



PHIL BREDESEN
Governor

OFFICE OF THE GOVERNOR

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

PHILIP NORMAN BREDESEN (D)

Governor of Tennessee

Phil Bredesen, the 48th governor of Tennessee, took office January 18, 2003, with a promise to “focus energy on real results by leaving behind predictable and stale political debates.”

During his first year in office, Bredesen brought a new level of candor, openness and accountability to state government. In one of his first acts as Governor, he opened the door to administrative budget hearings, allowing taxpayers to see for the first time the decisions that are made on how their money is spent. His first three executive orders established the toughest ethics rules in the history of Tennessee’s executive branch. He managed the State through a fiscal crisis without raising taxes or cutting funding for education. Most of all, he instilled a renewed confidence that government can work on behalf of its citizens for the betterment of the entire state.

Years Two and Three brought more progress. Bredesen pushed measures to improve education, including raising teacher pay above the Southeastern average and expanding Tennessee’s pre-kindergarten program as part of a statewide initiative. To recruit new industry and jobs, he worked with the General Assembly to reform Tennessee’s workers’ compensation system and invest in retraining programs to help laid-off employees develop new skills in the rapidly changing economy. He launched Tennessee’s war on methamphetamine abuse by focusing on treatment, prevention and public awareness, as well as enhanced criminal penalties and resources for law enforcement.

Most importantly, Bredesen took control of TennCare — the state’s financially troubled Medicaid-expansion program — by preserving full enrollment for children and pursuing innovating care and disease-management initiatives. Even after necessary reductions in adult enrollment to maintain TennCare’s fiscal balance, the program remains one of the most generous and comprehensive state healthcare plans in the nation.

Before serving as Tennessee’s governor, Bredesen built a reputation for effective leadership as the mayor of Nashville from 1991 to 1999, charting a course that made Music City U.S.A. one of the best places in America to live, work and raise a family. Among other accomplishments, he invested nearly \$500 million to build new schools and hire new teachers. He developed a state-of-the-art library system, oversaw downtown redevelopment, expanded the city’s park system and drove down the crime rate. Under his leadership, Nashville saw record economic growth by recruiting high-quality jobs and companies such as Dell Computer Corp. and HCA Inc. Bredesen also brought two professional sports teams to Nashville: the NFL’s Tennessee Titans and the NHL’s Nashville Predators.

Before entering public service, Bredesen was a successful healthcare entrepreneur. Between research trips to the public library, he drafted a business plan at the kitchen table of his apartment that led to the creation in 1980 of HealthAmerica Corp., a Nashville-based healthcare management company that eventually grew to more than 6,000 employees and traded on the New York Stock Exchange. He sold the company in 1986.

Bredesen and his wife, First Lady Andrea Conte, are active members of the community, locally and statewide. He is a founding member of Nashville’s Table, a nonprofit group that collects discarded food from local restaurants and distributes it to the city’s homeless population. He also founded the Land Trust for Tennessee, a nonprofit organization that works statewide to preserve open space and traditional family farms. Conte is founder and president of You Have the Power ... Know How to Use It, a nonprofit organization dedicated to raising awareness about crime and justice issues.

Bredesen was born on November 21, 1943. He grew up in rural Shortsville, N.Y., and moved to Nashville in 1975. He earned a bachelor’s degree in physics from Harvard University. He is an avid hunter and outdoorsman, a licensed pilot and enjoys painting as a hobby. He and Conte have one son, Ben.



ANDREA CONTE
First Lady

ANDREA CONTE

First Lady of Tennessee

Andrea Conte, First Lady of Tennessee, is founder and President of You Have the Power...Know How to Use It, a nonprofit corporation dedicated to raising awareness about crime and justice issues. The group produces documentary videos and resource guidebooks on topics such as elder abuse, domestic violence and child sexual abuse. The videos are distributed nationwide to law enforcement agencies, schools, civic groups and therapists. In addition, You Have the Power conducts numerous public programs across Tennessee.

In her first year as First Lady of Tennessee, Conte identified three key initiatives. The first of those was to establish a Child Advocacy Center in each judicial district in the state. Child Advocacy Centers are child-friendly places where forensic child abuse interviews can be conducted and the Child Protective Investigative Team can discuss the merits of the case and develop a plan. These Centers also provide ongoing counseling to help children recover from sexual or physical abuse. From September 2004 to April 2005, Conte completed a 600-mile walk across the state, raising awareness about child abuse and raising \$1 million for Child Advocacy Centers.

A second major initiative was the creation of a statewide Commission on Crime Victims Assistance. The citizen Commission, established in August 2003, is responsible for providing recommendations and advice on benefits and other issues associated with the Criminal Injuries Compensation Fund.

In addition to her work on crime and justice issues, the First Lady has also embarked on a campaign to restore and preserve Tennessee's Executive Residence. She is working with state and private architects on the long range plan, and has formed a statewide, bipartisan Finance Committee to secure private contributions to fund completion of the project.

Conte's early career as a registered nurse included work in Boston and California. She later held management roles, with the former Hospital Corporation of America and the former accounting firm of Ernst & Whinney. Other experience included owning and operating Conte Philips, a retail shop and cooking school, and establishing the Rosalie Conte Foundation, which grants college scholarships to students pursuing higher education.

Conte was born in Massachusetts and attended public schools. She earned a bachelor's degree in nursing from the University of Washington at Seattle, and an MBA from Tennessee State University in Nashville.

Office of the First Lady

In 2003, Andrea Conte moved the Office of the First Lady from the second floor of the Tennessee Executive Residence to a Downtown Nashville state office building convenient to the Capitol and to Legislative Plaza. The First Lady made the decision to move locations to be more accessible to the citizens of Tennessee.

The First Lady's Office is comprised of a Deputy, an Executive Assistant, and the Tennessee Residence Chef/Manager. The staff is appointed directly by the First Lady to help her carry out the duties, functions, and operations of her office and the Tennessee Residence, including helping the First Lady develop and implement her programs and initiatives. Day-to-day activities include planning, scheduling, participating in public events, responding to correspondence, and event-planning.



Jody Folk
*Deputy
to the First Lady*



Jeanne Boone
*Executive Assistant
to the First Lady*



Hilda Pope
*Executive Residence
Chef/Manager*



The Tennessee Residence

Tennessee's Executive Residence, located in Nashville, was originally called "Far Hills" because of the beautiful view.

The home was built for the William Ridley Wills Family in 1929, and it became the third governor's mansion when the state purchased it in 1949 after the death of Mr. Wills. Wills was the founder of National Life and Accident Insurance Company, and his success is displayed in the structural grandeur of the home.

Since that time, eight former governors and their families have resided in the home. Tennessee's First Families have entertained guests such as the Reverend Billy Graham, Elvis Presley, Minnie Pearl, Johnny and June Carter Cash, President and Mrs. John F. Kennedy, President and Mrs. Lyndon Johnson, President and Mrs. Ronald Reagan, President and Mrs. William Clinton, Vice President and Mrs. Al Gore, and numerous governors and royalty from around the world.

Generations of raising children, playing host to the affairs of the governor and numerous civic organizations and the passing of time have taken a toll on the residence. Moisture within the home, caused by a faulty heating and cooling system, has caused interior walls, covered with lead-based paint, to peel and crack. The original windows of the home provide inadequate resistance to UV rays, putting the collection of historic artifacts, art, furniture, fabrics and carpet within the home at risk. The electrical wiring in the home is not grounded, and bathroom and kitchen outlets are not equipped to protect against electric shock. The home has no lightning protection. Additionally, since the home was built before the days of the Americans with Disabilities Act, it is inaccessible to disabled Tennesseans.

The Restoration and Preservation of Tennessee's Residence was spearheaded by First Lady Andrea Conte in 2003, and is the first restoration of the property since the home was built more than seventy years ago. It is her goal to restore the Tennessee Residence's architectural features and provide contemporary updates, while at the same time preserving the historic integrity of the house and property. The Tennessee Residence symbolizes the proud heritage of our state, and its restoration and preservation are important to ensure that all Tennesseans may take pride in the home for generations to come.

Inaugural Address
“A Third Way”
Governor Phil Bredesen
January 18, 2003

Governor Wilder ... Speaker Naifeh ... Members of the General Assembly ... Constitutional Officers ... Justices of the Supreme Court ... Distinguished Members of Tennessee’s Congressional Delegation ... Honored Guests ... Family, Friends ... And to each of you ... my fellow Tennesseans.

I stand before you today, having just taken the oath of office, prepared to serve as your Governor. I stand before you feeling both proud and humble. Proud that you have chosen me to lead and humbled by the trust you have placed with me.

Most of all, I stand before you today believing that we are poised at a time of great opportunity and growth in Tennessee if we have the courage—and we will—to seize the moment.

Allow me a personal moment to thank a few very special people. My wife, Andrea: I could have no better partner in life. My son, Ben: I hope you know how proud we are of you. My mother, Norma: You taught me the value of hard work and self-reliance. And Mom, I’m still working on it.

And the countless Tennesseans who have embraced me as a friend, and made me the better for it. To Governor Sundquist: I thank you for your long service to our State. You always followed your convictions and, for that, I respect you.

When one campaigns for an office, there are Democrats and Republicans, there are supporters and opponents, there are communities where your support is strong and those that fall the other direction.

I want you to know that I hold to a fundamental principle. When I raised my hand and took the oath of office a few minutes ago, those differences—Democrat and Republican, political friend and foe, big city and small town, East, West, Middle—all faded away and I became simply, without fear or favor, the Governor of all of the people of Tennessee.

We have been through some challenging times that were difficult for our governor, frustrating for our legislature, confusing—and in many cases, anger-provoking—for Tennesseans.

We are not the only state struggling through tough times. But I believe as we have struggled we have fallen into the trap of seeing just two ways of looking at our government.

One way is the expansive view: More revenue, more responsibilities for government. The second is a more restricted view: Cut expenses, fewer services.

But I want to say today that there is a third way.

Let’s leave behind the predictable and stale debate between liberals and conservatives. Let’s take the resources that we have, and prioritize, and manage, and focus our energy on just doing things that count—on real results.

That third way is common sense, and it is already the way that families across our state are managing their own affairs and lives.

We all know families who are poor, families who are struggling to improve their situations. We all know families who have plenty of money but cannot find happiness.

But Tennessee is full of families—rich and poor—who manage to achieve balance. They use the resources they have, and add faith in God—love and commitment to each other—hard work and a focus on their children.

These are the real families, the families that work, the families that shine. And that balance is the lesson for us. That's the third way for our government.

To stop arguing about money like some dysfunctional family and start setting priorities and bringing the ingenuity and focus that America is famous for in its businesses to the world of serving the public.

The third way is to set priorities. We have to get control of the budget and TennCare, and the work of the next few months will largely be achieving this. We have to get our economy growing and creating more and better jobs. We will accomplish these goals.

But I want you to know that the first priority for me—what I want to be remembered for as Governor—is educating our children.

It is a very personal issue. I grew up in a household with my mother and brother, who are here today, and with a grandmother and an Uncle Ozzie and Aunt Naomi, who have passed away.

My uncle Ozzie was a fine, intelligent man. He worked as a baggage handler at a railway station and later as a milkman and a bookkeeper. I feel sure Uncle Ozzie could have risen to great heights in business or public service.

But he never graduated from high school, never attended a college, never got all the tools that he needed to complement his God-given talents. I learned from Uncle Ozzie.

My education commitment is simple. I believe that every child is unique. I'm going to work as hard as I know how, and I'm going to ask each of you to help me to offer all Tennessee children the education they need to energize their God-given talents to take them as far as they can go.

I know that we have some tough months ahead of us. A budget crisis, again. Problems with TennCare, again. We're going to get through it. I don't promise you instant results.

It will be like climbing a steep hill. You put your head down and do it step by step. Sometimes you slip back a step or two. But when we get to the top—and we will—I know we are going to find a broad and bright landscape in front of us.

This is a hopeful time in Tennessee, full of promise and opportunity. The people of our state are wonderful. We love our communities and we work hard to make them even better.

Beginning today, we will work together to invent a third way. To leave behind the tired debates. To seize the opportunities that Providence has placed before us.

Let us dream. And let us show our nation what the values and the work of Tennesseans can produce when we put our mind to it.

I am so proud to be your Governor. Thank you, and Godspeed.

State of the State Address Governor Philip N. Bredesen January 31, 2005

Governor Wilder, Speaker Naifeh, Speaker ProTem DeBerry, members of the 104th General Assembly, justices, constitutional officers, friends and guests, and my fellow Tennesseans:

I stand here tonight for a third time as Governor to report to you on the State of our State, and to fulfill my obligation to recommend to the General Assembly a budget prepared according to the requirements of our Constitution. Once again, I will recommend a budget that is balanced, that is honestly balanced without fiscal gimmicks, and that requires no new taxes.

I want to acknowledge that as we convene here this evening, there are many thousands of Tennesseans serving our nation abroad, and that as of this evening, 35 of these soldiers from Tennessee have lost their lives in this service. We are humbled by their sacrifice. Please join me in a moment of silence honoring them.

We have here this evening as invited guests several representatives of the Tennessee National Guard:

- Captain Tony Lacy, representing the 194th Engineer Brigade.
- Mrs. Kim Bishop, whose husband Lt. Col. Brad Bishop is deployed in Kuwait.
- PFC Brandon Sandrell, who was severely injured in Baghdad in September 2003.
- Mrs. Geraldine Pippin, whose husband CSM James Pippin, a UT employee, is in Diyali Province in Iraq. CSM Pippin requested and received a waiver of the age limitations for deployment. He is 61.
- Master Sergeant Jimmy Edwards, whose wife Staff Sgt. Michelle Edwards is also deployed in Diyali province.

Please join me in showing our appreciation to all of our Tennessee volunteers represented by these five here tonight.

I was flying back to Nashville a couple of weeks ago, it was well into dusk, becoming night, and as I looked out I could see the fields, the roads, and the lights of the towns and farms of Tennessee. If you just squinted a little, you could make these works of man almost disappear, and there was a moment where it seemed that I had turned time back and could glimpse what Tennessee, what America must have been like when it was forest and river and mountains, when it was a new land which God had given us on which to build America and to build Tennessee. What a wonderful thing it would have been to have lived then, to have experienced the miracle of a new land and the promise of an unlimited future.

A part of the genius of America is the way we have so often taken a different road to accomplish something. Those first pioneers brought some bedrock values with them—faith, self-reliance, hard work—but they used them in new ways to build a nation. They left behind kings and queens and aristocracy. They left behind religious intolerance. They left behind the idea that you were born into some station in life. They left the old behind and invented something new.

At my inauguration, I spoke of a “Third Way,” and as I present to you this evening my priorities I will ask us to do some conventional things, but also in the spirit of those pioneers, to try some new ones. We’ve accomplished a lot together these past two years. In our first month together, with a difficult financial situation, I didn’t know how we were going to close the books at the end of June. We solved that problem and tonight you are being presented a third common-sense budget without new taxes.

Next year will be thin, and we can’t do it all, but our financial situation is sound. We closed last year with a surplus, and our rainy day fund is not only preserved, but this budget leaves our rainy day fund at the highest level in the history of our state.

In years past, some sought to persuade us that the choices were between an income tax on one hand and deep cuts to fundamental priorities like education on the other. We found a “Third Way” that worked. We have dealt successfully with the contentious issue of workers’ comp reform, and we are moving forward on the biggest problem of all – reforming our TennCare system. We are dealing with these issues in a constructive, bipartisan way.

In preparing our budgets and priorities, we – Democrats and Republicans alike – must stay focused on the fundamentals, and the most fundamental priority of all has to be the one that opens so many doors: The education of our children.

In this year’s budget, I have proposed the addition of \$194 million for public education. This budget again fully funds the Basic Education Program, and adds \$11 million in additional support under the BEP formula for schools with high numbers of at-risk students. The Imagination Library also is a great success, up and running in 35 counties and being planned in three dozen others. These items I have just described on their own constitute strong support for education. But I am asking you tonight to join me in making three new commitments as well.

First, and the most important of all, I am asking you to join with me tonight in committing to the establishment of a voluntary pre-k program for every 4-year-old in Tennessee. When I meet with groups of teachers, I often ask them, “If you had another dollar to spend on education, where would you put it?” Overwhelmingly, they say, “Pre-K.”

I have asked you in this budget for an additional \$25 million, in this first year from the lottery excess funds, to take the first steps. I also want local communities through their school systems to contribute their share, as they do now with K-12. The total state cost of such a program is in the range of \$200-\$275 million, depending on how many students enroll. While I am asking that excess lottery funds be used in this first year, I recognize that future increases will have to come largely from Tennessee’s general fund. I will propose additional funding each year that I am governor until all Tennessee children whose parents want them to participate have access to a pre-k classroom.

Second, I want us to commit to career-long professional development of our teachers.

In education, the whole game is the teacher in the classroom. If we have great, motivated, supported teachers, we will do fine by our students. If we don’t, no amount of testing or mandates will keep us from failing. Great organizations recognize that their greatest asset is their people, and they invest in their development. We need to do the same.

I propose that you fund an initial \$5 million to begin the design and implementation of a professional development program that is better than anything that exists in our nation. I want us to use technology. I want us to use our higher education infrastructure. I want us to use our creativity. I’m tired of being 48th in anything. I want Tennessee to be the model for other states in how to support the professional development of our teachers.

Third, I am deeply supportive of our entire higher education system. We have recommended an additional \$127 million in capital expenditures in this budget to continue much-needed capital maintenance and to fund the next group of building projects on campuses across our state, including major commitments to Southwest Tennessee Community College in Memphis, to Dyersburg State Community College, to Walters State Community College in Morristown and others.

But I want to start focusing some extra attention on our flagship university, the University of Tennessee. I want UT to grow in stature as a first-rate teaching and research institution. When I pick up the latest *US News* rankings of public universi-

ties, I see we are ranked at No. 42 nationally. The top-ranked universities are not just those in high-tax states – the University of Virginia is No. 2, and our neighbors in the South hold four of the top ten slots.

Top-of-the-line public universities do so much for their states. They power the economy. They build reputation. They keep the best and the brightest students at home. This is a place for a “Third Way.” Don’t stay No. 42, but also don’t just dump in money in an unfocused way. This is a place for partnerships, and with institutions like Oak Ridge National Laboratory right in our backyard, we have a unique opportunity to begin this transformation at the University of Tennessee.

I have recommended funds in the budget to be matched by the national lab to begin to attract more nationally recognized faculty members. I also recommended some capital funds that are being augmented by substantial private investment to start providing infrastructure. There is an opportunity today for the University of Tennessee to rapidly become world class in some areas like supercomputers, materials science, and nanotechnology, and we need to grab it. Our pioneer ancestors wouldn’t have known what supercomputers were, but I believe they would have understood our aspirations perfectly.

Education: Stay the course in what we are already doing right; commit to a quality pre-K program; commit to the nation’s best professional development program; and commit to the growth of our flagship university as a top-ranked teaching and research institution.

I want to talk with you now about jobs.

This past fall, I sat in a coffee shop, appropriately enough in Coffee County, and talked with two young adults who were in school at Motlow State. They were enthusiastic; they had great confidence in the future, and I loved being with them. I also talked in that coffee shop with a couple in their forties who were scared. There are so many Tennesseans just like them. While they have children who might be dreaming of becoming engineers and nurses, they themselves still need to provide for those children using the skills that they were taught twenty and thirty years ago.

That couple was scared because their jobs in manufacturing were being consolidated or seemed headed offshore. The competition for these more traditional jobs among the states is intense. And I won’t be satisfied until every Tennessean who wants a good job has one.

I’ve asked in this budget for a substantial commitment of money – \$20 million this year – to improve our efforts here through incentives, through help with infrastructure, through job training. I know that this is a lot of money, but as we plan for the future we need to also keep our eyes on today as well, and I ask for your support in this.

On a related issue, we passed legislation recently to implement a number of changes to our sales tax system, specifically the streamlined sales tax. In tight times, I’m concerned about the possible adverse impact these changes could have on the competitiveness of Tennessee businesses, and on local governments, when they become effective this July. I want you to know we are reviewing these changes and may propose altering or delaying their implementation.

Education and good jobs are two of the fundamentals. Now I’d like to talk with you about a third: The environment.

Tennessee is not only blessed with a people of character and common sense, we are blessed with some of the most beautiful and fruitful land and water on the face of the earth. I want us to start protecting more of our natural resources.

While there are tremendous opportunities all across our state, I’m asking that we start this year on the Cumberland Plateau. It is one of the most beautiful and biologically diverse places on the planet, and yet it is being clear-cut, vast tracts of land owned by timber companies are on the market, and in many cases are being bought by speculators from out of state. Nothing good can come of this.

I am proposing two initiatives. First, the establishment of a public-private foundation, perhaps called the Cumberland Plateau Foundation, that can move quickly, can collaborate with other organizations, and preserve these lands for the future. Second, I have placed in the budget \$10 million of one-time money to start the process. This initial investment on our part will leverage a great many private and federal dollars as well, and will allow us to take the first steps in preserving this unique and beautiful part of Tennessee.

I propose to begin with the Cumberland Plateau, but I want to expand the vision in the years ahead to other areas as well, areas like the Mississippi River Corridor, the Appalachians, the river valleys and others. Outdoor spaces are important to our people's health. They are important to the preservation of our heritage, and to creating jobs and attracting people who will create jobs.

My dream is that a generation from now, if we are diligent, our children and grandchildren will have hundreds of thousands of acres of protected land for their use, for hiking and picnicking and hunting and fishing and just for enjoying with their own families the beauty of God's creation here in Tennessee.

Fundamentals: Educating our children, jobs and opportunity, protecting the environment.

We need to keep our eyes on the future, but we also need to deal with the challenges of today. Let me speak to a few of these specific issues. This is a tight year. The total budget, including federal dollars, is declining slightly, by about one percent. The state portion, the taxpayers' budget, is growing by about 1.5 percent. We have not had to ask for across-the-board cuts, but neither are we able to do it all.

In this year's budget we're proposing a total of 2 percent in raises for our employees – 1 percent in continuing funds and an additional 1 percent as a bonus, as we did in this past year. If the revenue estimates improve in the spring, as I believe they may, I want us to use additional funds to improve these raises. State employees are the backbone of state government, and I want us to get in the habit of making them a priority every year.

As I promised last year, we are also restoring in this budget half of the cuts that were made two years ago to state shared taxes. We intend to restore the remaining half next year. In addition, we are restoring all of the cuts that were made to local jails. We also have returned a second third of the real estate transfer tax money that is used for wetland purchases, and have added one-time money to restore the total to its full amount.

We have placed \$10 million of one-time funds into the road fund to begin the process of restoring that as well. I recognize that this is only a small portion of the almost \$66 million that was reallocated in our crisis, but hope that it will be seen as a good faith effort to begin addressing the full restoration of these road building funds as well.

These are promises kept, and I am proud of them.

We also are introducing legislation this year that will permit a sales tax holiday before the opening of school. My goal is to have this fully implemented and online by July 2006.

We have a disease in Tennessee: The epidemic of methamphetamine manufacture and abuse.

This budget contains an additional \$7 million to fight this, and we also will be proposing legislation to better control the sale of the over-the-counter medications that are used in the cooking of methamphetamine.

We are focusing this year on improving the efficiency of services provided by the state. For example, we are revamping the process of issuing and renewing driver's licenses—it should not take a day out of your life to renew your driver's license. At its

core, the driver's license process is really about logistics, technology, and most of all, customer service. We happen to have in Tennessee one of the world's leaders in each of those fields: FedEx. Its CEO, Fred Smith, has agreed to lend us some of his experts to help redesign this process.

There are other processes and procedures in state government that demand our attention, and none is more important than our process for protecting children in need. To that end, we are investing \$4 million to continue our three-year program to increase pay for case workers who are on the front lines of the Department of Children's Services. I have an unyielding commitment, shared with Commissioner Miller, to improve the operations of DCS.

I want to spend some time discussing an issue that has consumed us all this past year: TennCare. The unchecked growth of this entitlement is a full-blown and very dangerous crisis, and I am working to guide us with a steady hand through to a solution. The General Assembly has done everything that I have asked thus far, and as governor I deeply appreciate this.

I love to fish, and sometimes when you cast, you get a big old tangle in your line. If you get impatient and frustrated, if you claw and tug at it, it just gets worse, but if you calm down, take it carefully, loop by loop, you can always get it straightened out. The TennCare problem is just like that tangle, and we need to stay the course of calmly untangling it and not claw and tug and make it worse.

We are untangling the knot with a common-sense, three-prong approach. First: To reduce the enrollment and benefits in the program to a level that we can afford today. Second: To establish a strong managed care system to maintain this program in the years ahead. And third: To aggressively seek relief in the courts to return control of the program to the people of Tennessee and their elected representatives.

Let me be clear: I do not like one bit where we are today, especially because it was so unnecessary to hurt people in this way. We had a plan that had broad support, that would have kept everyone with health insurance at reduced benefits, and it was thwarted by a few individuals in the name of "public justice." But getting mad or frustrated at things beyond your control is like getting mad at that fishing line and about as unproductive.

Please remember this: There are many people who claim to represent the "public interest" in this, but not a one of them has ever stood before the voters. The people in this room tonight have earned a vastly stronger claim to represent the public interest than anyone else involved, and if we untangle this knot together in a common-sense way, our state and our people will come through this fine.

As I close, I want you to think back to that vision of looking out the airplane window at dusk, and squinting a little and imagining for a moment a Tennessee that is new and waiting for a people to build upon it. That land has changed, and now there are farms and town and cities where those forests once stood, but the miracle is still there. The miracle is that we are still young, and the spirit of our nation—its vision of an unlimited future—still inhabits the darkening land.

There are towns and lights where those forests once stood, but the genius of America is that we are still a land of undiscovered shores, and we are at our best when we open our hearts and allow the night winds to bring renewed visions of great deeds.

I ask you to join me in pursuing those visions. I thank you for the privilege of serving as your governor, and I pray: May God continue to bless Tennessee and her people, and may God continue to bless the United States of America.

Good night.

Duties of the Governor

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

This one sentence in the Tennessee Constitution perhaps describes the awesome responsibility of the governor better than any other ever written. The governor, more than any other individual, is responsible for the operation of state government. His duties, responsibilities, and authority are defined in the Tennessee Constitution, from the qualifications of the governor to his right to convene the General Assembly in extraordinary session.

Through his Cabinet, which is made up of the commissioners of the various departments and the governor’s personal staff, he is responsible for the enforcement of the laws, the collection of taxes, and the general well-being of the state and its citizens.

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

He is the recognized leader of all the citizens in the state, and in addition, is the state leader of his political party. As a result of this latter responsibility, the governor has a strong voice in shaping the policies of the national party of which he is a member.

Intangible qualities which the governor should possess include: the ability to lead and create an atmosphere of unity among the state’s citizens; the energy to participate in various functions, both in Nashville and around the state; the compassion to understand problems and to assist in their solutions; the enthusiasm necessary to motivate others; and the ability to communicate with all segments of society. The constitution clearly defines his tangible responsibilities. For example, “He shall be commander-in-chief of the Army and Navy of the state, and of the Militia, except when they shall be called into the service of the United States.”

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

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

To assist him in the operation of the government, the governor appoints commissioners to head the various departments. They report directly to him or through one of his staff members. While the commissioners are situated in offices, generally near Capitol Hill, the governor and his staff occupy offices in the Capitol. The executive offices are on the first floor and the legislative chambers are on the second floor of the Capitol.

Also, to assist in the operation of the government, the governor appoints members to boards and commissions, many of which regulate personal services performed in the state. Some of the boards and commissions are official agencies of the state, while others are semiofficial.

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

A candidate for governor must first obtain his party's nomination in a primary election in August, then must run against the nominees of the other parties in a general election in November. Elected to a four-year term, the governor may succeed himself one time. He may receive an annual salary of \$85,000, 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.

The Governor's Staff

Dave Cooley

Deputy to the Governor



The Deputy to the Governor assists the Governor in his day-to-day duties and acts as a liaison between the Governor's office and the various departments and agencies in state government. Before joining the Governor's Office, Dave Cooley served as the director of Governor Bredesen's transition team and as the senior strategist for his gubernatorial campaign. Cooley is a former partner at the Nashville public relations firm of McNeely, Pigott & Fox and is a longtime Bredesen advisor and a veteran political consultant. He served as chief of staff to Bredesen from 1992 to 1993 during the Governor's first term as mayor of Nashville. He is a native of Rockwood and holds a bachelor's degree from Tennessee Technological University and a master's degree from the University of West Florida.

Robert Gowan

Senior Advisor for Legislation and Policy



The Senior Advisor to the Governor for Legislation and Policy assists the Governor in forming his legislative agenda. As the chief liaison to the General Assembly, he helps communicate Governor Bredesen's policy priorities to lawmakers. Before becoming Senior Advisor for Legislation and Policy, Robert Gowan served as an assistant commissioner in the Department of Commerce & Insurance. Before joining state government in July 2003, Gowan served as policy advisor to Mayor Phil Bredesen of Nashville and as executive director of the Metropolitan Port Authority. Gowan, a native of Giles County, graduated with a bachelor's degree from Middle Tennessee State University and holds a law degree from Nashville School of Law.

Robert Corney

Special Assistant to the Governor and Communications Director



As Communication Director and Special Assistant to the Governor, Bob Corney is responsible for the governor's public affairs and external communications efforts. Prior to his appointment, Corney worked in public relations and political consulting for 15 years. His previous experience includes serving as director of Governor Bredesen's Inaugural Committee. He has served as State Director of the Tennessee Democratic Coordinated Campaign in 2002, Executive Director of the Tennessee Democratic Party and in the Office of the Vice President for Albert Gore Jr.

Bob Cooper

Governor's Legal Counsel



The Legal Counsel to the Governor coordinates the legal affairs of the Executive Branch for the Governor. He provides legal advice to the Governor on the legal matters which confront the Governor on a day-to-day basis. He assists in the development and implementation of legislation, and coordinates the Governor's relations with the Judiciary, the Attorney General and Reporter, the District Attorneys General, and the Public Defenders. He also assists the Governor in reviewing requests for executive clemency and extradition. Before joining the Governor's Office, Bob Cooper served as a partner at the Nashville law firm of Bass, Berry & Sims, PLC, where he specialized in corporate, constitutional and regulatory litigation. Prior to joining the law firm, he served as clerk for U.S. District Judge Louis F. Oberdorfer in Washington, D.C. An expert in campaign finance and election law, Cooper has served as an adjunct professor at Vanderbilt University and was the treasurer and legal counsel for Bredesen's successful gubernatorial campaign. He is a Chattanooga native and holds a bachelor's degree from Princeton University and a law degree from Yale University.

Tam Gordon

Special Assistant to the Governor for Projects



Tam Gordon serves as a Special Assistant to the Governor for Projects, including overseeing the governor's Children's Cabinet and relations with the National Governors Association. Gordon served as Governor Bredesen's press secretary during his tenure as Nashville mayor. She most recently worked as projects coordinator for the John Seigenthaler Center at Vanderbilt University, which includes the Freedom Forum First Amendment Center and the Freedom Forum Diversity Institute. Gordon is also a veteran newspaper reporter, working for 13 years at the *Nashville Banner*. A Nashville native, Gordon holds a bachelor's degree from the University of Tennessee.



Janie Conyers
*Chief Administrative
Officer to the Governor*



Mary Freeman
Director of Legislation



Drew Kim
Policy Chief



Steve Elkins
Deputy Legal Counsel



Lydia Lenker
Press Secretary



Patrick Smith
Legislative Liaison



Jason Spain
Legislative Liaison



Margaret Horn
*Director
of Community Affairs*



Ashley Duncan
*Assistant to the Governor/
Boards & Commissions*



**Candace
Cunningham**
*Assistant to the Governor/
Boards & Commissions*



Emily Rosencranz
Scheduler



Julie Bandy
Deputy Scheduler



Rachel Lassiter
Deputy Press Secretary



Marie Stringer
Policy Analyst



Amber McDowell
Speechwriter



Sandy Fletcher
*Assistant to the Governor/
Personnel*



Daphne Cooper
*Assistant to the Governor /
Administration*



Jeannie Vogel
*Assistant to the
Deputy Governor*



Bradley Jackson
Assistant to the Governor



Becky Gregory
*Assistant to the
Senior Advisor*



Ann Radford
*Administrative Assistant /
Legislation*



Christine Stoll
*Administrative Assistant /
Legal Counsel*



Andrea Fanta
*Administrative Assistant /
Communications
& Special Projects*



Melissa Proctor
*Assistant to the Director
of Community Affairs*



Rick Casebeer
*Assistant
to the Governor /
Travel and Advance*



Caleb Hemmer
Field Advance



John Evans
*Assistant to the
Governor / Technology
and Community Affairs*



Vanessa Hatcher
Assistant to the Governor



Andrew Jackson
Assistant to the Governor

Governor's Office of Children's Care Coordination

*27th floor, Tennessee Tower
Nashville, TN 37243-0530
(615) 741-5346*

Tom Catron, Director

The Governor's Office of Children's Care Coordination was established by Governor Phil Bredesen in May 2004 to better coordinate the wide range of services available to children through state departments and the private sector, with an emphasis on the delivery of health care. It works to ensure that state departments are meeting the requirements of both state and federal law, and of various court orders relating to health care services for children. The office places a particular emphasis on children at risk of custody due to some health-related matter.



Tom Catron
Director

Governor's Office of Homeland Security

*William R. Snodgrass Tower
312 Eighth Avenue North
Nashville, Tennessee 37243-1010
(615) 532-7825
Tennessee.gov/homelandsecurity*

David Mitchell, Director

The Governor's Office of Homeland Security and the Homeland Security Council were established on April 3, 2003. The Governor's Office of Homeland Security is designated as having primary responsibility and authority for coordinating and directing the state's homeland security activities. The functions include, but are not limited to, planning, coordination, and implementation of all homeland security prevention, detection, and protection terrorism-response operations. The office has responsibility to coordinate with agencies in the state and with the related U.S. Department of Homeland Security in Washington, D.C.

The Director is a Cabinet member and is additionally tasked to keep the Governor advised on a regular basis of the direction, progress and status of the state's counterterrorism strategy. The Governor's Office of Homeland Security chairs the Homeland Security Council. The policy on apportioning of funding is coordinated through the Homeland Security Council, an organization composed of the leadership from key departments, agencies and selected local jurisdiction leaders responsible for a coordinated homeland security effort. As a unified body, the Homeland Security Council ensures the Governor's vision and guiding principles are maintained and implemented through its oversight of the State's counterterrorism strategy.

The Governor's Office of Homeland Security is made up of the Director's Office, the BWXT Y-12 Liaison, an Operations Division, a Volunteer Programs and Citizen Outreach Division, a Plans and Technology Division, and an Exercise and Continuing Education Division. In addition, the Office of Homeland Security oversees three regional offices in West, Middle and East Tennessee.



David Mitchell
Director