



TENNESSEE DEPARTMENT OF CORRECTION

# ANNUAL REPORT

FISCAL YEAR  
**2020**

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TONY PARKER,  
COMMISSIONER



# TENNESSEE DEPARTMENT OF CORRECTION ANNUAL REPORT 2020

## Table of Contents

Commissioner’s Letter	3
Foundation	5
Budget	6
Community Supervision	7
Community Supervision Demographics	8
Prisons , Operations, Rehabilitative Services & Clinical Services	9
Incarcerated Offender Demographics	10
Year in Review	11

## 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.

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.

# COMMISSIONER'S LETTER



It is my pleasure as Commissioner of the Tennessee Department of Correction (TDOC) to present our Fiscal Year 2020 Annual Report in accordance with Tenn. Code Ann. § 4-4-114. By reading the highlights of our year, you will find that despite an unprecedented year of challenges, we have not faltered 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 CLA, 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 effort focuses on preparing them to become productive citizens. In keeping with our mission to operate safe and secure prisons and provide effective community supervision, TDOC has:

- Launched the Governor's Volunteer Mentorship Initiative. The initiative connects degree-seeking inmates with community mentors to provide resources and support for success both while incarcerated and upon return to the community.
- Expanded higher education opportunities through collaboration with the Tennessee Board of Regents (TBR) and the Tennessee Higher Education Initiative (THEI) to provide Tennessee College of Applied Technology (TCAT) courses and Associate Degree programs within the prisons for inmates interested in obtaining post-secondary credentials to better prepare themselves for successful reentry.
- Successfully completed graduation at six Day Reporting Centers across the state offering an alternative to incarceration by placing eligible participants in a structured, intensive, outpatient substance use treatment program. The program provides evidenced-based treatment in an environment where offenders can remain a viable part of their community. In response to COVID 19 safety concerns, the DRCs have deployed virtual programming which allows for continued services and access to resources and support.
- Signed an agreement with Tennessee State University allowing for the expansion of the university's agricultural sciences program. The land-sharing agreement saves taxpayers \$50,000 in livestock operational costs.
- Created a twenty-four bed Veterans Therapeutic Community at West Tennessee State Penitentiary to treat substance use issues and related co-occurring disorders, such as post-traumatic stress disorder, among the TDOC Veteran population. The unit is a clinically managed, highly intensive residential substance use treatment program, nine to twelve months in duration.

(cont.)

## COMMISSIONER'S LETTER (CONT.)

- Led inmate production of personal protective equipment in partnership with TRICOR, at the West Tennessee State Penitentiary, Morgan County Correctional Complex and the Northeast Correctional Complex. The effort manufactured 191,000 cloth masks, 28,000 Tyvek gowns, 200,000 face shields, 107,000 surgical masks and put in 4,285 manhours to deliver much needed equipment to all TDOC facilities, law enforcement, TEMA and first responders.
- Launched 24/Hour Covid-19 Information Line which received 1,046 calls for information within the first three months.
- Created Office of Inspector General to oversee compliance, contract administration, contract monitoring of privately managed facilities, vendor contract monitoring and risk assessment/mitigation. The Office of the Inspector General engages in risk assessments of TDOC's operations, policies and procedures and works with all areas within the Department to develop strategies to eliminate and/or mitigate those risks.
- Expanded the Focused Deterrence intensive supervision program in partnership with the Jackson Police Department in an effort to reduce recidivism. Targeted offenders were offered incentives to stop the cycle of crime.
- Conducted compliance checks on 3500 sex offenders as part of Operation Blackout; a statewide effort to ensure Tennessee children are safe during the Halloween season.

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.



# 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**

Deputy Commissioner of Administration Debbie Inglis is responsible for a variety of administrative support functions for the Department. This division handles Human Resources, Offender Administration 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. 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 Assistant Commissioner of Operational Support, Deputy General Counsel, Director of Human Resources, Director of Offender Administration, the Legal Services Director and the Policy Development Director,.



**Debbie Inglis**

## **Inspector General**

Inspector General Kelly Young is responsible for overseeing a variety of divisions within the Office of the Inspector General including: Compliance, Contract Administration, Contract Monitoring of Privately Managed Facilities, Vendor Contract Monitoring and Risk Assessment/Mitigation. The Compliance Division is responsible for all TDOC audits of its operations, prison facilities and community supervision offices. Through the Contract Monitoring division, the Inspector General ensures that vendors are operating in compliance with the terms and scope of services as set forth in their particular contracts while the Contracts Administration division works in concert with the Central Procurement Office and the Comptroller's Office to develop contractual agreements with various vendors to provide a variety of vital services to the Department. The Office of the Inspector General also engages in risk assessments of TDOC's operations, policies and procedures and works with all areas within the Department to develop strategies to eliminate and/or mitigate those risks.



**Kelly Young**

# BUDGET

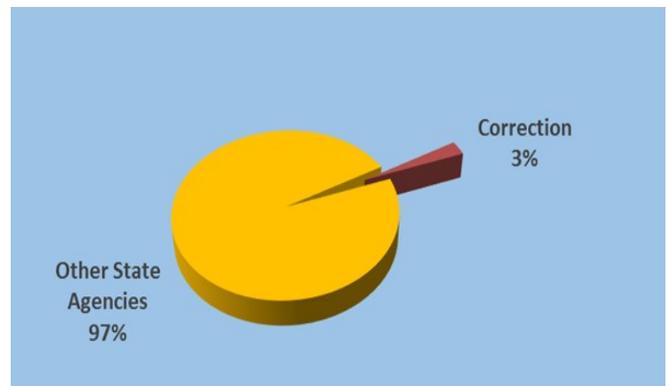
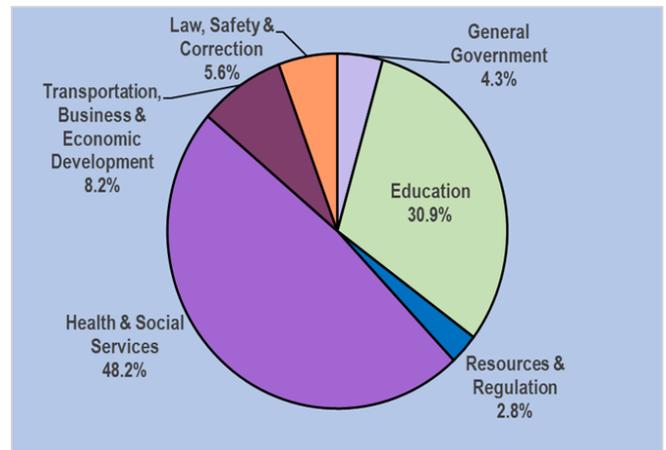
## Acting Chief Financial Officer



Lisa Parks, Acting 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, Judicial Cost Accounting, Food Services, and an Executive Administrative Assistant.

### TDOC AND THE STATE BUDGET

TDOC - FY20 Budget	
Payroll	\$411,761,200
Travel	1,169,400
Printing	88,500
Utilities & Fuel	19,907,700
Communication	524,300
Maintenance Expenses	9,397,400
Supplies	58,117,900
Rentals & Risk Management	915,400
Motor Vehicle Operations	736,500
Inmate Pay & Awards	5,321,700
Payments to Local Governments	159,924,900
Stores for Resale	9,878,100
Equipment	96,400
Training	150,700
Prof. Services by State Agencies	30,157,400
Correctional Release Centers	1,922,400
Professional Services	154,281,600
Privately Operated Facilities	183,253,600
Sentencing Act Account	38,047,100
Community Supervision	35,490,700
<b>FY20 Total</b>	<b>\$1,121,142,900</b>



The department's total operating budget for Fiscal Year 2020 was \$1,121,142,900. Cost increases for this operating budget totaled \$69,825,100 for contract inflators (private prisons, medical, and behavioral health contracts), salary increases for correctional officers, hepatitis C, pharmacy, caseload management personnel, commissary, waste water treatment, correctional education investment, TN higher education initiative, fentanyl classification, and sentencing and reform commission. Funding in the amount of \$33,244,500 was provided to supplement payments to local governments.

# COMMUNITY SUPERVISION

## Assistant Commissioner, Community Supervision



Lisa Helton

Lisa Helton, Assistant Commissioner of Community Supervision, oversees felony probation and parole operations, the Community Corrections program, the Institutional Probation Parole Specialist Program, and the Criminal Conviction Records Unit, with responsibility for more than 1,100 TDOC employees and approximately 78,000 probationers and parolees. Reporting directly to the Assistant Commissioner are the Field Services Administrator, Probation Parole Administrators, a Correctional Program Support Coordinator, and an Executive Administrative Assistant.

The core principle for providing effective community supervision is ensuring the use of strategies grounded in evidence-based practices. TDOC continued to deliver risk-informed supervision through the use of a validated risk/needs assessment (RNA), balancing risk and needs through practices such as offender home checks and imposition of sanctions in response to non-compliance with working with probationers and parolees to develop individualized case plans to address criminogenic needs and barriers to success.

### Strategies for Success in FY20

- ⇒ Connecting parolees with the Parole Officer before release through Pre-Parole Release Intake to enable the parolee to be better prepared for supervision and the officer to better understand the parolee's individual needs prior to release
- ⇒ The use of virtual platforms for reporting to address transportation and scheduling challenges for probationers and parolees in meeting supervision requirements. Virtual platforms have also supported increased transparency in reporting.
- ⇒ Enhanced drug screening for offenders whose RNA score indicates high or moderate for drug and/or alcohol abuse



### Offender Housing Program

The development of safe and stable housing for offenders, a critical component for successful reentry, was a priority for TDOC in FY20.

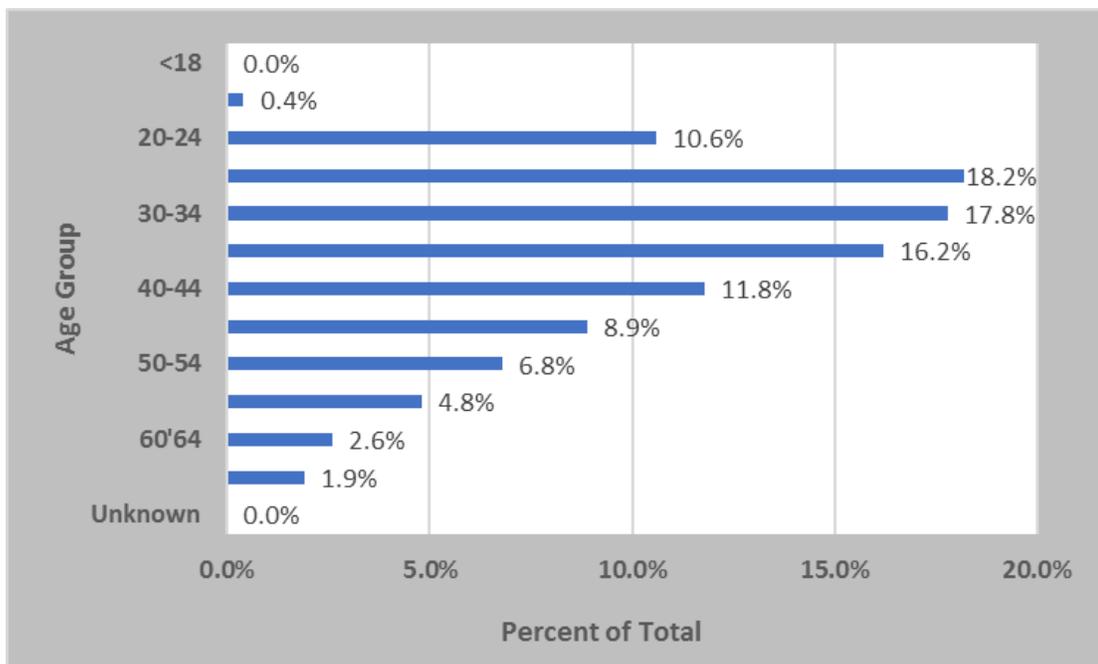
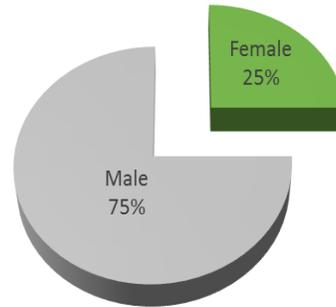
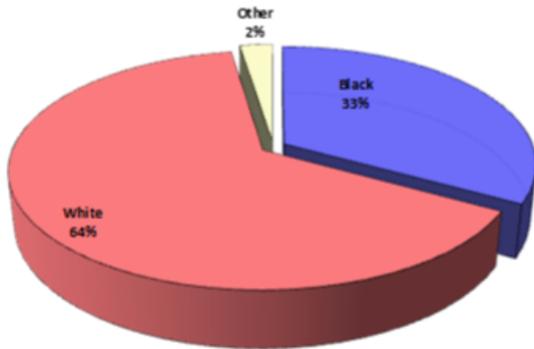
- ◆ 25% increase in bed capacity
- ◆ 2,538 beds in 163 programs
- ◆ 873 beds in rural areas
- ◆ 640 beds for females
- ◆ 39 beds for family reunification
- ◆ 94 sex offender beds
- ◆ \$57,750 average monthly RHP



Community Supervision was reaccredited by the American Correctional Association, scoring 100% on both Mandatory and Non-Mandatory Standards. The audit team interviewed probationers and parolees selected at random and reported "all expressed a feeling of being treated fair, being able to contact their assigned officer for assistance ... felt the staff helped contribute to their success, but were held accountable for their actions, if warranted. The opportunities for work and program referrals were the most commonly mentioned assistance that benefited them the most."

# COMMUNITY SUPERVISION DEMOGRAPHICS

## Community Supervision Population (System-wide)



Community Supervision as of June 30, 2020	
Probation	58,658
Parole	12,035
Community Corrections	7,818
<b>Total</b>	<b>78,511</b>

For more information about offender population, see the Felon Population Update:

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

# PRISONS, OPERATIONS, REHABILITATIVE SERVICES & CLINICAL SERVICES



**Lee Dotson**

## **Assistant Commissioner, Prisons**

Lee Dotson, 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..

## **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, Administrator of Staff Learning & Development, 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**



**Vicki Freeman**

## **Acting Assistant Commissioner, Rehabilitative Services**

Vicki Freeman, Acting Assistant Commissioner of Rehabilitative Services, is responsible for the provision and supervision of a wide range of programming and treatment opportunities centered on inmate rehabilitation, including support programs and services, and offender reentry. Managing these services is a talented team of professional educators and skilled administrators who report directly to the Assistant Commissioner. They include the Superintendent of the TDOC special school district, the Inmate Jobs Manager, Directors of Victim's Services, Reentry Services and Women's Services, Risk and Needs Assessment, Workforce Development, and Religious and Volunteer Services.

## **Chief Medical Officer and Acting Assistant Commissioner Clinical Services**

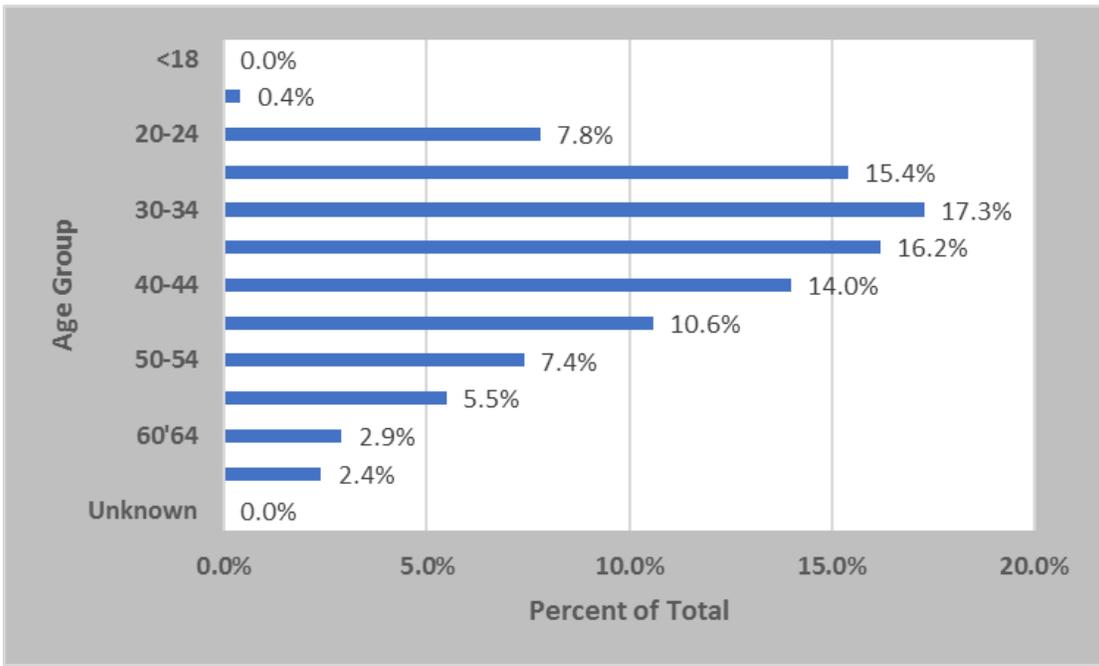
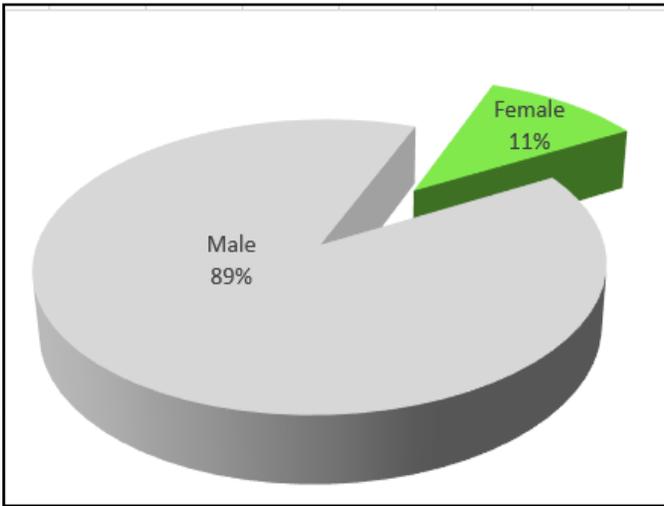
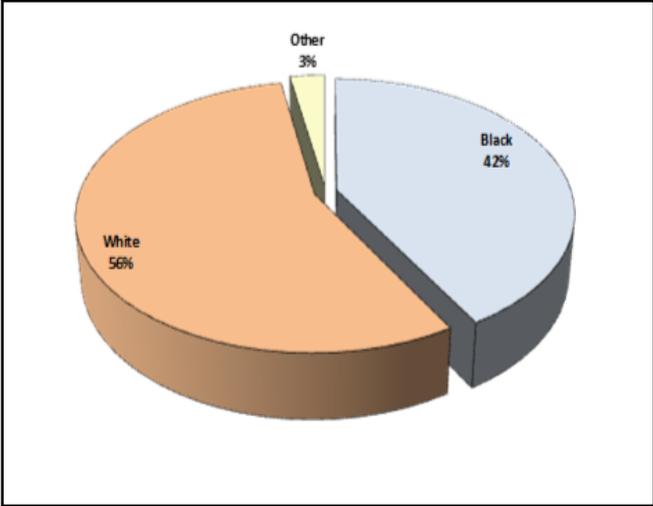
Dr. Kenneth Williams, Chief Medical Officer, is responsible for the provision of clinical services and manages a team of licensed medical and behavioral health care providers. They include the Directors of Pharmacy, Nursing, Clinical Quality Assurance, and Behavioral Health and Substance Use Services.. The Chief Medical Officer is also responsible for managing the vendor contracts which provide the delivery of clinical services and also for developing agency policies which guide the delivery of those services.



**Kenneth Williams, MD**

# INCARCERATED OFFENDER DEMOGRAPHICS

## Felony Inmate Population (System-wide) June 30, 2020



Incarcerated Felon Population by Primary Offense								
Total Population	Homicide	Kidnap	Sex Offender	Robbery	Property*	Assault	Drugs	Other
19,857	3,869	291	2,719	2,416	2,398	2,711	3,613	1,840
					*Exclude Robbery			

For more information please visit

# TDOC FY 2020 ACCOMPLISHMENTS

- ◇ Established a Veterans Therapeutic Community at West Tennessee State Penitentiary
- ◇ Graduated 79 participants from the DRC
- ◇ Implemented the Governor's Volunteer Initiative
- ◇ Expanded post-secondary education opportunities to include Tennessee College of Applied Technology courses
- ◇ Partnered with the Department of Human Services to expand reentry services
- ◇ Partnered with Prison Fellowship Ministry to establish Prison Fellowship Academy at TPFW

## Focus on Wellness

TDOC patients have access to a unique telephonic health coaching program to help patients manage chronic diseases such as diabetes. A health coach works with site medical staff members and patients to develop an individualized care plan based on the patient's knowledge of his/her condition, lifestyle behaviors and readiness to make changes. Coaching calls take place typically over 4-6 weeks to provide education and assistance with medication, test results, disease signs and symptoms and nutrition, exercise and healthy habits.

In 2019, the program provided 913 calls to 148 patients and had 79 graduates. Overall, the patients in the diabetic counseling program had an average reduction of HgA1c of 2.4 points.

## COVID-19 Response

TDOC took proactive steps to prepare for the COVID-19 pandemic in Tennessee, developing Infection control guidelines and screening procedures specific to COVID-19 and plans for alternative treatment sites within the Correctional Setting.

Beginning in February, Centurion and TDOC Health Services personnel reviewed current guidelines, screening tools and proposals for pandemic response. Throughout the process team members worked to monitor updates and developments to this novel virus and quickly implement any needed changes. By the end of April, more than 5,800 inmates had been tested and 93,000 masks for staff, inmates, and healthcare workers were delivered by TDOC.

As community acquired cases were identified in counties across the state, offenders were screened for symptoms in DOC facilities. As additional cases were identified in the congregant setting. Tennessee officials initiated mass testing initially at impacted sites and ultimately all facilities statewide. The collaborative effort required carefully coordinated efforts at both administrative and frontline levels in order to complete testing of almost 10,000 inmates in less than a week and ahead of projected schedules.

# YEAR IN REVIEW

## Community Service Projects

Engaging in community service provides inmates of minimum custody levels with the opportunity to work outside the secure facility in the community providing assistance where needed. Community service enables offenders to provide a service to State/local government and not for profit agencies. The inmates assisted by building/remodeling office buildings, school recreation areas (when schools are closed), picking up trash along the interstates, rural highways, city streets, and by maintaining cemeteries, to name a few. Of the 14 facilities within TDOC we have 9 that provided these services and during the fiscal year a total of **398,767.50 hours, to these agencies at a savings to taxpayers of \$2,891,064.38.**

## Manufacture/distribution of Personal Protective Equipment (PPE)

The COVID-19 Pandemic has had a profound impact on daily life across the country. This pandemic has also had an impact on our country's correctional institutions. TDOC took an early approach to protecting our communities and inmate populations by producing PPE at four (4) facilities. Inmates at the Northeast Correctional Complex, Morgan County Correctional Complex, South Central Correctional Complex, and West Tennessee State Penitentiary began producing cloth and paper masks, clear faceshields, and Tyvek gowns which have been distributed throughout the state for the protection of health care workers, first responders, and inmates; both in state custody and those held in county jails. Thus far, TDOC inmates have produced 107,000 surgical masks, 191,000 cloth masks, 200,000 faceshields, and 28,000 Tyvek gowns. Our inmate population has voiced considerable pride in the ability to provide such an impactful contribution.

## Department Training Facilities Improvements

The closing of the fiscal year saw completion of major capital projects at our three most important training locations. This will be a great benefit to enhancing the Department's Training Program for both Correctional Officers and Offenders:

Tennessee Correction Academy Classroom Technology Upgrades - There several Correction Officer classroom/training areas that now have all new finishes, furnishings, and most importantly current technology A/V, LAN & IT equipment and infrastructure.

Morgan County Correction Complex Vocational Spaces Upgrades - Improvements to expand and enhance the Offender Woodworking and Welding training programs and the addition of a Painting program, with the construction of a new Vehicle Paint Booth.

Northwest Correctional Complex New Vocational Building - Construction of a new Offender Vocational Trades training building to house the Welding, Paint, Masonry, and Future Woodworking programs that will provide a much larger space for program expansion.

# YEAR IN REVIEW

## Workforce Development

During this unparalleled time, the coronavirus COVID-19 pandemic had great effect on the Tennessee economy. With many businesses dormant during the last quarter of FY20, many of those on probation and parole were affected. Many offenders were laid off from work, and steps have been taken to mitigate the impact. TDOC Employment Specialists have redirected unemployed offenders toward jobs that are available during this time such as warehousing, logistics, and the food industry. Employer partners have been regularly contacted as TDOC works toward providing jobs for offenders and support for essential Tennessee businesses. Job loss is significant for any family and especially so for justice involved individuals. That is why TDOC offers virtual job readiness to prepare probationers and parolees for the workforce and remains close to current and new employer partners. TDOC recruits and responds quickly to potential employment opportunities by connecting qualified applicants to businesses in need of employees. TDOC will continue to respond to the employment needs of Tennessee as the economy returns to its new normal.

## Reentry Services

TDOC collaborated with the Department of Human Services to provide a Supplemental Nutrition Assistance Program (SNAP) application process specific to incarcerated individuals 30 days prior to release. The process allows for eligible individuals to receive benefits that improve health and nutrition immediately upon return to the community.

## Education

Under Governor Lee's education reinvestment initiative, six Tennessee College of Applied Technology programs were implemented in partnership with the Tennessee Board of Regents. Incarcerated students at Turney Center Industrial Complex, Morgan County Correctional Complex and Northwest Correctional Complex now have the opportunity to enroll in Computer Information Technology, Electrical and Plumbing, and Farming Operations Technology courses.

The Tennessee Colleges of Applied Technology and the Tennessee Department of Correction entered into a statewide partnership which promotes student transfer and program articulation. The partnership is for the purpose of providing eligible justice involved re-entry students the opportunity to receive clock hour credit upon successful completion of Cosmetology, Barbering and Welding at a TDOC facility.

Morgan County Correctional Complex, under the coordination of the Tennessee Higher Education Initiative, began an Associate degree program through Roane State Community College.

Rhodes College, after many years of facilitating the Great Books Reading Group, began delivering a course of study at the Women's Therapeutic Residential Center which leads to a formal Certificate in Liberal Arts.

# YEAR IN REVIEW

## **Sex Offender Pre-Release Program**

Clinical Case Management jumpstarted the Sex Offender Pre-Release Program in July of 2019 improving the coordination of community resources as this population is most challenged with finding housing placement after release.

## **Vision Van**

In conjunction with its healthcare partner, Centurion, TDOC hosted the Vision Van at four locations in 2019, including MLTC, WTRC, WTSP and NWCX. The van, which is staffed with optometrists and technicians, provided 82 vision screenings to friends and family of TDOC inmates. During the four-facility tour, 67 individuals were provided free prescription eyeglasses and 10 people received free reading glasses.

## **HepCOR**

In June 2019, TDOC and its partners launched the comprehensive Hepatitis C (HCV) Online Registry (HepCOR) to track HCV positive patients. HepCor is a comprehensive registry to track Hepatitis C (HCV) patients from initial diagnosis through treatment, to address reporting needs and facilitate treatment and monitoring of HCV positive patients. It interfaces with Tableau to generate reports to monitor identification and treatment of the overall HCV patient population.

Additionally, workflow changes were made to accelerate Tennessee Department of Correction Advisory Committee on Hepatitis and HIV (TACHH) review of HCV patients and clearance for treatment with direct-acting agents, greatly expanding the number of onsite abdominal ultrasounds provided and implementation of onsite Fibroscans to evaluate liver fibrosis.

## **Project ECHO Program**

Health Services initiated the Project ECHO Program in September 2019; a peer education program developed with the goal of increasing inmates' awareness of the risk factors and prevention measures for certain communicable diseases, including Hepatitis A (HAV), Hepatitis B (HBV), Hepatitis C (HCV) infections, and Human Immunodeficiency Virus (HIV). A secondary purpose of this policy is to foster certain job readiness skills for inmate peer educators, to include managing work responsibility and development of effective communication



*In memory of Correctional Administrator Debra K. Johnson  
End of Watch August 7, 2019*

# TENNESSEE DEPARTMENT OF CORRECTION ANNUAL REPORT 2020

**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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