Tennessee and can trace its origins to 1780—sixteen years before Tennessee was admitted to the Union in 1796. The academy is located between Johnson City and Greeneville on a 155-acre campus. During its 237 years, it has been instrumental not

only in educational leadership, but political leadership and religious leadership as well. Graduates include three state governors, college presidents, members of Congress, teachers, doctors, and lawyers. As an indication of its importance to the state, during the state bicentennial in 1996, the state legislature selected Washington College Academy as the bicentennial school.

Presbyterian minister Samuel Doak founded the school, emphasizing traditional values of morals and education. The principles laid forth by its founding fathers are still a large part of the educational experience of Washington College Academy. As times have changed, so has the educational emphasis of the school. Today, the curriculum emphasizes adult education, the HiSet program, the arts, and the construction trades such as masonry.

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

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

Charter schools are a version of public schools that are individually operated with their own budget. In the 2016–2017 academic year, more than one hundred charter schools operated in Tennessee. The General Assembly passed the Public Charter School Law in 2002, making Tennessee the thirty-ninth state to adhere to this law. Charter schools are accountable to the same standards as public schools, often adding other requisites for their schools. They cover fundamental preparatory curriculum and frequently specialize in arts, sciences, or other subjects. In 2011, Tennessee passed a law to lift the cap on the number of students able to participate in charter schools and removed the statewide limit of ninety charter schools.





Department of Environment and Conservation

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

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

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

The department also oversees one of the state's greatest treasures: the award-winning Tennessee State Parks system. Tennessee is home to 56 state parks, offering a full range of recreational opportunities and experiences for the nearly thirty-five million visitors they host each year. Whether seeking a quiet hike in the woods, a safe and family-friendly campground, a natural setting for a company conference, or a good night's rest in a modern or rustic cabin—all can be found in a Tennessee State Park.

Tennessee State Parks are also deeply intertwined in their respective communities. Families and businesses are drawn to Tennessee because of its abundant clean water, its beautiful natural scenery, and its proximity to the economic centers of the Southeast. Meeting increased demand for environmental protection while ensuring a strong and growing economy requires balance and creative solutions to complex, ever-changing concerns.

Unique areas with rare, threatened or endangered flora, fauna, or other ecological features are reserved as state natural areas. As

About the Agency

Commissioner:

Robert Martineau, Jr.

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Tn.gov/environment



*William R. Snodgrass
Tennessee Tower*

Statistics

- Year Established: 1991
- Employees: 3,290
- The Tennessee State Parks system was established in 1937
- Manages 56 state parks and 85 designated state natural areas
- Since 1991, 100,000 acres of public lands has been added and protected for future generations

of 2017, Tennessee had 85 designated state natural areas. These special places are preserved and managed for the protection of the natural resources they contain.

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

History

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

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

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

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

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

One of the most significant developments in resource conservation in Tennessee since 1900 has been the establishment of the state park system.

The Tennessee State Parks system was established by Tennessee Public Act of 1937 (commonly referred to as the “Organic Act”) on May 21, 1937 by Governor Gordon Browning. That same year, another act was passed that brought management of all state areas used as parks, monuments, or recreation under a Division of Parks in the Department of Conservation. Today, the Bureau of State Parks and Conservation manages more than 236,000 acres of land in 56 state parks and 85 natural areas located throughout Tennessee.

The current Department of Environment and Conservation was created in 1991. This department is composed of the environmental programs formerly housed in the Department of Health and Environment and most of the programs previously located in the Department of Conservation, including the Scenic Rivers program.

In 1991, Gov. Ned McWherter merged environmental programs from the Department of Health and Environment with most of the programs in the Department of Conservation to create the Tennessee Department of Environment and Conservation. It was a pivotal time for Tennessee and this new department. At the federal level, significant updates were happening to key national environmental statutes as Congress worked to revise many of the command and control approaches first set in motion during the 1970s, including the Clean Air Act and the Resource Conservation and Recovery Act.

During the new department's first year, the General Assembly passed the Solid Waste Management Act of 1991 and established the Environmental Protection Fund. The former laid the foundation for modernizing and rationalizing Tennessee's solid waste collection and disposal systems. It began a transition to a statewide model featuring fewer and larger regional landfills that employ technological improvements while offering various incentives to divert solid waste through source reduction, reuse, and recycling. The latter development established Tennessee as a pioneer in establishing diversified, sustainable funding for its environmental programs responsible for cleaner air, purer water, and better protected land. TDEC relies on a combination of federal funds, state appropriations, and fees from business and industry collected in a proportional way to support its activities. This approach reflected Tennessee common sense and constructive engagement with the regulated community over the past quarter century.

TDEC's mission has served the state and its citizens well across time—particularly since Tennessee has been a growing, prosperous state. As the state's economy and population have grown, TDEC has sought to find solutions that are practical and constructive to protect what makes Tennessee unique and strong: abundant water resources, fruitful land, and a rich natural heritage. The results of its work positively impact the environment and economy. The department's two desired outcomes—protecting the environment and promoting prosperity for all—are not mutually exclusive. A cleaner, safer environment goes hand in hand with economic growth and increased quality of life for Tennesseans.

This progress is evident when assessing the present quality of Tennessee's air, land, water and waste management. Tennessee's air quality continues to improve and is cleaner than it has been in many decades. In 2017, all Tennesseans lived where the air we breathe meets all federal ozone and fine particulate matter air quality standards. Another improvement is found in Tennessee's solid waste management system. Since 1991, the department has distributed more than \$154 million through 4,600 grants to local governments to promote and affect diversion of nearly 50 million tons of solid waste from landfills. This support has freed up materials for beneficial reuse through recycling and extended the life of landfills across the state.

Converting once polluted lands back into productive uses remains a TDEC priority. In the last five years, nearly 260 individual brownfield sites, totaling more than 3,600 acres, were enrolled in our voluntary cleanup program. You can see examples of these reinvigorated properties all across Tennessee—from Johnson City to Knoxville to Sparta to Jackson.

Over the 25 years, TDEC has partnered to protect Tennessee's water resources through programs involving inter-basin water withdrawals and transfers, source water protection, and drinking water safety improvements. TDEC and local water system operators take the safety of Tennessee's drinking water very seriously, evidenced by EPA's consistent recognition of the overall outstanding performance of our public water systems. Our state is annually recognized as one of the best in the region, and nationwide, when it comes to percentage of the public served by public water systems that meet all federal drinking water standards.

TDEC's watershed management approach, which started in the 1990s, has been instrumental to restoring water quality. TDEC staff is continually sampling and monitoring conditions in a fashion that enables effective outreach to communities and informs our permitting process. As communities make needed investments in their water and wastewater infrastructure, TDEC's approach is to combine statewide leadership and resources with locally-based solutions. Since 1996, the State Revolving Fund Loan Program has awarded more than \$1.5 billion in low-interest drinking and clean water loans for communities, utility districts, and water authorities to improve local infrastructure. The confluence of these efforts is paying off.

Since 1991, more than 100,000 acres of public lands has been added and protected for future generations as part of Tennessee's award-winning system of state parks and natural areas, including four new state parks established during the past 25 years: Bicentennial Capitol Mall, Cummins Falls, Rocky Fork, and Seven Islands. Conservation success in Tennessee also includes the return of previously endangered species. In 1983, there was only one nesting bald eagle in Tennessee at Reelfoot State Park in northwest Tennessee. This year, bald eagles have been seen in at least 40 state parks across Tennessee—from Reelfoot to Roan Mountain. The protection, recovery, and eventual federal delisting of the previously endangered Tennessee Coneflower in 2011 is a success story for the department's Natural Areas division and numerous partners.

TDEC continues to be most effective in achieving its goals when working with strong partners in solid partnerships spanning local, state, and federal government, public and private entities, and individuals and entire communities. Indeed, current and emerging challenges are more diffuse than one source, bigger than one industry, resist just one answer, and cut across traditional boundaries. That is why TDEC has broadened its capacity over the past five years in crosscutting areas like energy efficiency, outreach, environmental education, and resource conservation programs that aim to positively impact the voluntary choices individuals, organizations, and communities make every day.

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, external affairs, communications, sustainable practices, policy and planning, and energy programs.

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

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

The Office of External Affairs, with regional directors in each TDEC field office serves as a single point of contact to provide better outreach to local citizens, to help stakeholders navigate permitting processes, to assist with compliance, and to communicate proactively on subjects ranging from parks opportunities to environmental concerns and grant offerings.

The Office of Sustainable Practices works with local governments, businesses, and communities on real-world issues, including energy efficiency, energy conservation, and cost-saving ideas that promote reuse and recycling while producing less pollution and using fewer resources.

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

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

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

Environment

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

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

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

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

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

Underground Storage Tanks. Staff members work to ensure the thousands of underground petroleum storage tanks in use in Tennessee meet federal and state standards to prevent ground

and water contamination from leaking tanks. They regulate the type of tanks installed, investigate and determine the source of petroleum when tanks are suspected of leaking, and require cleanup when tanks leak. The Underground Petroleum Storage Tank Board establishes state regulations and hears enforcement cases for violations of state laws.

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

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

Parks and Conservation

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

Natural Areas. This division is charged with protecting and restoring Tennessee's natural biological diversity through identification, conservation, and communication. Program areas include Natural Heritage Inventory, management of 85 State Natural Areas, Rare Plant Protection, 14 State Scenic Rivers, Ginseng Management, and Environmental Review. These programs work together and in partnership with the public and private sectors to identify and protect Tennessee's most rare and important plant and animal species and natural communities.

Recreation Educational Services. This division 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 State Parks. The mission of Tennessee State Parks is to preserve and protect, in perpetuity, unique examples of natural, cultural, and scenic areas and to provide a variety of safe, quality outdoor experiences through a well-planned and professionally managed system of parks. From its beginning in 1937, Tennessee State Parks were established to protect and preserve the unique natural, cultural, and historic resources of Tennessee. The public interest has been served by a variety of benefits for residents and visitors: promotion of stronger communities and healthier individuals through diverse resource-based recreation; conservation of the natural environment to benefit public health; and preservation of authentic Tennessee places and spaces for future generations to enjoy.

Tennessee State Parks manages various hospitality, recreation, and retail operations at most park locations. Six resort parks, including Fall Creek Falls, Henry Horton, Montgomery Bell, Natchez Trace, Paris Landing, and Pickwick Landing also provide restaurants, conference centers, marinas, and inns. There are also six traditional and three Bear Trace golf courses that make up the Tennessee Golf Trail.

Administrative Services

Fiscal Services. This division provides a full range of financial management and support services. The division has responsibility for preparing and monitoring the department's budget, accounting, accounts receivable, accounts payable, payroll, and financial reporting.

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

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

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

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

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

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

Boards, Commissions, and Councils

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

- Air Pollution Control Board
- Commissioner's Council on Greenways and Trails
- Compliance Advisory Panel
- Dry Cleaners Environmental Response Board
- Great Smoky Mountains Park Commission
- Ground Water Management Board
- State Review Board
- Tennessee Archaeological Advisory Council

- Tennessee Board of Water Quality, Oil, and Gas
- Tennessee Heritage Conservation Trust Fund Board
- Tennessee Historical Commission
- Underground Storage Tank and Solid Waste Disposal Board
- Water and Wastewater Operators Certification Board
- West Tennessee River Basin Authority

Commissioner Robert “Bob” Martineau, Jr.

Tennessee Department of Environment and Conservation

Robert “Bob” Martineau, Jr., was selected as the seventh Commissioner of the Tennessee Department of Environment and Conservation (TDEC) by Governor Bill Haslam in January 2011. Martineau’s intellect, drive, commitment, and affinity for Tennessee are evident in his work as commissioner. He leads TDEC with a results-focused approach emphasizing:



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

His environmental leadership at TDEC has been recognized at the national level, as he was elected in fall 2014 by his peers as President for The Environmental Council of States, the national association of state environmental officers. This is the first time a head of TDEC has been elected to the top leadership post. As a respected voice, he has testified before Congress, sharing the states’ perspective on emerging environmental issues such as modernizing the Clean Air Act and the balance of responsibilities between states and federal government in environmental management.

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

Commissioner Martineau is a former council member of the Section of Natural Resources, Energy, and Environmental Law of the American Bar Association. He is a graduate of Leadership Nashville and Leadership Tennessee. He is active in the community, currently serving as president of the Board of the Legal Aid Society of Middle Tennessee and the Cumberland.

He earned his law degree at the University of Cincinnati and holds an undergraduate degree from St. John’s University (Minnesota).





Department of Finance and Administration

The department's mission is "to provide sound stewardship of state assets through good business practices and great customer service." The department acts as the chief corporate office of state government. Many complex processes are required to achieve this mission. The governor's proposed budget for state government is developed with the oversight of the commissioner, the governor's chief financial officer. Centralized accounting and financial reporting of the state's financial activity is also managed by the department. Other processes that provide state government with the necessary infrastructure to work effectively are information resources, insurance administration, and project management. The department has received various awards for excellence in budget preparation, financial reporting, financial management, and information systems management.

History

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

Services Divisions

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

Division of Administration. This division handles internal fiscal, audit, human resources, talent management, and billing. The division also provides grant administration services to public and private agencies through the offices of Criminal Justice Programs and Volunteer Tennessee.

Division of Benefits Administration. This division manages and administers health, dental, vision, life, short- and long-term

About the Agency

Commissioner: **Larry Martin**

Deputy Commissioner:

Wendy Long, M.D.

Deputy Commissioner:

Eugene Neubert

State Capitol

Nashville, TN 37243

(615) 741-2401

TN.gov/finance



State Capitol

Statistics

- Year Established: 1959
- Employees: 1,779
- Division prepares and administers the governor's annual budget
- Manages TennCare Medicaid and CoverKids program
- Administers state payroll

disability, wellness, behavioral health, and employee assistance programs for nearly 300,000 state and higher education, local government, and local education agency employees and retirees and their eligible dependents.

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.

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

Office of Inspector General. This division has the responsibility to investigate and criminally prosecute individuals who commit or attempt to commit fraud and/or abuse involving the TennCare program or any other violations of state criminal law related to the operation of TennCare; to seek restitution criminally and civilly for monies lost due to fraud and abuse; and to establish measures aimed at preventing fraud and abuse from occurring in the future.

Strategic Technology Solutions (STS). This division serves as the state's central information services organization. STS provides planning, resources, execution, and coordination in managing the information systems needs of executive branch departments, as well as selective services across all branches of state government. STS serves as staff to the Information Systems Council (ISC) and provides technical direction, services, and infrastructure to the state.

STS professional services include project management; information systems planning; information technology training; and security policy, direction, and protection. Enterprise shared services include solutions development, data management and analytics, geographic information services (GIS), enterprise resource planning (ERP), and the state's web portals. STS also provides a full range of infrastructure services such as data center services, wide and local area networking, unified communications, and end user support across state departments. STS is now implementing a centralized model for IT delivery to provide more consistent IT services and improved project outcomes.

Division of TennCare. This division includes:

- **TennCare Medicaid.** TennCare Medicaid is responsible for the administration of Tennessee's Medicaid waiver program. TennCare provides physical health care, mental health care, and long-term services and supports to primarily low-income children, pregnant women, caretakers of Medicaid eligible children, older adults, and individuals who have a disability.
- **CoverKids.** CoverKids is Tennessee's Children's Health Insurance Program. This program provides health care to children and pregnant women who do not qualify for TennCare Medicaid and whose household income is below 250 percent the federal poverty level.

Related Boards and Commissions

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

Insurance Committee, Local Government Insurance Committee, State School Bond Authority, State Building Commission, State Capitol Commission, State Funding Board, State Insurance Committee, State Procurement Commission, State Protest Committee, State Trust of Tennessee Board of Directors, Tennessee Advisory Commission on Intergovernmental Relations, Tennessee Basic Education Program Review Committee, Tennessee Consolidated Retirement System's Board of Trustees, Tennessee Health Information Committee, Tennessee Housing Development Agency, Tennessee Local Development Authority, Tennessee State Veterans Home Board, Tennessee Student Assistance Corporation, Tuition Guaranty Fund, Board of Claims, Underground Fiber Optic Cable Facilities Advisory Board, Workers' Compensation Insurance Fund Review Committee, Sick Leave Bank Board, Baccalaureate Education System Trust Board of Trustees, and Chairs of Excellence.

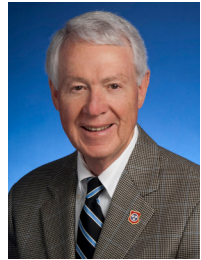
Commissioner Larry Martin

Department of Finance and Administration

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

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

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





Department of Financial Institutions

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

In Tennessee, banking is big business. As of year-end 2016, the Department of Financial Institutions regulated 140 state-chartered banks; 10 trust companies; one business and industrial development corporation (BIDCO); 85 credit unions; 1,378 industrial loan and thrift companies; 53 insurance-premium finance companies; 603 mortgage companies; 11,416 mortgage loan originators; 575 check cashers; 1,036 deferred presentment services companies; 831 title pledge lenders; 110 money transmitters; and 564 flexible credit lenders.

The department has responsibility for ensuring the Tennessee banking system operates on a safe and sound basis and also has the opportunity to contribute to economic progress in Tennessee. In its supervisory role, the department periodically examines the financial condition of each institution it regulates. The department bases its regulatory approach on an understanding of risk per company and within the financial services system. The Bank and Compliance Divisions 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 (NASCUS). The department is a member of the Money Transmitter Regulators Association, National Association of Consumer Credit Administrators, and American Association of Residential Mortgage Regulators. In addition, the department responds to consumer complaints involving financial institutions and promotes financial literacy programs through its consumer section.

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

History

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

In addition to depository institutions (banks and credit unions), regulatory responsibilities were increased to include

About the Agency

Commissioner:

Greg Gonzales

312 Rosa L. Parks Avenue
26th Floor, William R.
Snodgrass Tennessee Tower
Nashville, TN 37243
(615) 741-2236
TN.gov/tdfi



*William R. Snodgrass
Tennessee Tower*

Statistics

- Year Established: 1913
- Employees: 160
- Regulates 140 state-chartered banks
- Regulates 603 mortgage companies
- The Credit Union Division is accredited by the National Association of State Credit Union Supervisors (NASCUS)

non-depository institutions—trust companies, BIDCOs, industrial loan and thrift companies, insurance-premium finance companies, mortgage companies, check cashers, title pledge lenders, deferred presentment services companies, flexible credit lenders, and money transmitters. The department's primary mission still remains the same after one hundred years: to ensure all financial institutions in Tennessee operate in a safe and sound manner and comply with applicable law, while giving institutions the opportunity to be successful by supporting their communities and Tennessee's economy.

Services

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

Bank. This division has the legal responsibility for ensuring the Tennessee state-chartered banking system operates on a safe and sound basis. In its supervisory role, the Bank Division periodically examines the financial soundness of all state-chartered banks, savings banks, and 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 examine BIDCOs for compliance with governing statutes and evaluate applications for new institutions, branches, expanded financial activities, and corporate reorganizations.

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

Compliance. This division is responsible for the licensing and regulatory supervision of the following types of financial institutions operating in Tennessee: industrial loan and thrift companies; insurance-premium finance companies; residential mortgage lenders, brokers, and servicers; check cashing; deferred presentment service companies; flexible credit lenders; title pledge lenders; and money transmitters. The Compliance Division also licenses thousands of mortgage loan originators. Through a comprehensive risk-focused examination program, all of the above industries are subject to periodic examination by the division's examiners. The Compliance Division's examinations are designed to test and enforce compliance with state and federal laws. This division has developed a risk-focused examination program that identifies high- and moderate-risk non-depository companies in order to assist those companies in operating more effectively and to reduce the examination frequency and business disruption for low-risk companies. The goal of this program is to assist non-bank companies to operate more effectively by reducing risk to Tennessee consumers.

Administrative and Support Services. The Administrative and Support Services Division administers the department's budget and oversees fiscal services, human resources, and training. This division also includes the Legal Section and the Consumer Resources Section.

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 Consumer Resources Section 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 Consumer Resources Section serves as a conduit to help citizens have access to financial education programs. The commissioner also serves as a board member of the Tennessee Financial Literacy Commission. Recent state legislation encourages the department to consult with other state agencies and financial service providers in order to create more public awareness about the issues concerning the financial exploitation of elders and vulnerable adults. Meetings were convened and various actions are underway by many stakeholders in Tennessee to protect this vulnerable population.

Commissioner Greg Gonzales

Tennessee Department of Financial Institutions

Greg Gonzales was born in Cookeville. He was reappointed as commissioner of the Tennessee Department of Financial Institutions by Governor Bill Haslam and has served as commissioner since December 2005. In this position, Commissioner Gonzales serves as Tennessee's chief regulatory officer of all state-chartered depository and licensed non-depository financial institutions. The department supervises approximately 16,800 financial institutions and individuals doing business in Tennessee. Gonzales has served in the department since 1986. 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 as well as directing the budget, human resources, and legislative analysis functions for the department. In addition, he serves as Chairman Emeritus on the board of directors of the Conference of State Bank Supervisors (CSBS), which is the professional organization of state banking commissioners. From May 2012 to May 2013, Commissioner Gonzales served as CSBS chairman. He currently serves as chairman of the State Liaison Committee that incorporates the state supervisory perspective into the Federal Financial Institutions Examination Council (FFIEC). The FFIEC is a formal federal interagency body composed of five federal banking regulators, along with a state system representative that is Commissioner Gonzales. The FFIEC is empowered to promote uniformity in the supervision of financial institutions in the United States. Commissioner Gonzales has also been a member of the board of directors of the Money Transmitter Regulators Association, an organization of a majority of the states that regulate funds-transfer companies. He currently serves on a nationwide task force of banking commissioners reviewing the U.S. payments system and is a board member of the Tennessee Financial Literacy Commission. He also served on the U.S. Treasury's Bank Secrecy Act Advisory Group. Commissioner Gonzales graduated cum laude in cursu honorum with a bachelor's degree from



Tennessee Technological University in 1980. He served as a research assistant in 1980 to Sir Patrick Cormack, a Conservative Party member of the British Parliament. He earned a law degree from the University of Tennessee in 1984. Commissioner Gonzales is married to the former Lori Layne, and they have a daughter, Annie.





Department of General Services

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

History

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

The department consists of two main groups: the Service Divisions, which serve customers in the various departments and agencies of state government, and the Commissioner's Internal Support Offices, which support the operation of the department.

Service Divisions

The Central Procurement Office is responsible for centralized procurement of goods and services for use by state departments and agencies. The office focuses on cost savings while ensuring transparency and accountability in the procurement and contracting process. The Governor's Office of Diversity Business Enterprise, which assists small businesses and those businesses owned by women, minorities, and service-disabled veterans, also falls under this office.

State of Tennessee Real Estate Asset Management (STREAM) operates, manages, and maintains general government real estate assets and needs to ensure a comfortable, safe, and secure working environment for state tenants, employees, and guests. This includes asset management, capital improvements, operational administration, legal review, maintenance, landscaping, and fire and life safety programs. With staff expertise across the broad spectrum of real estate products and services, STREAM focuses

About the Agency

Commissioner:

Robert E. Oglesby

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(615) 741-9263

TN.gov/generalservices



William R. Snodgrass
Tennessee Tower

Statistics

- Year Established: 1972
- Employees: 398
- Procures goods and services for state agencies
- Operates, manages, and maintains general government real estate assets

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

Vehicle and Asset Management manages and maintains the state motor vehicle fleet—including motorized equipment—through policies and procedures that effect the best maintenance, repair, operation, and administration of the fleet, consistent with safety and service. The division also handles surplus sales and distribution of both state and federal property. The surplus program produces revenue for the state and assists local governments with their property needs.

Communication, Publishing, and Distribution provides a wide variety of printing, graphics, scanning, and photographic services for all branches of state government. The division also operates a warehousing management service that supplies state agencies with surplus and bulk products. Its Postal Services unit is the official state liaison to the United States Postal Service (USPS). It operates a contract branch of the USPS, delivers incoming mail and state messenger mail, provides high-speed inserting services, and processes outgoing mail.

Commissioner's Internal Support Services

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

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

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

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

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

Commissioner Robert E. Oglesby

Department of General Services

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







Department of Health

The mission of the Tennessee Department of Health is to protect, promote, and improve the health and prosperity of people in Tennessee. TDH is staffed by a statewide team of highly talented and dedicated professionals committed to working collaboratively on effective, engaging public health efforts. Compassionate, effective, and efficient service to people in all 95 counties of the state is the standard of performance for the department. TDH is focused on preventing communicable disease and the behaviors that are the biggest drivers of death and chronic disease in Tennessee. Referred to as “The Big 4,” they are the health challenges of our time: physical inactivity, excessive caloric intake, tobacco and nicotine use, and other substance use disorders.

TDH is a 24/7/365 first responding organization for disease outbreaks and disasters of all kinds. It provides thousands of direct services daily to Tennesseans through a statewide network of 89 rural and six metropolitan county health departments with more than 120 physical locations. All 6.7 million residents and millions of visitors are impacted by the department’s efforts to prevent injury, illness, and disease before they ever occur. The statewide Primary Prevention Initiative is an example of this work. Other major efforts include preventing the spread of communicable illnesses through an effective detection and response capacity and immunization program; inspection and regulation of thousands of restaurants and healthcare facilities; licensing and regulating more than a quarter-million licensed health professionals; registering and maintaining birth, death, and other vital records; conducting specialized laboratory testing; providing nutritional support and education to tens of thousands of pregnant and nursing mothers and their children; providing primary care and prevention services to hundreds of thousands of uninsured adults through a network of 56 TDH and 186 Primary Care Safety Net clinics; performing thousands of newborn health screenings; and providing health data and reports and increasing statewide efforts toward health and greater happiness by promoting physical activity, better food and nutrition, and a life without tobacco, nicotine, and other addictions. All of these efforts are conducted with the understanding that for most of us, a healthier and longer life really is possible and available for the taking.

TDH works with other departments and branches of state government as well as businesses, organizations, and individuals to accelerate progress toward the vision of making Tennessee one of the ten healthiest states in the nation. Key partners like the Governor’s Foundation for Health and Wellness and their

About the Agency

Commissioner:

**John Dreyzehner, MD, MPH,
FACOEM**

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TN.gov/health



Andrew Johnson Tower

Statistics

- Year Established: 1923
- Employees: 3,239
- Statewide Network: 89 rural and 6 metropolitan county health departments
- More than 120 physical locations
- More than 268,000 Tennessee doctors, nurses, dentists, and other health care professionals are licensed by regulatory boards

“Healthier Tennessee” initiative are vital ways to accelerate improvement, as is a more robust and focused State Health Plan. To achieve this vision, TDH works to support Tennesseans in making commitments to their own health, to that of friends and families, and to a broader “Culture of Health” in the state.

History

The Tennessee Department of Public Health was established January 31, 1923, taking over activities of the Board of Health created in 1877 in response to devastating epidemics of yellow fever and cholera, and preceded by a series of state entities and efforts dating back as early as 1778. Activities and responsibilities have changed and grown through the years as health needs, public health challenges, and health care have evolved. In 1983, the department’s name was changed from the Department of Public Health to the Department of Health and Environment to more clearly reflect its functions. As a result of the state’s increased focus on environmental protection and conservation, the environmental programs were transferred in 1991 to the new Department of Environment and Conservation. The agency’s name was then changed to the Department of Health.

Services

Community Health Services. A network of county health department clinics provide a range of services to their communities including immunizations; communicable disease surveillance and control; emergency preparedness and response programs; primary care; Women, Infants, and Children; population health improvement efforts; and individual and family wellness initiatives. These local offices significantly improve the quality of life in every county. Tennessee’s 89 rural county health departments are organized into seven public health regions and report directly to the TDH and its commissioner. Tennessee’s six metro health departments are a vital part of the state’s public health enterprise, providing services for about 40 percent of the population and reporting to their respective mayors.

Communicable and Environmental Disease and Emergency Preparedness Services. The TDH Communicable and Environmental Disease and Emergency Preparedness division investigates disease outbreaks, performs contact tracing to control the spread of communicable illnesses, and works to assess and reduce the risk of exposure to environmental hazards. Information obtained through these efforts and ongoing surveillance activities guide the development of policies and procedures to protect the public from health threats. To promote immunizations, the department provides vaccines, tracks coverage rates statewide, uses the Tennessee Immunization Registry to document patient immunizations, and coordinates provision of immunizations to underserved children through the Vaccines for Children program. Select vaccines are also available to adults at local health departments. The division also coordinates the provision of HIV and STD testing and treatment programs statewide.

Oral Health Services. Good oral health can heighten self-esteem, affect social interactions, impact learning success, reduce medical costs, and enhance employability. The TDH Oral Health Services program works to help Tennesseans achieve these goals. Team members provide oral disease prevention and oral health education services to hundreds of thousands of students, faculty and staff members in schools across the state, providing fluoride varnish, dental sealants, and screening for dental health issues. TDH supports safe and effective fluoridation of community

water supplies, deemed by the Centers for Disease Control and Prevention as one of the top ten health advances of the last century. TDH provides clinical dental services in select local health departments and at community initiative sites to meet needs of specific geographic areas.

General Environmental Health. Environmental Health staff members annually inspect more than 40,000 facilities in Tennessee including food service establishments, hotels and motels, public swimming pools, campgrounds, and tattoo establishments. Team members conduct environmental surveys in schools and childcare facilities and work statewide with rabies control with a focus on eliminating factors that put public health at risk.

Laboratory Services. The State Public Health Laboratory provides clinical and environmental testing services to TDH program areas and to local health departments, hospitals, independent laboratories, other state agencies, physicians, dentists, and clinics. The labs also provide public health services unavailable from other sources, such as rabies testing. Tennessee's public health laboratory sites are part of the National Laboratory Response Network, the laboratory component of homeland security for analyzing specimens related to terrorism. All babies born in Tennessee hospitals are screened for 69 genetic conditions through a dried blood spot sent to the state laboratory, including five new conditions added in 2016. Early diagnosis and treatment is vital to the child's potential quality of life and mortality. For infants with abnormal screening results, TDH follows up with the baby's physician to initiate re-testing, confirmation, and potentially find treatment from a specialist.

Licensure and Regulation of Health Care Professionals and Facilities. TDH ensures quality in Tennessee's health care workforce and health care facilities, helping administer and enforce state laws and standards for health care professionals. More than 268,000 Tennessee doctors, nurses, dentists, and other health care professionals are licensed by regulatory boards. Disciplinary action is taken if state standards are violated. TDH also licenses more than 1,850 hospitals, nursing homes, ambulatory surgical treatment centers, and other health care facilities and assesses and certifies them for participation in the Medicare and Medicaid programs. This division also monitors ambulance services and emergency medical personnel across the state to ensure quality and safety standards are met and medical laboratories and personnel are tested and licensed.

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

Rural and Local Health Services. TDH promotes improvement of community health through a range of preventive and care services in community settings. This section provides communities with resources to assist residents by promoting access to care. The Office of Rural Health assists small and rural hospitals through the management of several federal grant programs that promote

financial viability and administers several health professions' incentive and distribution programs that reduce provider shortages in rural and underserved areas. The Office of Primary Care works with the Health Resources and Services Administration regarding federal grant and workforce investments in Tennessee to enhance primary care capacity in underserved communities. This section also administers Tennessee's Safety Net Program to provide primary care and emergency dental services in 88 of the state's 95 counties.

Office of Minority Health and Disparities Elimination. The mission of the Office of Minority Health and Disparities Elimination is to promote policies, programs, and services to improve health and quality of life by preventing and controlling the disproportionate burden of disease, injury, and disability among racial and ethnic minority populations. Strategies include assessing the health needs of minority populations within the state; promoting awareness of issues; and providing leadership, technical assistance, training, and reference materials to service providers and others to aid in establishing services to improve health outcomes for racial and ethnic minority populations and the underserved. This office works to encourage recognition of health issues of special populations not traditionally considered such as the elderly, women, the poor, and those who are underserved, coordinating efforts with other agencies to make available programs, initiatives, and services designed to meet the needs of underserved, racial, and ethnic minority populations. Team members promote cultural competence in the delivery of health services and work to facilitate access to affordable, high-quality preventive and primary care services. TDH collaborates with established associations, faith-based institutions, community-based organizations, academic institutions, and others to address minority health issues and concerns and facilitates coalitions working to develop healthy communities and increase community-based health promotion and disease prevention activities.

Office of Information Technology. A vast amount of information must be continually processed, stored, transmitted, and protected to efficiently serve the public health needs of people in Tennessee. Information Technology staff members provide important oversight and management of this information, along with informatics consulting, business analysis, programming services, public health systems monitoring and maintenance and support of computer infrastructure. Interoperability of data storage and retrieval systems throughout the TDH operation is crucial to ensuring patient and customer interactions occur effectively.

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

Policy, Planning and Assessment. This office collects and analyzes information for Tennessee's population relative to health status indicators including infant mortality, low birth weight, adequacy of prenatal care services, obesity, illness and death from chronic disease and injury, health status of children, adolescent pregnancy rates, and asthma in children. It maintains statewide registries for cancer incidence, birth defects, and traumatic brain injuries and the health care facilities' large data collection systems and statewide surveillance systems. Data are analyzed to form policies and shape the health care delivery system to effectively address needs and protect population health including the Certificate of Need process and the development of the State Health Plan. The division includes the Office of Performance Management, which coordinates

Tennessee Center for Performance Excellence requirements. The division also includes the state's chronic disease epidemiologist and the Office of the Institutional Review Board, which provides protections and research oversight for all uses of TDH data.

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

Controlled Substance Monitoring Database. Tennessee's Controlled Substance Monitoring Database has transformed over the past decade from an administrative tool for the Tennessee Board of Pharmacy to identify and discipline over-prescribers into a robust clinical and legal partnership actively fighting the opioid epidemic in Tennessee. Authorized by a 2002 law, the CSMD went live in 2007 to house information on controlled substances prescribed by health care providers and/or dispensed by pharmacists in Tennessee. In 2016, Tennessee was awarded a grant from the U.S. Department of Justice, and the state has also been awarded Centers for Disease Control grant funding; through these grants, the TDH Prescription Drug Overdose team is working to build a Health Enterprise Warehouse to integrate CSMD data with information from other systems across the state to generate analytic insights about overdose in future years.

The Tennessee General Assembly enhanced the CSMD's usefulness with the Prescription Safety Acts of 2012 and 2016. Since January 2013, any health care provider who prescribes or dispenses controlled substances on more than 15 days in a calendar year is required to have a CSMD user account. Dispensers must report all filled prescriptions of controlled substances by the close of business on the day after the prescription was filled, which allows more complete data on all controlled substances legally dispensed in Tennessee. To prevent drug abuse and diversion, prescribers are required to check a patient's CSMD profile before prescribing to that patient more than seven days' worth of opioids or benzodiazepines they had not prescribed to the patient in the past year, then check the patient's record at least once every 12 months thereafter for as long as the patient is receiving that treatment. The CSMD is continuously enhanced to make it more useful. Tennessee has entered into data-sharing agreements with 11 other states including Kentucky, Mississippi, and Virginia to receive and supply more complete information on patients receiving prescriptions in multiple states, and talks are underway to expand this effort to additional states.

As of 2016, there were over 46,000 registered users of Tennessee's CSMD, spanning health care providers, pharmacy staff, TennCare professionals, and law enforcement personnel. From 2013 to 2016, the number of opioid prescriptions for Tennessee patients fell by 9.7 percent, a decrease of nearly 800,000 prescriptions. After viewing a patient report from the CSMD, 71 percent of Tennessee prescribers report having changed a treatment plan for a patient, and 84 percent of dispensers said they had not filled a prescription as written. In 2016, there was one data request for every 2.6 new prescriptions entered into the system.

Related Advisory Boards, Committees, and Councils

The following committees may be contacted through the TDH Commissioner's Office, 710 James Robertson Parkway, 5th Floor, Andrew Johnson Tower, Nashville, TN 37243.

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

Regulatory Boards

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

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

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

John Dreyzehner, MD, MPH, FACOEM, was honored to join Governor Bill Haslam's cabinet on September 19, 2011 as the 13th commissioner of the Tennessee Department of Health. He is a physician with more than 25 years of service in clinical and public health leadership at the federal, state, and local levels. Dreyzehner began his medical service in 1989 as a United States Air Force flight surgeon, where he learned about attributes that increase the effectiveness of public health efforts and the Baldrige performance excellence framework while accumulating more than 300 hours in the F-15 Eagle and other aircraft as a member of USAF 94th Fighter Squadron. He later served as Chief of Aeromedical Assessment for Air Combat Command and was honorably discharged as a Major in 1997. Following several years in the private practice of occupational medicine, he returned to public service in 2002 as director of a rural health district in Virginia before coming to Tennessee as commissioner of health. He also practiced addiction medicine for several years while working to bring attention to the public health aspects of the now well-recognized epidemic of substance use and abuse.



Dreyzehner graduated Magna Cum Laude from the University of Illinois at Champaign-Urbana with a Bachelor of Science in psychology. He received his Doctor of Medicine degree from the University of Illinois at Chicago and earned his Master of Public Health degree at the University of Utah, where he served as chief resident at the Rocky Mountain Center for Occupational and Environmental Health. Board certified in 1999, he is licensed in Tennessee and Virginia and is a Fellow of the American College of Occupational and Environmental Medicine. He holds appointments as adjunct faculty and professor (Hon.) with East Tennessee State University's College of Public Health, founding faculty of the Healthy Appalachia Institute, and formerly visiting assistant professor of public health at the University of Virginia. He and his wife, Jana, a child psychiatrist, have two adult sons.



SERVED IN WORLD WAR II FOR COURAGE

Department of Human Resources

The Tennessee Department of Human Resources (DOHR) is a cabinet-level agency that drives the strategic direction of human resources for the State, which is the largest employer in Tennessee with over 43,000 employees. DOHR serves in a support role with overall responsibility for statewide human resources processes and services for cabinet departments, boards, and commissions in the executive branch and provides technical services to the legislative and judicial branches. The Department advises the Governor's Office on human resource matters; establishes and maintains statewide human resources policies, guidelines, and rules; provides guidance, consultation, and training to state agencies on personnel matters; and directs all professional and leadership development activities for State employees.

DOHR's mission is to provide strategic human resources leadership and partner with customers for innovative solutions. The Department accomplishes the mission and the significant role of leading human resources throughout State government and provides services to other agencies with 115 employees and an approximate \$11.5 million budget. Department leadership has two areas of focus: services provided to customers, mainly within the executive branch, and the management of the department itself, including the continuous improvement of processes and development of employees. DOHR's role in State government is complex and requires its employees to have solid technical skills and to operate in a constantly changing environment where systems thinking, forward focus, and outstanding customer service are critical. A key component of DOHR's role is to provide a consistent, independent platform for the development, implementation, and interpretation of best-practice programs and policies benefiting both employees and State agencies. As the State's overarching human resources agency, DOHR views State government as a whole and assists individual agencies in making strategic decisions about organizational development, employee and leadership development, and policy implementation.

Functions

The Department remains committed to its mission and aims to shape the best workforce for State Government. The functions and product offerings are aligned with the Governor's priorities and are developed based on legal requirements and feedback from customers and stakeholders. The following key work processes are designed to support the department's products and services:

About the Agency

Commissioner:

Rebecca R. Hunter

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1st Floor, James K.

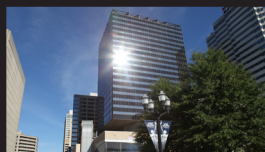
Polk Building

Nashville, TN 37243

HR.ServiceCenter@tn.gov

(615) 741-4841

TN.gov/hr



James K. Polk Building

Statistics

- Employees: 115
- The state is the largest employer of Tennesseans with over 43,000 employees
- Approximate \$11.5 million budget

HR Management Services – approve statewide HR transactions, administer compensation, administer the sick leave bank, answer routine applicant and employee questions, and recruit qualified talent.

HR Business Solutions – provide comprehensive HR services to smaller agencies and commissions and implement the strategic HR service delivery model, which centralizes HR transactions to DOHR and assists agencies in implementing critical HR strategies.

Strategic Learning Solutions – develop people (leadership, supervisor performance, and employee professional development), develop organizations (workforce and succession planning), and implement the statewide engagement strategy.

General Counsel – administer statewide HR policies and rules, administer performance management, manage employee relations and appeals, and conduct investigations.

Major Advancements as a Result of the T.E.A.M. Act

The Tennessee Department of Human Resources (DOHR) has implemented a complete overhaul of the State's employment practices since the beginning of the Haslam administration. Initiated by the Tennessee Excellence, Accountability, and Management Act of 2012 (T.E.A.M. Act), the State has transitioned from an antiquated civil service model based on tenure to a performance-based model designed to recruit, retain, and reward a talented, engaged, and high-performing workforce. The modernization of the State's human resources management system provides state-of-the-art HR services in Tennessee, resulting in a more efficient, effective, customer-focused government.

Major Advancements by Year

2012

- The T.E.A.M. Act transformed the State's antiquated employment practices, enabling DOHR to lead State government more effectively through implementation of the following:
 - Improved hiring practices which place a focus on the knowledge, skills, abilities, and competencies identified as mission critical for effective performance.
 - A new performance management system, including SMART goals and individual performance plans (IPPs) for all employees, which are aligned with the Governor's priorities and the agency goals.
 - A market- and performance-based compensation philosophy.
 - An increased emphasis on employee learning and leadership development.
 - Streamlined reduction in force (RIF) and employee appeals processes.
- DOHR established the Tennessee Government Leadership Council (TGLC) to provide guidance in development opportunities for State leaders who are champions of leadership excellence, organizational change, and creating a culture of continuous learning.

2013

- DOHR created the state's first Commissioner's leadership academy to provide growth and development for emerging leaders. To date, DOHR leads 18 agency leadership academies across the State.
- DOHR launched the Talent Management (TM) Executive Series. The adoption and implementation of a talent management strategy provides the opportunity for organizational leaders to improve organizational performance despite not adding to their workforce. Achieving optimal performance is influenced more by preparing workforce members to handle present and future challenges and less by the past practice of simply adding more employees. To date, 31 leadership teams have completed the TM Executive Series.

2014

- DOHR increased the focus on performance management and developed a new compensation structure that rewards employees based on performance rather than seniority, while assuring that salaries are market competitive. This compensation structure became the model for the State's market- and performance-based pay plan.
- DOHR created the management and leadership learning pyramid to equip supervisors with the right tools for success, strategically address the learning and development needs of supervisors, and drive a foundational approach to enterprise-wide succession planning.
- DOHR established the Statewide Learning and Development Council to ensure a seamless, strategic approach to learning and development that aligns with the Governor's priority of Education & Workforce Development.
- DOHR and the TGLC created the Black Belt Leadership Program, designed to provide alumni of the State's leadership programs with a self-directed, structured development opportunity focused on strategic development and community service, recognizing the importance of paying it forward and serving others.

2015

- DOHR established guidelines for Pay for Performance (P4P) across the Executive Branch. The purpose of P4P is to reward above-average performance, improve efficiency, and encourage participation in programs that improve job performance and skill.
- DOHR implemented a statewide Voluntary Buyout Program. This initiative enabled agencies, including DOHR, to restructure their organization according to business needs to become more efficient and effective. As a result, DOHR implemented a team-based organizational structure which streamlined work processes to deliver higher customer service and increased collaboration.
- DOHR created the Accelerated Leadership Institute to develop emerging leaders such as the Governor's Fellows and other high-potential employees who have typically not supervised.

2016

- Pay for Performance was integrated into the performance management system to reward high performing employees.
- DOHR launched the HR Service Center for employees to conveniently access FAQs and frequently requested information. Employees can call, email, or chat during business hours, enabling routine HR questions to be routed to DOHR.
- DOHR created a statewide exit survey to determine key factors in employee separations that can be used to continuously improve employment practices.
- In response to declining applications, DOHR hired a Director of Recruiting to assist agencies in recruiting for high turnover or hard to fill roles.
- DOHR designed a systematic strategic business planning process to assist leaders in developing a roadmap that connects the agency mission, vision, values, core products and services, and workforce capabilities and capacities to their operational and strategic goals.

2017

- DOHR began strategically centralizing HR transactions and routine HR inquiries from other agencies into the ARC for consistency of repeatable processes and increased customer service.
- Alternative Workplace Solutions (AWS) began to be incorporated into the DOHR culture to enable selected positions to work remotely to help employees reduce travel time, increase engagement and retention, and reduce the State's real-estate footprint, while increasing savings for taxpayers.
- DOHR created a statewide engagement strategy that includes a survey to collect information that can be used to positively improve employment engagement and strengthen organizational culture.
- DOHR developed a statewide climate survey to gather information about organizational work environments in areas including communication, diversity and fairness, trust, and job satisfaction.
- DOHR automated the Talent Review process to increase accessibility and broaden the opportunities for supervisors to use the tool as a part of the agency workforce development and succession planning for developing future leaders and creating a high performing culture.
- DOHR developed and implemented a comprehensive approach to measuring performance by adding competencies and behavioral expectations in the Individual Performance Planning process, thereby creating a higher performing workforce equipped to provide greater customer service and develop direct reports.

DOHR is a leader in the public and private sectors, providing HR best practices, streamlined processes, and excellent customer service. These improvements benefit state agencies, employees, and the citizens of Tennessee. DOHR leads five different statewide conferences designed to advance the development of various leadership groups: Human Resources Conference, Tennessee Government Leadership Conference, Learning and Development Conference, Executive Assistants Conference, and the LEAD TN Alumni Conference. Many states engage with DOHR based on best practices, as evidenced by the many nationally and internationally award-winning programs and numerous publications and speaking invitations. These accomplishments and recognitions include:

- LEAD Tennessee – Top Development Program award from HR.com
- HR Executive of the Year awarded to the Commissioner by the Middle TN Society for HR Management
- Development Professional of the Year awarded to the CLO by the Middle TN Society for HR Management
- Three Pillars of Human Resources – honorable mention by NASPE for advancing the HR Profession (a new award created as a result of this program which has educated over 600 public sector HR professionals)
- Learning Innovator of the Year awarded to the CLO by Media.com
- HR Master Series – Advancing the HR Profession award from NASPE
- Commitment Award from the Tennessee Center for Performance Excellence (a Baldrige organization)
- Business with a Purpose Award from Lipscomb University's Dean Institute for Corporate Governance and Integrity

Related Boards and Commissions

Board of Appeals – established by Tennessee Code Annotated § 8-30-108, the Board serves as the hearing tribunal for preferred service employees who are appealing a dismissal, demotion, or suspension. Board Members are citizens of Tennessee who are appointed by the Governor. The Board of Appeals has exclusive jurisdiction to hear matters at Step III brought by either the employee or agency, and is the final step in the administrative appeal procedure provided for preferred service employees.

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

Employee Suggestion Award Program Board – outlined in Tenn. Code Ann. §§ 4-27-101 through 4-27-105, the Employee Suggestion Award Program is designed to encourage employees to submit ideas that will improve processes or reduce costs for Tennessee state government. The board 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, and is responsible for reviewing suggestions submitted and approved for implementation within state agencies and approving cash awards under the program guidelines for those ideas that result in documented savings.

Commissioner Rebecca R. Hunter*Department of Human Resources*

Rebecca R. Hunter serves on Governor Bill Haslam's cabinet as commissioner of the Tennessee Department of Human Resources. Prior to this appointment, she served as the director of Human Resources for Hamilton County Government in Chattanooga and held senior management positions in governmental finance. She is a Certified Public Accountant (CPA) and is certified as a Senior Professional in Human Resources (SPHR).



In her tenure, Hunter has established the Department of Human Resources as a leader in innovative human resources practices, while shaping the best workforce for state government. She has led a successful effort to transform the state's employment practices with the passage of the T.E.A.M. Act, which overhauled the civil service system, and is moving the State from a focus on seniority to a focus on performance. As a result, all state employees have S.M.A.R.T. performance plans that align their work with the agency goals and the Governor's priorities. Her continuous focus on learning and leadership development has equipped employees, supervisors, and leaders with the tools needed to excel in their roles and has established a leadership pipeline for succession planning within the State.

Her commitment to performance excellence is demonstrated not only in her leadership of the department, but extends to her leadership on various boards and committees. She serves on the board of the Tennessee Center for Performance Excellence, whose mission is to drive organizational excellence in Tennessee. She is a past president of the National Association of State Personnel Executives and the Tennessee Personnel Management Association and an alumna of the inaugural class of Leadership Tennessee. She also serves on the board of HealthCare 21 Business Coalition, is a commissioner for the Hixson Utility District, and was appointed by Governor Haslam to the Utilities Management Review Board. She was awarded the 2015 Rooney Leadership Award by the National Association of State Personnel Executives in recognition of her outstanding achievement and leadership by a state human resource management executive and the 2016 HR Executive of the Year by the Middle Tennessee Society for Human Resources Management. Hunter strongly believes that continuous improvement, lifelong learning, and performance excellence are keys to success both personally and professionally.





Department of Human Services

The Department of Human Services's mission is to offer temporary economic assistance, work opportunities, and protective services to improve the lives of Tennesseans. The department's vision is to be a leader in effectively partnering with human service customers in establishing or reestablishing self-sufficiency to create a better quality of life.

DHS serves more than two million Tennesseans in a variety of ways, with more than 4,000 employees in all ninety-five counties. Many of the services provided are intended to offer short-term support to individuals and families struggling to meet basic needs. DHS operates with a two-generation, whole family approach to address poverty and partners with families to create cycles of success. The Department has developed a foundational framework aligning all programs to operate with a two-generation lens when serving customers in all aspects of case management and service delivery. DHS believes in the power of partnership and engages federal, state, and local level partners in providing services and supports that strengthen Tennessee families and communities.

History

When Tennessee became a state in 1796, the administration of "poor relief" became a county duty and was placed in a court system that extended into the most remote sections of each county. In 1827, new legislation allowed the counties to establish almshouses to provide for the poor and any other persons who could not care for themselves because of disability or incompetence. In 1925, the Welfare Division in the Department of Institutions was created. The Tennessee State Relief Administration was organized in 1933 and later changed into the Tennessee Welfare Commission. It further evolved into the Department of Institutions and Public Welfare and then the Department of Public Welfare. In May 1975, the agency's name changed to the Department of Human Services. That same year, the federal government mandated that each state operate a child support program under Title IV-D of the Social Security Act. In 1977, the Tennessee General Assembly passed enabling legislation designating the Department of Human Services as the agency responsible for administering the program.

The department grew even larger in 1983, when the Division of Rehabilitation Services and its vocational rehabilitation programs moved from the Department of Education to the Department of Human Services. The Aid to Families with Dependent Children program, created in September 1996 through the Social Security Act of 1935, was replaced with a new federal welfare reform pro-

About the Agency

Commissioner:

Danielle W. Barnes

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Citizens Plaza Building
Nashville, TN 37243
(615) 313-4700
TN.gov/humanservices



Citizens Plaza Building

Statistics

- Year Established: 1925
- Employees: 4,102
- Serves more than 2 million Tennesseans
- Supplements monthly food budgets of families with low income
- Has employees in all ninety-five counties

gram, Temporary Assistance for Needy Families (TANF). In addition, the Department was charged with implementing a comprehensive Child Care Reform Bill which was signed into law in June 2000. Aimed at improving the health and safety of children and the quality of child care programs, reforms included lower adult/child ratios at child care centers and mandatory criminal background checks for operators, employees, and others involved with such facilities.

Services

Families First. This program is the state's Temporary Assistance for Needy Families (TANF) program. Families First is a workforce development and employment program. It is temporary and has a primary focus on gaining self-sufficiency through employment. The Families First program helps participants reach this goal by providing transportation, child care assistance, education, job training, employment activities, and other support services. Temporary cash assistance is also provided to families with dependent children when at least one parent is incapacitated, unemployed, deceased, or otherwise absent from the home, and the family is unable to pay for essential living expenses.

Supplemental Nutrition Assistance Program (SNAP). Formerly known as the food stamp program, SNAP supplements monthly food budgets of families with low income to buy the food they need to maintain good health. DHS staff determine the eligibility of applicants based on guidelines established by the U.S. Department of Agriculture (USDA).

Child Support. Tennessee's Child Support program has offices in each of the state's thirty-one judicial districts. The offices provide the following core services for customers: locating parents; establishing paternity; establishing and enforcing financial and medical support orders; and collecting and disbursing child support collections. In addition to these core services, the Child Support program focuses on additional family centered services such as child support prevention through a program called "What's the Rush," family violence collaboration, health care coverage, healthy family relationships, economic stability, and engagement of fathers from birth.

Child and Adult Care Services. The Child and Adult Care Licensing section is responsible for monitoring child and adult care agencies to ensure the health and safety of the young children and vulnerable adults in care. This section oversees the licensing of child care centers, family child care homes, group child care homes, and adult day care centers. Child Care Services plans, implements, and coordinates activities and programs to ensure quality, accessibility, and the health and safety of children in care. It works with communities to develop new child care resources and to provide training and technical assistance to child care providers, and it provides child care resources and referral information to parents and providers. Under Tennessee's Child Care Report Card System, every licensed child care agency must undergo an annual evaluation and post a report card of the results where parents can clearly see them. Licensed child care providers can also participate in the Star Quality Program which recognizes child care agencies that exceed minimum licensing standards.

Adult Protective Services. Adult Protective Services (APS) is the only service in Tennessee mandated to intervene when adults with mental and/or physical impairments are in danger because they are unable to provide for their own needs, or when others, who are responsible for the care of those adults, abuse, neglect, or exploit them. APS staff investigate reports of abuse, neglect (including self-neglect), and financial exploitation of adults who are unable to protect themselves

due to a physical or mental limitation. APS employees assess the need for protective services and provide services to reduce the identified risk to the adult.

Community Contract Services. Employees 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:

- *Community Services Block Grant programs* – DHS partners with a network of 20 local community action agencies that provide programs and services throughout Tennessee to improve local communities.
- *Social Services Block Grant programs* – The program functions as the primary support network for elderly and disabled adults to help them maintain independence or prevent adult abuse, neglect, and exploitation. One of the primary services provided is the Homemaker Program, which provides in-home care services for disabled and senior citizens who are referred by APS staff due to allegations of abuse, neglect, or exploitation.
- *Child and Adult Care Food Program* – This program provides eligible institutions reimbursements for nutritious meals served to participants who meet age and income requirements.
- *Summer Food Service Program* – This program provides reimbursements for nutritious meals served to children 18 or younger in areas where poor economic conditions exist when school is out for the summer. Persons older than 18 who are mentally or physically disabled and who participate in school programs for the disabled are also eligible to participate.

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

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

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

Tennessee Rehabilitation Center (TRC) and Community TRCs. This group is composed of the Tennessee Rehabilitation Center in Smyrna, the state's only comprehensive residential vocational rehabilitation center, and seventeen community rehabilitation centers for individuals with disabilities living in rural communities. Nonresidential job training services are provided in the community rehabilitation centers. These centers provide vocational evaluation, employee development, and employment services designed to assist individuals with disabilities to reach their employment goals.

Tennessee Technology Access Program. This system provides community-based programs and services to individuals with disabilities (and their families) who may benefit from assistive technology to increase or maintain their independence and support their integration into the workforce. The program also provides funding to five assistive technology centers across the state.

Disability Determination Services. This program processes Social Security Disability Insurance and Supplemental Security Income applications for the Social Security Administration. The service is fully funded by the Social Security Administration.

Appeals and Hearings. This division handles appeals for many of the programs administered by the department, including eligibility for SNAP (food stamps), Families First, Child Support, and Vocational Rehabilitation cases. The division strives to resolve appeals in a timely manner while ensuring due process and maintaining the highest quality of communication possible.

Administrative Support Services

Administrative support is provided to the various divisions of the department through the following sections:

Operations. The Division of Operations oversees the following units: Budget, Procurement, Facilities, and Quality Improvement and Strategic Solutions (QISS). The Division of Operations is responsible for preparing the annual Department budget, overseeing federal programs for cash management, processing contractor/vendor payments, procuring all goods and services, overseeing facilities operations, and other tasks. Through QISS, the Division of Operations supports department wide data and performance analysis.

Office of Inspector General. The Office of Inspector General includes oversight of the department's independent monitoring of programs. Those functions include internal audit, program monitoring, claims management, and investigations. This division also investigates referrals of potential fraud, waste, and abuse and handles adjudication. The division also partners with other state and federal agencies and law enforcement entities as necessary on investigations.

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

Human Resources, Professional Development, and Talent Management. Human Resources (HR) manages all processes impacting the life cycle of a DHS employee from recruitment to separation. HR operates as a strategic partner providing support to the agency as a whole by promoting equitable fair treatment of staff within the workplace, driving the effective application of

performance management and feedback, and supporting change management efforts in alignment with the department mission. Specific services provided by HR include new employee orientation, employee relations, employee performance management, and other employee related services. The Office of Learning and Professional Development (OLPD) provides technical, systems, soft skills, and Department of Human Resources training to the DHS and contract employee base. The Office of Talent Management has a focus on improved employee engagement and workforce capability. It assists in the attraction, recruitment, selection, development, retention, and engagement of DHS employees.

Public Information and Legislative Office. The Public Information and Legislative Office facilitates public, media, and legislative requests. Its communications function has a dual focus on both external and internal communication. External communication efforts include proactive public relations strategies, social media outreach, and responding to media requests and inquiries. Internal communication efforts include employee and partner outreach. Together, the communications team works to implement communications strategies that are supportive of the department's mission and program needs. The office also focuses on legislative priorities for the department, including the analysis of legislation affecting the department, facilitating the passage of legislative initiatives for the department, and representing the department before the Tennessee General Assembly. The centralized customer service section works closely with all divisions to help ensure customers are served throughout the department and state in a professional, respectful, and timely manner.

Commissioner Danielle W. Barnes

Tennessee Department of Human Services

Danielle Whitworth Barnes was appointed DHS Commissioner by Governor Bill Haslam in 2017. Prior to joining DHS, she served as Deputy Commissioner & General Counsel for the Tennessee Department of Human Resources. In her capacity, she had oversight over all legal issues within the Department, offering counsel and advice to her agency, other state agencies, and individuals on employment law matters. One of her greatest accomplishments has been co-authoring and implementing the Tennessee Excellence, Accountability and Management (T.E.A.M.) Act, an overhaul of the State's antiquated civil service employment practices. This Act created the Board of Appeals and the Tennessee Employee Mediation Program, both of which fell under her areas of responsibility.

In addition, all matters dealing with departmental legislative affairs, employee relations, and workplace discrimination and harassment, as well as the review of certain statewide employee transactions, fell under her review. Further in her capacity, she oversaw the administration of state government's Performance Management Program, which was recently overhauled to focus on objective performance outcomes. Along with that program, Ms. Barnes was charged with the design and implementation of pay for performance in State government.

Prior to joining the Department of Human Resources, she served as the Legislative Coordinator and Assistant General Counsel for the Tennessee Department of Human Services. Her responsibilities in that role included representing the Department before the Tennessee General Assembly. She also served as legal counsel to the Department in various matters, including matters before the EEOC and THRC, general employment law consultation, contract disputes, and administra-



tive hearings. Ms. Barnes also worked for a private law firm in Nashville and Memphis, practicing in the areas of employment law, insurance defense, general civil litigation, contract matters, and government relations.

Ms. Barnes holds certification as a Senior Professional in Human Resources (SPHR), Society for Human Resource Management Senior Certified Professional (SHRM-SCP), and International Public Management Association Senior Certified Professional (IPMA-SCP). In addition, she is a Rule 31 Listed Mediator.

She earned her undergraduate degree from Spelman College and her law degree from the University of Tennessee College of Law. She is a graduate of Tennessee Government Executive Institute, LEAD Tennessee, Leadership Nashville, and Tennessee Bar Association Leadership Law. She was recognized by the Top Ladies of Distinction for Top Women in the Law and was a finalist for the Nashville Athena Young Leaders Award.





Department of Intellectual and Developmental Disabilities

The Department of Intellectual and Developmental Disabilities (DIDD) is a state agency responsible for administering services and support for Tennesseans with intellectual and developmental disabilities. The department administers services directly or through contracts with community providers.

DIDD was formerly a division of the Department of Finance and Administration before the Tennessee Legislature established it as a stand-alone department effective January 15, 2011.

The DIDD vision is to support all Tennesseans with intellectual and developmental disabilities to live fulfilling and rewarding lives. The department's mission is to become the nation's most person-centered and cost-effective state support system for people with intellectual and developmental disabilities.

Services and Supports

DIDD strives to partner with the people it supports and their family members and friends. This partnership centers on providing services and supports in a way that most closely matches the person's desires and goals for his or her life.

The Bureau of TennCare contracts with DIDD to operate three Medicaid Home and Community Based Services (HCBS) Waiver programs for persons with intellectual disabilities. Waiver programs allow people to receive long-term care in their homes and the community.

As the state agency that administers services and support for people with intellectual disabilities, DIDD is responsible for assisting eligible persons and families in obtaining the services and supports available; assisting and supporting other state and community agencies to provide services and supports; monitoring the services and supports to ensure health and safety; and helping people know and understand the rights and protections available under DIDD policy and state and federal laws.

DIDD assists with different types of programs for persons with intellectual and developmental disabilities not enrolled in an HCBS Waiver, such as family support. 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.

About the Agency

Commissioner:

Debra K. Payne

400 Deaderick Street

10th Floor, Citizens

Plaza Building

Nashville, TN 37243

(615) 532-6530

TN.gov/didd



Citizens Plaza Building

Statistics

- Year Established: 2011
- Employees: 1,466
- In 2015, Tennessee became the 14th state with no large, state run institutions for people with intellectual disabilities
- Bureau of TennCare contracts with DIDD to operate three Medicaid Home and Community Based Services (HCBS) Waiver programs for persons with intellectual disabilities

DIDD staff also support the delivery of services to people with intellectual or developmental disabilities through TennCare's Employment and Community First CHOICES program. The department's roles include implementing TennCare's intake, quality management, and Critical Incident Management systems.

The department's Health Services division is home to three Seating and Positioning Clinics. The clinics are staffed with physical and occupational therapists with specialized expertise in evaluating people who have complex seating and positioning needs. Each clinic also houses a manufacturing shop with custom design fabricators who have extensive experience in the areas of construction, carpentry, upholstery, and electronics.

DIDD regional offices are the local points of contact to the department's community service system. 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.

In the spring of 2017, the final people to live at Greene Valley Developmental Center moved into their new homes in the community, effectively closing the institution and satisfying the final requirement of an Exit Plan agreed to by the parties and the court in January 2015. Following the closure of GVDC, and Clover Bottom Developmental Center in November 2015, Tennessee became the fourteenth state with no large, state run institutions for people with intellectual disabilities.

While most services and supports are administered through community providers, DIDD directly supports a number of people at the Harold Jordan Center and at thirty-seven four-person Immediate Care for Persons with Intellectual Disabilities homes in all three regions of the state.

Related Boards and Councils

Statewide Planning and Policy Council. The Statewide Planning and Policy Council for DIDD was established by the Tennessee Legislature in 2011. The council assists in planning a comprehensive array of high-quality prevention, early-intervention, treatment, and habilitation services and supports; advising the department on policy and budget requests; and developing and evaluating services and supports.

Commissioner Debra K. Payne

Department of Intellectual and Developmental Disabilities

Debra K. Payne was appointed commissioner of the Department of Intellectual and Developmental Disabilities (DIDD) on June 1, 2013. Payne is the second commissioner to take the helm since the Tennessee Legislature established DIDD as a stand-alone department effective January 15, 2011. Prior to serving in this capacity, Payne was the first deputy commissioner of DIDD.

As commissioner, she is responsible for the oversight of a statewide community-based service delivery system supported by more than 1,450 employees, about 400 community providers, and three regional offices. Under her leadership, the state exited more than two decades of costly litigation surrounding conditions at developmental centers, and DIDD achieved network accreditation for Person-Centered Excellence, the first state service delivery system in the nation to do so. Her vision for community-based supports in Tennessee led to the closure of the state's two final developmental centers, Clover Bottom Developmental Center in November 2015 and



Greene Valley Developmental Center in June 2017. Other priorities attained during Payne's time as commissioner include pursuing new technology to support people to live more independently, securing ICF status and federal funding for the Harold Jordan Center, opening an innovative mobile seating and positioning clinic, developing training materials for law enforcement so they can better support the people with disabilities they encounter, and publishing a toolkit for medical professionals to improve outcomes for people with disabilities. In the most recent Case for Inclusion report from United Cerebral Palsy, Tennessee's work was first out of the 50 states in Health, Safety, and Quality of Life.

Payne first volunteered at Clover Bottom Developmental Center when she was fourteen years old, and after she graduated from Middle Tennessee State University, she came back to work at the center as a developmental technician. She has been a state employee in this field since 1977, with a three-year stint beginning in 2000 as administrative director of a contracted provider agency before being recruited back into state government as the statewide director of Protection from Harm for DIDD (known at that time as the Division of Mental Retardation Services).

Payne resides in Mt. Juliet with her husband, Mike. She has three children, two stepchildren, and four grandchildren.



Department of Labor and Workforce Development

History

The Tennessee Workforce Development Act of 1999 streamlined several services and programs vital to the economic well-being of the state and created the Department of Labor and Workforce Development. The legislation combined the departments of Labor and Employment Security, the Adult Education program from the Department of Education, and the Food Stamp–Employment component previously managed by the Department of Human Services. The new integrated department was designed to more efficiently meet the workplace services, regulations, and safety needs of Tennesseans.

Services

Division of Workforce Services. The division provides comprehensive employment and training resources for Tennessee’s citizens and businesses. Workforce Services creates career pathways through workforce development, job training, and educational attainment, all of which are imperative to the economic success of Tennessee. Coordinating with 13 private sector-driven Local Workforce Development Boards and various state agencies, a highly skilled workforce is built by aligning resources delivered through the American Job Centers.

Tennessee’s American Job Centers (AJCs) are strategically placed throughout the state to assist Tennesseans interested in gaining employment, as well as advancing their skills, education, and exploring careers. Each center is designed to offer labor market information, workforce development, and reemployment services through a variety of avenues. Such services may be found on-site at brick and mortar locations, online at Jobs4TN.gov, and on the go with the mobile American Job Centers.

Programs within the AJCs are targeted towards Tennessee’s businesses and job seekers. Centers are designed to be the one-stop resource providing a full range of workforce assistance for the job seeker. The centers offer in-person and online training referrals, career counseling, job listings, and similar employment-related services. Additional services are available to customers that are eligible for several programs. Required programs include:

About the Agency

Commissioner:

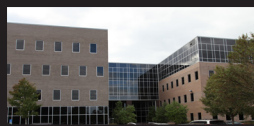
Burns Phillips

220 French Landing Drive

Nashville, TN 37243

(844) 224-5818

TN.gov/workforce



220 French Landing Drive

Statistics

- Year Established: 1999
- Employees: 1,493
- Delivers educational services to citizens who are over the age of 17 and lack a high school diploma
- Provides over 22,000 elevator inspections each year
- Agency maintains and trains rescue teams for mines

- Title I Adult and Dislocated Worker
- Youth Services
- Trade Adjustment Assistance
- Supplemental Nutrition Assistance Program Employment & Training Program
- Jobs for Veterans State Grants
- Re-Employment Services and Eligibility Assessment
- Migrant and Seasonal Farmworker
- Certification for Temporary Agricultural Workers
- Senior Community Service Employment Program

Strengthening public-private partnerships and investing in workforce training ensures citizens attain the necessary skills needed to obtain high-quality jobs. To accomplish this, Tennessee's American Jobs Centers are equipped to assist businesses with a range of customized recruiting, hiring, and training to help develop a qualified workforce. Services also include marketing and economic development opportunities through the Business Services Team, with representation of the Local Workforce Development Areas, the departments of Economic and Community Development, Human Services – Vocational Rehabilitation Services, and Labor and Workforce Development. Such partnerships deliver value to Tennessee communities, thereby improving economic prosperity, access to skilled workers, and citizens' lives.

Division of Adult Education. The division delivers educational services to citizens who are over the age of 17, lack a high school diploma, and have legally withdrawn from a publically funded secondary school. As it relates to employment, approximately 500,000 citizens between the ages of 18 and 64 do not have a high school credential. Prone to unemployment, these individuals are three times more susceptible to living in poverty and eight times more likely to be incarcerated than those with such a credential. The department estimates that nearly 40 percent of jobs will require postsecondary education by 2022.

The Adult Basic Education program assesses prospective students, determining their level of education, and provides coursework to improve their essential subject-matter knowledge. Subjects include math, reading, science, social studies, and writing. Classes are available in every county across the state and are designed to equip students with the proficiency needed to earn a High School Equivalency (HSE) diploma. With a HSE diploma, citizens experience a smoother transition into employment and/or postsecondary education.

Integrated English Literacy and Civics (IELC) classes provide an opportunity for individuals seeking mastery of the English language. Students excel in speaking, reading, and writing with IELC instruction. In addition to administering the Adult Education program grant, the division is also responsible for oversight and compliance of High School Equivalency exam testing centers. Adult Education saves money by reducing public assistance, healthcare, and incarceration costs. Furthermore, adults are given the opportunity to improve their lives and better support their families.

Division of Workplace Regulations and Compliance (WRC). The division is comprised of multiple units: Boilers, Elevators, Amusement Devices, Mine Safety, and Labor Standards.

Together, Boiler, Elevator, and Amusement Device units protect Tennessee's general public, owners, operators, users, and these parties' employees from potential hazards. Such hazards are inherent to the operation of boilers, pressure vessels, elevators, aerial tramways, chairlifts, escalators, dumbwaiters, moving walks, and amusement devices.

State and insurance inspectors audit more than 68,000 boiler and pressure vessels annually. In addition, there are approximately 22,000 elevator inspections conducted by state inspectors each year. Generally, boilers and elevators are inspected every six months, while pressure vessels are inspected every two years. Qualified inspectors are required to investigate both fixed and portable amusement devices throughout Tennessee at a minimum of once a year.

Unlike Elevator and Boiler units, the Amusement Device Unit does not perform inspections. Third-party inspectors currently determine if devices are safe and operable and whether the proper industry standard applies. The unit issues permits, and during the 2016/2017 fiscal year, nearly 350 permits were distributed to amusement device companies. In turn, over 3,100 devices were inspected by third-party inspection agencies.

The *Mine Safety Unit* has an extensive set of responsibilities. This incorporates maintaining and training rescue teams, responding to emergencies, issuing foreman certifications, and licensing mining operations. Specialized for underground and surface miners, about 15 mine health and safety training classes are provided by the unit each month.

The *Labor Standards Unit* enforces six labor laws: Child Labor, Wage Regulations, Prevailing Wage, Illegal Alien, Tennessee Lawful Employment, and the Non-Smoker Protection acts. Along with processing unpaid wage claims, on-site inspections are conducted each year, regulating child labor and ensuring workers are paid correctly on state-funded highway construction projects. Child labor investigations focus on work hours, working conditions, prohibited occupations, and instances where minors are exempt from the law. The unit also receives complaints from local, state, and federal agencies alleging unlawful hiring practices related to illegal aliens.

All WRC units ensure public safety and protect Tennessee's citizens and visitors from harm.

Division of Employment Security. The division administers both the Unemployment Insurance program and Labor Market Information for Tennessee. Within the division are six units that support those programs.

The *Unemployment Insurance (UI) Claims Operations Unit* processes unemployment claims filed in Tennessee, serving all 95 counties. Claims are accepted online through a claimant portal on Jobs4TN.gov. The unit also handles specialty claims, such as strikes and labor disputes, combined wage, and disaster unemployment assistance.

The *Appeals Tribunal* and *Office of Administrative Review* oversee the appeals process, which is provided by law (Tenn. Code Ann. § 50-7-304) for both claimant and employer parties, who disagree with agency decisions on unemployment compensation claims. The Appeals Tribunal is the first level of the appeals process. If a claimant is not satisfied with the outcome of their first appeal, they may request the second level of appeals from the Office of Administrative Review. If not satisfied with the second level of appeals, claimants may proceed to Chancery Court, the third and final level.

The *UI Integrity Unit* is responsible for monitoring, analyzing, and reporting unemployment insurance workload activity to the United States Department of Labor (USDOL). Workload activity refers to the amount of claims processed in a given timeframe as determined and required by USDOL. It conducts several federally mandated monitoring functions, while maintaining a quality control system that examines claim samples for accurate application of law, rules, and procedures.

UI Employer Accounts establishes the liability of employers, calculates tax (premium) rates, receives and processes all wage and premium reports and payments, and maintains individual employer accounting. The unit also collects unemployment insurance premiums, secures delin-

quent reports, and audits employers' records, along with enforcing employer compliance with unemployment insurance laws and regulations.

The *UI Recovery Unit* was formed in January 2015 to facilitate the collection of claimant overpayments and delinquent employer taxes. UI Recovery is organized into two sub-units: benefits and tax. The benefits group manages claimants with overpayments, collecting payments, and setting up installments, when needed. If noncompliant and eligible, a claimant may be enrolled in the IRS Intercepts program. Claimants may also experience wage or bank garnishments, as well as liens if payments are not received. Overseeing delinquent employer taxes, the tax group also accepts payments and sets up installments where applicable. Noncompliant employers may experience bank levies, charter revocations, and liens. Eligible employers may also be sent to IRS Intercepts. Together, the unit monitors bankruptcy notifications of both claimants and employers.

The *Labor Market Information (LMI)* section produces comprehensive analyses that are accurate, timely, and properly documented. Such information tells the story of economic and demographic characteristics of Tennessee's citizens, businesses, and industries. Labor market information is essential to the division's overall mission of promoting a strong labor exchange program. These statistics are available on the LMI home page, hosted on Jobs4TN.gov. The unit also conducts surveys, obtaining data on nonfatal workplace incidents. This includes both 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.

Tennessee Occupational Safety and Health Administration (TOSHA). The division is charged with improving occupational safety and health in workplaces throughout the state, resulting in reduced injuries, illnesses, and fatalities. TOSHA's central office is located in Nashville and program services are delivered statewide through field offices in Chattanooga, Jackson, Kingsport, Knoxville, Memphis, and Nashville.

Under the Tennessee Occupational Safety and Health Act of 1972, TOSHA is mandated to perform compliance inspections, adopt occupational standards, investigate workplace fatalities and catastrophes, employee complaints, and discrimination allegations of employees participating in protected safety and health occupations. The division receives matching grants from the U.S. Department of Labor, which fund a variety of compliance operations. TOSHA assists with workplace improvements by training employees and employers and by providing consultative services to employers.

In addition to mandated activities, TOSHA's outreach programs honor the state's safest workplaces and provide continuing education. The division co-sponsors the Tennessee Safety and Health Conference, which approximately 1,500 industry professionals and exhibitors attend each year. TOSHA's award programs include the Volunteer STAR, which recognizes and promotes effective safety and health management, and the "Governor's Award" and "Commissioner's Award", which honor companies who have a predetermined number of hours without accidents resulting in lost time or restricted duty. The division also publishes a quarterly newsletter, *Together With TOSHA*, which helps inform employers and employees in Tennessee about current workplace safety and health standards and best practices, as well as training and education opportunities.

Bureau of Workers' Compensation. The Bureau administers multiple programs to help Tennesseans resolve workplace-injury disputes. The Bureau educates the public on workers' compensation requirements and ensures the provision of timely benefits in appropriate cases. Tennessee law charges the Bureau with the responsibility for adjudication, recordkeeping, administration,

and enforcement. The Bureau executes these responsibilities through a variety of programs, funds, and units.

The 2013 Workers' Compensation Reform Act created both the *Court of Workers' Compensation Claims* and the *Workers' Compensation Appeals Board*. The Court provides a fair, efficient, and professional system for employees and employers to adjudicate disputes. The Appeals Board reviews Court orders, providing fair, accurate, and meaningful examinations for all Tennessee employers and employees. Both courts hear cases with dates of injury on or after July 1, 2014, and apply the Tennessee Rules of Evidence and Civil Procedure.

Mediation and Ombudsman Services of Tennessee improves communications between the parties in workers' compensation claims. The mediation program helps resolve disputes through experienced, professional alternative dispute resolution. The Ombudsmen provide assistance to self-represented employees and employers who need information or have questions about processes, procedures, services, rules, and statutes.

The *Medical Impairment Rating (MIR) Registry* provides a mechanism to settle disputes, if requested by the parties, about permanent impairment ratings. It utilizes independent physicians with specialized training in determining impairment ratings. A MIR physician's rating is presumed accurate but may be rebutted by clear and convincing evidence.

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

The *Tennessee Drug-Free Workplace Program* encourages safe worksites by promoting workplaces free of drugs and alcohol. In addition to reducing the likelihood of substance-related workplace accidents, participating employers may receive a five-percent reduction on insurance premiums along with other benefits.

The *Subsequent Injury and Vocational Recovery Fund*, formerly the *Second Injury Fund*, encourages the hiring of permanently disabled workers. The Fund contributes to claims with compensable injuries that totally disable the claimant from meaningful work. Beginning in January 2018, the Fund will also provide limited educational assistance to qualified injured workers who are not able to return to their former jobs.

The *Medical Case Management Program* monitors registration, credentialing, and activities of nurse case managers.

The *Utilization Review Program* provides an appeal process for injured workers whose requests for specific medical treatments are denied.

The *Medical Fee Schedule* is based on the Medicare model designed to be fair, accessible, and efficient. While the fee schedule creates a price cap, it does not prohibit medical providers from agreeing to provide services at lower fees. In special circumstances, the Bureau allows payments exceeding the cap.

The *Uninsured Employers Fund* investigates and penalizes employers who fail to carry workers' compensation insurance and do not qualify as self-insured employers.

The *Employee Misclassification Education and Enforcement Fund* investigates and penalizes employers who illegally deduct workers' compensation premiums from their employees' paychecks, illegally misclassify employees to avoid insurance premiums, or treat workers as independent contractors.

The *Administrative Legal Services* unit handles rulemaking, workers' compensation legislation, and penalties not covered by the Uninsured Employers and Employee Misclassification Education

funds. The director of this unit acts as the Bureau's legislative liaison to the administration and the General Assembly.

Lastly, the Bureau delivers a strong education program, including an annual conference that has drawn more than 1,300 attendees over the last two years. The program also includes presentations annually reaching more than 2,000 people.

An additional aspect of the education component is the *Adjuster Certification Program*. The program educates adjusters handling Tennessee workers' compensation claims on specific state requirements. This is one of the many ways the Bureau assures fair treatment of injured employees and the appropriate, uniform, and prompt handling of claims.

Related Boards and Commissions

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

Commissioner Burns Phillips

Department of Labor and Workforce Development

Commissioner Burns Phillips was named acting commissioner for the Tennessee Department of Labor and Workforce Development in March 2013. Governor Bill Haslam appointed him commissioner in June of that year.

Phillips spent seven years working for the State of Tennessee before entering the private sector in 1981. After ten years of selling and marketing medical products, Phillips founded a surgical instrument company that conducted business across the globe.

In 2009, Phillips returned to state government with roles at the Department of Transportation and Department of Finance and Administration. He then moved into his position as Commissioner at the Department of Labor and Workforce Development.

Phillips has both a bachelor's and a master's degree from Middle Tennessee State University. He also earned a law degree from the Nashville School of Law.







Department of Mental Health and Substance Abuse Services

The Department of Mental Health and Substance Abuse Services (TDMHSAS) is the state's mental health and substance abuse authority. Its mission is to provide, plan for, and promote a comprehensive array of quality prevention, early intervention, treatment, habilitation, rehabilitation, and recovery services for Tennesseans with mental illness and substance abuse issues. Its vision is to be the nation's most innovative and proactive state behavioral health authority for those dealing with mental health and substance abuse problems. The department is also working to improve Tennesseans' understanding and access to early intervention and high-quality, effective mental health and substance abuse services. The department is responsible for system planning; setting policy and quality standards; system monitoring and evaluation; disseminating public information; and advocating for people of all ages who have mental health issues, serious emotional disturbances, and/or substance abuse disorders. TDMHSAS annually assesses the public's needs for mental health and substance abuse services and supports. Title 33 of the Tenn. Code Ann. requires that functions of TDMHSAS be carried out in consultation and collaboration with current or former service recipients; their families, guardians, or conservators; advocates; provider agencies; and other affected people and organizations.

History

Upon the recommendation of then-Governor Frank Clement, the General Assembly created the Tennessee Department of Mental Health on March 13, 1953 to provide services to people with mental illness and mental deficits. In 1973, under the Comprehensive Alcohol and Drug Treatment Act, the General Assembly gave the department responsibility for developing programs for treating and preventing alcohol and drug abuse. Beginning in 1978, the department was charged with licensing facilities that provide services to people with Intellectual Disabilities, mental illness, and alcohol and drug abuse. The department's name was changed to the Tennessee Department of Mental Health and Developmental Disabilities in 2000 as a result of a comprehensive revision of the mental health and developmental disability law. The responsibility for management and operation of the Division of Mental Retardation Services was

About the Agency

Commissioner:

Marie Williams, LCSW

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6th Floor, Andrew

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TN.gov/mental



Andrew Jackson Building

Statistics

- Year Established: 1953
- Employees: 1,921
- Works to provide effective prevention and treatment services for all Tennesseans and to improve their understanding of substance abuse issues
- Operates 4 Regional Mental Health Institutes

transferred to the Department of Finance and Administration by executive order in 2002. On January 15, 2011, the department's name was changed to the Tennessee Department of Mental Health, as the responsibility for developmental disabilities was transferred to the newly created Department of Intellectual and Developmental Disabilities. Then, on July 1, 2012, the department's name was changed to the Tennessee Department of Mental Health and Substance Abuse Services.

Mental Health Services

The Division of Mental Health Services works to provide effective prevention and treatment services for all Tennesseans, improve citizens' understanding of mental health issues, and get people to early intervention services. The division's goal is to strengthen and improve community mental health services. It is responsible for service development, advocacy, and education, as well as technical assistance and training. It administers state and federal funds allocated for mental health services, housing, and other recovery-based services. Along with the Bureau of TennCare, the division is responsible for pre-admission screening and resident reviews for individuals who apply for nursing home care or who reside in a nursing home and may be in need of mental health services. It also works closely with the Bureau of TennCare for the behavioral health programs it operates.

Substance Abuse Services

The Division of Substance Abuse Services works to provide effective prevention and treatment services for all Tennesseans and to improve their understanding of substance abuse issues. It also works to get people to early intervention services. The goal is to strengthen and improve community substance abuse service by providing an integrated network of comprehensive addiction services that foster self-sufficiency and protect those at risk of developing a substance abuse issue. The Division's responsibilities include planning, developing, administering, and evaluating a statewide system of substance use, abuse, and addiction services for the general public, those at risk for substance abuse, and those abusing substances. This is carried out through partnerships with other government agencies, community organizations, and advocacy groups. Treatment and prevention services are provided by community-based agencies through individual contracts.

Regional Mental Health Institutes

The department operates four Regional Mental Health Institutes (RMHIs) that provide caring and effective mental health services for Tennesseans with serious mental health concerns who cannot or will not be served by the private sector due to the acuity of their clinical needs, the behavioral challenges they present, or insufficient resources. Additionally, the department actively works with RMHI leadership in continuing efforts to improve outcomes for patient care, while containing costs to further reduce the amount of state general funds required for operations. The RMHIs also serve individuals ordered by the criminal courts for evaluation and treatment. All of the RMHIs have been fully accredited by the Joint Commission since 1978. In addition, they are all certified by the Centers for Medicare & Medicaid Services for participation in the Medicare and Medicaid (TennCare) programs. They are:

Memphis Mental Health Institute	Memphis
Middle Tennessee Mental Health Institute	Nashville
Moccasin Bend Mental Health Institute	Chattanooga
Western Mental Health Institute	Bolivar

Related Boards and Councils

TDMHSAS Planning and Policy Councils. The Statewide Mental Health and Substance Abuse Services Planning and Policy Council is established under Title 33 of the Tenn. Code Ann., which requires a structured planning process of council participation. These councils include consumers, family members of consumers, providers, and advocates. The department also has seven Regional Planning and Policy Councils that contribute to the responsibilities of the statewide council. Council participants advise TDMHSAS on the development of the three-year plan, including prevention, early intervention, treatment services, and supports for individuals and their families. The councils also assist TDMHSAS in the annual assessment of need for mental health and substance abuse services. Furthermore, the councils advise the department of policy, formation of budget requests, and development and evaluation of services. The statewide council has a minimum of seventeen members, not including ex officio members, appointed by the commissioner for three-year terms. The Speaker of the Senate and the Speaker of the House of Representatives each appoint one legislator as a member of the statewide council. The Governor is an ex officio member and appoints the chairman. He also appoints representatives of state agencies as ex officio members.

Council on Children’s Mental Health. Legislation passed in 2008 established a Council on Children’s Mental Health. It requires the council to develop a plan for a statewide system of care where children’s mental health services are child-centered, family-driven, and culturally and linguistically competent. It also provides a coordinated system of care for children’s mental health needs in the state. The council is co-chaired by the commissioner and the executive director of the Tennessee Commission on Children and Youth.

Facility Boards of Trustees. Each of the RMHIs has a board to advise the chief executive officers and inform the public about the needs and activities of each facility. Members are appointed by the commissioner for three-year terms.

Commissioner Marie Williams, LCSW

Tennessee Department of Mental Health and Substance Abuse Services

Marie Williams, LCSW, was appointed Commissioner of the Tennessee Department of Mental Health and Substance Abuse Services (TDMHSAS) by Governor Bill Haslam, effective October 22, 2016. In her position as Deputy, Ms. Williams served as top advisor to the Commissioner and managed the departmental budget of over \$370 million. Ms. Williams successfully assisted in the Department’s transformation initiative and the closure of Lakeshore Mental Health Institute by moving patients into the community and reinvesting \$20.5 million into the community. Her leadership secured the support of three East Tennessee private psychiatric in-patient hospital partners to provide services to those patients previously served by Lakeshore.



As Deputy, Ms. Williams worked with former Commissioner E. Douglas Varney regarding the prescription drug abuse epidemic facing our state and participated in the creation of the Prescription for Success initiative, a multi-faceted strategy to address the prescription drug problem in Tennessee. Deputy Williams also made a concerted effort to oversee the implementation of more “low-cost, high-impact” programs in the community. Ms. Williams also served as the Assistant Commissioner of Mental Health Services where she worked collaboratively to expand consumer based recovery services. Her division oversaw the statewide planning process as well as the successful implementation of the behavioral health safety net program, which provides services for persons who were disenrolled from TennCare. Her initiative, the Creating Homes Initiative (CHI), has developed 15,000 supportive housing options along a continuum that allows for persons diagnosed with mental illness and co-occurring disorders to live in their communities in the least-restrictive settings.

Williams has also served as a Community Builder Fellow with the U.S. Department of Housing and Urban Development (HUD), director of homeless services for Catholic Charities of Memphis, and led the Homeless Services at the Midtown Mental Health Center in Memphis.





Department of Military

The volunteer spirit and tradition has long been a bedrock principle of the Tennessee Military Department. From when Capt. Evan Shelby held the first known muster of Tennessee Militiamen for combat on August 17, 1774 for Lord Dunmore's War, through 1846 when President James K. Polk, a Tennessean, asked Tennessee for 2,400 men to fight in Mexico and nearly 30,000 stepped forward, the nickname "The Volunteer State" has been the foundation of the Tennessee Military Department. That spirit continues today as Tennessee is currently the nation's 7th largest state National Guard organization with Soldiers and Airmen deployed throughout the world.

Since 1970, the Military Department has been comprised of three major divisions: the Tennessee Army National Guard, the Tennessee Air National Guard, and the Tennessee Emergency Management Agency. Each division is an integral component of state and national defense as well as statewide emergency response. The purpose of the Military Department is to provide trained, ready forces to respond to any state or federal mission. Our vision is to provide a relevant, professional organization of employees and personnel committed to readiness, responsiveness, and quality service. There are currently more than 13,000 Tennessee men and women comprising the Tennessee Army and Air National Guard. They serve as full partners with active duty service members worldwide to make up the "Total Force" of American defense. Nationwide, the Army National Guard contributes more than half of the Army's total combat strength for about nine percent of the total budget. The Air National Guard performs about thirty-five percent of the total Air Force missions for about six percent of the entire annual Air Force budget. Since 2001, more than 29,000 Tennessee Army and Air National Guardsmen have deployed to support the War on Terror. In 2005, the 278th Armored Cavalry Regiment deployed for Operation Iraqi Freedom which was the largest deployment of Tennessee Guard soldiers since World War II. Soldiers and Airmen have deployed to Iraq, Afghanistan, Kuwait, and many other countries throughout the world.

But the Tennessee Military Department is much more than just the Tennessee Army and Air National Guard. The third major division of the Military Department is the Tennessee Emergency Management Agency. They are 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. It was created to provide a standing management cadre

About the Agency

Adjutant General:
**Major General Terry M.
"Max" Haston**
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tn.gov/military



Houston Barracks

Statistics

- Employees: Approximately 450
- 3 Divisions: Tennessee Army National Guard, Tennessee Air National Guard, and Tennessee Emergency Management Agency
- Currently the nation's 7th largest state National Guard organization
- Currently more than 13,000 Tennessee men and women in the Tennessee Army and Air National Guard

to instantly bring order to the confusion created by such events. Two smaller organizations also make up the Military Department. The Bureau of War Records maintains records of Tennesseans who have served in the military forces of Tennessee and in any branch of the armed forces. More than six million records are stored there. In 1985, the Tennessee Defense Force was organized as a volunteer state military force under the command of the Governor. It is currently called the Tennessee State Guard, and it also falls under the Military Department.

The Military Department of Tennessee currently has 454 state positions and 2,517 full-time federal employees. The Military Department oversees a total state budget of more than \$115 million and a Federal budget of nearly \$580 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, as well as the Tennessee State Guard and the Bureau of War Records.

Major General Jeffrey H. Holmes, Deputy Adjutant General
Brigadier General Donald L. Johnson, Assistant Adjutant General, Air
Brigadier General Tommy H. Baker, Assistant Adjutant General, Army
William Wenzler, Deputy Commissioner & Director of Administrative Services
Patrick Sheehan, Director, Tennessee Emergency Management Agency

Early History

Tennessee's military heritage begins long before becoming a state. The first known muster of Tennessee Militiamen took place on August 17, 1774. Capt. Evan Shelby and 49 other militiamen, including his son, Isaac, and many prominent citizens of the self-governing Watauga settlement (Tennessee's present day Sullivan and Carter counties), formed a volunteer company to fight alongside Virginia militia. Attacks from Shawnee Indians along the Virginia frontier were increasing and colonial settlers had begun fighting back. Lord Dunmore, Royal Governor of Virginia, ordered four regiments of militia and volunteers to be organized to "pacify the hostile Indian war bands." Capt. Shelby immediately organized the Watauga settlement's first volunteer company, and on August 17, they marched from their homes to join the assembling Virginia regiments. This marked the first time "Tennesseans" deployed for war as a militia, and by October 10, Capt. Shelby and his men, called the Fincastle Company, were integrated into Lord Dunmore's Army and were soon fighting at the Battle of Point Pleasant.

Victorious, the militiamen marched home from a war that created the region's first local heroes and exhibited Tennessee's volunteer and fighting spirit. It was the first step to cementing Tennessee's, now legendary, volunteer tradition. For the next few years, the militia was called for the occasional skirmish as settlements grew and America's War for Independence began. In 1776, the region was annexed by North Carolina, thus the Tennesseans technically became members of the North Carolina militia. By 1780, Tennesseans saw their first major action against the British. In February, North Carolina called for 200 men from the territory to augment a 2,000-man campaign into South Carolina. Newly created Washington and Sullivan counties were to provide 100 men each. Instead of 200 men, 400 answered the call for troops and rendezvoused in North Carolina. Col. John Sevier and now Col. Isaac Shelby commanded the militiamen in numerous actions, often engaging soldiers commanded by Maj. Patrick Ferguson of the British Army.

In September, 480 Tennesseans commanded by Shelby and Sevier assembled with other colonial militiamen at Sycamore Shoals, near Elizabethton. Many more Tennesseans volunteered, but were ordered to remain home to guard against Indian attacks. The next day the forces crossed the mountains to counter Ferguson's threat that he would "march his army over the mountains, hang their leaders, and lay their country waste with fire and sword." These "Overmountain Men" marched south and attacked Ferguson's Corps, which was protecting the left flank of Lord Cornwallis's army. The British force was defeated, and Ferguson himself was shot and killed by men commanded by Sevier. Known as the Battle of King's Mountain, it was the turning point against Britain's southern campaign during the revolution and the most celebrated Revolutionary War battle Tennesseans participated in, creating a distinct regional identity for Tennesseans.

On June 1, 1796, Tennessee became the 16th state admitted into the Union, and the Tennessee militia "officially" was born under the governorship of John Sevier. As settlers continued pushing west and south through the state, hostilities resumed primarily with the Creek Indians. Andrew Jackson, who was elected Major General of the Tennessee Militia in 1802 and later the 7th President of the United States, kept the militia ready and often engaged against hostile Indians along the borders.

When the federal government declared war with Great Britain in 1812, the southeast was of strategic importance. In the fall, Tennessee was asked to send 1,500 soldiers to New Orleans to help defend the area; Andrew Jackson assembled over 2,000 volunteers and marched to Natchez, Mississippi in January 1813. After a few weeks, Jackson received word that his Tennesseans were not needed, and his forces were dismissed in Natchez. His army lacked food, supplies, and medicine. Over 150 soldiers were sick, but Jackson was determined to get his troops home. He acquired some provisions at his own expense and sent his mounted soldiers toward Nashville while he walked with his footsoldiers, giving his own horse to the sick. He earned his soldiers' respect by being tough and resilient and taking care of his men as he trudged the 450 miles home. His soldiers would grant him the nickname, "Old Hickory."

But they would not be home for long. On August 30, Creek warriors known as "Red Sticks" attacked and massacred over 400 settlers, many women and children, at Fort Mims near Mobile, Alabama. Tennessee was outraged. The Tennessee General Assembly immediately authorized the Governor to raise 3,500 militiamen to avenge the attack. Jackson wrote to the militia, "Brave Tennesseans! We must hasten to the frontier, or we will find it drenched in the blood of our fellow-citizens!" Within days, militiamen enthusiastically responded from across the state and mustered for war. Within a few weeks, 5,000 Tennesseans would be attacking into Creek Territory, including famous Tennesseans like Pvt. David Crockett and Lt. Sam Houston.

The fighting was severe. The Creeks were defeated at numerous battles, like Talladega, Tallushatchee, and Emuckfaw, but the most significant would be the battle of Horseshoe Bend. Jackson and his army would attack and kill roughly 900 Creek Indians while suffering the loss of only 47 soldiers. The battle would break the back of the Creek resistance and force their surrender a few weeks later, ending the Creek War. It would be the first major American victory as a part of the War of 1812 against Britain, propelling Jackson to national prominence and a promotion to Major General in the U.S. Army, giving him command of the entire Seventh Military District.

Next, Jackson and his army secured Mobile and drove the British out of Pensacola, Florida. Then the army hurriedly marched to New Orleans and rendezvoused with other soldiers and volunteers from across the South to defend the city. On January 8, 1815, Jackson's troops defeated a veteran British army at the Battle of New Orleans. The Tennesseans returned home as heroes from the

War of 1812. The sheer numbers of volunteers and their victories against the Creek and British forces set a “volunteer” precedent that would start to earn the state its nickname.

For the next 20 years, Tennessee would maintain its volunteer tradition by fighting in every major conflict, including the First and Second Seminole Wars. Veterans like David Crockett and Sam Houston enhanced their careers through the military. Crockett was elected lieutenant colonel of the 57th Militia Regiment in 1818, which aided in his election to Congress. Sam Houston became the Adjutant General for Tennessee that same year and would become the Governor of Tennessee as well as Texas. During the 1830s, Tennesseans strongly supported and assisted in Texas independence. Crockett and his band of Tennessee Mounted Volunteers died defending the Alamo in 1836. Houston was appointed as Commander-in-Chief of the Texan Army in March 1836 when Texan Independence was declared.

In 1846, war with Mexico broke out. President James K. Polk, a Tennessean, put out a nationwide call for volunteers. In May, Tennessee Governor Aaron Brown issued a call for raising two infantry and one cavalry regiments from Tennessee, a total of 2,400 men. Instead, 30,000 Tennesseans offered their services, some towns forming entire companies on the spot. Some volunteers even tried to purchase slots in militia companies already formed to ensure that they would be able to join in the fight. A lottery system had to be established to determine which volunteers would serve in the newly formed 1st and 2nd Tennessee Infantry Regiments and a regiment of cavalry, in order to fill the Governor’s request. This fervent response would forever cement Tennessee’s reputation as the Volunteer State. The regiments mobilized and the 1st and 2nd Tennessee fought valiantly under Zachary Taylor at Monterey, Mexico. In January of 1847, all three Tennessee Regiments were formed into a brigade commanded by Maj. Gen. Gideon Pillow and put under the command of Gen. Winfield Scott. They would see combat in Vera Cruz, Cerro Gordo, and other battles in the Mexico City campaign. During an assault on Fort Teneria, the 1st Tennessee earned the nickname, “Bloody First.” From this point on, The Volunteer State nickname was fully embraced and supported by the actions of the Tennessee Militia.

Modern History

In 1887, Tennessee’s 45th General Assembly established the Tennessee National Guard as it is known today. The State created Tennessee’s 1st Brigade, composed of three infantry regiments: one from East, Middle, and West Tennessee, the three grand divisions of the state. The State organized the 1st Regiment of Artillery as well as maintained 12 African-American companies. The newly organized National Guard was called out in 1891 for the Coal Creek Wars. During the Spanish-American War in 1898, Tennessee again displayed its courage and commitment. It was among the first states to offer her full quota of Soldiers. All equipped Guard units were mobilized and four regiments were created, but only the 1st and 4th Regiments deployed overseas. Over 4,300 soldiers volunteered to fight including 17 Tennesseans that joined Teddy Roosevelt’s Rough Riders.

The 4th Tennessee deployed to Cuba and occupied the country for five months after the war ended. Soldiers of the 1st Tennessee deployed to the Philippines as reinforcements. They also fought in Manila where they helped capture Iloilo, the Philippines’ second largest city, and also suppressed an outbreak of fighting on Cebu Island. Soon the War Department formed regular Army regiments to replace the state units where more than 300 Tennesseans from the 1st Tennessee reenlisted with the new 37th U.S. Volunteer Infantry Regiment. The regiment would fight in the

Philippines until 1901. The 1st Tennessee was one of the most honored Spanish-American War volunteer regiments and was the last to leave federal service.

In 1908, three militia companies from Nashville and two from Memphis were activated by Governor Malcolm Patterson to restore order and capture fugitives known as the Night Riders of Reelfoot Lake. The militiamen searched and captured suspects as well as guarded confined prisoners awaiting trial for murder and other crimes. In 1916, Tennessee was called on again. Nearly every Tennessee Guard unit, 3,000 men, deployed for service along the Mexican border. Almost 3,000 Tennesseans were mobilized. Separate Company G, from Nashville, would guard Memphis's Frisco and Harahan Bridges over the Mississippi River, fearing for saboteurs.

Tennessee's volunteer tradition would be on full display as America formally entered into World War I on April 6, 1917. Six days later, elements of the Tennessee Guard were put on Active Duty. The last of Tennessee's Guard forces had returned home from the Mexican border only two weeks earlier. On August 5, President Woodrow Wilson drafted all National Guard units into the federal Army. Almost all Tennessee units became part of the newly created 30th Infantry Division. Tennessee units organized into the 117th Infantry, 115th Artillery, 114th Artillery, the 114th Machine Gun Battalion, and others. The soldiers nicknamed the 30th "Old Hickory" in honor of Andrew Jackson (the 30th also included soldiers from North and South Carolina). During the war, the 30th earned fame as the first unit to break the prominent Hindenburg Line, one of the strongest defense systems in the theatre of war. Guard soldiers in the 30th received 12 Medals of Honor (five were Tennessee Guardsmen), more than any other division. Tennessee Guardsmen fought valiantly in the Meuse-Argonne, Woevre Sectors, St. Mihiel, and every major battle of the war. The 30th suffered over 8,400 casualties.

Following World War I, Tennessee units came home and reverted to their original designations. In 1923, federal recognition made the 117th Infantry and 115th Artillery permanent unit designations with the state. Tennessee's first aircraft squadron, the 105th Air Observation Squadron, was also organized. The 109th Cavalry continued training on horses, even though horse cavalry was considered obsolete by this time.

The 30th Infantry Division was mobilized again in September 1940, prior to the U.S. entry into World War II. Most Tennessee troops were in the 117th Infantry Regiment and the 115th Field Artillery.

During the war, the 30th served in Europe with distinction. Although the division was not involved in the actual invasion of Normandy, it came ashore 6 days after D-Day and quickly got into the fight. The unit fought heroically in France at St. Lo and at the battle of Mortain. At Saint Barthelmy, the 117th Infantry defended against Adolf Hitler's 1st SS Panzer Division, preventing the Germans from driving to the Sea at Avranches and splitting the 1st and 3rd Allied Armies. The regiment received two Presidential Unit Citations. Three top German generals later said this was one of two critical engagements that led to the defeat of Germany in the West. The German High Command regarded the 30th as "Roosevelt's Shock Troops." The 30th broke through the Siegfried Line with the 117th Infantry to become the first unit in the entire XIX Corps to capture its objectives. It earned three more citations over a two-week period for the attack and the capture of Aachen. Tennessee's regiment also made a stand at Stavelot, Belgium, during the Battle of the Bulge, once again defeating Hitler's 1st SS Panzer Division. The 117th Infantry Regiment received five Presidential Unit Citations by war's end, making it one of the most decorated Army infantry regiments in the United States.

Tennessee was also called upon again for the Korean War. Tennessee mobilized 11 units, with four seeing combat in Korea. The largest activation was the 278th Regimental Combat Team which remained stateside guarding installations in New York and Massachusetts, with some soldiers serving in Iceland. But, many of the Tennessee Guardsmen volunteered for service in Korea, deploying with active duty units. The 196th Field Artillery Battalion served in theater, receiving a Presidential Unit Citation for helping to repulse the massive Chinese invasion in 1951.

In 1954, Tennessee organized the 30th Armored “Volunteers” Division. It would be the primary unit in the state until 1973. During its lifetime, the “Volunteers” served often in state service. Guardsmen were called upon for the first time in history to enforce school integration. It occurred in Clinton, Tennessee, in September 1956. The Ku Klux Klan rallied in Clinton to maintain the segregation of a local school, but Governor Frank Clement enforced the new integration laws. In 1968, many units from the 30th Armored Division deployed to quell riots in Memphis and Nashville after the assassination of Dr. Martin Luther King, Jr.

No units from Tennessee were mobilized for Vietnam, but hundreds of Guardsmen volunteered to serve with the active Army. One soldier, Maj. Homer Pease from Johnson City, personified Tennessee’s volunteer spirit during the Vietnam War. A Guardsman with two Bronze Stars and two Purple Hearts from World War II, he volunteered to go to Vietnam where he earned the Silver Star and a third Purple Heart. In 1966, this gallant guardsman was killed in combat along the Mekong Delta.

During the 1970s, guardsmen responded to numerous state missions. In one instance, military policemen responded to an inmate revolt over living conditions at the Tennessee State Penitentiary in 1975, often called the “Pork Chop” riot, helping bring order to the prison. In 1984, the same units were mobilized to hunt down and capture four fugitives who escaped from the Fort Pillow State Prison and Farm.

In 1991, more than 3,600 Tennessee Guardsmen responded to Operations Desert Shield and Desert Storm. Most were support units like military police, maintenance, or engineer companies. When the Tennesseans arrived in Saudi Arabia, Maj. Bill Preston overheard one Tennessee soldier declare, “Tell them the Volunteers are here!” The Tennessee Air Guard deployed six units and the Army deployed 17 during the conflict. The 196th Field Artillery Brigade (including the 1st Battalion, 181st Field Artillery) was one of only two Army Guard combat units to see actual combat.

A few days prior to the commencement of the ground war, Tennessee’s 212th Engineer Company, attached to the 101st Airborne Division, broke through the border berm into enemy territory, building a six-lane road. The unit traversed six miles before the ground war began, becoming the first unit of the division into Iraq and one of the first U.S. units to breach the Iraqi defensive zones. These units came home, having again embodied the volunteer spirit.

Dual Mission

The National Guard is distinct within the armed forces because it has both a federal and a state mission. The federal mission of the Tennessee National Guard is to provide the President and the Secretary of Defense with units capable of performing their wartime missions. The state mission is to provide the Governor with units capable of performing missions in accordance with the Tennessee Emergency Response Plan. The Tennessee Constitution authorizes the governor to assume the role of “commander-in-chief” of the state. The Guard may be called upon to maintain

order in emergency situations, to rescue civilians whose lives are in danger, and to assist during natural disasters at the discretion of the governor.

Responding Within Tennessee

At home, Tennessee lives up to the National Guard motto, “Always Ready, Always There.” More than 13,000 Army and Air National Guardsmen are ready and trained to answer the governor’s call to aid the citizens of Tennessee during any crisis or disaster. The Tennessee Guard has been called at a historic rate over the past 15 years to support domestic crises in Tennessee and other states in need. In the first days of Hurricane Katrina in 2005, 1,200 Tennessee Guardsmen were some of the first responders to the disaster and provided humanitarian relief primarily in Gulfport, Mississippi, and New Orleans, Louisiana. Soldiers secured and safeguarded damaged areas, provided humanitarian assistance, and conducted rescue operations. The Tennessee Air National Guard’s 118th Airlift Wing and Aeromedical Squadron was one of the first National Guard units to respond evacuating the first people displaced by the hurricane to Tennessee. The 134th Air Refueling Wing also evacuated more than 500 displaced citizens from the affected regions, ensuring safe and efficient relief efforts to the East Tennessee area.

Following Katrina, Tennesseans were also involved in Hurricanes Rita and Gustav. The following year, Tennessee was also one of the first states to provide support for Operation Jump Start as thousands of Tennessee Army and Air National Guardsmen assisted with securing the southwest border in Texas and Arizona. Also 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. Engineers from the 194th Engineer Brigade were often called to help with cleanup and debris removal while military police units from the 30th Troop Command assisted with securing and providing law and order in the devastated areas.

The Tennessee Guard responded again in 2008, when tornadoes touched down in Madison and Macon counties; in 2010, when floodwaters covered Nashville and West Tennessee; and in 2011, when tornadoes tore through Middle and East Tennessee and flooding of the Mississippi River threatened Memphis and the Mississippi River Valley. In May 2011, more than one hundred Soldiers and Airmen deployed to assist in disaster relief operations in West Tennessee due to flooding. The Guard provided high-water vehicles to support the Tennessee Wildlife Resources Agency and provided trailers and operators to help protect the correctional facility near Tiptonville utilizing more than 3,400 sandbags.

In 2013, four National Guard helicopters were deployed to a Sevier County wildfire to provide reconnaissance and firefighting support with Bambi-bucket water drops. The wildfire destroyed sixty-five structures and caused an estimated \$12 million in damages. Guard members again responded to assist during the severe winter storms that covered the state in February 2015. In 2016, Tennessee helicopters and soldiers came to the aid of Gatlinburg, Tennessee, to fight off wildfires and rescue citizens after the natural disaster.

In September 2017, portions of the 118th Wing, the 119th Command and Control Squadron, and the 1-230th Aviation Brigade were deployed to Florida and the U.S. Virgin Islands to support recovery operations following Hurricane Irma.

Overseas Contingency Operations (Global War on Terrorism)

The Global War on Terrorism immediately propelled the Tennessee National Guard to a new level of commitment. The Tennessee Guard has been at the very forefront since the terrorist attacks on the World Trade Center and the Pentagon on September 11, 2001. On that fateful day, the 134th Air Refueling Wing was immediately called upon to fly countless air refueling missions supporting National Command Authority, as well as missions in support of fighter aircraft, providing combat air patrols covering the entire East Coast. The 164th Airlift Wing deployed four aircraft within twenty hours. The 118th Airlift Wing deployed 110 personnel within twenty-two hours. On September 11th, when air traffic was suspended for most of the day, the 118th Airlift Wing was granted a special exception to fly to Texas with a kidney from a organ donor for a 6-month old girl.

A total of 103 Army Guard soldiers were deployed to provide security at six Tennessee airports for nine months. More than eighty soldiers from the 268th Military Police Company in Ripley and Dyersburg deployed in a matter of hours as additional security at Milan Arsenal and the Holston Army Ammunition Plant. An additional forty-five soldiers provided added security at the Tennessee State Capitol and Legislative Plaza.

More than 2,200 soldiers and airmen from the Tennessee Army and Air National Guard were initially deployed in support of Operations Noble Eagle and Enduring Freedom. In March 2003, Tennesseans were some of the first to cross into Iraq for Operation Iraqi Freedom. Elements of the 730th Quartermaster Company from Johnson City were at Saddam International Airport during the fall of Baghdad. The 267th Military Police Company from Dickson and C Company, 46th Engineer Battalion, from Paris, forged ahead in the first days of the war to establish Camp Bucca, the theater internment facility. Many other units from Tennessee would follow.

Throughout the Iraq war, thousands of Guard units deployed to Iraq and Kuwait. In 2004, the 278th Armored Cavalry Regiment deployed nearly 4,000 Guardsmen, making it the single largest deployment of Tennessee soldiers since World War II. Murfreesboro's 269th Military Police Company and Lebanon's 168th Military Police Battalion were both awarded Valorous Unit Awards for their service in Baghdad.

During the next years, thousands of Tennessee Guard soldiers and airmen deployed to Iraq and Kuwait for Operations Iraqi Freedom, Enduring Freedom, and New Dawn, as well as to Afghanistan, Jordan, Uzbekistan, Cuba, and other countries throughout the world. Since September 11, 2001, more than 29,000 Army and Air Guard members have deployed in support of the United States Overseas Contingency Operations, making it the fourth-largest state for National Guard deployments in the nation.

Tennessee Army National Guard

The Tennessee Army National Guard has more than 9,600 service members assigned to 141 units in eighty-three communities statewide. The Army Guard maintains more than 3.7 million square feet and nearly 13,000 acres which include 94 armories. The Tennessee Guard also has training sites in Tullahoma, Smyrna, Lavinia, and Catoosa, Georgia. The Tennessee Army National Guard Headquarters is located at Houston Barracks in Nashville as part of the Joint Forces Headquarters. The Army Guard is made up of four Major Subordinate Commands that cross the state. They are as follows:

278th Armored Cavalry Regiment - headquartered in Knoxville, it has 46 units stretching from Bristol to Memphis and is one of only fifteen Brigade Combat Teams in the National Guard. It is comprised of seven subordinate battalions and is the largest MSC in Tennessee.

230th Sustainment Brigade - headquartered in Chattanooga, the brigade has 32 units located from Chattanooga to Memphis and provides combat support and combat service support. It is comprised of three subordinate battalions specializing in transportation, supply, maintenance, and personnel support.

194th Engineer Brigade - headquartered in Jackson, it has 29 units throughout Tennessee under three subordinate battalions. Two battalions are military police units which comprise the greater portion of the brigade, with the third battalion as engineers capable of vertical and horizontal construction.

30th Troop Command - headquartered in Tullahoma, it is composed of 24 aviation, six field artillery, and five support units under three battalions and a Medical Command. A majority of the state's helicopter assets are within 30th Troop Command.

Tennessee Air National Guard

The Tennessee Air National Guard flies worldwide missions daily and is a full partner with the United States Air Force. There are six major units and more than 3,400 officers and enlisted personnel within the Tennessee Air National Guard and are worldwide “ambassadors” for the state of Tennessee.

The **134th Air Refueling Wing**, located at Joint Base McGhee Tyson in Knoxville, flies the KC-135R Stratotanker aircraft. Residing on the largest Air National Guard base in the Southeast, the 134th Air Refueling Wing conducts worldwide operations on a daily basis, providing critical air refueling support to Department of Defense fighter, bomber, reconnaissance, and airlift aircraft, as well as for our allied partner nations. In addition to air refueling operations, the wing provides cargo and personnel movement anywhere in the world at a moment's notice. The 134th Air Refueling Wing is one of the most decorated air refueling units in the country, with a long-standing tradition of volunteerism.

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

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

The **119th Command and Control Squadron**, located at Joint Base McGhee Tyson in Knoxville, is one of the first Air National Guard units to be assigned to Air Force Space Command, as well as providing augmentation of personnel and facilities to the commander of United States Strategic Command. Its mission is to provide the Tennessee National Guard, Air Force Space Command, and United States Strategic Command a flexible and quick reaction force to deliver decisive situational awareness through command and control of space, cyber, and intelligence operations.

The **241st Engineering Installation Squadron** is located in Chattanooga, and its worldwide mission is the engineering and installation of communication lines and systems. The 119th Command and Control Group is located in Knoxville. Its mission is to provide global cyberspace operations, command and control of space and terrestrial communications assets, engineering, maintenance and operational support of communications and network infrastructure.

The **I.G. Brown Training and Education Center** is a detachment of the National Guard Bureau located at McGhee Tyson Air National Guard Base. Composed of Total Force staff members—regular Air Force, Guard, and Reserve—the center conducts an average of eighteen enlisted professional military education courses and hosts nearly fifty professional continuing education sessions each year, graduating more than 4,200 in-resident and 47,000 distributed-learning Total Force members annually.

Tennessee Emergency Management Agency

The Tennessee Emergency Management Agency (TEMA) is one of the three major divisions of the Military Department. The agency is charged with the responsibility of ensuring the state and its local governments are prepared to deal with the disasters and emergencies that threaten people and their property. The most prevalent threats in Tennessee are severe storms, floods, forest fires, hazardous materials incidents, and earthquakes. TEMA was created to provide a standing management cadre to be available instantly to bring order to the confusion created by such events.

In an emergency, TEMA provides the Governor essential information regarding casualties, damage, and recommended protective courses of action. The agency coordinates all required and available resources for immediate and positive response. TEMA is the direct link between state and local governments in times of crisis. In addition, the agency is the conduit for outside assistance from the Emergency Management Assistance Compact (EMAC) between the states and territories and the federal government.

In 2008, TEMA coordinated the state's response to severe tornadoes in February that struck twenty-four counties in West and Middle Tennessee, resulting in thirty-three people being killed. Also that year, TEMA coordinated the mass-sheltering of more than 6,500 persons evacuated from New Orleans due to Hurricane Gustav. A major ice storm in January 2009 left seven counties in Tennessee without power, but the storm devastated large portions of Kentucky. TEMA, through EMAC requests from Kentucky, managed the deployment of multiple teams of emergency responders, paramedics, and emergency managers, and thirty National Guard Humvees to assist with search and rescue operations, disaster recovery, and restoration of local communications in Kentucky. In 2010, TEMA coordinated statewide support for the massive flooding in Nashville and throughout the state. In 2011, when the Mississippi River threatened to flood portions of West Tennessee, TEMA coordinated the response by local and state responders and National Guard troops. In August 2012, TEMA coordinated the response to severe storms, flooding, and heavy rains in five Upper East Tennessee counties.

TEMA made significant progress in emergency communications in 2014 with the successful conversion of the National Alert and Warning System (NAWAS) to a digital platform and the targeted release of Wireless Emergency Alerts (WEA) through the Integrated Public Alert and Warning System.

TEMA is a critical part of the Military Department's Tennessee Emergency Response and provides the grants management function for Homeland Security funds available to local first responders in communities throughout the state.

Planning for preparedness, mitigation, response, and recovery are extremely complex assignments requiring continuous communication and coordination addressed daily by TEMA staff. Tennessee has 95 counties with more than 400 incorporated municipalities. State law through the Governor's Tennessee Emergency Management Plan dictates the involvement of more than thirty separate departments and agencies utilizing emergency service coordinators to ensure the state's resources are ready during emergencies. TEMA serves as a liaison to local governments and has three regional offices in Jackson, Nashville, and Knoxville.

Bureau of War Records

This division maintains records of Tennesseans who have served in the military forces of Tennessee and in any branch of the armed forces. More than six million records are stored at the Bureau of War Records. This number increases each year due to receipt of personnel files of discharged Tennessee Army and Air National Guardsmen, unit records, field training and training assembly payrolls, strength reports, and military discharges. Records date back to the War of 1812, the Seminole Indian War, the Mexican War, and the Civil War.

Tennessee State Guard

The Tennessee State Guard (TNSG) was organized under Chapter 36 of the Tennessee Acts of 1985. By this enactment, the State Legislature reorganized the old Tennessee State Guard, formed in 1941, which had been disbanded in 1946. This new organization was originally called the Tennessee Defense Force. The State Guard's mission is to provide an adequately trained force capable of providing an organized state military cadre under the control of the Governor. If the Tennessee National Guard were mobilized and deployed, the TNSG could assume administrative control of the armories across the state and perform the state emergency responsibilities normally accomplished by the National Guard.

The State Guard is an all-volunteer, fully integrated component of the Military Department whose members receive no compensation. There are approximately 250 members formed into four regiments head-quartered in Knoxville, Chattanooga, Nashville, and Jackson. The State Guard headquarters is located in Nashville, along with a medical command.

Major Terry M. "Max" Haston, Adjutant General

Tennessee Department of Military

Major General Terry "Max" Haston is the 75th Adjutant General of Tennessee and was appointed to the state's top military position by Governor Phil Bredesen in 2010 and reappointed by Governor Bill Haslam in 2011. Before his appointment as Adjutant General, General Haston served as the Assistant Adjutant General, Army, and the Deputy Chief of Staff for Training and Operations/J-3 for Joint Force Headquarters, Tennessee. A native of McMinnville, General Haston was commissioned as an armor officer in the U.S. Army in 1979 from Middle Tennessee State



University. He has served in various staff and leadership assignments within the United States Army and the Tennessee Army National Guard. General Haston is a graduate of the U.S. Army War College at Carlisle Barracks, Pa., where he received his master's degree in strategic studies, and has the distinction of being the seventh commander of the 278th Armored Cavalry Regiment, Tennessee's largest unit. In May 2005, General Haston mobilized and deployed as the Chief of Reserve Components, Multi-National Corps Iraq (XVIII Airborne Corps). His awards and decorations include the Legion of Merit, the Bronze Star Medal, the Meritorious Service Medal with 3 Oak Leaf Clusters, the Army Commendation Medal with 3 Oak Leaf Clusters, the Iraq Campaign Ribbon, the Global War on Terrorism Medal, the Tennessee National Guard Distinguished Service Medal, the Combat Action Badge, the Army Parachute Badge, the Order of Saint George, Danish Home Guard Meritorious Service Medal, Mississippi Magnolia Medal, and numerous other commendation and service awards.





NO SMOKING
WITHIN 50 FEET
CIGARETTE BUTTS
IS LITTERING
\$ TO \$250 FINE

Scopes Trial
MUSEUM
↓

Department of Revenue

As Tennessee's chief tax collector, the Department of Revenue is responsible for the administration of state tax laws and motor vehicle title and registration laws, as well as the collection of taxes and fees associated with those laws. The department collects approximately 87 percent of Tennessee's state revenue. During the 2015–2016 fiscal year, it collected \$13.4 billion in state taxes and fees. In addition to collecting state taxes, the department collects taxes for local, county, and municipal governments. During the 2015–2016 fiscal year, local government collections by the department exceeded \$2.6 billion. In collecting taxes, the department enforces the revenue laws fairly and impartially to encourage voluntary taxpayer compliance. The department also apportions revenue collections for distribution to the various state funds and local units of government. To learn more about the department, visit TN.gov/revenue.

More than 850 people work for the Department of Revenue in jobs ranging from taxpayer assistants and tax auditors to title and customer service representatives. It is the responsibility of these employees to provide fair, firm, and effective enforcement of the tax laws, with courteous and friendly service. Personnel in the department receive tax payments, process returns, maintain detailed records, issue administrative rulings, and perform audits to ensure accuracy and propriety.

History

In 1923, there was a general reorganization of the Tennessee state government. 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 to the Department of Revenue in 1959. In 1991, the department underwent a major reorganization to serve taxpayers in a more efficient manner.

Services

The department's vision is to achieve the highest level of employee engagement and efficiency in revenue collection using forward-thinking leadership and innovative systems. The department's initiatives include educating and assisting taxpayers, enforcing tax laws fairly and consistently, promoting and implementing electronic commerce to improve timeliness and accuracy in accounting for all collected funds, using automation

About the Agency

Commissioner:

David Gerregano

500 Deaderick Street

Andrew Jackson Building

Nashville, TN 37242

(615) 741-2461

tn.gov/revenue



Andrew Jackson Building

Statistics

- Year Established: 1923
- Employees: 956
- Registered approximately 6.3 million motor vehicles in Fiscal Year 2016-2017
- Collects approximately 87 percent of Tennessee's state revenue
- Collected approximately \$13.4 billion in state taxes and fees

and innovative methods to improve services, and administering the state's motor vehicle title and registration laws.

Taxpayer Education and Assistance. Taxpayer assistance is available via the agency's website at TN.gov/revenue or by telephone from 8 a.m. until 4:30 p.m. central time. The agency's website provides taxpayers online tax filing options and access to tax information, forms and publications, and fiscal information. Tax help is also available by telephone in state via a toll-free number: (800) 342-1003. Nashville-area residents and out-of-state callers should call (615) 253-0600. The department also provides information via an email listserv. Visit the department's website to subscribe. The department offers the public a wide range of information through its seminars for taxpayers and tax practitioners. Speakers are available through the Speakers Bureau at (615) 741-3580.

Local Government Assistance. In addition to collecting state taxes, the department collects taxes for local, county, and municipal governments. It works with counties and cities to answer questions, prepare reports, and ensure that taxes are distributed correctly among the 445 local governments in the state.

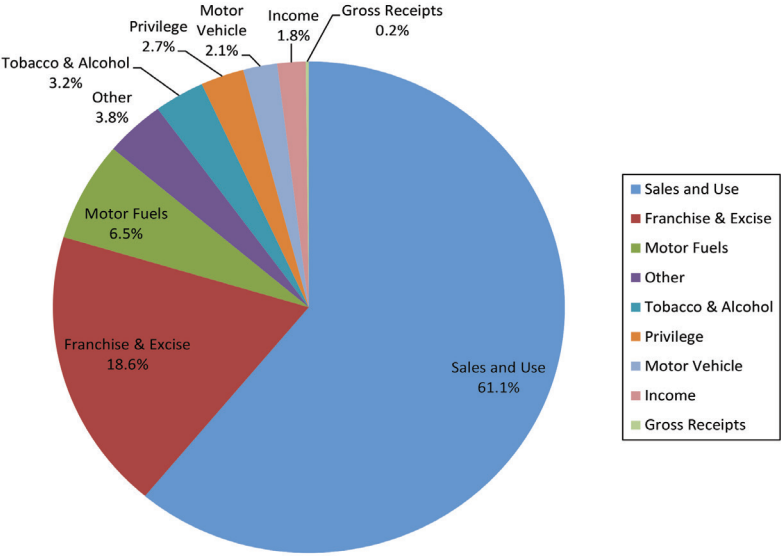
Title and Registration. This department provides motor vehicle title and registration services with regard to passenger and commercial motor vehicles, motorcycles, ATVs, trailers, and mobile homes. Working with county clerks throughout the state, the department registered approximately 6.3 million vehicles and issued nearly 2 million new titles in Fiscal Year 2016–2017. The Vehicle Services hotline is available statewide, toll-free, at (888) 871-3171 and to Nashville-area and out-of-state callers at (615) 741-3101. Information about titling and registering a motor vehicle is also available on the department's website.

Research Assistance. This department conducts tax research and economic analysis to assist decision makers in other areas of state and local government. The Research Section estimates potential revenue impacts of proposed legislation, helps develop state tax revenue forecasts, and evaluates comparative tax policies to determine fiscal effects.

Enforcement and Compliance. The Audit and Collection Services divisions and Special Investigations Section handle much 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 Collection Services 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 Collection Services and Special Investigations employees are located throughout the state.

Revenue Processing. Nearly 2.8 billion tax returns flow through the Processing Division each year. This division handles returns, payments filed online, and performs lockbox services for five other state agencies. The department continues to promote electronic tax filing. During the 2016–2017 fiscal year, more than 90 percent of tax returns were filed online. Taxes that can be filed online through the department's website include sales and use tax, business tax, the Hall income tax, professional privilege tax, consumer use tax, franchise and excise tax returns, liquor-by-the-drink tax, tobacco tax, and extensions. Taxpayers may also pay their bill online. More specific information is available on Revenue's website.

Actual Tax Collections Fiscal Year 2017



Divisions

Taxpayer Services
500 Deaderick Street
Nashville, TN 37242

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

Regional Offices

3150 Appling Road
Bartlett, TN 38133
(901) 213-1400

1301 Riverfront Parkway, Suite 203
Chattanooga, TN 37402
(423) 634-6266

P.O. Box 2787
Cookeville, TN 38502

1100 England Drive, Suite 4A
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

P.O. Box 144
Shelbyville, TN 37162

7175 Strawberry Plains Pike, Suite 209
Knoxville, TN 37914
(865) 594-6100

875 Union Street, Suites B & C
Shelbyville, TN 37160
(931) 685-5010

Commissioner David Gerregano

Tennessee Department of Revenue

Governor Bill Haslam appointed David Gerregano as commissioner of the Tennessee Department of Revenue in December 2016. Prior to his appointment as commissioner, Gerregano, a native of Gainesboro, Tenn., served as the Department's deputy commissioner. A 20-year veteran of the Department, Gerregano has helped oversee various Revenue functions, including the Audit Division, Enforcement, and Taxpayer Services. Since starting with the Department in 1997 as tax counsel, he has held multiple legal and legislative positions such as administrative hearing officer, general counsel, and assistant commissioner.



Gerregano received his J.D. from Vanderbilt University School of Law in 1995, and he clerked for the Chancery Court of Rutherford County until 1997 before joining the Department as tax counsel. He ultimately became assistant commissioner in 2010 and then deputy commissioner in 2011. As deputy commissioner, Gerregano has been a leader in developing tax policy and making tax guidance readily available to the public through the publication of revenue rulings and other online resources. Gerregano has also been instrumental in updating the Department's systems in order to improve services to Tennesseans.





Department of Safety and Homeland Security

Mission Statement

The Tennessee Department of Safety & Homeland Security's mission is to serve, secure, and protect the people of Tennessee.

History

The department began in 1929, when Governor Henry Horton signed a law creating the Tennessee Highway Patrol. The Department of Safety was formally established in 1939 by the General Assembly. As recognition of modern anti-terrorism responsibilities, a renaming occurred again in 2011 to the current Department of Safety & Homeland Security.

Services

The Department is defined by four divisions—the Highway Patrol, Driver Services, Office of Homeland Security, and the recent addition of the Tennessee Highway Safety Office.

Three Deputy Commissioners, two Assistant Commissioners, and the Director of the Tennessee Highway Safety Office run the day-to-day operations of the Department. The Commissioner serves as a member of the Governor's cabinet, advises him on homeland security matters, and sets the mission, along with policy, for the Department's 1,800 employees.

The Deputy Commissioner & Chief of Staff acts as the executive officer to the Commissioner while overseeing the Driver Services Division, the Office of Homeland Security, the Tennessee Highway Safety Office, the Budget Office, Internal Audit, Facilities Management, and the Communications Office.

The "Chief" is assisted by the Assistant Commissioner for Driver Services, who sets policy for the Division. A primary focus of this Division is to issue driver licenses and identification cards. Services have been broadened to include voter registration, issuance of driver records, handgun permit applications, and organ donation commitments. Some forty-four Driver Services Centers are staffed daily across the state with two mobile units handling

About the Agency

Commissioner & Governor's
Homeland Security Advisor:

David W. Purkey

312 Rosa L. Parks Avenue
25th Floor, William R.

Snodgrass Tennessee Tower
Nashville, TN 37243

(615) 251-5166

tn.gov/safety



*William R. Snodgrass
Tennessee Tower*

Statistics

- Employees: 1,864
- Directs some 900 State Troopers and support personnel
- Performed more than 14,000 safety inspections on school buses
- Manages canine unit of 34 dogs

specialty assignments. The Division prides itself in the many alternate methods to do transactions such as County Clerk partnerships, kiosks, and the state's website.

An Assistant Commissioner for Homeland Security assists the Chief of Staff by managing the day-to-day staff committed to protecting the citizens of our state. The office's twenty-six employees plan, coordinate, and direct the state's anti-terrorism activities using an all crimes approach. The office coordinates with state, federal, and local partners along with the private sector to fully display its Bureau of Analytics, Preparedness, and Operations throughout the state. Staff members are also embedded with the FBI's Joint Terrorism Task Forces to ensure the free exchange of intelligence and information. The Governor's Homeland Security Council is created by Executive Order with appointees from the leadership of key state departments and local jurisdictions. The Council provides oversight of a coordinated homeland security effort while ensuring that the Governor's vision and guiding principles are implemented. Federal funds are distributed to local jurisdictions by the Council as well.

The Tennessee Highway Safety Office (THSO) is managed by a Director who answers to the Chief of Staff along with some twenty staff members. A recent transfer of the Office from the Department of Transportation celebrated the 50th anniversary of the agency. The THSO's mission is to reduce and prevent statewide traffic crashes, injuries, and fatalities. The THSO works in tandem with the National Highway Traffic Safety Administration (NHTSA) to implement local initiatives addressing occupant protection, impaired driving, speed enforcement, pedestrian and bicycle safety, and crash data collection and analysis. Programs administered by the THSO are 100 percent federally funded.

The highway safety office was established in Tennessee through Executive Order No. 10 signed by Governor Buford Ellington on September 29, 1967. Effective July 1, 1967, all counties and municipalities in Tennessee were authorized to carry out local highway safety programs within their jurisdictions as part of the state's highway safety program, as approved by the governor, in accordance with the uniform standards of the Federal Highway Safety Act of 1966.

However, the scope of work and the need for partnerships with multiple departments required extensive involvement from Tennessee's General Assembly, who proved to be vital to the program's success. This era was described as "a true experiment in government" when local, state, and federal agencies worked together for the first time under one mission—highway safety. Education and awareness initiatives rose to the forefront.

Over time, Tennessee's statewide highway safety program evolved into the Governor's Highway Safety Office (GHSO), housed under the Tennessee Department of Transportation (TDOT). In 2015, per Executive Order No. 53 signed by Governor Bill Haslam, the GHSO was renamed the THSO and transferred from the TDOT to the Tennessee Department of Safety and Homeland Security (TDOSHS). This was done to offer the state more economical, efficient, and streamlined services.

The Deputy Commissioner & General Counsel serves as the primary legal advisor to the Commissioner while overseeing the day-to-day functions of legal services, human resources, legislation and policy, and the Inspectional Services Bureau of the Highway Patrol.

The Legal Services Office advises all Department Divisions, coordinates with the State Attorney General, administers a robust asset forfeiture program, and closely monitors all contracts for services. The Driver Improvement Section evaluates driving records based on crashes and/or convictions to keep track of high-risk drivers. This section conducts hearings and reviews drivers with mental, physical, or medical conditions that could impair driving ability.

The Deputy Commissioner & Colonel of the Highway Patrol Division directs some 900 State Troopers and support personnel daily while serving as the primary advisor to the Commissioner on law enforcement. In 2016, the Tennessee Highway Patrol was recognized nationally as the top state police agency in its class. Additionally, the THP won the Technology Special Award category for its predictive analytics program and the Traffic Incident Management Special Award category for our training program at a facility built primarily with the support of the Tennessee Department of Transportation.

The Colonel is assisted daily by a Lieutenant Colonel for Support Services and a Lieutenant Colonel for Operations. Bureaus and programs are further managed by six Majors and fifteen district/program Captains throughout the state. This leadership team maintains a national accreditation through the Commission on the Accreditation for Law Enforcement Agencies and the Tennessee Association of Chiefs of Police accreditation program.

The Tennessee Highway Patrol's primary responsibility is traffic enforcement along with crash investigation. State Troopers and support personnel do this across eight districts and four Communications Centers.

Additional specialty units work daily with our state, federal, and local partners to provide the following support functions:

Identity Crimes Unit. This special unit is composed of employees from three divisions of the department: Tennessee Highway Patrol, Driver Services, and Office of Homeland Security. The Identity Crimes Unit investigates identity crimes and assists local, state, and federal agencies. The unit also assists victims in contacting relevant investigative and consumer protection agencies and provides the public with information to raise awareness and deter identity crimes.

Criminal Investigations Division. This unit investigates crimes such as vehicle theft, odometer tampering, driver license fraud, and vehicular homicide. It also assists the Professional Standards Bureau and conducts investigations as requested by the director of the TBI and approved by the commissioner of Safety and Homeland Security.

Commercial Vehicle Enforcement Unit. 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.

During the 2015–2016 fiscal year, the Pupil Transportation Section performed more than 14,000 safety inspections on school buses. THP personnel also inspect all childcare vans.

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 traffic criminal homicides worked by the Highway Patrol.

Capitol Protection Unit. These troopers are responsible for security and law enforcement at the State Capitol, Legislative Plaza, War Memorial Building, Supreme Court, Department of Safety and Homeland Security Headquarters, and other state properties in Davidson County.

Executive Protection Unit. These troopers are responsible for the security of the Governor and First Family, the Lieutenant Governor, the Speaker of the House, and the Executive Residence.

Special Operations Unit. Operations consists of four specialized units: Aviation Section, Tactical Squad, Canine Unit, and the Governor's Task Force on Marijuana Eradication.

Aviation. The Aviation Section is responsible for all airborne law enforcement support and related responsibilities for the Tennessee Highway Patrol and other agencies. It utilizes four Bell 206 “Jet Ranger” helicopters, one Bell UH-1H “Huey” helicopter, and one Cessna 182RG airplane for search and rescue, traffic enforcement, stolen vehicle, and marijuana searches.

Tactical Squad. This team of specially equipped troopers provides security for dignitaries and responds to prison riots, high-risk arrests, hostage situations, and other incidents requiring the use of tear gas and high-powered and automatic weapons. It also handles bombs, destroys unstable explosives, and maintains a team of scuba divers who can search for stolen vehicles and victims of crimes and drowning.

Canine Unit. This unit consists of a total of thirty-four dogs, including twelve explosive detector dogs, one bloodhound tracking dog, and twenty-two drug detector dogs. The canines work within the eight Tennessee Highway Patrol Districts, the State Capitol, and the Special Operations Unit.

Governor’s Task Force on Marijuana Eradication. Special Operations works in conjunction with the Tennessee Bureau of Investigation, Tennessee National Guard, and Tennessee Wildlife Resources Agency on marijuana eradication. Approximately one-half-million marijuana plants are destroyed each year.

Handgun Permit Unit. This unit issues, denies, suspends, and revokes handgun carry permits. They are responsible for issuing some 71,940 handgun carry permits per year and 88,840 handgun permit renewals each year. 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 rules, policy, and departmental procedures. There are over 600,000 TN residents with a handgun permit.

Commissioner David W. Purkey

Department of Safety and Homeland Security

David W. Purkey attended the Hamblen County School System including Morristown-Hamblen High School West where he graduated in 1977. Purkey was the salutatorian of his senior class, selected as a Who’s Who student, achieved First Honors, and was elected Senior Class Treasurer. He was awarded the Dr. J.C. Freels and (perhaps as a foreboding to his government and political career) the Senator Estes Kefauver academic scholarships to the University of Tennessee.

As a college freshman on Christmas break, Purkey earned a personally signed recognition from President Jimmy Carter, the American Red Cross Award of Merit, and the Lion’s Club Medal of Valor for saving the life of a young boy using CPR. He graduated from East Tennessee State University in 1981 with a Bachelor’s degree in Public Health and interned with the State Division of Emergency Medical Services. He earned a Master’s degree in Public Health in 1987 from the University of Tennessee where he interned with the Tennessee Department of Safety. Purkey also trained as an Emergency Medical Technician, a certification he continues to hold some 37 years later.

His first government position was Judicial Assistant to his mentor, Judge James K. Miller. He also served as a 911 Dispatcher, Morristown-Hamblen County Emergency Management Director, Tennessee State Trooper assigned to the Nashville and Fall Branch Districts, Tennessee Bureau of Investigation Special Agent assigned to the Chattanooga Region, and Police Accreditation Manager



for the City of Morristown. Purkey served as an officer in the Tennessee Army National Guard and United States Army Reserves for eight years.

Purkey was appointed to the vacancy of Hamblen County Mayor in 1995 and went on to be elected four times before voluntarily retiring in 2010. He left the County with historically low property tax rates, the highest bond rating on record, and audit recognized record “rainy day” reserves while supporting the largest building program in history to address needs of the Hamblen County School System. Purkey had the unique experience of serving two terms with his brother, Otto, who was elected Sheriff during his tenure.

Purkey’s 30-year retirement was short lived. Governor-Elect Bill Haslam and Commissioner-Designee Bill Gibbons tapped him as the fourth Governor’s Homeland Security Advisor and Assistant Commissioner for the Department of Safety and Homeland Security in 2011. He serves with some 1,800 employees statewide. The Governor-Elect commented at the time that “David Purkey is a man who has helped make Tennesseans safer throughout his life and I’m grateful that he’ll be a part of our team.” The Governor further appointed him in a dual role as the Director of the Tennessee Emergency Management Agency (TEMA) for two years.

Purkey was appointed the Commissioner of the Department of Safety and Homeland Security on September 1, 2016. Governor Haslam commented, “He is well-qualified to lead this department, and he is passionate about serving our state and its citizens.”

Purkey received the Chamber of Commerce Lifetime Service Award in 2012 and was inducted into his high school Hall of Fame in 2011. In 2017, Purkey was named an Honorary Life Member of the Cleveland 100. The Honorary Life Membership is given to distinguished individuals who have provided years of continuous and extraordinary service to those “community heroes” serving and protecting in emergency services.

HALL OF FAME

"Country music
is music with a lot of class.
It's just ordinary stories told
by ordinary people in an
extraordinary way."

≡ DOLLY PARTON ≡

Department of Tourist Development

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

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

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

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

The department is recognized as a national leader among state tourism organizations. Since its formation in 1976, the department’s advertising and promotional campaigns have produced steady economic growth for the tourism industry in all areas of Tennessee.

The 2016 Economic Impact of Travel on Tennessee study, released by the U.S. Travel Association, showed Tennessee tourism’s total direct economic impact at \$19.3 billion. This is the eleventh consecutive year tourism business generated more than \$1 billion in state and local sales tax revenue, with a total of \$1.7 billion in 2016. Tennessee’s tourism industry saw a record-setting 110 million person stays in 2016.

In 2016, the economic impact of international travelers to Tennessee was \$604.5 million, an increase of 1.6 percent year over year. The department has in-market representation through various programs and cooperative partnerships in the following territories: United Kingdom, Germany, France, Brazil, Australia, China, Japan, and the Benelux region. Marketing efforts include public relations and sales focused on the travel trade with the objective of more Tennessee destinations being offered to consumers.

In January 2008, the department partnered with the Tennessee Department of Transportation and the Tennessee Civil War National Heritage Area to launch the Tennessee Civil War Trail, a multi-state program that identifies, interprets, and creates driving tours of both the great campaigns and the lesser-known Civil

About the Agency

Commissioner:

Kevin Triplett

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(800) 462-8366
(800) Go2-TENN
TN.gov/tourism



William R. Snodgrass
Tennessee Tower

Statistics

- Year Established: 1976
- Employees: 178
- Total direct economic impact in 2016: \$19.3 billion
- Record-setting 110 million person stays in 2016
- Economic impact of international travelers to Tennessee: \$604.5 million

War sites. Since that time, more than 400 Civil War Trail markers featuring stories of Tennessee and the role of its citizens have been placed with at least one in each of the 95 counties.

The Discover Tennessee Trails & Byways, initiated in 2009, features sixteen distinctive driving trails across all 95 counties and five National Scenic Byways. This initiative encourages visitors to extend their stay and discover Tennessee's small towns and rural communities. The program, one of the most comprehensive programs developed by the state's tourism department, includes a partnership with the departments of Transportation, Economic and Community Development, Environment and Conservation, and Agriculture.

The Department of Tourist Development continues to lead the way in sustainable tourism. To enhance tourism's sustainable impact, the state's sixteen Welcome Centers received third-party green certification for the operation of all centers in partnership with the Department of Environment and Conservation and the Tennessee Hospitality and Tourism Association.

History

State government's role in tourism has come a long way since its beginning in 1936 as a small division of information under the Department of Conservation. In 1972, the Tourism Division was placed under the newly formed Department of Economic and Community Development. The Tennessee Department of Tourist Development was made the first cabinet-level department of tourism in the United States in 1976.

Commissioner's Office

The commissioner's office provides direction for all department operations. Reporting directly to the commissioner are the Administrative Services, Outreach and Engagement, and Marketing divisions, the legislative liaison, as well as the system of Tennessee Welcome Centers.

Tennessee Tourism Committee

In 2011, Governor Bill Haslam formed the Tennessee Tourism Committee, comprised of diverse industry leaders from across the state's public and private sectors, to develop a strategic plan for Tennessee Tourism and advise the department. These efforts culminated in the committee's first report, subtitled *A Roadmap for Jobs, Tax Revenue & Economic Growth*. This report, which includes the strategic plan, confirmed the value of tourism as an economic sector in Tennessee, the high regard for the state's tourism image and product, and the perceived delivery of Tennessee as a high-value vacation destination among key target markets. It also identified key initiatives of the committee, the department and the pillars of Tennessee tourism—Beauty, Family, History, Experiences, and Music.

Services

Marketing Division. This division is responsible for state tourism marketing programs, including advertising, sales, public relations/communications, social media, website development, brand management, database management, and research. 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. In 2014, Tennessee tourism launched the brand, “The Soundtrack of America. Made in Tennessee.” inclusive of the pillars identified by the Tennessee Tourism Committee’s strategic plan. An ROI study of the brand conducted in fall of 2016 concluded marketing investments for the brand yielded \$18 in tax collection for every one dollar spent.

Target markets for the brand campaign have included: Chicago, Little Rock, Paducah-Cape Girardeau, Cincinnati, Louisville, St. Louis, Birmingham, Atlanta, Jackson, Dallas, and Greenville. In 2017, Indianapolis was added. These markets received brand messaging through digital channels year-round with concentrated campaigns in fall and spring during peak travel planning periods. Television advertising campaigns have focused on select markets during spring planning months, and strategic in-market activations have taken place during select campaigns.

Major accomplishments of the Department of Tourism include the following:

- In 2014, the new brand television broadcast commercials leveraged the state’s celebrity power by including cameo appearances of legends Dolly Parton, Johnny Cash, Elvis, Keith Urban, and Jack White. The department continues to leverage this music themed commercial as well as family and experience-focused commercials.
- The spring 2016 “Tennessee Matchmaker” all partner co-op campaign featured technology that utilized users’ browser history, credit card data, and geographic location of their computer’s IP address to serve personalized 45-second pre-roll video ads in up to two thousand different combinations. The effort won a silver Cannes Lion award for creative use of data.
- Also in spring 2016, the department conducted the “Live from Tennessee” activation in Chicago. Over three days of live music performances were streamed via satellite to a double sided video wall eight feet tall at the corner of Michigan Avenue and Commerce Parkway in downtown Chicago. The first day featured Memphis native Citizen Cope from the Stax Museum of American Soul Music, the next day featured Jason Isbell and Old Crow Medicine Show from the Country Music Hall of Fame and Museum in Nashville, and the third day showcased Ashley Monroe from the Tennessee Theatre in Knoxville. The effort paid off with more than one billion media impressions, resulted in a 40 percent increase in online searches for Tennessee in Chicago during the two weeks surrounding the activation and an increase of 140 percent in hotel bookings in Tennessee from Chicago ninety days later, which is the average planning timeframe for that market. Additionally, the effort was recognized with a silver Clio award and an ESTO award.
- In fall of 2016, the department launched a new Snapchat channel with help from Garth Brooks with a three week campaign that invited people to follow Tennessee on Snapchat for seven chances to win free tickets to attend a free Garth Brooks Seven Diamond Celebration event at Ascend Amphitheatre in downtown Nashville. The event attracted visitors from 43 states and six countries and also filled the park adjacent to the amphitheater to watch on big screens compliments of sponsor Amazon. The campaign generated more than five million views on snapchat and more than 800 million media impressions. The new Snapchat following also enabled the department to feature more destinations and attractions throughout the state as well as up-and-coming music artists, resulting in several hundred thousand views each.

- The unexpected and tragic wildfires in the Great Smoky Mountains required over and above marketing and PR support from Tourist Development to spread the message “The Smoky Mountains are Open for Business.”
- Tourist development facilitated national travel writer Mary Ann Anderson to visit the Smokies and help tell the story. Her syndicated column headlined “East Tennessee Vacation Haven Still Thriving in Wake of Wildfires,” resulted in 42 articles published, \$543,000 advertising equivalency, and 113 million media impressions.
- The department’s PR team hosted a special travel writer familiarization tour to the Smokies which resulted in \$250,000 in advertising equivalency and 155 million media impressions.
- Tourist Development worked with Dolly Parton’s team and tourism partners from the Smoky Mountains region to execute the impactful, nationally broadcast telethon to raise money for the fire victims. More than \$9 million was raised.
- The department’s marketing team executed a joint marketing campaign with Sevier County targeted to the more than 5 million people in the Atlanta market. “It’s a Great Day to be in the Smokies” was a four-day, almost real-time television campaign of commercials featuring the Liesemeyer Family, a real family from Atlanta. The spots were shot, edited, and aired all in the same day. Commercials highlighted Gatlinburg, Pigeon Forge, Sevierville, and Great Smoky Mountains National Park.
- A redesigned tnvacation.com launched in May of 2017 that narrowed the categories for experiences and incorporated articles that had been part of the tourism blog TripTales and the TN Trails and Byways content. The new site also includes elements of personalization that create profiles of users based on their behavior to serve content they are most likely to be interested in seeing to inspire potential guests more efficiently.
- The 2017 Official Tennessee Vacation Guide featured Tennessee Ambassador of Goodwill Garth Brooks at Nashville’s Ryman Auditorium, which celebrated its 125th Anniversary in 2017. A digital version of the guide, offering additional rich media and interactive content, has been produced since 2013. Past celebrities to grace the cover include Dolly Parton in 2016, the cast of ABC’s hit show Nashville in 2015, and Justin Timberlake in 2014.
- The marketing division is responsible for the Official Tennessee Transportation Map (in partnership with TDOT).

Sales.

- The marketing division’s sales team continues to participate in major travel trade shows to promote Tennessee’s tourism attractions, communicate the department’s sales strategies to the travel industry, and create partnerships that lead to new and strengthened sales opportunities. These opportunities are supported through domestic and international sales initiatives with tour operators, travel agents, and other professional travel organizations.
- International travel to Tennessee offers the highest potential for growth. Tourist Development continues to build an international presence by partnering with multiple global marketing organizations such as Lofthouse Enterprises, Travel South USA, Mississippi River Country, Brand USA, and the U.S. Travel Association. In-market representatives work with the tourism staff to support, create, and facilitate marketing, PR, and sales initiatives in the targeted countries of the United Kingdom, Germany, Australia, France, Benelux, Brazil, China, and Japan.

- Annually, the sales and PR teams participate in Travel South Showcase, conducting meetings and interviews with more than 70 participating journalists and 650 highly qualified travel professionals. In 2012, Travel South USA launched the Travel South International Showcase in Atlanta with Tennessee's participation, which is now an annual event. U.S. Travel Association's IPW marketplace also provided Tennessee exposure to more than 1,500 international and domestic buyers, as well as international journalists from more than 70 countries. World Travel Market: London provided another opportunity to meet with global tour operators in-market and support the national Brand USA and regional Travel South USA partnerships.

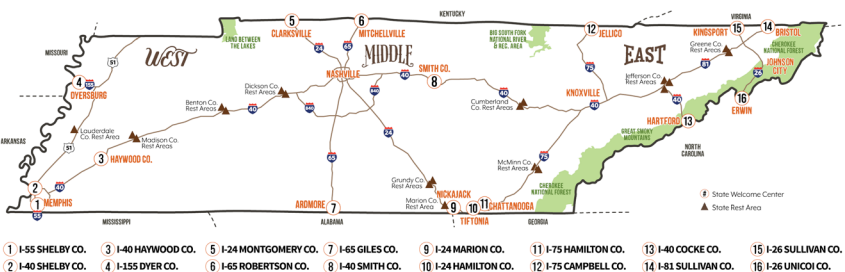
Public Relations.

- Tennessee's presence in the national media is extremely important. The department organizes annual travel-writer tours to Tennessee, showcasing tourism destinations to groups of specialized travel journalists, resulting in national media coverage from more than 60 participating writers. In 2016–2017, total circulation results from the travel-writer familiarization tours reached more than 820 million media impressions. Distribution of tourism-related stories to media editors, reporters, freelance writers, and other association writers throughout the country and around the world resulted in millions of dollars in ad equivalency for the department and 3.9 billion media impressions.
- Communication within the industry is a top priority, including the weekly Tennessee Tourism eNewsletter, which is distributed to more than 4,000 industry partners and stakeholders.
- In 2016–17, the division's PR accounted for more than 3.9 billion impressions. Intent-to-travel engagements reached 24.3 million, which includes all vacation guide requests, (e-guide, print, and app), website visits to tnvacation.com family of sites, media clicks, media views, paid search, email, paid social, and pre-roll clicks.

Outreach & Engagement.

- In 2017, the department awarded a total of \$1 million in grants through the Developmental Co-op Grant. This was up from \$855,000 the year prior. This marketing program supports Tennessee's tourism industry through matching funds for special projects that may otherwise be outside the realm of the partner's budget.
- In spring 2016, division managers conducted seventeen workshops across the state in efforts to educate partners about the resources the department offers.

2018 TENNESSEE WELCOME CENTERS & REST AREAS



- In spring 2017, the outreach and engagement staff coordinated a day-long seminar on festival planning and crisis management. The event was capped at 110 with a waiting list of as many more.
- The Retire Tennessee program is finishing its twelfth year of marketing to their target market that is looking for the amenities and resources Tennessee has to offer. The merits of retiree recruitment as an economic development strategy shows results when the immigrating retiree builds or buys housing, spends money locally, increases average income levels for smaller areas, and provides additional leaders and volunteers for community service organizations.
- In 2017, the department rebranded Retire Tennessee with new creative assets including a brand-specific logo, renovated website, redesigned exhibit booth, and all new collateral materials.
- The Tennessee Adventure Tourism and Rural Development Act established a plan to promote outdoor recreational opportunities statewide, particularly in those rural counties with high unemployment. The Act authorizes a local-state partnership that will promote Tennessee and create needed jobs.

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

- *Financial Services* provides a full range of financial management services, including preparing and monitoring the department's budget, accounts payable, accounts receivable, procurement of goods and services, asset management, establishing contracts, grant management, development of the department's strategic plans, implementation of state financial policies and procedures, coordination of the department's financial integrity reporting requirements, and preparation and distribution of financial reports.
- *Human Resources* manages recruitment and placement, classification/compensation, leave and attendance, interpretation, and guidance regarding performance measurements, employee coaching, and staff training. In addition, HR manages state human resource policies, benefits, training, affirmative action, performance, and employee relations.
- *Legal Services* provides legal advice to all department program areas, prepares department rules and regulations, provides legal advice regarding legislation, serves as the department's ethics office for interpretation and compliance with state ethics laws, serves as coordinator for contract administration, coordinates the department's contract diversity reporting requirements, and provides advice on human resources grievance and disciplinary actions.
- *Information and Support Services* is a partnership with the state's Strategic Technology Solutions division of F&A and Tourist Development. Services include technical direction and application support for the department's information technology and telecommunications activities; creation and implementation of the department's information systems plan; installation of hardware and software; management of the department's office space and equipment requirements; and mail services.
- *Visitor Support Services* provides trip planning assistance; consumer information support; office space and equipment oversight; staff notifications of emergencies and related state facility updates; and management of the department's call center and fulfillment contractor.

Welcome Center Division. Tennessee Welcome Centers act as a contact point for travelers entering Tennessee from any direction and serve as a major distribution point for information about the state's attractions, accommodations, and other travel-related facilities.

- The division has sixteen Welcome Centers statewide that are located primarily on inter-state highway entrances to Tennessee. Fifteen of the centers are open twenty-four hours a day, seven days a week. The new I-40 Haywood Solar Farm and Welcome Center shares space at this site with UT. The Solar Farm showcases an interactive Spectrum solar exhibit.
- Tennessee Welcome Centers served approximately fourteen million visitors in 2016. Those numbers will increase with the opening of the I-40 Haywood Solar Farm and Welcome Center in Haywood County. The Welcome Center division recently partnered with Keep TN Beautiful to hold cigarette litter prevention awareness events. KTnB has assisted the division with our recycling efforts. KTnB was awarded the 2017 Recycler of the year for a nonprofit by the Tennessee Recycling Coalition. KTnB partnered with TDTD to win this award.
- Each center is equipped with Wi-Fi, iPads, and weather monitors to assist visitors with travel needs or questions. The monitors have been updated to include weather and traffic conditions. We continue to run the state's tourism television commercials. Available at each of the Welcome Centers is a toll-free telephone for travelers to make reservations at attractions, hotels, motels, campgrounds, and state parks.
- Earlier this year we launched the Welcome Center certification program, which is nationally recognized by U.S. Travel.
- The centers are located on I-81 Sullivan County; I-75 Campbell County and I-75 Hamilton County; I-24 Hamilton County, I-24 Marion County, and I-24 Montgomery County; I-65 Giles County and I-65 Robertson County; I-55 Shelby County; I-155 Dyer County; I-40 Cocke County, I-40 Haywood County, I-40 Shelby County, and I-40 Smith County; I-26 Unicoi County and I-26 Sullivan County.

Commissioner Kevin Triplett

Tennessee Department of Tourist Development

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

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

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

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





Department of Transportation

Tennessee provides its citizens and travelers one of the best transportation systems in the United States. The Tennessee Department of Transportation (TDOT) keeps Tennessee moving by utilizing new technology to improve efficiency of the system and through maintenance and construction of the state's transportation network. Having sensitivity to the environment and giving a voice to communities as the state builds a transportation system are important priorities of TDOT. Tennessee's highway system stretches over 95,523 miles, enough to circle the world more than three times. Of that figure, 13,807 miles are on the state-maintained highway system, representing 15 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 1,181 miles of interstate highways. Although the interstate system makes up more than one percent of the total highway mileage, it carries approximately a quarter of all the traffic in Tennessee. Other components of Tennessee's transportation system include:

- 21 short line railroads operating on 763 miles of rail
- 6 major rail lines on 2,177 miles of rail
- 79 public-use and commercial airports
- 148 heliports
- 28 transit systems (bus, van, and light rail) serving all 95 counties
- 976 miles of navigable waterways
- 4,443 miles of state highways with four-foot or greater shoulders that can be used by bicyclists
- 176 miles of designated bike lanes
- 919 miles of sidewalks along state routes
- 465 miles of greenways and trails

Mission and Vision

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

History

In 1915, the first state government authority to oversee transportation services began with the creation of the State Highway

About the Agency

Commissioner:

John C. Schroer

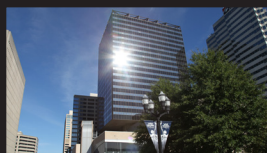
505 Deaderick Street, Suite 700

James K. Polk Building

Nashville, TN 37243

(615) 741-2848

TN.gov/tdot



James K. Polk Building

Statistics

- Employees: 4,584
- Tennessee's highway system stretches over 95,523 miles, enough to circle the world more than 3 times
- State system carries approximately 75% of traffic
- Performs airport inspections and issues licenses to Tennessee's 74 general aviation airports
- Inspects more than 19,000 bridges



Commission. At that time, the state system included fewer than 5,000 miles of road. The Commission was restructured and became the Department of Highways and Public Works in 1923 and, by an act of the General Assembly in 1972, became the Department of Transportation, incorporating all modes of transportation. TDOT's 100th anniversary was July 1, 2015.

Services

The Department of Transportation, at any given time, has approximately 4,000 employees working on the transportation system, with an annual budget of more than \$2 billion. Much of the agency is organized around three bureaus: the Administration Bureau, the Engineering Bureau, and the Environment and Planning Bureau. In addition to the three bureaus, there are two staff divisions reporting to the Commissioner—Aeronautics and Legal—as well as a Chief of Staff with two staff offices.

Major duties of the department are to:

- Plan, implement, maintain, and manage Tennessee's transportation system.
- Administer funding and provide technical assistance in the planning and construction of state and federal aid road programs for cities and counties.
- Provide incident management on Tennessee's Interstate System through TDOT SmartWay, an intelligent transportation network of cameras and dynamic message signs.
- Staff and operate transportation management centers in the four largest urban cities in Tennessee.
- Provide motorist information through the agency website, Tennessee 511, TDOT SmartWay, and social media.
- Construct and maintain eighteen rest area facilities.
- Administer the program for control of outdoor advertising adjacent to interstate and state highways.
- Issue and administer special permits for movement of overweight and over-dimensional vehicles.
- Prepare and distribute city, county, and state road maps.
- Provide technical and financial assistance to Tennessee's 79 public airports through project planning, design, and construction.

- Complete airport inspections and issue licenses to Tennessee’s 74 general aviation airports and 148 helipads.
- Provide air transportation to state executives and maintain the state’s fleet of aircraft.
- Oversee the operations of 40 Automated Weather Observation Systems across Tennessee.
- Inspect more than 19,000 Tennessee bridges.
- Be responsible for the operation of two ferries.
- Respond to initiatives of the Tennessee Aeronautics Commission.
- Provide aerial photography and mapping services to all state agencies.
- Administer highway beautification programs: “Nobody Trashes Tennessee,” “Adopt-A-Highway,” and “Roadscapes.”
- Provide grants to all Tennessee counties for litter abatement and litter prevention education.
- Administer state and federal financial assistance to public transportation agencies across the state.
- Provide vehicles to nonprofit agencies that serve the elderly and individuals with disabilities.
- Increase rail safety through the Railroad-Highway Grade Crossing Program and through the state’s railroad inspection program in partnership with the Federal Railroad Administration.
- Coordinate with TDOT Divisions and local partners to incorporate pedestrian and cycling features into TDOT projects where appropriate, with emphasis on projects to increase safety.

Funding

Funding to support the services and programs provided by TDOT comes from “user fees” collected by the state and federal government. These primarily include vehicle registration fees and gasoline and diesel fuel taxes. Tennessee receives a portion of federal gas taxes, which are 18.4 cents per gallon for gasoline and 24.4 cents per gallon for diesel. The 2017 Improving Manufacturing, Public Roads and Opportunities for a Vibrant Economy Act (IMPROVE Act) mandates the following rates in the state’s transportation-related fuel taxes:

Effective Date	Gasoline – State Tax	Increase	Diesel – State Tax	Increase
Since 1989	20 cents/gallon		17 cents/gallon	
July 1, 2017	24 cents/gallon	4 cents	21 cents/gallon	4 cents
July 1, 2018	25 cents/gallon	1 cent	24 cents/gallon	3 cents
July 1, 2019	26 cents/gallon	1 cent	27 cents/gallon	3 cents

An additional 1.4 cent/gallon inspection tax is currently collected on volatile fuels. The state gasoline tax is projected to be distributed on the following basis, including the increase in fuel taxes under the IMPROVE Act effective July 1, 2017:

Cities and Counties	9.39 cents
State General Fund	0.76 cents
TDOT	15.25 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 C. 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. During his tenure, Schroer has made safety a priority, creating new programs and initiatives like Quick Clearance, Protect the Queue, and the nation's first Traffic Incident Management Training Facility. A former school board member, Commissioner Schroer has continued his commitment to education by implementing Tennessee Department of Transportation (TDOT) Reconnect for employees who want to continue their education. The Commissioner's proudest accomplishment to date has been supporting 173 TDOT employees who went back to school to get their GEDs. Under Commissioner Schroer, TDOT has remained debt-free, and he has saved taxpayers more than \$457 million dollars by reexamining and reducing the scope of projects from wants to needs. With current funding challenges, he is focused on the difficult and expensive task of preserving and extending the life of our existing transportation infrastructure. He serves as Vice President of the American Association of State Highway and Transportation Officials (AASHTO), an organization composed of peers from all DOTs across the nation, and is Chairman of the Fast Act Implementation and Reauthorization Steering Committee, the Strategic Management Committee, and the Transportation Policy Forum. Schroer received a bachelor's degree in business from Indiana University and an MBA from the University of Tennessee. He lives in Franklin with his wife, Marianne, and they have three children and one grandson.







Department of Veterans Services

The Tennessee Department of Veterans Services (TDVS) serves more than 470,000 veterans and approximately 1.5 million dependents living in Tennessee. There are ten field offices across the state to serve Tennessee's ninety-five counties with assistance to file claims for federal benefits, answer questions about the claims process, and advocate on behalf of stakeholders who are denied federal benefits. TDVS also offers quarterly training to employees and County Service Officers to ensure all personnel assisting veterans and their families have the latest information about changes to laws regarding federal and state benefits. In fiscal year 2016, TDVS and County Service Officer partners filed 9,642 claims that resulted in \$2.2 billion in tax-free federal benefits for veterans and revenue for the state.

Additionally, TDVS manages and operates four State Veterans Cemeteries: two in East Tennessee, one in Middle Tennessee, and one in West Tennessee. During fiscal year 2016, there were 2,175 interments of veterans and dependents in the State's Veterans Cemeteries. The future Tennessee State Veterans Cemetery at Parkers Crossroads is currently under construction.

In 2012, the department developed the state's first standard operating procedure for casualty assistance and notification. The new policy allows TDVS to assist casualty officers and surviving family members and to coordinate with other state agencies in the response to honor and remember Tennessee service members killed in combat. The department is also the Governor's designee to present the Tennessee Fallen Heroes Medal to service members killed in combat after July 1, 2011.

TDVS is a liaison for the four existing Tennessee State Veterans Homes. The Department also organizes and chairs the Governor's Council on Service Members, Veterans, and Families.

Mark Breece, Deputy Commissioner
Travis Murphy, Assistant Commissioner—
Appeals Division and Middle
Matthew Van Epps, Assistant Commissioner—West
Lorenza Wills, Assistant Commissioner—East
Yvette Martinez, Assistant Commissioner of
Intergovernmental and External Relations

Mission

The Tennessee Department of Veterans Services's mission is to serve veterans and their families with compassion and dignity as an entrusted advocate.

About the Agency

Commissioner:

Many-Bears Grinder

312 Rosa L. Parks Avenue

13th Floor, William R.

Snodgrass Tennessee Tower

Nashville, TN 37243

(615) 741-2345

TN.gov/veteran



*William R. Snodgrass
Tennessee Tower*

Statistics

- Year Established: 1945
- Employees: 107
- Serves more than 470,000 veterans and approximately 1.5 million dependents living in Tennessee
- Filed 9,642 claims that resulted in \$2.2 billion in tax-free federal benefits to veterans
- Provided 2,175 interments of veterans and dependents in the state's Veterans Cemeteries

History

In 1921, an Ex-Serviceman's Bureau was established. Due to the inability of the small agency to provide adequate service for the increase of veterans after World War II, in 1945, the General Assembly created the Tennessee Department of Veterans Services to provide statewide services. The department was placed under the governor's office in 1959 as a staff division and once again established as a department in 1975. The General Assembly authorized the department to establish state veterans cemeteries in 1987. Legislation was approved in 1988 to establish state veterans homes under the direction of a board of directors appointed by the Governor. In 1991, the department was mandated to train and accredit county-employed Veterans Service Officers.

Services

Field and Appeals Divisions. Accredited employees represent veterans, their families, and survivors by a power-of-attorney claims system to access earned entitlements and services. Employees file claims and review ratings for compensation, pension, educational allowances, loans, etc., under laws administered by the U.S. Department of Veterans Affairs. Counseling and referrals are provided for services and benefits available through federal, state, and local laws. Representation is provided to veterans and their families in the presentation, proof, and establishment of all claims. Employees assist veterans in obtaining a variety of services, such as health care, military discharge review, employment referrals, housing, rehabilitation, training, and education.

Cemetery Division. Four State Veterans Cemeteries provide interments and perpetual care for eligible veterans and their dependents. The future Tennessee State Veterans Cemetery at Parkers Crossroads is currently under construction.

Intergovernmental and External Relations Division. This division includes a Constituent Services Representative to answer and track customer calls, emails, and letters. Since this process was put into place in 2012, this position has tracked 10,147 inquiries. Legislative relations are led by the department's Legislative Liaison. The Training Division was established in 2015 and includes two Training Officers to conduct four quarterly claims assistance training sessions, state mandated employee training, professional development training, and Title VI training for department employees. Additionally, this division includes a Director of Education and Employment and three Veteran Education Coordinators to partner with 91 public and private campus partners to recruit, retain, and support student veterans through to graduation.

State Veterans Cemeteries

Knoxville

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

East Tennessee

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

Memphis

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

Parkers Crossroads

(Currently under construction)
693 Wildersville Road
Parkers Crossroads, TN 38388

Nashville

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

Field Offices (East)

Chattanooga

5726 Marlin Road
Suite 513
(423) 634-6488

Knoxville

9047 Executive Park Drive
Suite 208
(865) 594-6158

Crossville

60 Ridley Road
Suite 10
(931) 707-9225

Mountain Home

James H. Quillen VA Medical Center
69 Dogwood Drive
(423) 434-3008

Field Offices (West)

Fort Campbell, KY

5668 Wickham Avenue
(931) 431-3784

Memphis

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

Jackson

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

Field Offices (Middle)

Murfreesboro

Alvin C. York VA Medical Center
3400 Lebanon Pike, Building 7
(615) 849-0736

Nashville

VA Medical Center
1310 24th Avenue South
Room G116/G118
(615) 741-9875

Appeals Division

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

State Veterans Homes**Murfreesboro**

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

Knoxville

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

Humboldt

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

Clarksville

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

Commissioner Many-Bears Grinder

Tennessee Department of Veterans Services

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

Since her appointment, the Tennessee Department of Veterans Services has opened a new State Veterans Cemetery in East Tennessee; regional commissioners were hired to better serve veterans in each portion of the state; and Tennessee veterans have received more than \$9.1 billion in federal funding from claims filed by the department and county partners.

The retired Colonel is now responsible for the operation of the Tennessee Department of Veterans Services Field Offices, Claims Office, and five State Veterans Cemeteries. She is also an ex officio voting member of the Tennessee State Veterans Home Board, which oversees the four existing State Veterans Homes and plans for future homes in Tennessee. Commissioner Grinder was appointed to the United States Department of Veterans Affairs Advisory Committee for Minority Veterans in 2013.

She holds a master's degree in strategic studies from the Army War College and a master's degree in human resource development from the University of Tennessee, Knoxville. She is a graduate of the Army War College and the Joint Forces Staff College.

She is an Operation Enduring Freedom Combat Veteran. Her military awards include the Legion of Merit and the Bronze Star Medal.

Commissioner Grinder is a member of numerous military and veterans associations.







Fallen Heroes of Tennessee

Throughout the course of human history, there has been no greater sacrifice than to lay down one's life for the cause of freedom and liberty—defending freedom for family at home and advancing liberty for oppressed friends abroad. During times of both conflict and peace, Tennesseans have continued to lead our nation with this spirit of volunteerism. Our opportunity to enjoy the blessings of our great state and nation is a result of the dedication of these great patriots to a cause higher than themselves. We must never forget the sacrifice of these fallen heroes as well as the sacrifice of their families and communities who feel the impact of this loss most.

From the dedication of the 2009–2010 Blue Book. Tre Hargett, Secretary of State.

Name	Age	Hometown
Army Master Sergeant Jefferson Donald Davis	39	Watauga
Marine Corps Lance Corporal Patrick Ray Nixon	21	Gallatin
Army Specialist Thomas Arthur Foley, III	23	Dresden
Army National Guard Sergeant Roger Dale Rowe	54	Bon Aqua
Army National Guard Staff Sergeant David L. Loyd	44	Jackson
Army Sergeant Kenneth W. Harris, Jr.	23	Charlotte
Army Sergeant First Class William M. Bennett	35	Seymour
Army Second Lieutenant Richard Torres	25	Clarksville
Army Lieutenant Colonel Kim S. Orlando	43	Clarksville
Army Staff Sergeant Morgan DeShawn Kennon	23	Memphis
Army National Guard Staff Sergeant Nathan J. Bailey	46	Nashville

Name	Age	Hometown
Army Chief Warrant Officer Alexander S. Coulter	35	Bristol
Army National Guard Sergeant First Class Gregory B. Hicks	35	Duff
Army Chief Warrant Officer 2 Michael T. Blaise	29	Clarksville
Marine Corps Captain Brent L. Morel	27	Martin
Army Staff Sergeant Don Steven McMahan	31	Nashville
Navy Petty Officer Second Class Christopher E. Watts	28	Knoxville
Army Specialist Ervin Caradine, Jr.	33	Memphis
Army Staff Sergeant Todd E. Nunes	29	Chapel Hill
Marine Corps Lance Corporal Jeremiah E. Savage	21	Livingston
Air Force Senior Airman Pedro I. Espaillat, Jr.	20	Columbia
Marine Corps Private First Class Daniel B. McClenney	19	Shelbyville
Marine Corps Lance Corporal Timothy R. Creager	21	Millington
Army Sergeant First Class Robert K. McGee	37	Antioch
Army Private First Class David L. Potter	22	Johnson City
Marine Corps Corporal Brad P. McCormick	23	Allons

Name	Age	Hometown
Army Specialist Marco D. Ross	20	Memphis
Army Specialist 4 Brandon M. Read	21	Greeneville
Marine Corps First Lieutenant Andrew K. Stern	24	Germantown
Army Private First Class James W. Price	22	Cleveland
Marine Corps Lance Corporal Steven C. Tyler Cates	22	Mt. Juliet
Marine Corps Sergeant Morgan W. Strader	23	Crossville
Army Private First Class George D. Harrison	22	Knoxville
Marine Corps Lance Corporal Joshua W. Dickenson	25	Lafayette
Army Specialist 4 Cory M. Hewitt	26	Dover
Army National Guard Sergeant Paul W. Thomason, III	37	Talbot
Army National Guard Sergeant First Class Stephen C. Kennedy	35	Oak Ridge
Army National Guard Staff Sergeant Alfred Barton Siler	33	Duff
Army National Guard Sergeant First Class Mark Oscar Edwards	40	Unicoi
Marine Corps Private First Class Nathan B. Clemons	20	Winchester
Army Master Sergeant Michael L. McNulty	36	Knoxville

Name	Age	Hometown
Army Sergeant James D. Stewart	29	Chattanooga
Army Master Sergeant James W. Ponder, III	36	Franklin
Army National Guard Sergeant James D. Carroll	23	McKenzie
Army Captain Jeremy A. Chandler	30	Clarksville
Army National Guard Staff Sergeant Asbury F. Hawn, II	35	Lebanon
Army National Guard Sergeant Gary L. Reese, Jr.	22	Ashland City
Army National Guard Sergeant Shannon D. Taylor	30	Smithville
Army National Guard Sergeant Joseph D. Hunt	27	Sweetwater
Army National Guard Staff Sergeant Victoir P. Lieurance	34	Seymour
Army Specialist Luke C. Williams	35	Knoxville
Army Sergeant Eric A. Fifer	22	Knoxville
Army National Guard Sergeant Robert Wesley Tucker	20	Hilham
Army Private First Class Brian J. Schoff	22	Manchester
Marine Corps Corporal Rusty L. Washam	21	Huntsville
KY Army National Guard Staff Sergeant Brock A. Beery	30	White House

Name	Age	Hometown
Marine Corps Corporal David A. Bass	20	Nashville
Army Sergeant First Class Richard J. Herrema	27	Jackson
Army Corporal Robbie G. Light	21	Kingsport
Army First Lieutenant Scott M. Love	32	Knoxville
Army National Guard Chief Warrant Officer 3 William Timothy Flanigan	37	Milan
Army Private First Class Kevin Finch Edgin	31	Dyersburg
Army Sergeant David M. Hierholzer	27	Lewisburg
Marine Corps Lance Corporal Adam R. Murray	21	Cordova
Army National Guard Sergeant Dustin D. Laird	23	Martin
Marine Corps Lance Corporal James D. Hirlston	21	Murfreesboro
Army Sergeant David T. Weir	23	Cleveland
Marine Corps Captain Robert M. Secher	33	Germantown
Marine Corps Lance Corporal Richard A. Buerstetta	20	Franklin
Marine Corps Lance Corporal Tyler R. Overstreet	22	Gallatin
Army First Lieutenant Michael A. Cerrone	24	Clarksville

Name	Age	Hometown
Army Private First Class Harry A. Winkler, III	32	Clarksville
Army Staff Sergeant Daniel M. Morris	28	Clinton
Army Specialist Dustin M. Adkins	22	Finger
Marine Corps Lance Corporal William C. Koprince, Jr.	24	Lenior City
Marine Corps Lance Corporal William D. Spencer	20	Paris
Army Sergeant John M. Sullivan	22	Hixson
Marine Corps Gunnery Sergeant Terry J. Elliott	34	Middleton
Army Staff Sergeant Terry W. Prater	25	Speedwell
Army Sergeant First Class Benjamin L. Sebban	29	Chattanooga
Marine Corps Staff Sergeant Marcus A. Golczynski	30	Lewisburg
Army Sergeant David Alexander Stephens	28	Tullahoma
Marine Corps Lance Corporal Jeffery A. Bishop	23	Dickson
Army Sergeant Alexander Van Aalten	21	Monterey
Army Sergeant First Class James D. Connell	40	Lake City
Army Private First Class Travis Frederick Haslip	20	Ooltewah

Name	Age	Hometown
Air Force Senior Airman William N. Newman	23	Kingston Springs
Army First Lieutenant Frank B. Walkup, IV	23	Woodbury
Army Specialist Michelle R. Ring	24	Martin
Army National Guard Sergeant Stephen R. Maddies	41	Elizabethton
Army Specialist Justin R. Blackwell	27	Paris
Army Private Jeremy S. Bohannon	18	Bon Aqua
Air Force Sergeant Joey D. Link	29	Portland
Marine Corps Lance Corporal Lance Murphy Clark	21	Cookeville
Army Private First Class Rush M. Jenkins	22	Clarksville
Army Staff Sergeant Jonathan K. Dozier	30	Rutherford
Army Specialist Joshua L. Plocica	20	Clarksville
Army Corporal Jason Dane Hovater	24	Clinton
Marine Corps Sergeant Michael H. Ferschke, Jr.	22	Maryville
Army Captain Darrick D. Wright	37	Nashville
Army Private First Class Christopher T. Fox	21	Memphis

Name	Age	Hometown
Army Staff Sergeant Timothy H. Walker	38	Franklin
Army Chief Warrant Officer Donald V. Clark	37	Memphis
Army Corporal Keith E. Essary	20	Dyersburg
Army National Guard First Lieutenant William E. Emmert	36	Lincoln
Marine Corps Lance Corporal Stephen F. Dearmon	21	Crossville
Army Warrant Officer 1 Judson E. Mount	37	Franklin
Army Specialist Jonathan Charles O'Neill	22	Watertown
Marine Corps Lance Corporal Gregory Alan Posey	22	Knoxville
Army Private Patrick Scott Fitzgibbon	19	Knoxville
Army Specialist Corey J. Kowall	20	Murfreesboro
Army Specialist Russell S. Hercules, Jr.	22	Murfreesboro
Army Private First Class Brandon A. Owens	21	Memphis
Army Sergeant First Class Jason O.B. Hickman	35	Kingsport
Army Staff Sergeant Daniel D. Merriweather	25	Collierville
Navy Petty Officer Second Class Xin Qi	25	Cordova

Name	Age	Hometown
Army Staff Sergeant Rusty Hunter Christian	24	Greeneville
Army National Guard Captain Marcus R. Alford	28	Knoxville
Army National Guard Chief Warrant Officer 2 Billie Jean Grinder	25	Gallatin
Army Sergeant First Class Carlos M. Santos-Silva	32	Clarksville
Army Private First Class Jonathan David Hall	23	Chattanooga
Army Specialist Jeremy Lynn Brown	20	McMinnville
Army Private First Class Billy G. Anderson	20	Alexandria
Air Force Senior Airman Benjamin D. White	24	Erwin
Army Sergeant Israel P. O'Bryan	24	Newbern
Army Private First Class Robert Kelsey Levi Repkie	20	Knoxville
Marine Corps Lance Corporal Daniel Gabriel Raney	21	Pleasant View
Army Specialist Michael Lane Stansbery, Jr.	21	Mt. Juliet
Marine Corps Private First Class Vincent Emmanuel Gammone, III	19	Christiana
Marine Corps Corporal Kristopher Daniel Greer	25	Ashland City
Army Sergeant Patrick Keith Durham	24	Chattanooga

Name	Age	Hometown
Army Specialist Nathan Edward Lillard	26	Knoxville
Army Private First Class David D. Finch	24	Bath Springs
Marine Corps Sergeant Garrett A. Misener	25	Cordova
Air Force Airman First Class Christoffer P. Johnson	20	Clarksville
Marine Corps Lance Corporal Andrew P. Carpenter	27	Columbia
Air Force Lieutenant Colonel Frank D. Bryant, Jr.	37	Knoxville
Marine Corps Sergeant Kevin Brian Balduf	27	Nashville
Navy Petty Officer First Class (SEAL) Aaron Carson Vaughn	30	Union City
Marine Corps Lance Corporal Franklin Namon Watson	21	Vonore
Army Captain Joshua Sean Lawrence	29	Nashville
Army Sergeant First Class Dennis R. Murray	38	Red Boiling Springs
Army Specialist Jason Kyle Edens	22	Franklin
Army Sergeant Jacob Michael Schwallie	22	Clarksville
Army Staff Sergeant Christopher Michael Ward	24	Oak Ridge
Army Warrant Officer Sean W. Mullen	39	Adams

Name	Age	Hometown
MS Army National Guard Staff Sergeant Stephen Michael New	29	Bartlett
Army Staff Sergeant Daniel Tyler Lee	28	Crossville

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

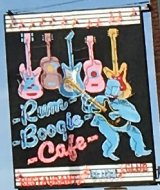
The list is current as of September 20, 2017, as provided by the Tennessee Department of Veterans Services. All of the service members listed in the Fallen Heroes section were killed in action casualties which were combat related on foreign soil (in a theater of combat operations) since 2001 (War on Terror).





FIRST

Beale Street



WINE & SPIRITS

Agencies, Boards, and Commissions

Tennessee Alcoholic Beverage Commission

500 James Robertson Parkway
3rd Floor, Davy Crockett Tower
Nashville, TN 37243
(615) 741-1602
TN.gov/abc

Clayton V. Byrd, 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, suppliers of alcoholic beverages, wholesalers, retail package stores, retail food stores that sell wine, and liquor-by-the-drink establishments. This agency issues licenses to these businesses and permits to their employees. In addition, it oversees the Server Training Program, the Responsible Vendor Program, and the direct shipment of alcoholic beverages to Tennessee residents. The commission also has jurisdiction over any felonious criminal activity arising from its core jurisdiction.

The vision of the Tennessee Alcoholic Beverage Commission is to be the most fair, effective, and responsible state regulators of the alcoholic beverage industry in the country. The mission of the Tennessee Alcoholic Beverage Commission is to protect the public welfare by regulating the alcoholic beverage industry in an objective, transparent, and consistent manner while enforcing and applying the laws of Tennessee.

Tennessee Arts Commission

401 Charlotte Avenue
Nashville, TN 37243
(615) 741-1701
tnartscommission.org

Anne B. Pope, Executive Director

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

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

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

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

Tennessee Board of Parole

404 James Robertson Parkway, Suite 1300
Nashville, TN 37243
(615) 741-1150
TN.gov/bop

Richard Montgomery, Chairman
David C. Liner, Executive Director

The Tennessee Board of Parole is an independent, autonomous seven-member board appointed by the Governor. By statute, the board has the authority to parole eligible offenders who have served a certain percentage of their sentences. It also has the authority to revoke parole privileges if offenders do not comply with supervision rules and standards set forth for them upon their release. The agency provides services to victims of crime as they navigate the parole hearing process. The board also considers requests for executive clemency and makes recommendations on those requests to the Governor.

Some parole hearings are conducted by hearings officers. They make non-binding recommendations for review by board members. For more serious offenses, board members conduct the hearings. Only board members can make parole decisions.

The Board of Parole promotes and supports lawful behavior, education, and evidence-based programs that can minimize the risk of repeat offenses. The board's members and staff work closely with the court systems, the Department of Correction, and law enforcement agencies. They also work collaboratively with a variety of community programs whose goals are to reduce crime, guide offenders through rehabilitation, and assist crime victims. Through this coordinated effort, the board strives to protect public safety.

Tennessee Bureau of Investigation

901 R.S. Gass Boulevard
Nashville, TN 37216
(615) 744-4000
tn.gov/tbi

Mark Gwyn, Director

The State Legislature established the Tennessee Bureau of Investigation (TBI) as an independent agency in 1980. As the state's primary criminal investigative agency, TBI is responsible for assisting local law enforcement with major crimes, as well as launching its own special investigations into illegal drugs, cybercrimes targeting children, human trafficking, fugitives, public corruption, official misconduct, organized crime, domestic terrorism, gambling, Medicaid fraud, and patient abuse. The TBI has the statutory authority to investigate any criminal violation at the request of the District Attorney General in the judicial district where the crime occurred. The Bureau also manages a number of high-profile programs, including the TBI Top Ten Most Wanted, the AMBER Alert program, the statewide Sex Offender Registry, and the Tennessee Dangerous Drugs Task Force. TBI headquarters houses the state's Fusion Center, a law enforcement intelligence-sharing unit that provides information and support to law enforcement agencies.

TBI manages the state's three forensic crime labs, which conduct tests on approximately 90,000 pieces of evidence for 61,000 cases annually. The total number of tests conducted in a year is more than 413,000.

TBI has been designated to coordinate the gathering, analysis, and dissemination of state and local criminal justice statistics, providing data to the Governor, General Assembly, and all law enforcement agencies with the annual publishing of "Crime in Tennessee." Additional responsibilities include instant background checks for gun purchases and statewide criminal background checks to the public for a fee. Continuing education is also a priority, with the TBI conducting specialized training for more than 8,500 law enforcement personnel in Tennessee annually.

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

The TBI employs more than 550 people statewide, half of whom are commissioned officers.

Tennessee Commission on Aging and Disability

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

Jim Shulman, Executive Director

The Tennessee Commission on Aging and Disability was created by the Tennessee General Assembly in 1963. The commission is the designated state unit on aging and is mandated to provide leadership relative to all aging issues on behalf of older persons in this state. The commission administers the federal funds provided by the Older Americans Act. In 2001, the Legislature expanded the authority of the commission to provide services to adults with disabilities under age sixty.

The Older Americans Act provides federal funds for administration and direct services. These services include congregate and home-delivered meals, protection of elder rights, in-home care, senior centers, transportation, and family caregiver services. The commission administers federal funds to operate the State Health Insurance Assistance Program, which provides consumer education and counseling about Medicare. The commission also administers state funds for multipurpose senior centers, public guardianship, and the Options program, which includes homemaker and personal care services as well as home-delivered meals.

The commission works in partnership with nine area agencies on aging and disability across the State. Each agency is the principal agent of the commission for carrying out the mandates of the Older Americans Act. Each area agency serves as the focal point for all issues relative to the welfare of older persons in its respective planning district. Area agencies perform a wide range of activities related to advocacy, planning, coordination, interagency linkages, information sharing, brokering, monitoring, and evaluation. These activities lead to the development or enhancement of comprehensive and coordinated community-based systems that serve all communities.

The commission also provides leadership and advocacy on emerging initiatives such as: livable communities, volunteer senior transportation, affordable senior housing, elder abuse prevention, and food insecurity.

Tennessee Commission on Children and Youth

502 Deaderick Street
9th Floor, Andrew Jackson Building
Nashville, TN 37243
(615) 741-2633
TN.gov/tccy

Linda O'Neal, Executive Director

The Commission on Children and Youth is an independent state agency with the primary mission of advocacy for improving the quality of life for children and families. The Commission collects and disseminates information on children and families for the planning and coordination of policies, programs, and services.

The Commission engages in state budget advocacy; provides guidance on pending state legislation affecting children and families; produces and distributes an annual *KIDS COUNT: The State of the Child Report*; conducts resource mapping of expenditures for children and families through the state budget; administers the federal Juvenile Justice and Delinquency Prevention Act funds in Tennessee and state Court Appointed Special Advocate funds; engages in advocacy at the federal level on these issues; and has an ombudsman program for children involved with the child welfare and juvenile justice systems.

The Commission staffs and coordinates nine regional councils on children and youth that address local needs, provide organizational structure for statewide networking on behalf of children and families, and provide local input to the commission. The Commission also has administrative responsibility for and staffs the Council on Children's Mental Health to plan for implementation of a system of care for children's mental health services; the Second Look Commission, which reviews cases of children who have experienced second or subsequent incidents of severe abuse to identify recommendations for improving the system; the Youth Transitions Advisory Council, which brings together stakeholders to improve services and supports for young adults transitioning from state custody and from child- to adult-serving systems; and the Home Visiting Leadership Alliance, which brings together home visiting providers to strengthen partnership and development opportunities, improve and coordinate data collection and communications regarding the value of home visiting, and support coordinated advocacy efforts for quality home visiting programs. The Commission serves in a leadership role for *Building Strong Brains: Tennessee's ACEs Initiative* and provides training, information, and advocacy regarding strategies to prevent and mitigate the impact of adverse childhood experiences.

There has been a statutory commission created by the General Assembly to focus on Tennessee children since 1955. The policy-making body for the Commission is a twenty-one-person board whose members are appointed by the Governor. At least one member is appointed from each of Tennessee's nine development districts. The membership of the Commission consists of twenty percent youth members, in order to meet the requirements for a State Advisory Group for administration of federal juvenile justice funds.

Tennessee Corrections Institute

500 James Robertson Parkway
4th Floor, Davy Crockett Tower
Nashville, TN 37243
(615) 741-3816

tn.gov/commerce/section/corrections-institute

Beth Ashe, Executive Director

The Tennessee Corrections Institute (TCI) is required under the authority of Tenn. Code Ann. § 41-4-140, to establish minimum standards for all adult local (municipal, county, metro government, and privately contracted local facilities) jails, lock-ups, workhouses, and detention and correctional facilities in the state. The agency is also, by law, responsible for conducting an annual inspection of each facility in accordance with these standards. The TCI Board of Control is charged with determining the annual certification of the aforementioned correctional facilities that meet all applicable standards upon review of all inspection reports. The agency is also required by law to provide and/or approve all annual basic and in-service training and certification of all correctional personnel whose duties include the industry, custody, or treatment of prisoners at the aforementioned local level. The agency is also mandated to provide technical assistance and support services for local, municipal, county, and metro government correctional facilities in Tennessee. TCI is also required, under the authority of Tenn. Code Ann. § 41-7-103, to conduct studies and research in the area of local adult corrections in order to make recommendations to the Governor, the commissioner of Correction, and the General Assembly.

The TCI Board of Control can also grant waivers for pre-employment requirements for local adult correctional officers, per Tennessee Rules and Regulations 1400-04-.01 and 1400-04-.02.

Tennessee Education Lottery Corporation

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

Susan Lanigan, Chairman
Rebecca Hargrove, President and CEO

In November 2002, Tennessee voters approved a referendum to amend the state Constitution to authorize the establishment of a lottery. In May 2003, the General Assembly passed legislation creating the Tennessee Education Lottery Corporation. In June of the same year, the Governor appointed a seven-member board to oversee the corporation's operations.

The Tennessee Constitution requires all Lottery profits go to specific higher education scholarships, and excess profits may be used for early learning programs and K-12 capital outlay projects. Lottery proceeds have funded more than one million scholarships and grants, hundreds of after-school programs, and energy efficient projects for K-12 schools. The HOPE Scholarship program has gradually expanded to include a variety of educational awards, including Tennessee Promise and Tennessee Reconnect, which give high school graduates and adults the opportunity to attend a community college or Tennessee College of Applied Technology tuition-free for up to two years.

The Tennessee Education Lottery Corporation operates entirely from the revenue it generates through the sale of its products. From its launch on Jan. 20, 2004 through June 30, 2017, the Lottery raised more than \$4 billion for education-related programs, paid more than \$11.5 billion in prizes to players and more than \$1 billion to retailers in commissions. The corporation maintains four district offices throughout the state and is headquartered in Nashville.

Tennessee Health Services and Development Agency

502 Deaderick Street
9th Floor, Andrew Jackson Building
Nashville, TN 37243
(615) 741-2364
TN.gov/hsda

Melanie M. Hill, Executive Director

The Tennessee Health Services and Planning Act of 2002 (Public Chapter 780, Acts of 2002) authorized the creation of the Health Services and Development Agency. The Agency is an independent body responsible for implementing the public policy of the state related to the establishment and modification of health care institutions, facilities, and services. That policy requires that needed institutions, facilities, and services be developed in an orderly and economical manner. Prior to July 2002, the Health Facilities Commission performed these duties.

The certificate of need process is used to implement this public policy. A certificate of need is a permit for the establishment or modification of health care institutions and the initiation of certain services that impact health care availability and utilization. The process is designed to promote access to high quality facilities and services, prevent unnecessary duplication of services, guide the establishment of facilities and services that best serve public needs, and promote cost savings. The state health plan provides guidance on these issues.

Public Chapter 1043 of the Acts of 2016 made significant changes to the certificate of need process including adding accountability factors regarding quality standards, continuing need, and quality measures.

The Agency meets bimonthly in an open forum to consider certificate of need applications based upon the general criteria of need, economic feasibility, quality standards, and contribution to the orderly development of health care. Certificate of Need decisions are made by an 11-member board consisting of three consumers, five health care industry representatives, and three state officials.

Tennessee Housing Development Agency

502 Deaderick Street
3rd Floor, Andrew Jackson Building
Nashville, TN 37243
(615) 815-2200
thda.org

Ralph M. Perrey, Executive Director

Established in 1973, the Tennessee Housing Development Agency (THDA) operates a wide range of state and federal programs that assist more than 150,000 Tennessee households every year. The agency receives no state tax dollars but is authorized to sell tax-exempt notes and bonds.

This revenue allows THDA to offer mortgage loans to qualified homebuyers within certain income limits, as well as financial aid toward certain loan expenses including the down payment. In turn, the mortgage loan program generates enough revenue to cover the agency's operating budget and replenish the Tennessee Housing Trust Fund each year.

THDA uses the Tennessee Housing Trust Fund to provide millions of dollars in grants to municipal government agencies and local nonprofits that manage housing-related programs for Tennesseans in need. Additional revenue from THDA's mortgage loan program is used to maintain a statewide network of homebuyer education and foreclosure prevention counselors and to manage TNHousingSearch.com, an online resource for Tennesseans in search of affordable housing.

In addition, THDA manages nine federal programs at the state level, including authorizing federal tax credits and tax-exempt bonds to finance the construction and preservation of affordable rental properties. In 72 counties, THDA runs the Section 8 Housing Choice Voucher program to subsidize the monthly housing costs of Tennesseans of low income. Other federal programs include weatherization and energy assistance grants.

THDA is governed by a Board of Directors appointed by the Governor, Speaker of the Senate, and Speaker of the House. The State's constitutional officers and the Commissioner of Finance and Administration serve as ex officio members.

Tennessee Human Rights Commission

Central Office

312 Rosa L. Parks Avenue

23rd Floor, William R. Snodgrass Tennessee Tower

Nashville, TN 37243

(615) 741-5825 / (800) 251-3589

(866) 856-1252 (Español)

TN.gov/humanrights

Beverly L. Watts, Executive Director

The Tennessee Human Rights Commission is an independent state agency created in 1963 to encourage, promote, and advise the public of their human rights. In 1978, the Commission transformed into an enforcement agency through the passage of the Tennessee Human Rights Act (THRA), and, later, the Tennessee Disability Act (TDA), which together prohibit discrimination in housing, employment, and public accommodation on the basis of race, color, creed, national origin, religion, sex, disability, familial status (housing only), and age (over forty in employment). The Commission also ensures the state's compliance with Title VI of the Civil Rights Act of 1964 (Title VI), which prohibits discrimination based on race, color, and national origin by state agencies receiving federal financial assistance. The Commission has workshare agreements with the Equal Opportunity Employment Commission (EEOC) and the Department of Housing and Urban Development (HUD). These workshare agreements provide the Commission with authority to investigate discrimination claims filed under Title VII of the Civil Rights Act of 1964 and the Fair Housing Act of 1968, as amended. The Commission's mission is to safeguard individuals from discrimination through enforcement and education.

The Commission is governed by a nine-member board of commissioners serving staggered six-year terms and appointed by the Governor, the Lt. Governor, and the Speaker of the House of Representatives, to represent the three Grand Divisions of the state. A twenty-nine-member

staff of investigators, attorneys, and other professional support personnel carry out the day-to-day duties of conducting thorough investigations and educating the public about their rights and responsibilities. Staff duties include the receipt, investigation, and when necessary, litigation of discrimination complaints. When parties agree, the Commission also conducts mediation and conciliation as means to resolve complaints. It also provides technical assistance to state agencies for compliance with Title VI and educating the public about their rights and responsibilities under the THRA and TDA laws. The Tennessee Human Rights Commission maintains its central office in Nashville and has regional offices in Knoxville, Chattanooga, and Memphis.

Tennessee Peace Officer Standards and Training Commission

LETA Facilities
3025 Lebanon Road
Nashville, TN 37214
(615) 741-4461

tn.gov/commerce/section/post-peace-officer-standards-training-commission

Brian Grisham, Executive Secretary

Established by Chapter 455 of the 1981 Acts, the Peace Officer Standards and Training (POST) Commission is charged, under Tenn. Code Ann. § 38-8-104, with the establishment, implementation, and maintenance of uniform standards for the employment, training, and administration of supplemental incomes of all local law enforcement officers in Tennessee and certain state law enforcement agencies.

This fourteen-member Commission consists of citizens, law enforcement officials, one member from the Senate, and one member from the House of Representatives, as specified by Tenn. Code Ann. § 38-8-102. In addition, the Commission continually strives for and encourages higher selection, training, and development standards to ensure Tennessee keeps pace with the growing need for more effective and efficient social and law enforcement endeavors.

Tennessee Rehabilitative Initiative in Correction

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

David Hart, Chief Executive Officer

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

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

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

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

Tennessee State Board of Education

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

Dr. Sara Morrison, Executive Director

The State Board of Education's vision is to maintain Tennessee's position as the fastest improving state in the nation, as well as to enter the top half of all states on student outcomes by 2020. This means the State Board must develop and maintain policies that ensure a primary focus on student success. The Board establishes rules and policies governing all aspects of elementary and secondary education, providing the bridge between the vision for education in Tennessee and the classrooms where our students learn.

The Board is committed to world class academic standards; strong, aligned assessments of academic progress; effective teacher and leader preparation; diverse pathways to career success; educator feedback; and individualized learning. To effectively move forward with these commitments, the Board maintains transparency and openness in all of its work.

Board members and staff work closely with the General Assembly, the Tennessee Department of Education, Tennessee Higher Education Commission, business leaders, and other education stakeholders to oversee the implementation of policies and programs. The Board measures the state's success in preparing all students for postsecondary success by examining key student outcomes, including the post-secondary attendance rate, performance on ACT and National Assessment of Educational Progress, and other key indicators. The State Board provides information and tools to students, parents, teachers, and policy makers, enabling them to deliver the education constitutionally guaranteed to all Tennesseans.

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

Tennessee State Museum

James K. Polk Cultural Center
505 Deaderick Street
Nashville, TN 37243
(615) 741-2692
tn.gov/museum

Ashley Howell, Executive Director

The Tennessee State Museum, and its military branch in the War Memorial Building, is located in downtown Nashville. One of the largest state museums in the nation, the Tennessee State Museum was created in 1937 to preserve the collections of the state.

The mission of the Tennessee State Museum is to procure, preserve, exhibit, and interpret objects which relate to the social, political, economic, and cultural history of Tennessee and Tennesseans, and to provide exhibitions and programs for the educational and cultural enrichment of the citizens of the state.

Today, the Tennessee State Museum is housed in the James K. Polk building in downtown Nashville, where it has been for nearly 35 years. In fall of 2018, the Tennessee State Museum will open in a new location on the Bicentennial Mall to present the state's rich history by creating a state-of-the-art educational experience and tourist attraction for the entire state.

It is currently open Tuesday through Saturday, 10 a.m. until 5 p.m., and on Sunday, 1 p.m. to 5 p.m. There is no admission charge for the museum or the Military Branch, which is open Tuesday through Saturday, 10 a.m. until 5 p.m.

The museum is governed by the Douglas Henry State Museum Commission, with thirteen voting members, eleven of whom are appointed by the Governor, the Lieutenant Governor, and the Speaker of the House of Representatives. The chairs of the House and Senate Finance Committee or their designees also serve on the Commission, along with the museum's director, who is an ex officio member.

Tennessee Wildlife Resources Agency

Ellington Agricultural Center
P.O. Box 40747
Nashville, TN 37204
(615) 781-6500
TN.gov/twra

Ed Carter, Executive Director

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

Operation of the 723-employee agency is handled by divisions and sections of the main Nashville office and four regional offices located in Jackson, Nashville, Crossville, and Morristown. The divisions are Wildlife and Forestry Management, Fish Management, Boating and Law Enforcement,

Environmental Services, Engineering, Real Estate, Biodiversity, Administrative Services, Information and Education, Information Technology, Human Resources, and Legal Services.

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

Volunteer Tennessee

312 Rosa L. Parks Avenue
18th Floor, William R. Snodgrass Tennessee Tower
Nashville, TN 37243
(615) 253-1426
volunteertennessee.net
Jim Snell, Executive Director

Volunteer Tennessee (formerly the Commission on National and Community Service) helps ensure that the Volunteer State lives up to its name through its mission to encourage volunteerism and community service. Volunteer Tennessee pursues this mission through grants, training, and partnerships with service organizations across Tennessee. It administers AmeriCorps, the domestic Peace Corps through which hundreds of Tennesseans give a year of their lives in service to meet community needs in education, environment, public safety, and human needs in return for help with college or loan repayments. Volunteer Tennessee partners with the Department of Education and Lions Clubs International to support service-learning, a teaching methodology that combines academic and behavioral learning with volunteer service for K–12 youth. Volunteer Tennessee also manages the Governor's Volunteer Stars Awards. Initiated in 2008, the award program recognizes one youth and one adult volunteer from each participating county in the state.

The National and Community Service Trust Act of 1993 requires states to maintain a bipartisan state citizen service commission in order to qualify for funds from the federal Corporation for National and Community Service. Volunteer Tennessee's twenty-five-member commission was created in 1994 by Executive Order 55, and it is administratively attached to the Department of Finance and Administration. The Governor appoints the twenty-five commission members to reflect the geographic and cultural diversity of the state.