



ANNUAL REPORT

FY 2018



Tony Parker, Commissioner



TENNESSEE DEPARTMENT OF CORRECTION ANNUAL REPORT

Table of Contents

Commissioner's Letter	2
Foundation	3
Budget	4
Community Supervision	5
Community Supervision Demographics	6
Prisons & Operational Support	7
Incarcerated Offender Demographics	8
Rehabilitative Services	9
Year in Review	10

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.

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.

COMMISSIONER'S LETTER



It is my pleasure as Commissioner of the Tennessee Department of Correction (TDOC) to present our Fiscal Year 2018 Annual Report in accordance with Tenn. Code Ann. § 4-4-114. By reading the highlights of our year, you will find that we have not slowed in our commitment to public safety or our responsibility to the citizens of this great state. Through collaboration and partnerships with the National Institute of Correction, the Association of State Correctional Administrators, the American Correctional Association, and other correctional departments and law enforcement agencies across the nation, TDOC is committed to utilizing industry best practices.

Research shows that more than 90% of all offenders return to the community; therefore, our efforts focus on preparing them to become productive citizens without compromising the Department's commitment to safety and security. In providing programming and services that prepare offenders to make better choices, we have:

- Strengthened the transition center model, opening a center at the Tennessee Prison for Women;
- Repurposed the West Tennessee State Penitentiary as a residential therapeutic treatment unit in line with the Governor's TN Together Initiative;
- Expanded the Certified Peer Recovery Specialists program to further the reach of recovery programs and to also allow offenders to gain skills useful for the community; and
- Opened new Day Reporting Centers/Community Resource Centers.

Keeping with our mission to operate safe and secure prisons and provide effective community supervision, TDOC has also:

- Been steadfast in assessing the population for risks of recidivism and programmatic needs;
- Instituted Critical Incident Training;
- Participated in the national conversation and fight for contraband interdiction; and
- Informed our staff of the urgent and immediate dangers of fentanyl.

The men and women who work for the Tennessee Department of Correction are the best in the nation. Together we have strengthened our commitment to public safety. Together we help make Tennessee a great place to work, live, and raise a family.

A handwritten signature in black ink, appearing to read "Jim Paul".

FOUNDATION



Chuck Taylor

Deputy Commissioner/Chief of Staff

Deputy Commissioner Chuck Taylor serves as the Chief of Staff for the Department and is responsible for overseeing the daily operations of the Department's Finance, Administration, Operational Support, Community Supervision, and Rehabilitative Services divisions and exercises collaborative judgment in the absence of the Commissioner. The Chief of Staff determines proper course of action in accordance with the agency mission, identifies priorities and coordinates the execution of strategic initiatives, assesses their progress, and manages a variety of long-term, cross organizational projects that ensure streamlined activities within the agency. The Chief of Staff reports directly to the Commissioner.

Deputy Commissioner, Administration/General Counsel

As Deputy Commissioner of Administration, Debbie Inglis is responsible for a variety of administrative support functions for the Department. This division handles Human Resources, Talent Management, and oversees Information Systems through a partnership with Finance & Administration's Strategic Technology Solutions Division. Administration also oversees the \$15.3 million development of a new offender management system, COMET. As General Counsel, Ms. Inglis also manages the Legal Division, which supports the Tennessee Attorney General's Office in litigation involving the Department. It also represents TDOC in conservatorship proceedings, judicial commitments, and administrative proceedings in which the TDOC is a party, including employee disciplinary matters. Finally, it provides ongoing legal advice and oversight for daily operations. Reporting directly to the Deputy Commissioner/General Counsel are the Director of Talent Management, Director of Human Resources, Director of Offender Administration, the Legal Services Director, the Policy Development Director, an Executive Assistant, and two administrative staff.



Debbie Inglis

Professional Development

Pivotal to the Department's success is our commitment to professional development. TDOC facilitates and continuously supports leadership development and educational opportunities through partnerships to include but not limited to the Tennessee Department of Human Resources and Tennessee State University.

Leadership Programs	Completed	Enrolled
Commissioners Leadership Academy	23	25
Accelerated Leadership Institute (ALI)	1	2
LEAD Tennessee	6	0
Tennessee Government Management Institute (TGMI)	3	3
Tennessee Government Executive Institute (TGEI)	4	4
Professional Management Academy (PMA)	46	28
Command College-Graduate Certificate in Executive Leadership (CC)	24	23
Master of Professional Studies (MPS)/Master of Public Administration (MPA)	0	5/1

BUDGET



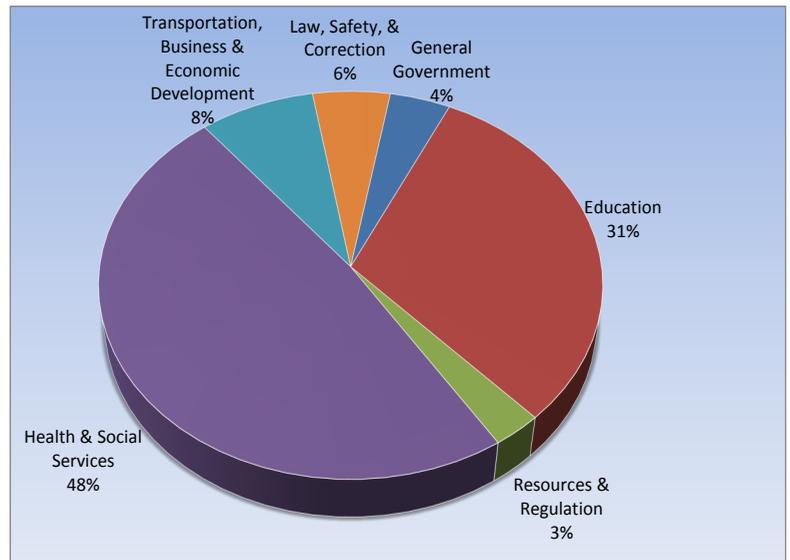
Wes Landers

Deputy Commissioner / Chief Financial Officer

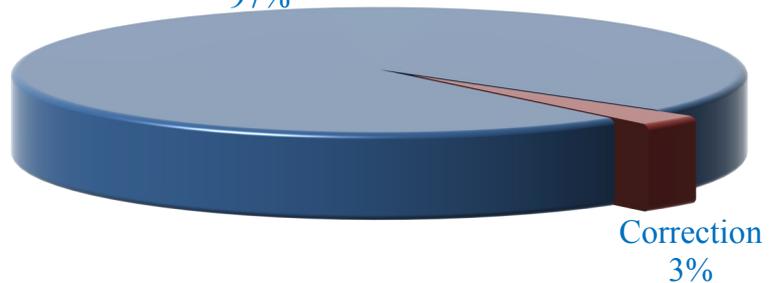
Wes Landers, Chief Financial Officer, is responsible for the management and oversight of TDOC's \$1 billion annual budget. The CFO aligns financial resources to support the overall mission of the Department and directly assists departmental leadership on all strategic planning and tactical matters as they relate to budget management, cost benefit analysis, forecasting needs, and securing 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, Contract Administration, Food Services, and an Executive Administrative Assistant.

TDOC - FY18 Budget	
Payroll	\$378,865,900
Travel	696,500
Printing	105,200
Utilities & Fuel	20,358,900
Communication	589,800
Maintenance Expenses	9,401,100
Supplies	28,162,900
Rentals & Risk Management	880,400
Motor Vehicle Operations	754,700
Inmate Pay & Awards	5,321,700
Payments to Local Governments	163,064,200
Stores for Resale	8,620,700
Equipment	0
Training	156,700
Prof. Services by State Agencies	28,882,800
Correctional Release Centers	1,918,800
Professional Services	137,154,500
Privately Operated Facilities	167,039,200
Sentencing Act Account	24,150,900
Community Supervision	34,122,600
FY18 Total	\$1,010,247,500

TDOC AND THE STATE BUDGET



Other State Agencies
97%



The Department's total operating budget for Fiscal Year 2018 was \$1,010,247,500. Improvements for this operating budget totaled \$18,782,100 for contract inflators, the Public Safety Act of 2016, Hepatitis C treatment standards, and local jail reimbursement rate increase. Reductions for this operating budget totaled \$3,172,600 for reducing the food services budget at prisons and the training academy.

COMMUNITY SUPERVISION



Alisha Shoates James

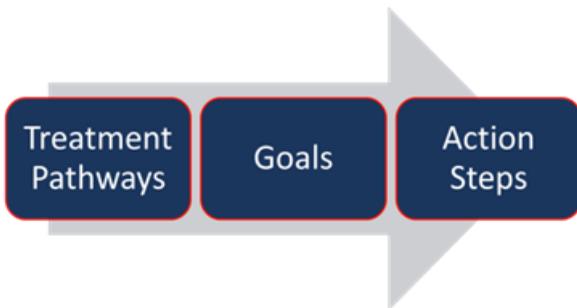
Assistant Commissioner, Community Supervision

Alisha Shoates James, Assistant Commissioner of Community Supervision, oversees felony probation and parole operations and community corrections programming, with responsibility for more than 1,100 TDOC employees and approximately 77,000 offenders. Reporting directly to the Assistant Commissioner are the Field Services Administrator, the Probation/Parole Administrators, the Community Corrections Administrator, the Community Supervision ACA & Policy Director, and an Executive Administrative Assistant.

Probation and Parole Officers supervise and monitor the conduct, behavior, and progress of offenders assigned to them. The Public Safety Act of 2016 (PSA) continues to shape the progress of Community Supervision. Rooted in best practices, implementation of the PSA defined the process for seamless supervision. Implementation of the seamless supervision model resulted in positive outcomes for offenders who avoided revocation by a return to compliance with their conditions of supervision. The practical impact is that prison admissions for a technical violation are down cumulatively by 21% since FY 2014, representing 1,200 fewer admissions to prison in FY 2018. This resulted in a cost avoidance of approximately \$32 million, \$5.6 million of which was reinvested in new probation parole officers and counselors, reducing caseloads and increasing services to probationers and parolees.

Strategy for Success: Individualized Case Plans, Treating the Cause NOT the Symptom

TDOC's strategy for promoting each individual's successful re-entry into the community includes programs and systems to reduce barriers to successful re-entry such as Individualized Case Management, Day Reporting Centers, Community Resource Centers, Education/Vocational Programs, Substance Use Treatment, Mental Health Diagnosis & Treatment, and assistance with Driver's License or ID card issuance. The recent implementation of the Treatment Pathways and Case Plan provides an individualized series of tasks outlined for an offender to follow successful completion of conditions of supervision and the programmatic needs identified by the STRONG-R, the validated risk and needs assessment tool. These rehabilitative programming interventions correspond to the individual's risk level and needs profile.

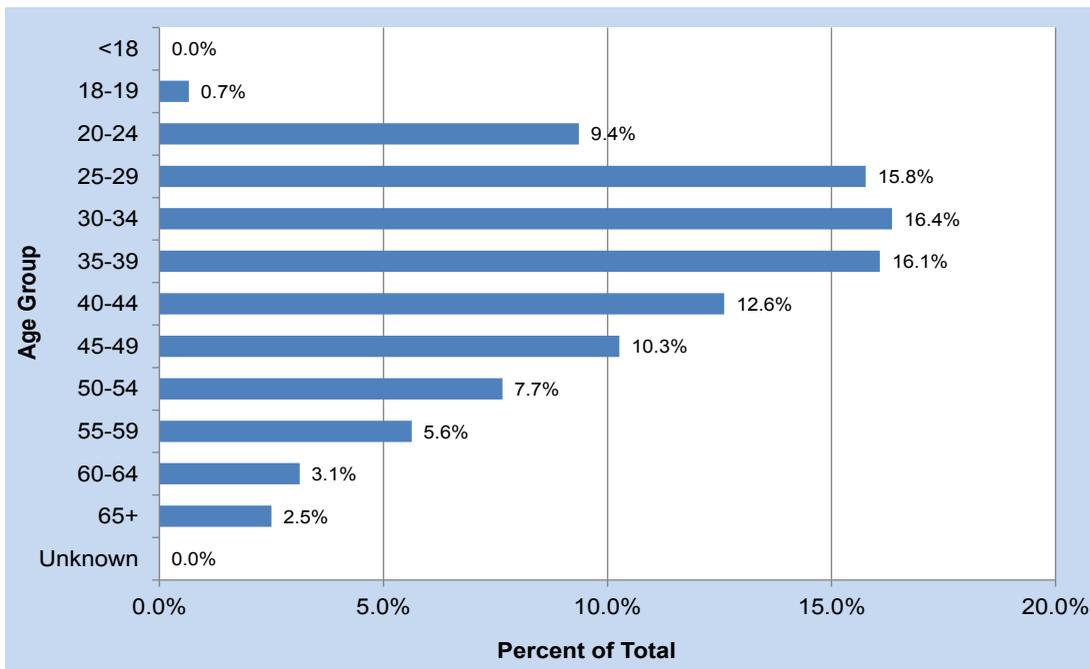
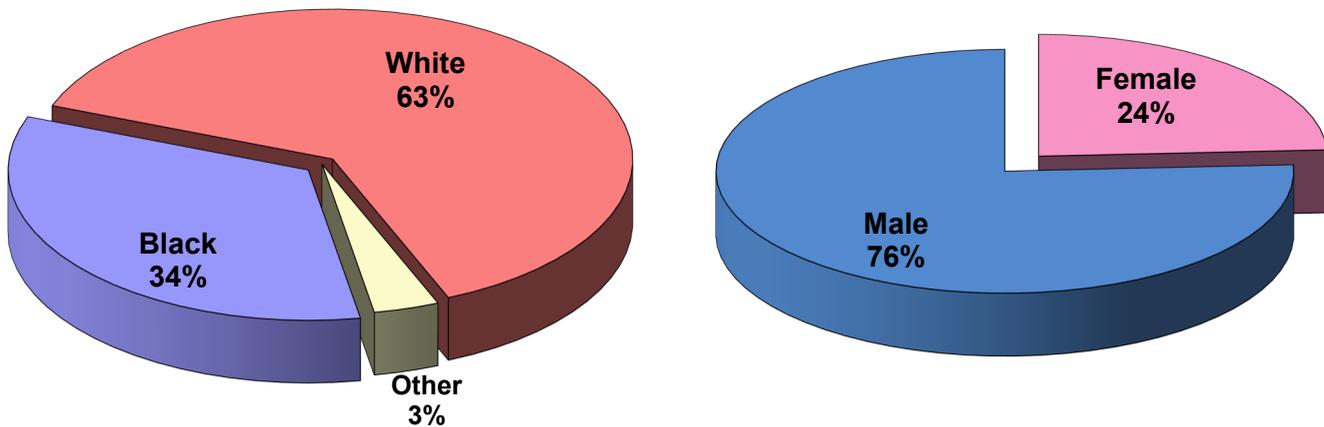


Substantive empirical work has been done to identify components of a supervision process that is likely to impact offender behaviors. TDOC's goal is to use these evidence based practices along with quality supervision, focusing on the nature of supervision contacts with an emphasis on Offender-Officer interactions.



COMMUNITY SUPERVISION DEMOGRAPHICS

Community Supervision Population (System-wide) June 30, 2018



Community Supervision Population as of June 30, 2018

Probation	57,832
Parole	11,163
Community Corrections	7,709
Total	76,704

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

<https://www.tn.gov/correction/statistics-and-information/annual-reports.html>

PRISONS & OPERATIONAL SUPPORT



David Sexton

Assistant Commissioner, Prisons

David Sexton, Assistant Commissioner of Prisons, is responsible for overseeing the operations of the institutions. This includes the Local Jails Resources Office, Statewide Transportation, Classification, Disciplinary and Inmate Grievances. Reporting directly to the Assistant Commissioner are four Correctional Administrators who oversee the day-to-day operations of prisons within their respective regions, and who supervise the facility Wardens, and four Contract Monitors for the privately managed facilities. Also reporting to the Assistant Commissioner are the Director of Statewide Transportation, the Director of the Local Jails Resources, a Correctional Program Manager, an Executive Administrative Assistant, and an Administrative Assistant.

Assistant Commissioner, Operational Support

Bobby Straughter, Assistant Commissioner of Operational Support, is responsible for the oversight of Facilities Planning & Construction, and Facilities Management & Maintenance for all institutions. Operational Support is also responsible for Asset Management and Training, including the operation of the Tennessee Correction Academy. Reporting directly to the Assistant Commissioner are the Director of Facilities Planning & Construction, Director of Statewide Training, Director of Mission Support, Director of Correctional Facilities Management, and an Administrative Assistant. The Operational Support staff provides overall support to facilities, community supervision offices, and central office.



Bobby Straughter

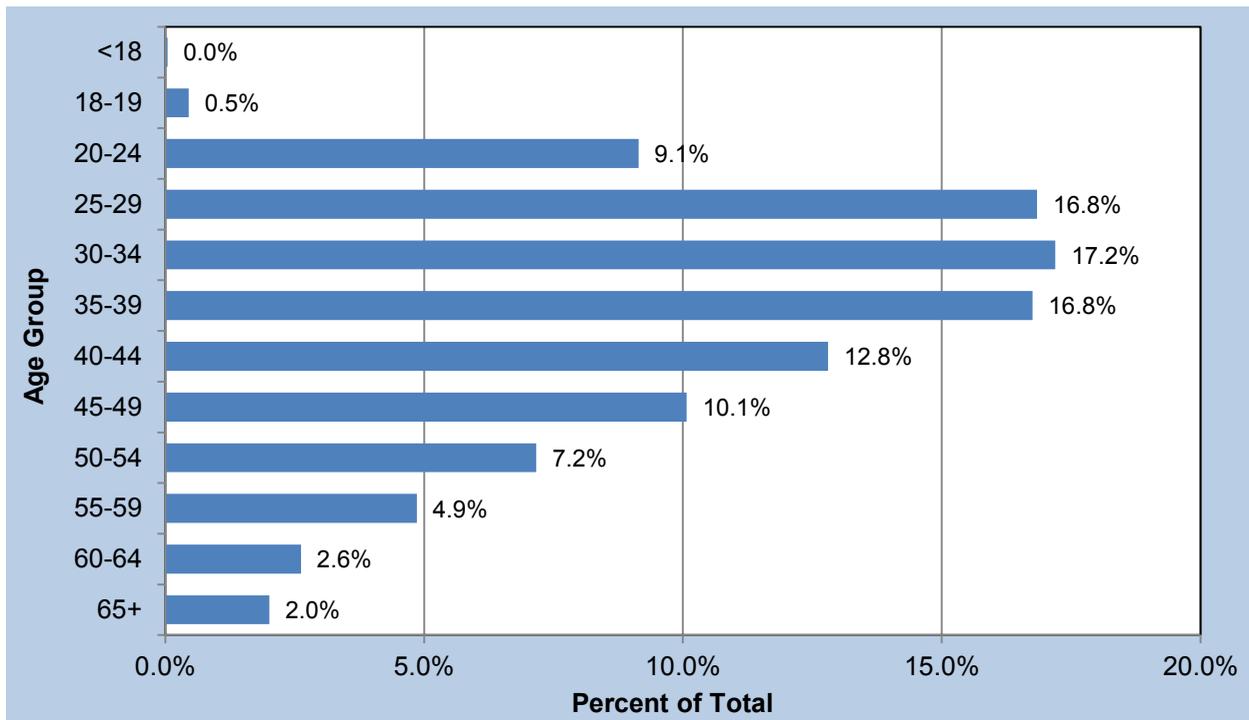
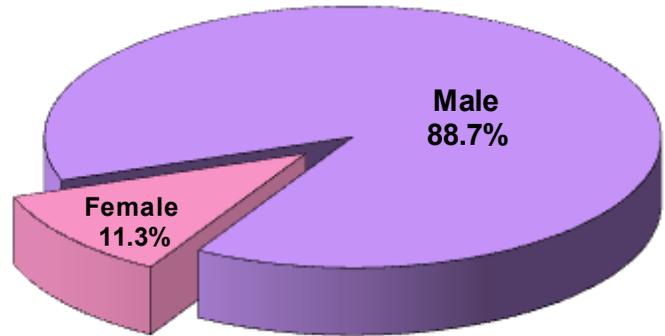
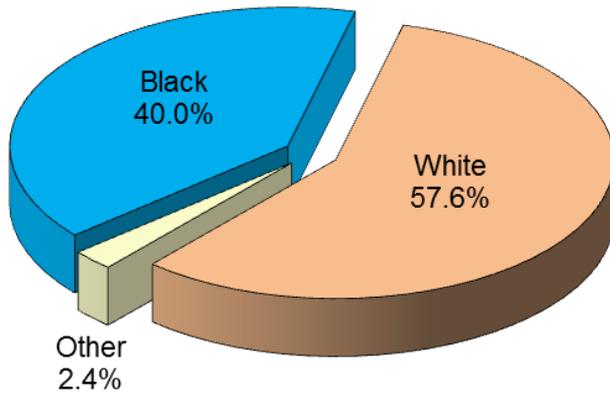
Transition Centers

Employment plays a critical role in reducing recidivism. TDOC's Transition Centers promote job readiness by improving an individual's personal, social and technical skills while facilitating their ability to find and retain employment. Employment focused reentry is a gateway to becoming and remaining a law abiding and contributing member of society. Supportive living environments and evidenced based transitional services are provided at the Mark Luttrell Transition Center for men in Memphis and the Tennessee Prison for Women Annex in Nashville. Education and training are key components of job readiness preparation and are critically important for the increasing demands of higher quality employment opportunities. The men and women at these transition centers work in the construction, service and manufacturing industries, many of whom earn well above the minimum wage. A portion of their wages goes to support their families, pay their court imposed fees as well as room and board at the facility, contributing more than \$290,000 back to the state. They also contribute to their own mandatory savings program.

The three phased program offers classroom based instruction, hands on skills building, family reunification, treatment and recovery programs. To be eligible to participate in the transition center program, incarcerated individuals must have no Class A or Class B disciplinary infractions within the past year and they must be within 24 months of sentence expiration or release eligibility date.

INCARCERATED OFFENDER DEMOGRAPHICS

Felony Inmate Population (System-wide) June 30, 2018



MAJOR OFFENSE TYPES of INCARCERATED FELONS	<u>Person</u> 11,427	-	<u>Property</u> 9,302	-	<u>Societal</u> 6,782	-	<u>Other</u> 3,288
	Murder	Kidnapping	Sex Offenses	Aggravated Assault	Burglary	Aggravated Robbery	Drug Offenses
Number of Inmates	4,024	306	3,034	3,933	3,138	2,504	6,446
Average Sentence Length (yrs.)	27.3	18.8	24.1	12.9	8.3	16.8	10.4

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

<https://www.tn.gov/correction/statistics-and-information/annual-reports.html>

REHABILITATIVE SERVICES



Ed Welch

Assistant Commissioner, Rehabilitative Services

Ed Welch, Assistant Commissioner of Rehabilitative Services, leads a talented team of professional educators, licensed medical and behavioral health care providers and skilled administrators that enhance public safety by providing essential, evidence-based services that prepare justice-involved individuals to lead healthy, independent and successful lives. This talented team of innovative leaders includes the Chief Medical Officer, and Directors of: Development and Reentry, Behavioral Health, Substance Use Services, Case Management, Risk and Needs Assessment and the Superintendent of Schools.

FY 2018 Accomplishments

- Established and implemented Crisis Intervention Team Training in conjunction with the National Institute of Corrections and local law enforcement
- Implemented the Men's Rehabilitative Center at West Tennessee State Penitentiary for the treatment of opioid use
- Awarded a federal grant to treat individuals in protective custody at Bledsoe County Correctional Complex who have co-occurring substance use and mental health disorders
- Implemented a Certified Peer Recovery Specialist program to certify individuals as substance use/mental health disorder peer counselors to provide services to incarcerated individuals with these disorders
- Implemented a TDOC school district wide Strategic Plan and School Leadership Team in each of our schools
- Medical Services is offering a comprehensive array of programs to prevent and treat HCV in all of our facilities

CLINICAL SERVICES

Clinical Services is structured to promote high quality and comprehensive health care through continuity and consistency in care within all correctional facilities, providing state-of-the-art medical, behavioral health, substance use, pharmacological and other health services statewide. Upon entry each individual is screened to assess their overall physical, behavioral and mental health, as well as substance use dependence, if any. Each facility has onsite clinical services that include an infirmary, pharmacy, and chronic care clinics for diabetes, hypertension, and HIV. Additionally, access to medical and behavioral health care is provided through inpatient services and outpatient referral services. Dental, vision, oncology, tele-psychiatry, and telehealth services are also available. Clinical Services also provides a seamless transfer of care through its comprehensive case management team upon an individual's release and reentry into the community.

WORKFORCE DEVELOPMENT AND REENTRY SERVICES

Workforce Development and Reentry Services oversees an array of programs and services, including educational programs, volunteer, victim and religious services, and job readiness training. They also develop employment opportunities in facilities, work release programs, and community supervision. Victim Services provides crisis intervention and advocacy for victims of crime. This advocacy offers support for victims and their families and helps to ensure strict compliance with the laws protecting their rights. Victims/survivors are provided the opportunity for a victim/offender dialogue, a voluntary program whereby victims/survivors of crime can engage in a dialogue with the perpetrator of the crime committed against them. Victim Services also has responsibility for the Victims Impact Program, a cognitive based program that is designed to educate offenders on the impact of crime on victims and their families, on the family of the offender and on society. Religious and Volunteer Services provide essential faith-based and non-profit opportunities for justice-involved individuals.

OFFICE OF RISK AND NEEDS ASSESSMENT

Ensuring individuals are accurately assessed of their likelihood to reoffend as well as to identify their treatment needs to reduce that risk is essential. The risk and needs assessment provides scientific data to supplement professional judgment and better inform decision making across the entire spectrum of justice from adjudication through sentence completion.

YEAR IN REVIEW

DAY REPORTING/COMMUNITY RESOURCE CENTERS (DRCs/CRCs)

As part of the Public Safety Act of 2016, the Tennessee Department of Correction implemented Day Reporting/Community Resource Centers (DRCs/CRCs) which serve as alternates to incarceration by placing eligible participants in structured and intensive outpatient programs. The programs provide resources and services to offenders to assist them as they work towards becoming productive citizens in their communities.

The DRC is a one-year, three-phase program that will assist moderate- to high-risk offenders with a substance use issue and/or a mental health issue. In order to be eligible for the program, the participant must have received a felony conviction, be under the supervision of TDOC's Community Supervision, have at least two years left on probation supervision, and/or have a substance use concern. The CRC provides access to and assistance with a multitude of services and resources. Staff on-site assist offenders with reentry services including obtaining identification, finding housing, social security and veteran benefits, legal aid, and health and wellness services. The CRC services are available to anyone on community supervision, even those not enrolled in the DRC program.

With several grand openings across the state from July 2017 to March 2018, TDOC now operates six DRCs/CRCs statewide. Classes have graduated in January 2018 (Johnson DRC) and June 2018 (Knox DRC).

CRITICAL INCIDENT TRAINING

The Department partnered with the Davidson County Sheriff's Office and the Robertson County Sheriff's Office to bring a nationally recognized training to Tennessee. The National Institute of Correction's Crisis Intervention Training (CIT) teaches correctional staff to better manage individuals suffering from mental illness. CIT empowers front line staff to not only recognize symptoms of a mental health crisis, but also gives staff additional tools to de-escalate a potential critical situation. The first class graduated September 1, 2017 after completing 40 hours of training that involved lectures, role playing, and visits to local facilities that specialize in mental health care.

TEAM SAFETY

As correctional professionals, we incur danger every single day. One of these dangers is fentanyl—a prescription pain medication that is potentially lethal, even at very low levels of exposure. In recent years, the United States has seen an alarming surge in the number of overdose deaths from fentanyl, most commonly when it is laced with other drugs. Out of concern for our staff and offenders in our care, we have updated safety guidelines to prevent exposure to fentanyl as well as to immediately address situations where fentanyl may be present. To emphasize the importance of these guidelines, posters have been placed in each prison, community supervision office, and day reporting center/community resource center operated by the Department.

VALIDATED RISK AND NEEDS ASSESSMENT

The Department uses a validated risk and needs assessment instrument in order to determine risk to reoffend and to identify programming and treatment options to reduce that risk. In Fiscal Year 2018, more than 64,000 assessments were completed for nearly 55,000 offenders. Use of the Static Risk and Offender Needs Guide—Revised (STRONG-R), the assessment tool, is the cornerstone of the Public Safety Act of 2016. It is used across the criminal justice system, including the court system and the Board of Parole. Each offender receives a plan that is followed and managed from the moment he or she enters the criminal justice system through release.

YEAR IN REVIEW

TDOC Supports the TN Together Initiative

In January 2018, Governor Bill Haslam announced a groundbreaking initiative aimed at combatting opioid abuse in Tennessee. This initiative, which is called TN Together, brings together all arms of the government and the community to help eradicate this substance abuse issue that is plaguing many communities throughout the state. The Tennessee Department of Correction is proud to join in the fight and stand alongside Governor Haslam by focusing on increasing substance abuse treatment options for the offender population.

As the opioid problem continues to grow in the community, TDOC is also seeing an increase in offenders with substance abuse needs. This has prompted the Department to repurpose the entire general population areas of the West Tennessee State Penitentiary (WTSP) to become a residential therapeutic treatment unit. This significant change created a 500-bed, intensive, 9-12 month treatment program, and represents a 50% increase in our prison treatment capacity. This is critical because a key factor in why offenders recidivate is due to substance abuse. The Department wants to do whatever it takes to have offenders be successful. In addition to the new unit at WTSP, long-term aftercare services will be offered at every TDOC facility throughout the state.

The addition of this housing unit augments the Department's current efforts to fight substance abuse. Current efforts include, but are not limited to:

- Operating nine intensive residential treatment programs and 14 out-patient programs in TDOC facilities;
- Operating several Day Reporting Centers as an alternative to incarceration for offenders with substance abuse treatment needs; and
- Partnering with the TN Department of Mental Health and Substance Abuse Services through the Community Treatment Collaborative to provide a variety of substance abuse treatment services to offenders on community supervision.

Certified Peer Recovery Specialists (CPRS)

Through a partnership with the Tennessee Department of Mental Health and Substance Abuse Services (TDMHSAS) and Corizon Health, TDOC works to identify and train inmates to become Certified Peer Recovery Specialists (CPRS). The CPRS is an individual currently in recovery from a mental health diagnosis and/or a substance abuse disorder and is trained by the Tennessee Association of Alcohol, Drug, and other Addiction Services (TAADAS) to offer peer support through the recovery process. The Certified Peer Recovery Specialists may: facilitate support groups, respond to crises until a mental health or substance use licensed professional arrives, assist in discharge planning, and provide recovery education. These specialists allow recovery services to be administered to a larger population, and the experience gives the CPRS a marketable skill for use after release.

To become a Certified Peer Recovery Specialist, one must have: at least 24 consecutive months of recovery from a mental illness, substance abuse, or co-occurring disorder and demonstrate stable functioning in a general population unit; a diagnosed substance use disorder with a minimum of two years documented sobriety; completed 40 hours of state certified peer support training; and provided 75 hours of direct peer support services with three hours of documented supervision from a Licensed Behavioral Health Professional. The CPRS must also complete 10 hours of continuing education annually and be in good standing to maintain the credential.

YEAR IN REVIEW

Contraband Interdiction

The introduction of contraband, which includes cell phones, into correctional facilities is a serious violation of state law and is not tolerated by the Tennessee Department of Correction. While this is a national problem, the Department works to intercept and recover any contraband. In addition, we work with our law enforcement partners to actively prosecute those who violate the law.

In October 2017, the Tennessee Department of Correction was pleased to learn of a letter of congressional support regarding efforts to reduce contraband in penal facilities. The letter was addressed to Federal Communications Commission (FCC) Chairman Ajit Pai and Commissioner Mignon Clyburn. Signed by 52 member of Congress - including Tennessee's own U.S. Representatives David Kustoff, Diane Black, Chuck Fleischmann, Phil Roe, and Marsha Blackburn - the letter speaks to the dangers of contraband cell phones which "are used nationwide by inmates to plan attacks and intimidate victims, witnesses, and correctional staff." Additionally, the letter pressed for a collaborative approach focusing on "solutions sooner rather than later."

In February 2018, Commissioner Tony Parker and Chief Interdiction Officer Lee Dotson took part in a meeting between the FCC, correctional leaders, mobile technology executives, and the Federal Bureau of Investigation (FBI) to address contraband. This meeting spurred the creation of a workgroup involving the FCC, the US Department of Justice/Bureau of Prisons, and the Association of State Correctional Administrators designed to identify a cost effective, reliable, and lasting approach to defeat the use of contraband cell phones by inmates. As a direct result of our involvement in subsequent meetings, a temporary approach has been identified and is being pursued and tested by state corrections agencies.

In March 2018, the United States Attorney for the Western District of Tennessee and the FBI announced Honor the Oath, the next phase in contraband interdiction efforts. The campaign centers on a partnership with local and federal law enforcement to federally prosecute anyone who threatens the safety and security of prisons. Any employee who violates the oath and disregards their duty will be prosecuted to the fullest extent of the law.

**Don't risk your reputation,
your livelihood, your family
or your freedom...**

**HONOR
THE
OATH**

To report any threats to the
safety of our facilities,
please call
1-844-TDC-FIND

I, do solemnly swear (or affirm) that I will fully, faithfully, impartially, and diligently perform all the duties required of me as an employee of The Department of Correction; that I will execute the laws and regulations prescribed for the government of said agency, district, or institution, so far as concerns my office; that I will accept no bribe, or other compensation during my continuance in office, other than such compensation as is allowed by law; and that I will, on no occasion, ill-treat or abuse any offender under my care or supervision, beyond the punishment ordered by law, or the rules and regulations of the Tennessee Department of Correction.



Department of
Correction

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

at: <http://www.tn.gov/correction/statistics-and-information/annual-reports.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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