

**TN**

Department of  
**Correction**

**FY 2015**

**Annual Report**

Derrick D. Schofield, Commissioner



# TENNESSEE DEPARTMENT OF CORRECTION ANNUAL REPORT

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## 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, 3<sup>rd</sup> 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, 3<sup>rd</sup> 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 2014-2015 Annual Report. Providing supervision of 109,000 offenders, the Tennessee Department of Correction is the largest state agency with over 6,000 employees. I would like to publicly thank our hard-working team for making this community a safer place by focusing on our mission to operate safe and secure prisons and provide effective community supervision in order to enhance public safety. This year's mission-driven accomplishments include:

- Self-funded a 5% assignment differential for correctional series staff raising the average pay by approximately \$1200 per year
- Community Supervision division named Partner of the Year by the Chattanooga Police Department
- Updated the Standards of Supervision to increase offender accountability and compliance
- Increased programming capacity to address criminogenic needs of probationers and parolees
- Deployed 151 vehicles in Community Supervision to increase community visibility and law enforcement presence
- Installed payment kiosks in two Community Supervision offices which increased offender restitution/payment by 20%
- Expanded the Community Impact Program to Rutherford County, Chattanooga, and Knoxville
- Partnered with DOHR and instituted the Commissioner's Academy to increase leadership training for staff
- Hosted more than 300 staff at three regional conferences focused on staff development
- Recruited more than 500 new Correctional Officers through an aggressive recruitment and retention campaign
- Maintained national accreditation by the American Correctional Association (ACA)

Our vision is to be recognized as the best correctional agency in the nation. We employ the hardest working team in state government, and our employees excel above all other correctional agencies nationwide.

A handwritten signature in black ink, appearing to read "D. O. Ashfield".

# FOUNDATION



Chuck Taylor

## Deputy Commissioner/Chief of Staff

Deputy Commissioner Chuck Taylor functions as the Chief of Staff for the department and is responsible for the daily operations of the department's Finance, Administration, Operations, Rehabilitative Services and supporting divisions. Chief Taylor reports directly to the Commissioner.

## Deputy Commissioner, Administration

Emily Gibson, Deputy Commissioner of Administration, is responsible for a variety of administrative support functions for the Department. This division handles inventory controls, information systems, Human Resources, and training. This division is also overseeing the \$15.2 million development of a new offender management system. This system will make the department more efficient and effective in all manners of offender supervision. Reporting directly to the Deputy Commissioner are the Director of Mission Support, Chief Information Officer, Director of Statewide Training, Director of Human Resources, an Executive Assistant and an Administrative Assistant.



Emily Gibson

## Staff Development



The Tennessee Department of Correction launched the Commissioner's Academy, a new leadership development program targeting correctional staff. This twelve-month program is facilitated by DOHR's Strategic Learning Solutions team. It is comprised of bi-monthly summits and other immersive activities taught by subject matter experts. Program include strategic agility, managing and measuring work, conflict management, perseverance, organizational agility, presentation skills, managing diversity, and building effective teams.

The first two cohorts of the TDOC Command College, a partnership with Tennessee State University, completed their coursework and received graduate certificates in Public Administration Executive Leadership. Rhonda Whitt, Director of Education, also received her Masters of Professional Studies degree as part of the program. Cohorts 3 and 4 are actively engaged in coursework. Students are from the Department of Correction, the Tennessee Bureau of Investigation, the Board of Parole, and TRICOR.



# BUDGET



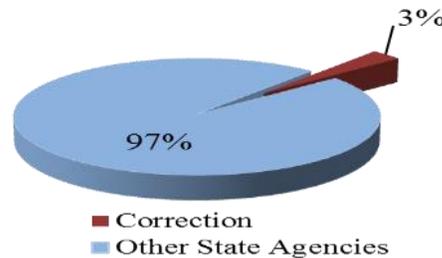
Wes Landers

## Deputy Commissioner / Chief Financial Officer

Wes Landers, Chief Financial Officer, is responsible for management and oversight of the Department's \$900+ Million annual budget. The CFO aligns financial resources to support the overall mission of the Department and directly assists the Department's leadership on all strategic planning and tactical matters as they relate to budget management, cost benefit analysis, forecasting needs and the securing of new funding to support the short and long term goals of the Department. Reporting directly to the Chief Financial Officer are the Directors of Budget/Fiscal Services, Procurement, Motor Vehicle Management, Contract Management and an Administrative Assistant.

TDOC - FY15 Budget	
Payroll	\$355,508,200
Travel	676,700
Printing	94,000
Utilities & Fuel	20,984,600
Communication	621,100
Maintenance Expenses	9,668,500
Supplies	38,744,300
Rentals & Risk Management	917,300
Motor Vehicle Operations	835,200
Inmate Pay & Awards	5,707,700
Payments to Local Governments	181,097,000
Stores for Resale	8,085,800
Equipment	0
Training	100,900
Prof. Services by State Agencies	25,386,400
Correctional Release Centers	1,918,800
Professional Services	132,453,800
Privately Operated Facilities	101,556,900
Sentencing Act Account	18,296,000
Community Supervision	30,383,100
<b>FY15 Total</b>	<b>\$933,036,300</b>

## TDOC AND THE STATE BUDGET



The department's total operating budget for Fiscal Year 2015 was \$933,036,300. Improvements for this operating budget totaled \$6,354,800 for increased felon population, contract inflators, TOMIS modernization and other operating requirements. As a result of operating efficiencies and improvements, the department is projected to meet the required reversion of \$10.0 million to the State General Fund.

TDOC regrets that a mistake was printed in the FY 2014 Annual Report. The total budget reported was correct, but the categories were logged incorrectly. To the right are tables showing the correct appropriation as well as the information incorrectly reported.

### Correct appropriation of FY 2014 budget

TDOC - FY14 Budget	
Payroll	\$363,405,100
Travel	652,900
Printing	92,000
Utilities & Fuel	21,628,800
Communication	592,000
Maintenance Expenses	13,834,200
Supplies	47,108,800
Rentals & Risk Management	1,188,600
Motor Vehicle Operations	796,400
Inmate Pay & Awards	5,695,200
Payments to Local Governments	188,173,200
Stores for Resale	8,003,300
Equipment	1,000,000
Training	116,100
Prof. Services by State Agencies	27,069,700
Correctional Release Centers	1,918,800
Professional Services	119,457,200
Privately Operated Facilities	100,250,600
Sentencing Act Account	17,940,200
Community Supervision	29,626,000
<b>FY14 Total</b>	<b>\$948,549,100</b>

### Budget reported in FY 2014 Annual Report

TDOC - FY14 Budget	
Payroll	\$363,405,100
Payments to Local Governments	652,900
Professional Services	92,000
Privately Operated Facilities	21,628,800
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# PRISONS



Jason Woodall

## Deputy Commissioner, Operations

Jason Woodall, Deputy Commissioner of Operations, is responsible for the oversight of Inmate Classification, Facilities Planning & Construction, Information Technology and Maintenance for all facilities as well as Statewide Transportation. This division is responsible for a fleet of more than 130 vehicles and a team of 100 officers that safely transport more than 39,000 offenders each year. Reporting directly to the Deputy Commissioner are the Director of Facilities Planning & Construction, Director of Offender Administration, Director of Statewide Transportation, an Executive Assistant and an Administrative Assistant. The Operations staff provides overall support to facilities, community supervision offices, and central office. Also reporting to the Deputy Commissioner is the Director of the Local Jails Resource Office, who works with all 95 counties to support and monitor counties that house convicted state felons.

## 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 are a Correctional Program Manager, Executive Administrative Assistant and an Administrative Assistant.



Tony Parker

The Tennessee Department of Correction consists of thirteen state prisons located across the state. Ten 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	Minimum - Maximum
Morgan	Morgan County Correctional Complex	Minimum - Maximum
Bledsoe	Bledsoe County Correctional Complex	Minimum - Close
Davidson	DeBerry Special Needs Facility	Minimum - Maximum
	Riverbend Maximum Security Institution	Minimum - Maximum
	Tennessee Prison for Women	Minimum - Maximum
Hickman	Turney Center Industrial Complex	Minimum - Close
Wayne	South Central Correctional Facility	Minimum - Close
Hardeman	Hardeman County Correctional Facility	Minimum - Medium
	Whiteville Correctional Facility	Minimum - Medium
Shelby	Mark Luttrell Correctional Center	Minimum - Medium
Lauderdale	West Tennessee State Penitentiary	Minimum - Maximum
Lake	Northwest Correctional Complex	Minimum - Close

June 30, 2015		
Prison Custody Level	Number of Inmates	Percent of Total
Maximum	469	2.3%
Close	724	3.5%
Medium	15,876	77.7%
Minimum	3,039	14.9%
Unclassified	319	1.6%
<b>TOTAL</b>	<b>20,427</b>	<b>100.0%</b>



# 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, three Regional Correctional Administrators, the Community Corrections Administrative Services Manager and an Administrative Assistant.

Community Supervision supervises felony offenders who are released to parole by the Board of Parole and those sentenced by a court to probation supervision or Community Corrections. With 44 offices across the state, Probation Parole Officers supervise more than 70,000 offenders on parole or state probation. The nineteen Community Correction agencies across the state supervise over 8,000 offenders sentenced to this program as an alternative to incarceration.

2014-15 was a visionary year for Community Supervision with a focus on a critical analysis of business rules to create efficiencies through streamlined processes. These developments resulted in a more than 10% reduction in violator returns. Incorporating input from staff and community partners across the state, Community Supervision identified and prioritized the areas with the greatest need for review. Of primary importance was a review of the safety and security of staff and workspace. Working with General Services, TDOC developed a model office design to ensure safety and security of officers and offenders in our offices.



## Enhanced Supervision

A Community Impact Program is a day-to-day collaboration with local law enforcement focused on prevention, accountability and addressing criminogenic needs. Following the successful implementation of the Memphis Community Impact Program in 2013-14, continued collaboration with the law enforcement community resulted in the addition of Community Impact Programs in Middle and East Tennessee. The Rutherford County Community Impact Program was established in October 2014 followed by the Chattanooga Community Impact Program which was established in June 2015. These programs maximize resources to monitor high risk offenders through supervision and surveillance.

## Enhanced Officer Support

Officers became more mobile during 2014-15 as TDOC deployed 151 vehicles to the field for use by Probation Parole Officers in delivering supervision of offenders in the community. A regional training model was adopted to allow for increased access to opportunities for skill enhancement and professional development for officers.

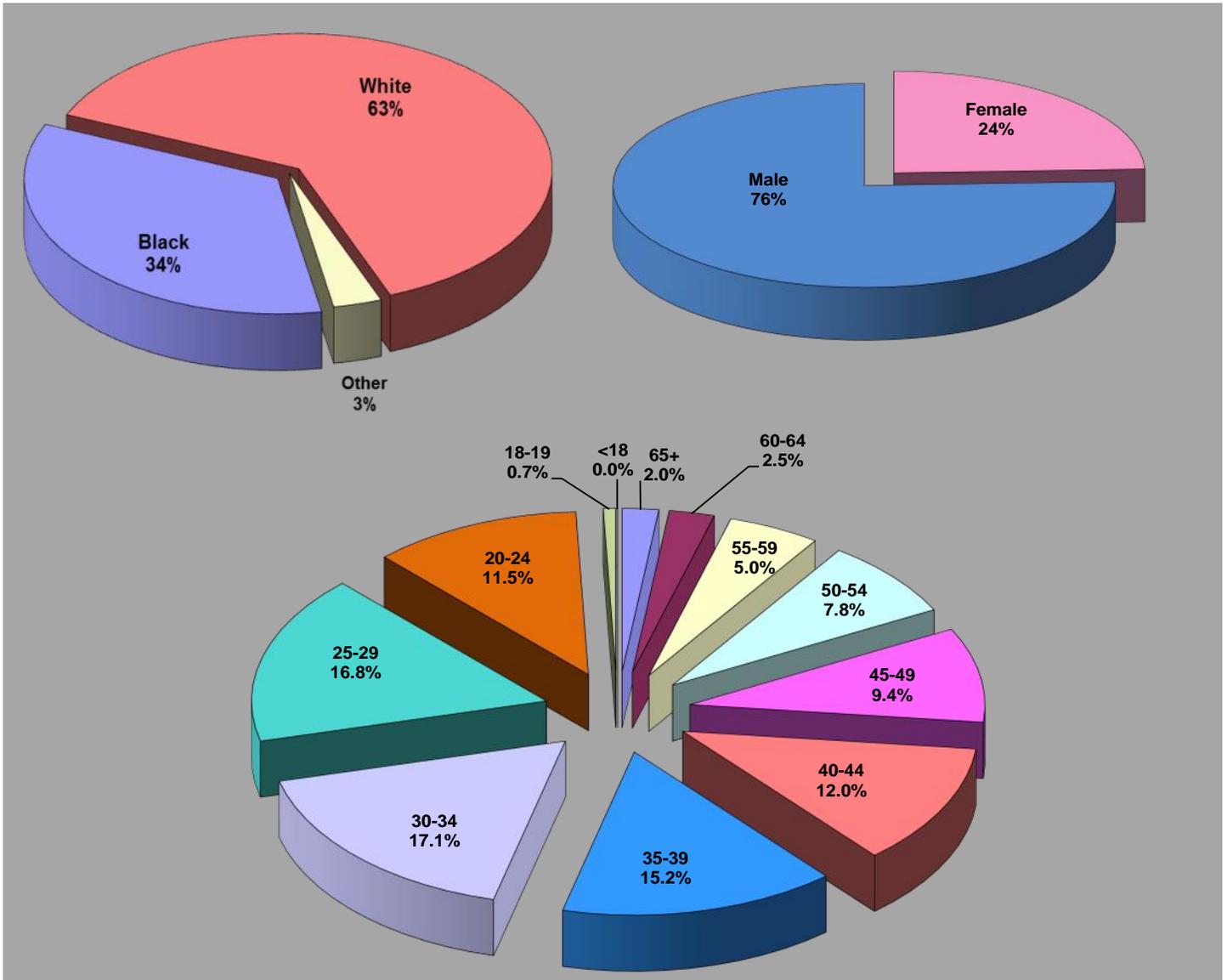


## Enhanced Offender Support

TCA 40-28-201 authorizes the collection of fees from eligible Probation and Parole offenders. During 2014-15, TDOC conducted a pilot in two offices to determine whether the availability of a fee payment kiosk in the lobby of the Probation Parole offices would assist probationers and parolees in timely payment of fees. Based on the success of the pilot, a strategy for installation of kiosks in additional offices across the state was implemented.

# COMMUNITY SUPERVISION DEMOGRAPHICS

## Community Supervision Population by Race, Age and Sex (Systemwide) June 30, 2015



### Community Supervision Population as of June 30, 2015

Probation	58,145
Parole	13,436
Community Corrections	8,105
Total	79,686

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

<http://www.tn.gov/correction/topic/tdoc-annual-reports>

# REHABILITATIVE PROGRAMS AND SERVICES



## Assistant Commissioner, Rehabilitative Services

Dr. Marina Cadreche, Assistant Commissioner of Rehabilitative Services, is responsible for the provision and supervision of inmate support programs and services and reentry collaborations. Rehabilitative Services fosters a program continuum that is designed to address the whole person in mind, body and spirit including a wide range of programming and treatment opportunities centered on rehabilitation. Reporting directly to the Assistant Commissioner are the Director of Offender Development and Rehabilitation, Director of Clinical Services, Director of Quality Assurance, an Executive Assistant and an Administrative Assistant.

### FY 2014 - 2015 Accomplishments

- Developed offender reentry plan
- Completed Offender Workforce Development Training
- Expanded opportunity for college level programs
- Established offender/victim dialogue training
- Expanded both Tele-Health and Tele-Psychiatry
- Implemented On-Site Chemo Therapy Infusion Program
- Established the Office of Quality Assurance
- Increased programming for Community Supervision

**Office of Offender Development and Rehabilitation:** Led by the Director of Offender Development and Rehabilitation, this office is tasked with reducing recidivism through the implementation of evidence-based programming and services. This includes providing the offender with educational and vocational training, exposure to religious opportunities, and a wide-range of reentry programming. Offender accountability is also stressed through victim impact classes. In addition, TDOC offers victim support through Victim Services, which provides informational and advocacy services to victims, their families and other affected parties.

**Clinical Services:** This office operates under the leadership of the Director of Clinical Services and provides quality healthcare in the most efficient, cost effective, and ethical manner possible to all inmates housed at TDOC prisons while protecting the public health interest of the citizens of Tennessee. Upon intake into the prison system, all inmates receive extensive medical, mental health, dental and substance use screening and testing to identify their health status and treatment needs. Each of the Department's prisons provides an on-site health clinic that offers a full program of medical and behavioral health services, such as daily sick call visits, chronic disease clinics, dental care, case management, pharmacy services, utilization management, inpatient services, out-patient services, infirmary services, tele-health, tele-psychiatry, suicide crisis intervention, and emergency care. The scope of services is comprehensive, consistent with that offered to the general public, and focused on improving the health status of each inmate.

**Office of Quality Assurance (QA):** The establishment of the Office of Quality Assurance formalizes a mechanism of monitoring Rehabilitative Services (inclusive of Offender Development, Clinical Services, and programs and treatment offered to offenders through community supervision) across the state in order to determine program efficacy, cost effectiveness, and staff accountability while continuously evaluating quality assurance. The Office is overseen by the Director of Quality Assurance and incorporates a collaborative, evidence-based approach to measuring correctional intervention effectiveness through a continuous assessment process. This approach focuses on ongoing improvements from established benchmarks and measures, while ensuring programs are producing meaningful outcomes, such as customer service and inmates' preparedness for reentry into the community, with the goal of reducing recidivism.

# YEAR IN REVIEW

## Closing of Charles B. Bass Correctional Complex



After more than three decades of operation, the last offenders left Charles B. Bass Correctional Complex (CBCX) in Nashville on Wednesday, April 29, 2015. The Tennessee Department of Correction shuttered CBCX as part of a long term strategic vision for the agency. The move allows for more effective bed management in facilities across the state and helps to fill staffing vacancies in the Nashville area. It also allows the department to self-fund a five percent assignment differential for correctional series staff.

## Reentry Housing Program

Funded through an interagency agreement between the Tennessee Department of Correction (TDOC) and the Tennessee Housing Development Agency (THDA), the Reentry Housing Program (RHP) is a collaborative effort to shorten the length of incarceration and reduce recidivism by providing indigent offenders with access to transitional housing. The program is available for 1) offenders granted release by the Tennessee Board of Parole but who remain in custody due solely to having no residential options; 2) those currently under probation or parole supervision by TDOC who are at risk of becoming homeless; or 3) offenders currently under probation or parole supervision by TDOC who have lost housing due to an inability to monetarily sustain housing.



## Retrieving Independence



The Retrieving Independence Program at Turney Center Industrial Complex is an innovative program through which the Department of Correction helps community members with disabilities by allowing specially screened offenders to train puppies to be service animals. The intensive training process involves the dogs learning tasks varying from seizure detection and wheelchair assistance, to getting mail and loading laundry. A recipient for each dog is matched early on and the training program is tailored to meet that person's specific needs.

## Take One

Take One is a innovative mentoring program that pairs inmates with faith-based volunteers. These mentors meet with the offender for approximately six months prior to their release. When the offender re-enters the outside world, the mentor helps keep the offender accountable, providing them with coaching and access to additional services for their first year post-release. More than 120 offenders have been successfully matched with volunteers. This program is supported by our Community Supervision team to ensure that any barriers to successful reentry are removed. We strongly believe that community involvement makes Tennessee a better and safer place to live, work, and play.





*“The credit belongs to the man actually in the arena, whose face is marred by dust and sweat and blood...who knows the great enthusiasms, the great devotions; who spends himself at a worthy cause; who at best knows in the end the triumph of high achievement, and...if he fails, at least fails daring greatly, so that his place shall never be with those cold, timid souls who know neither victory nor defeat.” -President T. Roosevelt*



**ONE MISSION, ONE MESSAGE, ONE TEAM**

# CONTACT US

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

<http://www.tn.gov/correction/topic/tdoc-annual-reports>



**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>

**To contact us:**

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Department of Correction, Publication Authorization Number 329750, July 2015, 20 copies. This public document was promulgated at a cost of \$7.04 per copy.