



TENNESSEE DEPARTMENT OF CORRECTION

FY 2013 ANNUAL REPORT

Derrick D. Schofield, Commissioner



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Table of Contents

Commissioner's Letter	2
Year in Review	3
Budget	4
Prisons	5
Offender Demographics	6
Community Supervision	7
Rehabilitative Programs and Services	8
The Way Ahead	9

Tennessee Department of Correction



Mission

To operate safe and secure prisons and provide effective community supervision in order to enhance public safety.



Vision

To be recognized as the best correctional agency in the nation.

Guiding Principles

We...

believe in and support the mission of our agency and our team.

will treat all people fairly.

will not purposely compromise public safety.

will stand behind our word.

will protect each other but not at the expense of compromising our integrity.

will always accomplish our mission.

January 2013

Customer **Focused**
GOVERNMENT

Great **People**. Great **Service**.

Pursuant to the State of Tennessee's policy on nondiscrimination, the Department of Correction does not discriminate on the basis of race, gender, religion, color, national or ethnic origin, age, pregnancy, creed, disability, or veteran's status in its policies, or in the admission of or access to, or treatment or employment in, its programs, services, or activities.

Equal Employment Opportunity/Affirmative Action inquiries or complaints should be directed to the Department of Correction, EEO/AA Coordinator, Human Resources Office, 3rd Floor Rachel Jackson Building, 320 Sixth Avenue North, Nashville, TN 37243-0465, Telephone 615-253-8026 or TDD (for persons with hearing impairments), 615-532-4423.

ADA inquiries or complaints should be directed to the Department of Correction, Human Resources Office, 3rd Floor Rachel Jackson Building, 320 Sixth Avenue North, Nashville, TN 37243-0465, Telephone 615-253-8026 or TDD (for persons with hearing impairments), 615-532-4423.

COMMISSIONER'S LETTER



As Commissioner of the Tennessee Department of Correction, and in accordance with Tenn. Code Ann. § 4-4-114, I am pleased to present our Fiscal Year 2012-2013 Annual Report. We continue to work toward becoming the best correctional agency in the nation by adhering to our mission to operate safe and secure prisons and provide effective community supervision in order to enhance public safety. Through new initiatives, we are able to further our goals of holding offenders accountable, improving offender outcomes, and reducing recidivism. Here are some of this year's accomplishments:

- Transferred community supervision of adults from the Board of Probation and Parole to the Tennessee Department of Correction
- Maintained national accreditation by the American Correctional Association (ACA)
- Opened the Bledsoe County Correctional Complex
- Finalized plans to open Morgan County Drug Court
- Implemented an automated collection system to accept supervision and other fees
- Opened a Central Communications Center
- Established the Young Adult Offender Cognitive Behavioral Program
- Launched "Operation Blackout" to protect children by targeting sex offender residences on Halloween
- Partnered with the Tennessee Housing Development Agency to create a housing initiative for offenders leaving prison
- Debuted Sergeant's Academy and Management Succession Academy
- Intensified probation/parole home visits
- Partnered with Tennessee State University to form a Law Enforcement Leadership Command College in Tennessee

We are committed to improving our people, processes, and infrastructure in order to increase the department's efficiency and effectiveness. As the Corrections field evolves, the Tennessee Department of Correction also evolves to meet the challenges ahead without compromising public safety. We will hold true to our mission, vision, and guiding principles.

A handwritten signature in black ink, appearing to read "David O. Alexander".

YEAR IN REVIEW



Derrick D. Schofield

Commissioner

Commissioner Derrick D. Schofield leads the Tennessee Department of Correction. Reporting directly to the Commissioner are the Deputy Commissioner/Administration, Deputy Commissioner/Operations, Chief Financial Officer, General Counsel, Assistant Commissioner/Rehabilitative Services, Assistant to the Commissioner for Legislation, Director of Investigation and Compliance, Director of Communications and Public Relations, Director of Human Resources, Director of Organizational Development, Decision Support Director/Board Liaison, Judicial Liaison, and two Executive Assistants.

Staff Development

The Academy graduated 1,530 staff from various basic training programs.

The Tennessee Correction Academy redesigned the Basic Correctional Officer Training program to be conducted under the supervision of Drill Instructors. This has led to change in all our programs and a more professional, disciplined staff. The Academy also debuted a premier leadership program titled "Sergeant's Academy." This is a two-week intensive leadership program that challenges the participants and provides them with leadership skills to enhance their career. This program is available to security staff from the rank of Corporal to Captain, Probation and Parole Officer (PPO 3) and Probation Parole Manager (PPM).

The Bethel University's College of Criminal Justice expanded their scholarship program to include the Department of Children's Services. The top performer in this group receives a \$5,000 scholarship as does the top performer in the Basic Correctional Officer Training program.

In partnership with Tennessee State University, the Department formed a Law Enforcement Command College in Tennessee. This will increase higher education attainment for law enforcement executives by giving participants a pathway to obtain master's degrees in either Public Administration (MPA) or Professional Studies (MPS) within two years. The initial cohort includes executives from the Department of Correction, the Tennessee Bureau of Investigation, and the Board of Parole.

Our agency instituted Management Succession Academy to develop and evaluate the future leaders of the department. Attendees of the innovative training participate in interactive scenarios to assess decision making and oral communication skills. The class also engages in budgeting and leadership courses essential to success in future executive leadership roles.



Community Services

- Provided over 742,500 hours of inmate labor for local governments and community-based organizations valued at approximately \$5,383,000.
- Employee charitable contributions totaled more than \$32,000 to organizations including the American Lung Association, the Tennessee Employees Charitable Campaign, and Big Brothers Big Sisters.



TDOC Essentials for Leadership

Character

Confidence

Commitment

Capability

BUDGET



Chuck Taylor

Deputy Commissioner, Administration

Chuck Taylor, Deputy Commissioner of Administration, is responsible for a variety of administrative support functions. This division handles contract management, general services issues, and administration of the food services program. Reporting directly to the Deputy Commissioner are the Director of Training, Director of General Services, Director of Information Services, Director of Facilities/Planning/Construction, Director of Contract Management, an Executive Assistant, and an Administrative Assistant.

Chief Financial Officer

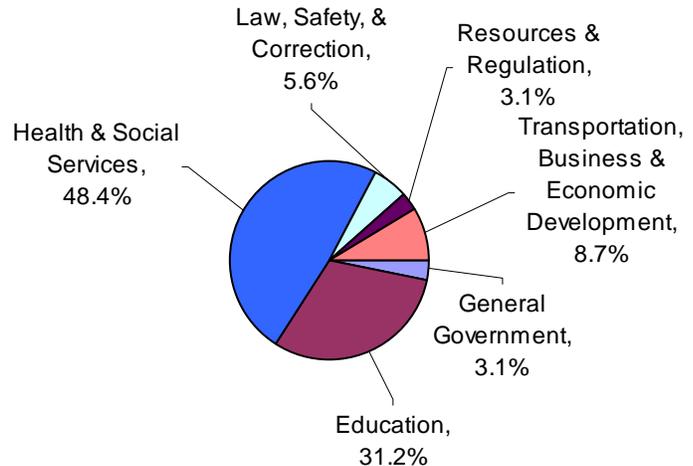
Wes Landers, Chief Financial Officer, is responsible for a variety of budgetary and fiscal functions. This division handles budget preparation, fiscal administration, and payments to local jails. Reporting directly to the Chief Financial Officer are the Director of Budget/Fiscal Services and an Administrative Assistant.



Wes Landers

TDOC - FY13 Budget	
Payroll	\$341,698,500
Travel	734,000
Printing	218,200
Utilities & Fuel	21,121,300
Communication	528,200
Maintenance Expenses	6,778,100
Supplies	46,321,900
Rentals & Risk Management	2,213,200
Motor Vehicle Operations	483,600
Inmate Pay & Awards	5,499,700
Payments to Local Governments	181,805,900
Stores for Resale	8,131,500
Equipment	1,351,600
Training	117,000
Prof. Services by State Agencies	23,585,200
Correctional Release Centers	1,918,800
Professional Services	103,557,200
Privately Operated Facilities	96,950,000
Sentencing Act Account	27,270,000
Community Supervision	28,986,600
FY13 Total	\$899,270,500

TDOC IN THE CONTEXT OF THE STATE BUDGET



The department's total operating budget for Fiscal Year 2013 was \$899,270,500. Improvements for this operating budget totaled \$24,956,000 for prison bed expansions, increased felon population, and other operating requirements. A supplemental appropriation for \$41.8 million was received for the increased felon population in local jails. As a result of operating efficiencies and improvements, the department met the required reversion of \$7.4 million to the State General Fund.

PRISONS



Deputy Commissioner, Operations

Jason Woodall, Deputy Commissioner of Operations, is responsible for the oversight of all aspects of offender supervision. Reporting directly to the Deputy Commissioner are the Assistant Commissioner of Prisons, Assistant Commissioner of Community Supervision, Director of Offender Administration, an Executive Assistant, and an Administrative Assistant. The staff of these areas provide overall support to Central Office, facilities, and probation/parole offices.

Jason Woodall

Assistant Commissioner, Prisons

Tony Parker, Assistant Commissioner of Prisons, is responsible for overseeing the day-to-day operations of the institutions. Reporting directly to the Assistant Commissioner are the three Correctional Administrators who manage operations of prisons within their respective regions, including three liaisons for privately managed facilities and facility wardens. Also reporting to the Assistant Commissioner of Prisons are the Director of the Local Jails Resource Office, who works with all 95 counties to support and monitor counties that house convicted state felons and an Administrative Assistant.



Tony Parker

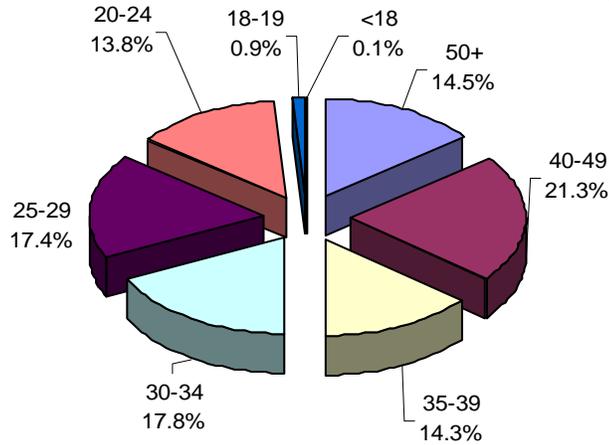
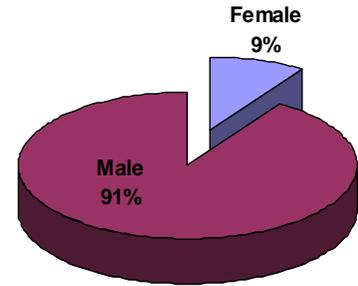
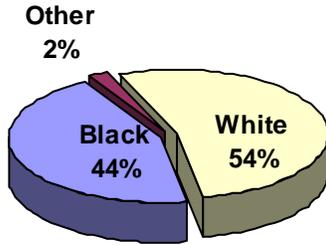
The Tennessee Department of Correction consists of fourteen state prisons located across the state. Eleven of these facilities are operated by the department and three (two in Hardeman County, one in Wayne County) are managed privately by Corrections Corporation of America.

County	Facility	Security Designation
Johnson	Northeast Correctional Complex	Medium
Morgan	Morgan County Correctional Complex	Maximum
Bledsoe	Bledsoe County Correctional Complex	Maximum
Davidson	Charles Bass Correctional Complex	Medium
	DeBerry Special Needs Facility	Maximum
	Riverbend Maximum Security Institution	Maximum
	Tennessee Prison for Women	Maximum
Hickman	Turney Center Industrial Complex	Medium
Wayne	South Central Correctional Facility	Medium
Hardeman	Hardeman County Correctional Facility	Medium
	Whiteville Correctional Facility	Medium
Shelby	Mark Luttrell Correctional Center	Close
Lauderdale	West Tennessee State Penitentiary	Maximum
Lake	Northwest Correctional Complex	Medium

Prison Custody Level	Number of Inmates	Percent of Total
Maximum	505	2.5%
Close	835	4.1%
Medium	15,644	76.4%
Minimum	3,110	15.2%
Unclassified	385	1.9%
TOTAL	20,479	100.0%

OFFENDER DEMOGRAPHICS

Felony Inmate Population by Race, Age, and Sex (Systemwide)

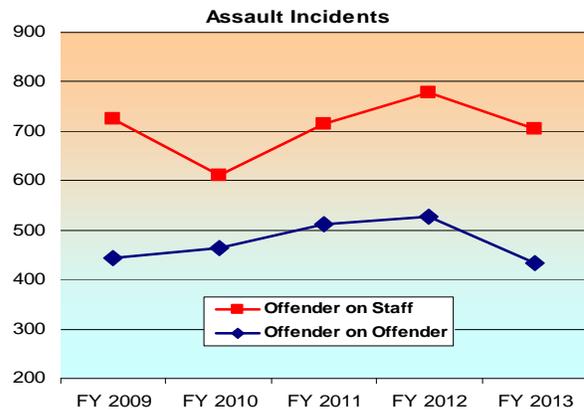


MAJOR OFFENSE TYPES of INCARCERATED FELONS	<u>Person</u> 10,956	<u>Property</u> 10,165	<u>Societal</u> 6,553	<u>Other</u> 2,145			
	<u>Sex</u> Murder Kidnapping Offenses		<u>Aggravated</u> Assault	<u>Burglary</u>	<u>Aggravated</u> Robbery	<u>Drug</u> Offenses	
Number of Inmates	4,024	303	3,101	3,392	3,394	2,935	6,169
Average Sentence Length (yrs)	28.2	19.3	23.0	13.2	7.6	17.0	9.7

Offender on offender assaults in FY 2013 were at the lowest level in the past 5 years. During the same period, the number of offender on staff assaults were lower during only one year (FY 2010) than in FY 2013. Violent incidents overall were also at the lowest number in the past 5 years.

INCIDENTS

	<u>Violent</u>	Assault Offender on Offender	Assault Offender on Staff
FY 2009	1643	444	726
FY 2010	1597	465	612
FY 2011	1763	512	716
FY 2012	1692	528	779
FY 2013	1516	433	704



For more information about offender population, see the Statistical Abstract at

COMMUNITY SUPERVISION



Assistant Commissioner, Community Supervision

Bobby Straughter, Assistant Commissioner of Community Supervision, is responsible for overseeing and supervising probation and parole operations and community correction programming. Reporting directly to the Assistant Commissioner are the Field Services Administrator, Administrative Services Manager, District Directors, and an Administrative Assistant.

Under 2012 Tenn. Pub. Acts 727, supervision of adult probation and parole, including oversight of 19 community corrections contract agencies, was transferred to the Tennessee Department of Correction on July 1, 2012. Upon transfer, more than 1,000 staff became members of the Department's team.

Community Supervision includes offenders on parole, state probation and community corrections supervision. Offenders granted parole by the Board of Parole, or ordered to serve their sentence on probation or community corrections by a court, are supervised by Probation/Parole Officers who use evidence-based practices to provide effective community supervision in order to enhance public safety.

During 2012-2013, Community Supervision underwent a top-to-bottom review, using Process Action Teams comprised of field and institutional staff. As a result, recommendations were made to conduct a critical analysis of the effectiveness, efficacy and efficiency of Community Supervision in the following areas:

- Supervision Model
- Risk Assessment
- Officer Training
- Alternative Sanctions

Currently the Community Supervision model includes the following components:

- Risk and Needs Assessment
- Face-to-face and collateral contacts
- Home visits
- Drug testing
- Arrest checks
- Curfew
- GPS
- Interactive Offender Tracking program
- Alcohol & drug treatment referrals
- Employment assistance
- Education assistance
- Housing assistance
- Program referrals
- Supervision and criminal injuries compensation fund fees
- Community Service Work

Probation / Parole	
District	Total Cases
1	4,855
2	11,696
3	10,977
4	11,914
5	8,438
6	6,549
7	10,710
8	6,426
Total	71,565

Among the Community Supervision specialized work units are the Programmed Supervision Unit which supervises violent and sexual offenders, and Interstate Compact officers who promote public safety and protect the rights of victims by controlling the movement of offenders between states and providing effective tracking supervision and rehabilitation.

Community Supervision continued to participate in multiple joint law enforcement operations during FY 2012-2013, including Operation Blackout, a statewide operation targeting sex offender residences on Halloween, as well as an initiative to conduct home visits on 100% of offender population during the last quarter of 2012.

REHABILITATIVE PROGRAMS AND SERVICES



Assistant Commissioner, Rehabilitative Services

William Gupton, Assistant Commissioner of Rehabilitative Services, is responsible for the provision and supervision of inmate support programs and services and reentry collaborations. Reporting directly to the Assistant Commissioner are an Executive Assistant and Directors of Victim Services, Clinical Services, Education, Jobs, Offender Special Services, Reentry, and Religious Services.

FY 2012 - 2013 Accomplishments

- In partnership with the Tennessee Department of Mental Health and Substance Abuse Services, plans were finalized to open the first statewide residential Recovery Court in the nation.
- Developed a housing Initiative, in conjunction with the Tennessee Housing Development Agency, which will provide funding for transitional housing for qualified offenders for up to 90 days.
- Established the Young Adult Offender Cognitive Behavioral Program (offenders 18-26 yrs).
- Established Clinical Case Management process.
- Joined with the Department of Health and the Department of Safety and Homeland Security to develop a process to ensure that every offender receives a birth certificate and state identification before release.
- In partnership with Nashville State Community College, implemented post-secondary education programs at Charles Bass Correctional Complex.

Research indicates that evidence-based programs are best suited to address an offender's risk of reoffending. Providing offenders with the opportunities to overcome addictions, obtain their GED or vocational certificate, increase job skills, and access health and mental health services, are essential to improving offender outcomes and increasing public safety.

Rehabilitative Services

Under the banner of Passport to Success, Rehabilitative Services promotes offender advocacy and reduces recidivism by providing offenders with the following constitutional and legally required evidence-based programs and services that target changing criminal behavior and thinking:

- Education and Vocational Programs
- Inmate Jobs
- Religious and Volunteer Services
- Pro-social Programs
- Offender Workforce Development
- Behavioral Programs
- Housing



Office of Reentry

The Office of Reentry is responsible for directing complex multi-disciplinary initiatives to improve offender outcomes, reduce recidivism, and enhance public safety. All initiatives begin with the goal of providing a seamless system of care for successful reentry. This approach is accomplished through assessing each offender to identify their needs, providing the correct amount of treatment to each offender based on their assessed needs, and supervision with linkage to partnerships within the community upon their release. Initiatives from the Office of Reentry include:

- New structure and model for reentry counseling services
- Develop reentry policy for correctional counselor
- Developed process for offender identification at release
- Implement the departments risk/needs assessment strategies

Victim Services

The Tennessee Department of Correction is committed to providing quality services to victims of crime. The Department is legally mandated to keep victims, family members of victims, and interested parties informed of offender hearing dates, release dates, escapes, and certain movements. In addition to notifications, the Department provides Victim Impact classes to offenders in an effort to increase an offender's understanding of the impact of crime on victims.

Clinical Services

The Office of Clinical Services combines the oversight of medical, dental, pharmacy, mental health and substance abuse services for over 20,000 inmates utilizing a model of care that promotes a "whole patient" approach to providing health care services. Upon intake into our prison system, all offenders receive extensive medical, behavioral health and dental screenings .

Each of the Department's facilities provides an on-site health clinic that offers a full range of healthcare services (e.g., daily sick call visits, chronic disease clinics, dental care, pharmacy, utilization management, inpatient services, infirmary services, suicide crisis intervention, and emergency care). Additionally, the Department successfully implemented Centers of Excellence for the treatment of seriously mentally ill inmates at DeBerry Special Needs Facility, Morgan County Correctional Complex, Riverbend Maximum Security Institution, South Central Correctional Facility, and West Tennessee State Penitentiary.

The Office of Clinical Services is committed to provide integrated quality healthcare in the most efficient, cost effective, and ethical manner possible to promote successful transition and reentry to the community after release in order to meet the Department's mission. In addition, the Office of Clinical Services has oversight of the Sex Offender Treatment Board whose mission is to reduce the likelihood of sexually based offenses through the development of treatment standards and maintenance of a statewide provider network.

THE WAY AHEAD

Fiscal Year 2013-2014 promises to be another great year for the Department as we continue our work to operate safe and secure prisons and provide effective community supervision in order to enhance public safety. We are excited about these initiatives in the upcoming year.

Community Impact Program

Research supports a holistic approach in the supervision of high-risk offenders through a model that combines both enhanced supervision and services. Focusing on the reduction of repeat offenses by offenders returning to the community, The Department is beginning implementation of Community Impact Programs into Community Supervision. The Community Impact Program (CIP) is a strong law enforcement model that incorporates an on-site collaboration between probation and parole and local law enforcement to maximize resources in monitoring high-risk offenders. There are four critical components in a Community Impact Program: crime prevention, supervision, surveillance, and apprehension. Such programs provide offenders with significant resources to address criminogenic needs while requiring enhanced accountability during the most critical time for offenders returning to the community, the first 90 days.

Morgan County Drug Court

In partnership with the Tennessee Department of Mental Health and Substance Abuse Services, the Tennessee Department of Safety and Homeland Security, the Tennessee Department of Health, and the Davidson County Drug Court, our agency will open a drug court in Morgan County. The 100-bed program has been established to allow the state to divert people in need of substance abuse treatment or mental health services from hard prison beds to effective treatment programs that are evidence-based and proven to have a larger impact on reducing recidivism. It will also allow prison beds to be reserved for those violent offenders who are in most need of them. The Recovery Court is different from other drug courts and recovery courts currently in operation in that it is more intensive and offers services 24 hours a day, 7 days a week. It will be operated by the Davidson County Drug Court Support Foundation.

Basic Probation/Parole Officer Training

The Basic Probation/Parole Officer Training (BPOT) program has been revised for FY 2014. The program will now include an increase in training hours devoted to defensive tactics, chemical agents, baton, and use of weapons. Trainees will learn to conduct effective offender home searches and appropriate interactions with offenders who have substance abuse and mental health issues. The revised program includes in-depth parole revocation training, mock hearings, advanced legal training, and how to recognize/respond to child and elderly abuse. Each officer must pass a physical and psychological evaluation in the first week of training before advancing in the program.



Take One Initiative

The Take One Initiative is an innovative program that seeks to connect churches and other faith-based groups from across Tennessee with soon to be released offenders. Each organization would have the alliance of only one offender at a time. These organizations will provide the offenders with support and positive role models to assist in their transition from incarceration to home during their first year of release. The match process will begin 6 to 12 months before the offender is released from incarceration. The Take One Initiative will be largely designed and operated by members of the faith community. We strongly believe that community involvement and positive people providing support and encouragement to released offenders will make Tennessee a better and safer place to live, work, and play.

CONTACT US



For more information about the offender population, see the Statistical Abstract at
www.tn.gov/correction/planning/planning.html

For additional TDOC updates, please visit us at:

Internet: <http://www.tn.gov/correction/>

Facebook: <http://www.facebook.com/TNDepartmentofCorrection>

Twitter: <https://twitter.com/#!/TNTDOC1>

YouTube: <http://www.youtube.com/user/TNTDOC1>

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