



BILL HASLAM

THE RIGHT

EXPERIENCE





LETTER FROM BILL HASLAM

Dear Fellow Tennesseans,

Like you, I'm concerned about the future of our great state. A national recession has affected families all across Tennessee, and many folks are struggling to find jobs that will pay enough to keep food on the table and a shelter over their heads. I'm also concerned about our schools and the future for Tennessee students, who rank 41st out of 50 states on national achievement tests. In 2008 alone, nearly 28,000 students dropped out of Tennessee high schools, and just over a fifth of adult Tennesseans have a bachelor's degree.

We're facing these challenges at a time when our state budget presents a bleak picture. Earlier this year, Governor Bredesen described his final budget as the most difficult he's ever prepared. However, because of the state's current reliance on one-time money from the Rainy Day Fund and federal stimulus package as well as ongoing low revenue projections, next year's budget will be even more challenging. Making matters worse is an Administration in Washington determined to force its agenda on Americans who don't want it and can't afford it.

In spite of the challenges we face, I'm optimistic because Tennessee is a resilient state with many unique advantages. We have many key assets – like no income tax – that we can leverage for job creation, and some recent reforms and investments in education have provided a unique opportunity to transform our schools. I'm also confident that the right governor can take our budget challenges and turn them into an opportunity to restructure state government and make it leaner and more efficient for the future.

From the very beginning, my campaign has been focused on listening, learning, and proposing real solutions to bring jobs to Tennessee. Earlier this year, my wife Crissy and I spent three weeks on a statewide Jobs Tour, meeting with small business owners and economic development professionals all across the state. The concerns heard most often on the Tour and throughout the campaign involve the short supply of properly trained and educated workers in Tennessee. In April, I crisscrossed our state again, this time visiting community colleges, technology centers, and four-year institutions to learn more about what our state should be doing to prepare workers for a 21st century economy. We then launched a concentrated focus on improving K-12 education in order to make sure we're graduating more students who are prepared for college or a good career.

I've spent 20 years in business and another 6 ½ as Mayor of Knoxville. I've led in good times, and I've led in tough times. I know what it takes to run a successful organization. **AS GOVERNOR, MY TOP PRIORITY WILL BE MAKING TENNESSEE THE NO. 1 STATE IN THE SOUTHEAST FOR HIGH QUALITY JOBS.** The following plan contains a blueprint for how to get us there while standing up for our Tenth Amendment right to govern our state according to our own priorities and fighting to protect the values we all hold dear. We must never forget Scripture's admonition against gaining the whole world and losing our soul.

I hope you'll read my plan and continue to follow our campaign as we travel all across the state discussing my ideas for growing jobs and making sure Tennessee continues to be one of the best places in the country to raise a family. With your help, we'll set Tennessee on the right path for a successful future.



Bill Haslam



TENNESSEE VALUES



I grew up in Tennessee, raised a family and ran a business here. Now I lead a great Tennessee city as Mayor. I understand the values that are important to Tennesseans because I share those same values.

I'm a lifelong conservative who is pro-life, in favor of traditional marriage, and a strong supporter of the Second Amendment. I met my wife Crissy, a native of Memphis, in college on

the first day of class. We've been married now for 29 years and have raised three great kids. Our oldest child, Will, is married and lives with his wife Hannah in Knoxville. We also have two grown daughters - Annie, who recently graduated from college and works in Knoxville, and Leigh, who is still in school.

For 27 years, Crissy and I have been members of Cedar Springs Presbyterian Church (EPC), and for 21 of those years I've served as an Elder. As governor, I will work to protect our values and make sure Tennessee remains one of the best states in the country to raise a family.

In order to protect the values that we as Tennesseans hold dear, I will:

- **STEADFASTLY SUPPORT THE RIGHTS OF THE UNBORN**, including supporting Senate Joint Resolution 127, which will help us create stronger protections for the unborn in our state's constitution.
- **WORK TO PRESERVE TRADITIONAL MARRIAGE.**
- **STAND STRONG FOR THE SECOND AMENDMENT.**

As a staunch supporter of the Second Amendment, I believe that we each have an individual right guaranteed by our Constitution to keep and bear arms. As governor, I will steadfastly protect Tennesseans' Second Amendment rights.

As the current Mayor of Knoxville, I made sure that our city - unlike all other major cities in Tennessee - does not impose criminal penalties on concealed carry permit holders who carry their guns in city parks.

As a member of the NRA, I understand that our Second Amendment rights are essential to our freedom and must be protected.

In order to keep Tennessee a great state, we must also work to provide more and better job opportunities for Tennessee residents. An important part of that effort must be making sure that available jobs are only going to individuals who are legally resident in the state.

Tennessee is paying a price for the failure of the federal government to effectively secure our nation's borders and enforce our immigration laws. As governor, I will enforce the state laws on the books and do everything within my authority to be sure that Tennessee does not attract illegal activity. I will also:

- **MAKE SURE WE NEVER PROVIDE ANY FORM OF STATE GOVERNMENT ID WITHOUT PROOF OF CITIZENSHIP.**
- **REFUSE TO TOLERATE EMPLOYERS KNOWINGLY HIRING ILLEGAL IMMIGRANTS.**
- **SUPPORT LOCAL LAW ENFORCEMENT OFFICIALS** who are working to see that illegal immigrants are identified and deported.





CONSERVATIVE FISCAL LEADERSHIP

BILL'S TEN PRINCIPLES FOR CONSERVATIVE FISCAL LEADERSHIP:

- First ask the question, **SHOULD STATE GOVERNMENT ACTUALLY BE DOING THIS?**
- Always ask the question, is this the **MOST EFFICIENT AND EFFECTIVE WAY** to do it?
- **MANAGE CONSERVATIVELY** and **SPEND LESS** than you take in.
- **HOLD THE REINS** when times are good.
- **PRIORITIZE** when times are bad.
- **AVOID DEBT.**
- **KEEP TAXES LOW.**
- Ensure Tennessee **REMAINS A STATE WITHOUT AN INCOME TAX.**
- Ensure every initiative of state government is producing a **MEASURABLE, POSITIVE OUTCOME.**
- Be a **FAITHFUL STEWARD** of taxpayer dollars.

Between a sluggish economy and state revenue shortfalls, rapidly depleting federal stimulus money and a reliance on one-time money from the state's Rainy Day Fund, Tennessee is facing a budget crisis unlike any in modern memory. And Washington is making it worse. Tennessee needs a governor who has managed difficult budgets before and who can guide us through this crisis.

I am the only candidate for governor who has prepared, proposed, passed and implemented a budget – the same way a governor does.

I spent years watching every penny and making tough calls while operating a successful Tennessee-based, national company. As Mayor, I've tripled Knoxville's Rainy Day Fund, lowered the debt by 25 percent, submitted seven balanced budgets, reduced the number of city employees, and brought Knoxville's property tax rate to the lowest level in more than 50 years.

I know it's not going to be easy when the next governor takes office, but taxes are job killers. The last thing we should do is raise taxes on a population that is already struggling and a small business community that has been forced to cut back. I am 100 percent opposed to a state income tax, and as governor I will veto any attempt to enact one.

Tennessee already has the highest combined state and average local sales tax rate in the nation and I will not allow it to get any higher. As governor, I will make sure the state lives within its means. As the only candidate with executive experience in business and government, I'm best prepared to force the state to prioritize, make difficult cuts when we have to, and manage our state budget conservatively without more taxes.



In order to govern successfully within the budget constraints we face, I will:

- **IMMEDIATELY LAUNCH A TOP-TO-BOTTOM REVIEW OF STATE GOVERNMENT** in order to identify and eliminate waste, set priorities and establish measurable goals for those priorities and ensure all aspects of state government are operating as efficiently and effectively as possible.
- **MANAGE STATE GOVERNMENT ACCORDING TO MY TEN PRINCIPLES FOR CONSERVATIVE FISCAL LEADERSHIP.**



JOBS & ECONOMIC DEVELOPMENT

My top priority as governor will be making **TENNESSEE THE NO. 1 STATE IN THE SOUTHEAST FOR HIGH QUALITY JOBS**. At a time when our state is facing a double-digit unemployment rate and many more are underemployed, Tennessee needs a governor who understands how to create jobs. My jobs strategy includes both short-term and long-term efforts to attract high quality jobs to Tennessee and to prepare Tennesseans to fill those jobs.

The first thing we must do is help people get back to work as soon as possible. Immediately upon taking office, I will:

- **LEAD THE CREATION OF AN ONLINE "JOBS CLEARINGHOUSE"** for Tennessee that will pull together existing market data in a user-friendly way so that every jobseeker, employer, community official, higher education institution and economic development organization has access to timely and accurate information on the current and future economic landscape of Tennessee.
- **ENSURE THIS REAL-TIME, MULTI-SOURCED SYSTEM ALLOWS USERS TO EASILY ACCESS TAILORED INFORMATION** on each community and region's industry strengths and educational attainment levels, projected workforce needs, and the training and education required for high demand career fields as well as information on how it can quickly be obtained.
- **PERFORM REGIONAL WORKFORCE DEVELOPMENT ASSESSMENTS** so that we can quickly begin to help employers, postsecondary institutions and local officials develop strategies for helping businesses grow and local workers receive the training necessary to fill new jobs.

REGIONAL ECONOMIC DEVELOPMENT STRATEGIES

From FedEx, the medical device industry and the TVA Megasite in West Tennessee, to the healthcare and entertainment industries in Middle Tennessee, to Volkswagen, UT, Oak Ridge National Laboratory and Eastman Chemical in East Tennessee, there are unique opportunities in every region of the state to recruit to our strengths and create high quality jobs. As governor, I will leverage each region's existing assets in order to grow jobs in every county of the state. My plan is to:

- **RESTRUCTURE THE DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT BY DECENTRALIZING THE "HOME OFFICE" AND PUSHING LEADERSHIP AND SUPPORT TO THE REGIONAL LEVEL.**
- **CREATE REGIONAL "JOBS BASE CAMPS"** with the responsibility of aligning and coordinating regional resources, staff, education, labor and economic development strategies into a powerful, unified plan for each region.
- **USE REGIONAL STRATEGIES TO BUILD ON EXISTING STRENGTHS** and find innovative solutions to each region's unique challenges.
- **HELP EACH REGION IMPROVE COORDINATION BETWEEN EMPLOYERS, POSTSECONDARY INSTITUTIONS AND ECONOMIC DEVELOPMENT PROFESSIONALS** as part of an effort to enhance workforce development so that local businesses can grow, every region can attract the jobs of the future and local workers will have access to the training and education necessary to perform current and future jobs.
- **MAKE SURE EVERY COMMUNITY IS HEARD BY THE GOVERNOR'S OFFICE** and that the state capitol does not become insular.



CONCENTRATED FOCUS ON SMALL BUSINESS GROWTH

Two-thirds of the new jobs in this country are created by small businesses. The current administration in Tennessee has done a good job hitting home runs by bringing in large investments like Hemlock, Volkswagen and Wacker. But if we truly want to be a leader in job creation, we've got to focus on the singles, doubles and triples that homegrown small businesses create for us as well. To support small businesses, I will:

- **LAUNCH "SMALL BUSINESS WORKS," A CAMPAIGN DEVOTED TO PROMOTING ENTREPRENEURSHIP AND JOB GROWTH** by working with small business owners to create the best possible environment for starting or growing a business while enhancing the state's efforts to provide useful, timely information and guidance to anyone seeking to start a business here. The goal will be to make sure there is no better place in the country to start or grow a business than Tennessee.
- **INITIATE "TENNESSEE FIRST"** – a component of "SMALL BUSINESS WORKS" and a concentrated effort to identify the 100 fastest growing businesses in Tennessee and connect them to relevant small businesses for matchmaking opportunities. "Tennessee First" will make technical assistance available to relevant small businesses, and it will also utilize our regional jobs base camps by working to identify areas for businesses to expand or "outsource" operations within the state.



FOSTERING A BUSINESS-FRIENDLY ENVIRONMENT

In order to attract and retain high quality jobs, Tennessee must maintain an environment friendly to business. Taxes are job killers, and state government should be a resource, not a hindrance to job growth. As governor, I will:

- **KEEP TAXES LOW.**
- **ENSURE TENNESSEE REMAINS A STATE WITHOUT AN INCOME TAX.**
- **CONSTANTLY LISTEN TO SMALL BUSINESS OWNERS** to make sure state government is doing everything it can to create the best possible environment for job growth.

THE JOBS TOUR

- Three straight weeks on the campaign trail entirely devoted to jobs
- Covered all three Grand Divisions of the state – one per week
- Conducted 15 small business roundtables with more than 220 small business owners
- Toured 58 factories, businesses, job sites and facilities
- Held seven meetings with 94 local economic development professionals
- Received more than 168 questions, comments and idea submissions in addition to more than 3,000 Jobs Tour video views at www.Jobs4TN.com



EDUCATION AND WORKFORCE DEVELOPMENT

Education is our best long-term economic development strategy. I've created thousands of jobs as a business leader, and I've recruited thousands more jobs to Knoxville as Mayor. I understand what it takes to grow jobs in this state, and the single greatest hindrance to recruiting the jobs of the future to Tennessee is the quality of our education system. As governor, I will focus on improving education and workforce development so that every Tennessean will have the opportunity to obtain a high quality job.

As governor, my strategy for improving education will focus on three key areas: the state's public K-12 education system, school choice and parental involvement, and workforce development.



K-12 EDUCATION REFORM

Tennessee's K-12 education system is at a crossroads. Today, Tennessee students rank 41st on national tests, behind students from the vast majority of our neighboring states. In 2008, nearly 28,000 students dropped out of high school in Tennessee. However, recent reforms and investments in Tennessee's education system have created a unique opportunity to turn our schools around and implement meaningful education reform that will benefit generations to come. In order to take advantage of this opportunity, Tennessee needs a governor with executive experience and the courage to stand up for real reform. As governor, I will:

- **DEVELOP GREAT PRINCIPALS** by creating a statewide leadership academy network that will serve to coordinate the efforts of existing principal preparation programs. The goal of this network will be to produce well-trained and highly effective school leaders for every region, school district and school across the state. As a businessman, I understand the importance of having a highly effective leader on-site with the right autonomy and accountability, and I'll make sure every Tennessee school has great leadership.
- **RECRUIT THE BEST AND BRIGHTEST INTO TEACHING** by promoting innovative programs that provide alternative paths into the profession. I will expand the teacher pipeline in order to account for the coming shortage and make sure our students receive the best possible instruction.
- **SUPPORT THE STATE'S NEWLY IMPLEMENTED STANDARDS** that raise expectations for our students and resist any pushback that comes with a more realistic assessment of how our students and our schools are faring.
- **FULLY UTILIZE OUR STATE'S RICH DATA SYSTEM** in order to intervene when students are falling behind and help teachers hone their practice.

An important part of creating a world class education system in Tennessee is making sure parents are involved in the process and given as much choice and control over their child's education as possible. Parents understand the needs of their children better than the government, and as governor I will:

- **WORK TO INCREASE THE PREVALENCE OF CHARTER SCHOOLS IN TENNESSEE** by supporting the removal of restrictions such as the cap on the number of charter schools allowed to operate in the state as well as restrictions on who can enroll in charter schools.
- **SUPPORT PARENTS WHO CHOOSE HOME EDUCATION** and make sure the state isn't burdening them.



As governor, I'll work to make sure every student graduates from high school prepared for college or a good career. However, it can't end there. Today's economy requires workers to have more education and training than ever, and with Tennessee's low educational attainment rates, much work remains in order to prepare Tennesseans for a 21st century workforce. I've been traveling the state visiting community colleges, technology centers and four-year higher education institutions to learn more about our workforce development strengths and needs. As governor, I will work to replicate best practices, create innovative partnerships and ensure every region has a workforce development strategy. Specifically, I will:

- **MAKE WORKFORCE DEVELOPMENT A MAJOR COMPONENT OF EACH REGION'S ECONOMIC DEVELOPMENT STRATEGY** and use each on-the-ground regional jobs base camp director I appoint to connect employers and postsecondary institutions to form public/private partnerships for workforce development.
- **INCREASE THE ACCESSIBILITY OF POSTSECONDARY EDUCATION AND TRAINING** by working with institutions to adapt to the needs of the local workforce, including developing Mobile Training Units at appropriate community colleges and technology centers that can go on-site to deliver the advanced training employers are requiring of their workers. I'll also increase online course offerings, look for inexpensive ways to hold classes off-campus by taking advantage of other public buildings and offer classes at times that meet the needs of local workers and residents.



HEALTH CARE

As Mayor of Knoxville, I introduced measures into the city's health plan that incentivized personal responsibility and emphasized preventive care in order to improve health and lower the city's healthcare costs. This is the same approach I will take to health care as governor.



Unfortunately, Tennessee ranks near the bottom in a number of important health categories, including obesity rates for children and adults, smoking rates, adult diabetes and childhood immunizations. We're also battling increasing costs from unfunded federal mandates, fraud and abuse in our TennCare system, and frivolous lawsuits that drive up costs and force doctors to practice defensive medicine.

As governor, I will:

- **FIGHT UNFUNDED MANDATES** and pursue every available option in order to prevent the damaging impact of federal healthcare legislation on our state.
- **INTRODUCE PERSONAL RESPONSIBILITY INTO OUR HEALTHCARE SYSTEM AND EMPHASIZE PREVENTIVE MEDICINE** in order to improve health outcomes in a cost effective manner.
- **ENSURE TENNCARE NEVER AGAIN THREATENS TO BANKRUPT OUR STATE.**
- **STAMP OUT TENNCARE FRAUD AND ABUSE** and save taxpayers money by expanding the work of the Office of Inspector General.
- **PASS MEANINGFUL TORT REFORM** to lower healthcare costs and allow doctors to stop practicing defensive medicine.

On the positive side, Tennessee has many healthcare assets. From the medical device industry in West Tennessee to the hospital management and health information technology industries in Middle Tennessee to the insurance and pharmaceutical industries in East Tennessee to leading research hospitals and medical schools across the state, I'll work to build on each region's existing assets, grow jobs, improve health and reinforce Tennessee's status as a leader in the healthcare industry.

As governor, I will:

- **LEVERAGE THESE INDUSTRIES AND INSTITUTIONS FOR ECONOMIC DEVELOPMENT** by building on regional healthcare strengths.
- **CONNECT RESEARCH AND INDUSTRY LEADERS TO PROVIDERS** to increase cooperation and create a healthier Tennessee.



CRIME AND PUBLIC SAFETY

Safe neighborhoods and communities are the key to a healthy, vibrant society. As Mayor, I work with local law enforcement officials to keep the streets of Knoxville safe, and through this experience I understand the need for unique local solutions. As governor, I will work with sheriffs and other local law enforcement officials to combat crime and improve public safety.

If we want to reduce crime in Tennessee, we have to make it a priority. As governor, I will focus on both short-term and long-term solutions for crime prevention and reduction. Specifically, I will:

- **STRENGTHEN STATE SENTENCING LAWS** in order to keep violent and repeat offenders locked up.
- **MAKE OUR CORRECTIONS SYSTEM MORE EFFICIENT** in order to keep Tennesseans safe while minimizing the costs to taxpayers.
- **IMPROVE EDUCATION TO INCREASE OPPORTUNITIES FOR TENNESSEE STUDENTS** and keep them from turning to a life of crime. By improving our schools and attracting more and better jobs to Tennessee, we'll provide greater opportunities and reduce the number of people entering the criminal pipeline.

In addition to addressing crime, I will also improve public safety by working to:

- **ENSURE PROFESSIONALISM IN THE TENNESSEE HIGHWAY PATROL** and regain public confidence in this important agency.
- **IMPROVE THE EFFICIENCY OF THE TENNESSEE DEPARTMENT OF MOTOR VEHICLES** and make sure taxpayers are treated like valuable customers, the way we do in business.



AGRICULTURE AND CONSERVATION

Agriculture accounts for nearly 11 percent of the state's economy and generates more than \$51 billion in economic activity. As governor, **MY TOP PRIORITY WILL BE MAKING TENNESSEE THE NO. 1 STATE IN THE SOUTHEAST FOR HIGH QUALITY JOBS**, and an important part of that effort will be supporting existing industries and helping them to retain and grow jobs. Approximately 347,000 Tennesseans work in agriculture, with more than 127,000 employed in agriculture production.



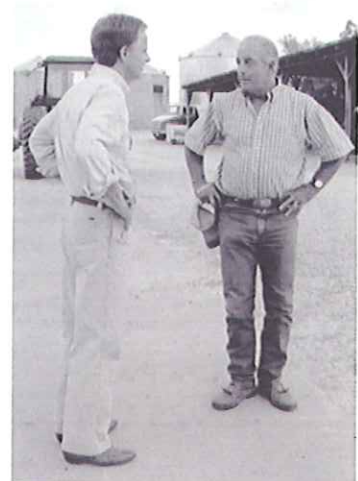
I have a great appreciation for Tennessee's agricultural industry and its importance to our state's economy, culture and tradition. I've met with farmers and agribusiness leaders all across the state, and as governor I will make sure their concerns are heard and addressed.

I also respect the individual concerns and values of each community and will support the efforts of local officials and community leaders to create an economic development strategy for each region based on each region's particular strengths, needs and values.

In order to support Tennessee's farmers and the cities and towns that are dependent upon agriculture as well as the conservation efforts of communities across the state, I will:

- **CREATE THE FIRST-EVER DIRECTOR OF SMALL TOWNS & RURAL DEVELOPMENT** within the state Department of Economic and Community Development, a leadership position focused solely on small towns, agriculture and rural development issues that will provide farmers and rural small business owners with a direct line to the governor's office and the commissioner of Economic and Community Development.
- **WORK TO PROTECT THE HIGH QUALITY OF LIFE IN OUR STATE**, which is a major asset when recruiting companies to Tennessee. Establishing a Director of Small Towns & Rural Development will help rural communities create their own unique strategies for economic development, which in some areas will include conservation efforts to support the local tourism industry, protect certain areas for hunting and fishing and maintain an overall high quality of life.
- **WORK WITH FARMERS, LOCAL OFFICIALS AND INDUSTRY LEADERS** to address agricultural issues, including making sure the specific items included or not included under the state sales tax exemption for farm-related items represent a consistent and good common sense policy, every region of the state has a long-term strategy for accessing clean water, and supporting a Tennessee agriculture policy that is in the best interest of the farmers in our state and uninfluenced by national interest groups.

As governor, I will work with my Director of Small Towns & Rural Development to make sure state agencies are being helpful and not a hindrance to agriculture and rural economic development and that every small town has a resource at the state level to aid in developing individualized strategies for economic growth.



ABOUT BILL

In these challenging economic times, Bill Haslam stands out as a leader whose experience as a businessman and Mayor of Knoxville uniquely qualifies him to serve as the next governor of Tennessee. As a lifelong Republican, Mayor Haslam understands the need for conservative leadership during these difficult times for our state.

Born and raised in Knoxville, Tennessee, Bill was blessed with parents who instilled their strong faith and work ethic in their children. As a young man, Bill excelled in academics and sports and was a leader in student government. At the age of 13, Bill got a job pumping gas at a family-owned service station, and quickly learned that running a small business took diligent hard work. When Bill was 16 years old, tragedy struck his family. The sudden, unexpected death of his mother marked a turning point in his young life. Bill's dad pulled the family together and they leaned on each other and on their faith to get through the tough days.

Bill entered Emory University in 1976, and on the first day of class, met Crissy, a young woman from Memphis who would later become his wife. While attending college in Atlanta, Bill was a volunteer leader for Young Life, a Christian ministry that reaches out to adolescents. During the summers, Bill volunteered for the grassroots political campaigns of Howard Baker and Lamar Alexander and gained a deep understanding of the type of principled leadership needed to govern.

After Bill graduated with a degree in History, Bill and Crissy married and moved to Knoxville, where Bill had agreed, at his father's urging, to work "for a couple of years" managing his family's small chain of gas stations. In the early years, Bill spent long days driving all over the country identifying, negotiating and purchasing good locations for new truck stops. While lots of politicians talk about creating jobs—Bill Haslam has actually done it. When he first went to work for the company, Pilot Corporation had 800 employees; today the company has approximately 14,000 employees in 39 states. Throughout his time at Pilot, Bill sustained the company's growth by allocating resources wisely, managing the business conservatively, working hard to increase sales and satisfy customers. It was here that Bill gained the essential hands-on knowledge that makes the chief executive officer of a complicated enterprise successful.

In 2003, at the urging of many friends, he ran successfully for Mayor of Knoxville. The skills he honed in the private sector have helped make him an extremely effective Mayor. Bill has balanced seven consecutive city budgets and has insisted that city government focus on providing key services in an efficient manner. Through his conservative fiscal management, Knoxville has its lowest property tax rates in 50 years. Because Bill strongly believes that public officials must be accountable for their decisions, he makes a point to regularly visit neighborhoods on foot with a clipboard handy to take notes of citizens' concerns. Two of Bill's priorities as Mayor of Knoxville that he will continue to focus on as governor are economic development and education reform. Having personally grown private businesses, he is uniquely qualified to recognize and promote government policies that encourage business growth and attract businesses to Tennessee. Bill also understands that providing parents and teachers with the resources they need to improve education will increase high school and college graduation rates, which will provide Tennessee with the type of educated workforce needed to attract new businesses to our state.

All this, along with his traditional values and commitment to preserving our Second Amendment rights, traditional marriage, and the protection of the unborn, uniquely qualifies Bill Haslam to serve as governor of Tennessee.

Bill and his wife Crissy have been blessed with three children: Annie, Leigh and Will. Annie recently graduated from college and is working in Knoxville, Leigh is still in school, and their oldest child Will and his wife Hannah live and work in Knoxville. For 27 years, Bill and Crissy have been members of Cedar Springs Presbyterian Church (EPC), and for 21 of those years Bill has served as an Elder.





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