



# ANNUAL REPORT FY 24-25

COMMISSIONER  
FRANK STRADA



RESEARCH  
& PLANNING  
DIVISION

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# Letter from the Commissioner

It is my pleasure as Commissioner of the Tennessee Department of Correction (TDOC) to present our Fiscal Year 2025 Annual Report in accordance with Tennessee Code Annotated § 4-4-114. Our commitment to enhancing public safety is shaped by our mission to operate safe and secure prisons and provide effective community supervision in support of successful reentry. TDOC focuses on reducing recidivism to prevent criminal activity and victimization and strengthen families and communities. Since research shows 95 percent of Tennessee's incarcerated population will return to our communities, we focus on preparing offenders to become productive citizens by believing in opportunity for a new life.

- Implemented a salary structure improvement for Correctional Officers, which, combined with rapid hire events, resulted in the largest classes of new Correctional Officers since 2020.
- Reduced Correctional Officer turnover almost 25 percent from last year.
- Added additional technical education programs and post-secondary degree opportunities and made it easier for offenders to qualify for them.
- Distributed tablets to 100 percent of TDOC institution offenders to improve access to educational and program opportunities and allow security upgrades like our upcoming pilot program converting all personal mail received by inmates to scanned, tablet-delivered mail.
- Reduced the number of serious assaults on staff by over 75 percent and of serious assaults on other inmates by over 50 percent compared to last year.
- Fully implemented constituent service system, resolving 50 percent of issues within 24 hours and leaving less than one percent unresolved after 30 days.



**Commissioner  
Frank Strada**

Since my appointment as Commissioner of TDOC in 2023, I have focused on how we can best improve the services and supports we provide offenders so they can achieve real change in their lives. This includes improving security and culture in our institutions by keeping them adequately staffed, ensuring offenders have basic necessary documentation required to get a job and a place to live, increasing access to educational programming and training so offenders can find good jobs when they are released, increasing access to evidence-based programs and supports as offenders transition back to their communities, and ensuring community supervision staff's caseloads are consistent with quality service and positive outcomes. In this, I am supported by the men and women who work for TDOC, dedicated public servants who understand how their responsibilities support TDOC's mission and who take great pride in being a part of that mission. Together, we have strengthened our commitment to public safety and stronger communities for the people of our great state.

A handwritten signature in blue ink, appearing to be 'F. Strada', written in a cursive style.

# Tennessee Department of Correction



## MISSION

To operate safe and secure facilities and provide effective community supervision in support of successful reentry



## VISION

To be known for innovation & thought leadership in corrections

## VALUES

Commitment to Safety

Accountability

Thought Leadership

Continuous Learning

*Our annual report highlights programs, services, goals and accomplishments. Extensive Tennessee Department of Correction data for FY 2024-25 can be found in our Annual Statistical Abstract [available on our website](#), with limited printed copies available upon request. The QR code below links directly.*



Department of  
**Correction**

# Administration

Led by Deputy Commissioner Richard Muckle, the Administrative divisions of the Tennessee Department of Correction (TDOC) include Budget & Finance, Human Resources & Staff Development, Operational Support, Clinical Services, and the Office of the General Counsel. These divisions support the essential functions of TDOC institutions, allowing those institutions to serve offenders, communities, and the general public effectively and efficiently. Deputy Commissioner Muckle is focused on allocating staff and resources in the short term and planning for changing needs in the long term in support of TDOC's overall mission of safe facilities and communities, effective supervision and successful reentry.

Fiscal Year 2024-25 marked several changes and advances in Administrative divisions. One of our most exciting accomplishments was implementing a pay increase for entry-level Correctional Officers. TDOC has struggled, as do correction agencies across the country, with recruiting and retaining good Correctional Officers. It is a rewarding but challenging career, and its pay must reflect that reality if quality officers are to sign up and stay. TDOC now starts Correctional Officers at just over \$50,000 per year, with tiered increases to over \$60,000 in 18 months, and the agency has enjoyed the largest new officer trainee classes since 2020. Our Human Resources division has also partnered with the state Department of Human Resources to create a mentorship program to develop potential leaders. In addition, we have continued our transition to digital medical records, increasing accuracy and efficiency in patient record-keeping, and our transit fleet now has new, more secure buses to safely transport offenders at all security levels.



## Opportunities and Challenges going Forward

One challenge recently has been incorporating legislative changes into automated sentence calculation. As laws change, the older versions still apply to those who were convicted when they were in place, though any new convictions must be governed by the new laws. This can create a complex system of offenders whose sentences are governed by several different sets of rules and regulations. Further, good behavior and positive steps toward reentry success can reduce an offender's sentence, though when and by how much can also depend on laws in place at the time of conviction. Changes affecting release dates occur constantly and must be incorporated to keep release eligibility dates current. It all makes for a complicated system. The Tennessee Department of Correction is currently developing a new Offender Management System to be implemented in 2026, which offers an exciting opportunity to update this process.

# Organization Chart: Administration



# Budget and Fiscal

Led by Chief Financial Officer Valerie Murtha, TDOC's Budget and Fiscal Services Division manages a \$1.5 billion budget, maintains almost 25,000 agency business assets, and maintains contract relationships and reimbursements totaling \$161,725,400 for county/local jails housing convicted felons. The division manages departmental revenues and expenditures, pays vendors, administers contracts, and oversees procurement of all goods and services needed to operate effectively. CFO Murtha serves as liaison to the Governor's office, the General Assembly, the Comptroller of the Treasury and other state agencies and private entities as needed to exercise strategic leadership of departmental financial functions.

- Deputy Director of Fiscal Services Ashraf Gabous was selected as a 2025 Governor's Excellence in Service Award recipient. Governor Lee describes recipients saying "You are among those employees at the forefront of leading change and transforming the way we deliver services each and every day. Great service in state government is like great service anywhere: the key ingredient is great employees."
- Secured \$36.9m for security staff salary increases as part of agency pay restructuring plan to reduce vacancies and turnover rates.
- As part of the agency's advance toward its strategic goal of launching a new Offender Management System, completed the contract process and awarded the contract for the new system to Mi-Case.
- Completed annual inventory on time and closed Fiscal Year 2025 with no missed tasks.



**Chief Financial Officer**  
**Valerie Murtha**

## Inmate Trust Fund Accounts

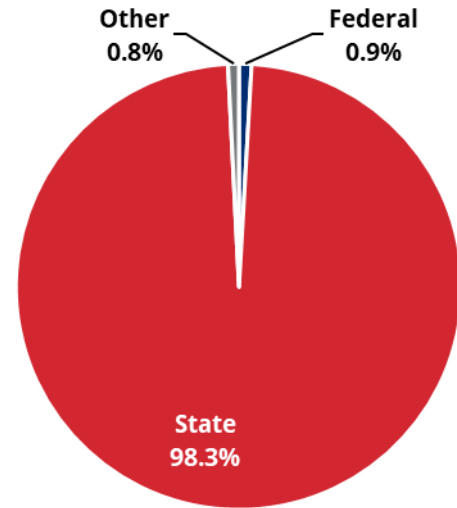
Offenders are not allowed to have cash in any TDOC institution. A trust fund account is established for every inmate where they can deposit and withdraw personal funds. Trust Fund Accounts are used to pay for commissary and kiosk purchases and to cover any financial obligations, fees, or copayments owed by offenders. Family members and others may deposit funds to inmate trust fund accounts by check, money order, or electronically through the agency's vendors, JPay and ViaPath. Offenders earn money that is deposited to their trust accounts for work at many on- and off-site jobs. Offenders are given an updated trust fund account balance at an on-site, in-person meeting with facility personnel each month and may ask for a review of revenues, expenditures, and balances if they think that balance is incorrect. TDOC is authorized to prioritize the payment of certain court-ordered fees or required payments from inmate Trust Fund Accounts over inmate expenditures.



# Fiscal Year 2024-25 Budget Summary

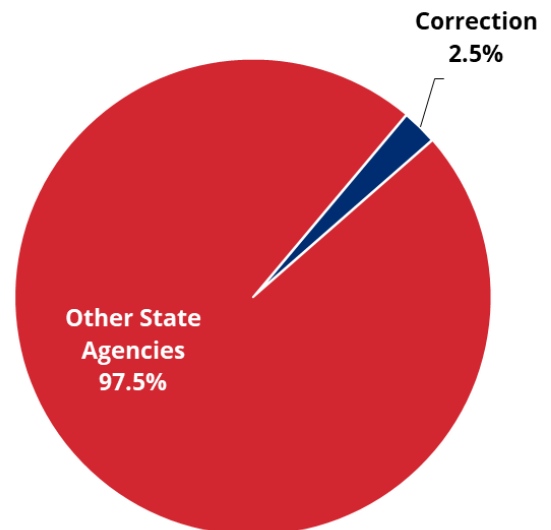
Budgeted Account	Expenditure*
Payroll	\$578,373,900
Travel	\$1,572,200
Printing	\$75,900
Utilities & Fuel	\$21,001,000
Communication	\$964,600
Maintenance Expenses	\$12,876,600
Supplies	\$61,355,700
Rentals & Risk Management	\$1,022,900
Motor Vehicle Operations	\$728,600
Inmate Pay & Awards	\$5,759,100
Payments to Local Governments	\$166,196,700
Equipment	\$12,463,600
Training	\$603,400
Prof. Services by State Agencies	\$41,503,100
Correctional Release Centers	\$1,103,700
Professional Services	\$229,357,200
Privately Operated Facilities	\$232,357,200
Community Supervision	\$43,221,900
<b>FY 2024-2025 Total*</b>	<b>\$1,415,089,600</b>

## Departmental Revenue by Source\* FY 2025



The largest components of “Other” revenue (making up more than half) are inmate telephone fees and commissary spending. Federal revenue is mostly (over 97 percent) funds for converting to Electronic Health Records.

## Department of Correction as part of Tennessee State Budget FY 2025



\* Amounts were not yet final at time of publication

The department’s total operating budget for Fiscal Year 2025\* was \$1,415,089,600.

Cost increases for this operating budget totaled \$12,299,100 for:

- Behavioral Health Contract
- Private Prison Contracts
- Risk-Needs Assessment Contract
- Evidence-Based Programming Contract
- Center for Employment Opportunities Grant
- Dismas House Grant
- Lipscomb University LIFE Program
- Men of Valor Grant
- HIV Medication for Inmates in County Jails



# Human Resources & Staff Development

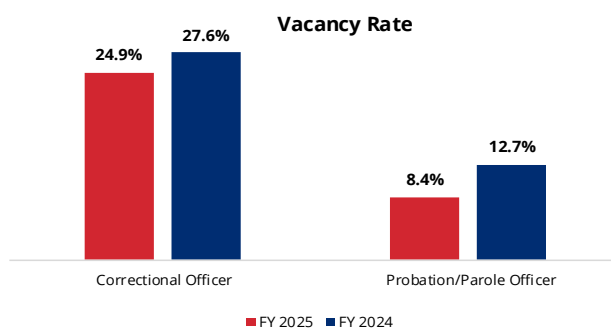
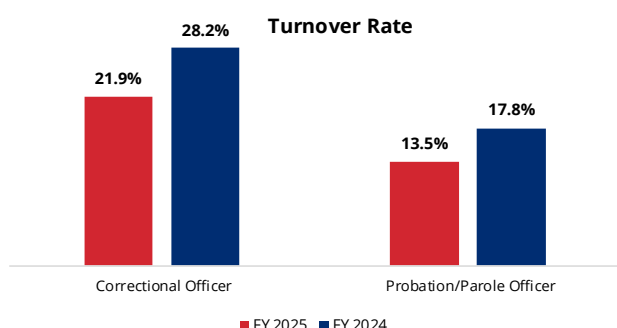
Led by Assistant Commissioner Heather Stanford, TDOC's Human Resources Division provides technical assistance and advice and ensures compliance with Civil Service Rules, EEOC, state law, and policies. Human Resources also implements and monitors personnel-related programs such as employee relations, recruitment and retention, training, performance evaluations, employee transactions, and employee benefits, including accommodations under the Americans with Disabilities Act. The division also leads the Tennessee Correction Academy, which offers pre- and in-service training, specialty skills training, and professional development for TDOC's approximately 5,500 employees.

- Implemented restructured pay plans for all Correctional Officer classifications as well as running multiple rapid hire events across the state to improve recruiting. Efforts culminated in the largest Correctional Officer trainee classes since 2020.
- Revised the Commanding Success Institute leadership program to address a wider pool of employees and created a new Individual Contributor Academy leadership program aimed at leaders who are not supervisors, to help build a stronger leadership bench.
- Worked with the Tennessee Department of Human Resources to create a mentorship program for TDOC employees using the state's MentorcliQ software to match mentoring teams.
- Surveyed supervisors across all TDOC divisions and used results to inform future manager and divisional training plans.



## Correctional Officer and Probation/Parole Officer Recruitment and Retention

Though facilities, technology, and resources can be key to successful services, working in corrections is fundamentally about people having face-to-face interactions with offenders. Attracting and retaining qualified corrections staff has historically been a difficult task, particularly in institutions.



# Tennessee Correction Academy

The Tennessee Correction Academy is in the city of Tullahoma and is TDOC's primary training and staff development center. Each year, more than 5,000 TDOC personnel participate in one of the academy's numerous pre-service, in-service, or specialized training schools. The academy opened its doors in 1984, and, in 1993, became the second correctional training academy in the nation to be fully accredited by the American Correctional Association. This distinction has resulted in numerous visits from Correctional Administrators and Specialists nationwide, who seek to establish top-grade training programs in their respective states.

## TDOC Agency Leadership Programs

- **Command College** consists of six 40-hour classes over six semesters leading to an Executive Leadership Certificate and earning 18 hours of graduate college credit in Urban Studies. TDOC partners with Tennessee State University to offer classes on leadership topics in the public safety sector.
- **Commanding Success Institute** is a two-week, 80-hour course utilizing presentations, projects, coursework, and community service to cover correction-specific leadership topics.
- **Commissioner's Leadership Academy** is a 9-month program for all TDOC employees. During this transformational academy, participants study essential leadership competencies, including presentation skills, managing diversity, political savvy and organizational agility, conflict management, and building effective teams.
- **iLEAD** is a four-day foundational leadership development program for front-line staff. Individually Leading, Educating, Achieving, and Developing ourselves is critical to reaching personal goals and meeting our mission.
- **Professional Management Academy** consists of six week-long classes over six semesters on community leadership, public service, public management and governmental institutions. Participants can earn 18 college credit hours in Urban Studies.

## Employee Performance & Culture

Creates a positive work environment by setting clear goals, providing regular feedback, engaging employees and recognizing achievements.

## Employee Relations

Develops policies and procedures promoting fairness, respect and open communication in the agency to create a positive work environment and improve productivity and retention.

## Statewide Learning & Development

Coordinates training, professional and educational development for all TDOC employees, tracks completion of required training, manages training opportunities and agency leadership programs and coordinates with state leadership programs.

## Regional Institutional Staff/Leadership

Provides human resources services to each facility and probation/parole office, coordinates recruitment and retention of correctional officers and probation/parole officers, who, combined, make up about half of TDOC's workforce.

## Talent Management

Guides assessments, succession planning and management, talent pipelines, performance coaching, mentoring, internships, high-potential identification, competency modeling and integration, continuing education partnerships and workforce planning.

# Operational Support

The Operational Support division provides oversight and support for day-to-day facility operations, including planning and construction, management of maintenance and electronic security systems and facility information technology services. The division also manages TDOC's fleet of state-issued vehicles. By leveraging policies and the long-range planning, submittal, and approval of capital outlay requests, Operational Support reduces risk, loss, and expense with continued oversight and training of facility maintenance staff in accordance with the Department of Treasury Risk Management and Department of Correction initiatives.

- Installed security cameras across multiple locations to enhance surveillance and safety, including network video recording units, progressing toward 90-day video retention at all sites.
- Supported tablet installation across facilities in collaboration with ViaPath.
- Set up firewall, wireless, and alternate network infrastructure for Probation & Parole Offices and Day Reporting Centers.
- Replaced failing hot water systems with efficient, longer-lasting equipment in four facilities, renovated shower areas with new drains, lighting, controls, doors, and surface coatings in six facilities, installed 23 new HVAC units to improve climate control and energy efficiency in one facility, replaced aging security doors with modern, compliant designs in one facility.
- Continued ongoing improvement projects at several facilities, including major building renovations at two facilities.



**Assistant Commissioner  
Bobby Straughter**

## **TDOC's New Inmate Transport Buses Enhance Safety**

The next generation of inmate transport services has arrived, with TDOC receiving four of the new, security-enhanced vehicles. They feature 360° cameras, enhanced lighting, and secure cell partitions to improve safety for both staff and inmates, and they accommodate up to 49 inmates depending on security level requirements.



# Facilities Planning and Construction

Facilities Planning and Construction (FPC) manages and tracks all capital projects, currently including 48 active projects valued at approximately \$306,044,981 at prison facilities statewide. FPC handles all department architectural, engineering, environmental, safety, and real property matters.

## Facilities Maintenance & Management

The FMM group provides daily communication with facility wardens, addressing major maintenance issues considered emergent, urgent or priority through a Regional Maintenance Management approach. FMM operates a statewide farming program that produces planned crops to offset internal food costs in coordination with Aramark food service partners. Six institutions farm TDOC property outside secure perimeters and produced thousands of pounds of potatoes, onions, corn, cabbage, squash, tomatoes, cucumbers, peppers, and watermelon during Fiscal Year 2024-25.

## Information Technology Services

ITS provides IT support for prison staff, internet-accessible classrooms for prison and community supervision offenders, prison electronic security systems, and networks. ITS responds onsite to life safety issues at the prisons in less than four hours anytime day, night, or weekend with a 100% timely response rate.

## Safety Programs

The Safety Programs group provides direct fire and life safety, health, and environmental affairs at institutions, community supervision sites, and day reporting centers, directly interacting with regulatory stakeholders. The group oversees processing of agency property loss and works with the Department of Risk Management for asset accountability, loss procedures, and overall risk management. They also review and oversee policy accountability, working closely with TDOC's Office of Inspector General on annual audits.

## Lease Management

Lease management provides oversight and management of leases for 46 Community Supervision offices and seven Rehabilitative Service Day Reporting Centers across the state.

## Radio Communication

Radio Communication manages and maintains 3,900 mobile communications radios assigned to the Tennessee Advanced Communication Network (TACN) statewide radio system and all supporting infrastructure. They program all TDOC radios and protect the integrity of TDOC communications. The team tests body alarms for accuracy to facility-assigned radios and ensures program consistency. They represent TDOC at TACN meetings, noting any system changes that may impact TDOC operations. They work with Motorola on equipment orders and site upgrades to ensure staff safety and minimal facility operations impact by providing an escort, ensuring work is being completed, and answering questions or concerns of facility staff.

## Fleet Management

Fleet Management is responsible for oversight of all vehicle management functions for TDOC state-issued vehicles, including required maintenance, repair, and upkeep. Fleet Management is also responsible for monthly inventory tracking reports from all sites/locations and oversees the Telematic process for all state vehicles. TDOC's fleet includes 845 vehicles and 293 equipment pieces (which support facility operations and include mowers, tractors, forklifts, utility vehicles, and heavy machinery).



# Clinical Services

The Office of Clinical Services combines oversight of medical, dental, pharmacy, mental health, and substance use programming for over 20,000 offenders. They focus on care that promotes a "whole patient" approach to providing health care services. Upon intake into our system, all offenders receive extensive medical, mental health, substance use, and dental screenings and any necessary testing to identify their health status and treatment needs. The Office of Clinical Services is committed to a level of care within the department's infirmaries that allow offenders to receive treatment within institutions when clinically appropriate instead of relying on more costly outpatient care.

- TDOC continued moving toward fully implementing electronic health records.
- By optimizing participation in the federal 340B Drug Purchasing program, the Correction Central Pharmacy generated total cost avoidance of \$7M for FY25.
- TDOC facilities installed automated medication dispensing cabinets, improving security, accuracy, and efficiency in handling controlled substances.
- Increased completion rates for offenders in the Withdrawal Management Unit (WMU)/Medication Assisted Treatment (MAT) program to 94 percent in FY 2025 from 83 percent in FY 2024.
- For offenders completing that program, increased voluntary participation in long-term substance use treatment to 87 percent in FY 2025 from 62 percent in FY 2024.
- Pharmacy increased the number of patients treated for Hepatitis C by 101 percent over the previous year (1,396 vs. 693).



**Assistant Commissioner**  
**Jillian Bresnahan**

## Behavioral Health and Substance Use Disorder Services

Behavioral Health staff assess offenders during intake and designate a level of care which is periodically reviewed and updated. If level of care requires, offenders are housed in designated Supportive Living Units, providing a structured environment away from the general population. Services include psychological assessment, case and medication management, crisis intervention, individual/group therapy, and substance use treatment services. Substance use programs aim to break the cycle of substance use, criminal behavior, and incarceration to provide a safe and drug-free living and working environment in both facilities and in the communities to which offenders return. Participants work closely with treatment staff to develop treatment goals and strategies. Ultimate responsibility for recovery lies with offenders. As offenders move back to communities, Behavioral Health Specialists ease transition by identifying community resources, services and supports.

# Ombudsman

TDOC's Ombudsman is trained to investigate and resolve inmate complaints regarding medical, dental and mental health concerns for those who are incarcerated. A neutral finder of fact, they listen to all perspectives around the issue to develop options and work with inmates, their families, and TDOC staff to obtain a resolution.

## Health Services

TDOC strives to improve the health of the inmate population while providing a safe housing and working environment. Health Services offers access to medical and dental sick call, emergency care, chronic care, medication management, diagnostic tests and procedures, infirmaries, inpatient hospitalization, and specialty services. Communicable illnesses are a major focus. The department has standardized treatment plans and guidelines for managing chronic illnesses such as diabetes, hypertension, hepatitis c, and asthma. Health Services utilizes managed care practices through contracted medical providers.

## Nursing

Correctional nursing plays a critical role in delivering both physical and mental health care to the incarcerated population. Correctional nurses often act as the primary healthcare providers within a facility, addressing a wide spectrum of issues, including initial assessment, screenings, medication management, chronic disease management, emergency care, acute and chronic illnesses, injuries, and mental health issues. Nurses also work closely with correctional officers, other healthcare professionals, and administrative staff to ensure both inmate safety and optimal patient care.

## Pharmacy

TDOC's pharmacy provides medications for chronic and urgent inmate medical needs, providing prescription medications to an average of 8,447 inmates each month in FY25.

## Clinical Case Management

Clinical Case Management provides crucial functions in assessing offenders' needs, developing personalized rehabilitation plans, and coordinating services to promote successful integration back into the community. By coordinating with community service providers, Case Management helps reduce recidivism by providing needed specialty follow-ups and resources. Over 90 percent of inmates are released with appropriate housing. The goal is to provide each inmate with an individualized, person-centered discharge plan.

## Continuous Quality Improvement

Clinical Services is committed to Statewide Continuous Quality Improvement (SCQI), a comprehensive program of evaluation and research with the mission to promote wellness among offenders in TDOC custody consistently throughout the state by measuring outcomes, identifying opportunities for improvement, recommending corrective actions, and monitoring implementation and effectiveness of those recommendations across the state, as well as policy reviews and revision recommendations.

## Sex Offender Services

Services cover risk evaluation, both prison and community sex offender treatment, as well as management of the Tennessee Sex Offender Treatment Board, liaising with TBI on the Sex Offender Registry, DNA collection for the federal Sexual Assault Kit Initiative (SAKI) and oversight of sex offender community release.

# Office of the General Counsel

The Office of General Counsel (OGC) provides legal services and counsel to agency leadership, operational units, and field staff. OGC supervises TDOC's legal division; advises on a broad range of issues: litigation, employment law, constitutional matters, sentencing law, public records, and regulatory compliance. The OGC also advises on TDOC policies, administrative rules, and contracts; manages public records requests; serves as TDOC's Ethics Officer; reviews extradition requests; oversees the Office of Offender Administration; and liaises with the Office of the Attorney General on litigation affecting TDOC. OGC attorneys also represent TDOC in conservatorship proceedings and employee disciplinary hearings.

- **Office of General Counsel:** Reviewed and coordinated responses to over 3,943 records requests, including TPRA requests, health record requests, requests from law enforcement and other governmental agencies; Facilitated responses to more than 36 state and federal subpoenas; Represented TDOC in 72 conservatorship cases and 34 Step III appeals.
- **Division of Records Management:** Processed 26,863 expungement orders and 416 destruction requests; Certified destruction of .15 GB of digital records, 2,819 ft<sup>3</sup> of paper records, 204 microfilm reels, and 1,320 microfiche sheets.
- **Sentence Management Division:** Processed 164,394 documents impacting sentencing, including judgment orders, revocation orders, and disciplinary actions; Certified 12,417 offenders for parole and 7,023 offenders for release.
- **Interstate Agreements:** Processed 15 ICC Transfers, 4,036 ICAOS Supervision Transfers, 138 IAD Detainer Requests, and 151 Extraditions.



**General Counsel**  
**Jennifer Brenner**

## Public Records Requests and Subpoenas

The Tennessee Public Records Act (TCA § 10-7-503 et seq.) grants Tennessee citizens the right to inspect and obtain copies of public records maintained by government agencies, unless those records are protected from disclosure by law. While inspection is provided at no cost, reasonable fees may apply for copies or labor-intensive requests. Records custodians are required to respond within seven business days, either by providing access, requesting additional time, or issuing a denial citing the applicable exemption. OGC coordinates all public records requests, ensuring timely, consistent responses. Certain records—such as those involving offender medical information or security-sensitive operations—may be exempt to protect individual privacy and maintain institutional safety. OGC also facilitates response to subpoenas issued by state and federal courts, ensuring all requested documentation or testimony is handled in accordance with applicable legal standards and confidentiality requirements.

# Sentence Management

The Sentence Management Division plays a foundational role in Tennessee's correctional system, overseeing administration of sentences for individuals convicted of felony offenses in Tennessee state courts. The division calculates sentences based on judgment orders received from the courts and laws in effect at the time of sentencing. The division also maintains accurate release eligibility dates, tracks sentence reduction credits, places/monitors detainers, and certifies offenders for parole eligibility and release. This work provides the legal and operational framework supporting institutional operations, interagency coordination, and orderly transition of offenders through the correctional system.

## Records Management

The Records Management Division serves as the centralized authority for the retention, storage, and disposition of all active and archived offender records, including institutional files, archived health records, and administrative documentation. The division oversees electronic scanning operations, processes records production requests, and manages warehouse storage. Records Management also provides training and guidance to TDOC staff who handle public records, ensuring compliance with policies and procedures established by TDOC and the Office of the Secretary of State.

## Interstate Agreements

Three key interstate compacts govern offender movement, supervision and resolution of pending charges. The Interstate Corrections Compact (ICC) enables transfers to or from partner states, with applications carefully reviewed for eligibility and comparable treatment in the receiving state. The Interstate Compact for Adult Offender Supervision (ICAOS) governs supervised transfer of probationers and parolees across all 50 states and the District of Columbia, providing consistent standards for supervision, reporting, and handling violations. The Interstate Agreement on Detainers (IAD) ensures timely case disposition while respecting the right to a speedy trial when an offender has pending charges in multiple participating jurisdictions.

## Conservatorship and Judicial Commitments

OGC oversees legal proceedings involving incarcerated individuals who require a court-appointed conservator to make healthcare decisions on their behalf, as well as legal proceedings involving involuntary hospitalization upon expiration of an offender's sentence. A conservatorship is a court-ordered arrangement appointing a conservator to make decisions on behalf of an individual who is unable to manage their own affairs due to a mental or physical disability. Judicial commitments may also place offenders in Department of Mental Health and Substance Abuse Services facilities after their sentence ends, when they have a mental illness, pose a substantial risk of serious harm, and no less restrictive alternatives meet their needs. OGC ensures all legal processes are conducted in accordance with applicable laws and the rights of affected individuals are protected while ensuring they receive appropriate medical and psychiatric care.

## State Extraditions

Extraditions occur when the governor of another state formally requests the return of a person who is charged with or convicted of a crime in their state. They are processed in accordance with applicable state and federal laws and coordinated with requesting and receiving jurisdictions.



# Operations

Led by Deputy Commissioner Angela Dunbar, the Operations divisions of the Tennessee Department of Correction (TDOC) include Prison Operations, Rehabilitative Services & Community Engagement, Community Supervision, Communication & Public Relations, and the Office of the Investigation & Conduct. These divisions maintain the day-to-day operations of TDOC institutions, ensuring they run smoothly, provide necessary services and otherwise support offenders as they prepare for their next steps. Deputy Commissioner Dunbar is focused on expanding quality educational and program opportunities, ensuring supervision is supportive and finding and fixing the weak links in the system.

Fiscal Year 2024-25 marked several changes and advances in Operations divisions. One of the most exciting was the rollout of our tablet program. Every offender in our ten TDOC-managed facilities has a tablet to improve access to education and training programs. Tablets do not have internet connectivity. Instead, they can download approved content from a closed internal system. Distribution began in July but only reached all TDOC institutions as the fiscal year closed. Nonetheless, inmates have earned over 100,000 program certificates and completed over 600,000 non-certificate programs this year. TDOC is also piloting a program in four facilities scanning personal mail at an off-site location and delivering it via tablet to cut down on contraband coming in through physical mail. To further address contraband (as well as other inmate infractions, absconders and internal infractions), TDOC made the Office of Investigations and Conduct its own division.



## Opportunities and Challenges going Forward

One ongoing challenge for TDOC, as with most correctional facilities, is addressing contraband. The most common forms of contraband are cell phones, narcotics, and knives. Each of these brings its own set of challenges to safety and security within facilities. Narcotics have become increasingly deadly in smaller doses and can often be delivered undetectably on physical items. Beyond the disruption and illegality, overdoses are a problem, and deadly overdoses are a tragic problem. TDOC continues to address these issues on multiple fronts, working to manage and reduce various contributing risks. One of the newer challenges around contraband is the use of drones, which can allow over-the-wall drops of all sorts of items without much risk to the person dropping it. We continue to keep abreast of new technological equipment to combat this issue, as well as advocate for possible policy and regulatory solutions, and keep staff training up to date on best practices.

# Organization Chart: Operations



# Prison Operations

The Prison Operations division is responsible for the daily operation and oversight of ten state-operated correctional facilities and contract compliance monitoring of four CoreCivic-operated facilities. Daily prison operations require a wide range of duties, including supervising inmate activities, enforcing rules, conducting searches, inspecting facilities, responding to emergencies, maintaining records, reporting incidents, facilitating programs, providing basic service needs like food and recreation, and providing general inmate support. The division oversees classification, statewide transportation, the contraband interdiction unit, special operations, the K-9 unit, and emergency services.

- Converted primary firearms from the .38 caliber revolver to the semi-automatic Glock 9mm pistol.
- Conducted statewide tactical training and escape drill with TBI to enhance our tactical operational readiness.
- Implemented the new Recidiviz offender classification instrument and conducted specialized training on its use at all 14 facilities. It organizes offender data and allows for faster, more consistent classification reviews.
- Purchased new Negotiation Management equipment for each TDOC facility and have fully staffed and trained teams.
- Conducted ongoing training with facility staff resulting in an 83.6 percent decrease in Class A incident reporting errors between September 2024 and June 2025.
- Conducted statewide training with unit managers and majors/chiefs of security to ensure alignment of goals and objectives across the state.



Assistant Commissioner  
Linda Thomas

## Felon Population Totals on June 30, 2025

### TDOC

Total: 20,075

Male: 18,027

Female: 2,048

Offense Type:

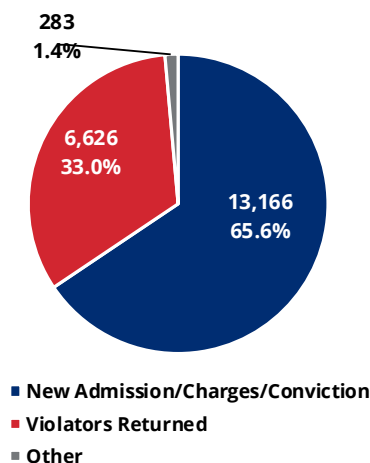
Person: 10,331

Property: 3,653

Societal: 4,477

Other: 1,541

Pending: 73



### JAILS\*

Total: 9,049

Male: 7,754

Female: 1,294

Offense Type:

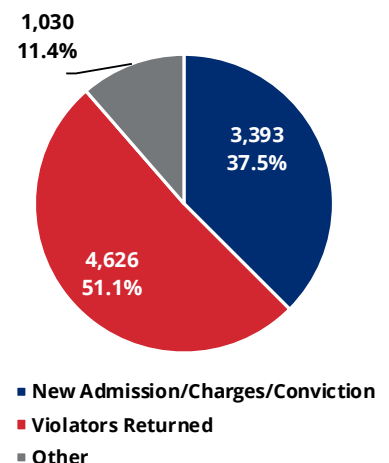
Person: 1,944

Property: 2,571

Societal: 2,648

Other: 850

Pending: 1,036



\*Many felon offenders in jails have shorter sentences and are assigned to serve their full time in jail. Some may be awaiting transfer to a TDOC facility.

# Prison Administration

Each of TDOC's 14 institutions (ten state-managed and four privately managed under contract) has a Warden and extensive administrative and correctional staff to manage day-to-day operations, coordinate inmate programs and maintain safe and secure conditions. Institutional leadership is further supported by two Deputy Assistant Commissioners and six Regional Correctional Administrators.

## Contraband Interdiction

The introduction of contraband is a problem in prison systems across the country. TDOC works tirelessly to intercept and recover all forms of contraband in partnership with local, state, and federal law enforcement agencies.

- **Contraband Interdiction Unit** conducts criminal and administrative investigations associated with the introduction of contraband into correctional facilities. The unit develops a multidisciplinary strategy to target all forms of contraband within facilities while working in coordination with the Office of Investigations and Conduct, the Special Operations and K-9 Units, and local, state, and federal law enforcement partners.
- **Special Operations Unit** is trained and equipped to rapidly respond and is utilized for emergency incidents, high-risk transports, demonstration responses (riots, civil protests), extraditions, administering specialized instruction to internal and external agencies, contraband interdiction operations, dignitary protection, court security, and to assist divisional agents and external law enforcement agencies.
- **K-9 Unit** officers and canines are utilized for emergency call-outs, intelligence-based prison searches, contraband interdiction operations and to assist outside law enforcement agencies. The unit's duties involve contact work with law enforcement, court appearances, community leaders, offenders, their families, victims, and the general public.

## Classification

At intake and periodically thereafter as needed, each inmate's risk of violence and/or escape is assessed. Risk measures are based on past violence, severity of current and past offenses, any history of escape attempts, and any past disciplinary reports. Classifications are determined by review of a panel with a chair as well as security and treatment members and include Maximum, Close, Medium, and Minimum. Custody classification is similar to these broader classifications, considering many of the same factors. Rather than determining institutional placement, custody classification informs placement and activities within the institution. Classifications are similar, though an overall "Close" may become a custody "Medium" once an inmate is in an institution certified to handle higher security designations. In addition, Minimum classifications are broken into three custody levels to inform allowed activities: Minimum Restricted, Minimum Direct, and Minimum Trusty. Generally, only inmates classified Minimum Trusty may have off-property service jobs that interact with the public.

## Statewide Transportation

Incarcerated individuals periodically need transportation for court appearances, medical services, transfers, and other needs that require traveling within the state. TDOC maintains a fleet of vehicles for inmate transport and staff trained to maintain proper procedures to ensure safety of officers, inmates, and the public.



# Rehabilitative Services & Community Engagement

In TDOC's rehabilitative services division, preparation for offenders' reentry into Tennessee communities begins on the first day of incarceration with a risk and needs assessment that identifies both the risk of re-offense and health, behavioral health, education, and job training needs. Each offender has an individualized treatment and programming plan updated annually to reflect their progress and growth. As they move closer to release, reentry services support a successful transition by addressing common obstacles, helping them obtain state identification, vital records, job training and employment, veteran's benefits, transportation, housing, voting rights restoration, and local community resources.

- 433 high school equivalency (HiSET) diplomas earned - an 83 percent passage rate and an 18 percent increase over the previous year.
- 113 Tennessee College of Applied Technology (TCAT) completions.
- 91 college degree completions.
- Distributed tablets for education/training access to all TDOC-facility offenders, who used them to earn 101,225 certificates and to complete 647,542 additional non-certificated programs.
- 1,297 Career & Technical Education certifications/licenses earned, marking nearly a 70 percent increase over last year.
- Issued 615 Tennessee Driver's Licenses and 2,276 Tennessee ID-only cards to offenders approaching release using facility-based Tennessee Department of Safety and Homeland Security equipment at an average cost of \$12.64.
- Completed 5,695 constituent services requests, with 50 percent resolved within 24 hours and less than one percent still unresolved after 30 days.



**Assistant Commissioner**  
**Gail Fenkell**

## Victim Services

One element of community engagement involves supporting victims, their families, and the laws that protect their rights. TDOC informs registered victims, survivors, family members, and interested parties of an offender's status, release dates, escapes, movements, and provides crisis intervention and advocacy to victims throughout the offender's corrections process. TDOC also provides victim impact classes to offenders designed to educate them about the negative impact of their crime and to increase accountability and responsibility to victims. Victim Services also provides a voluntary victim-offender dialogue program that gives victims the opportunity to have a structured, one-time, face-to-face meeting with the offender who has victimized them. The confidential dialogue is initiated and driven by the victim of crime and can help give them the opportunity to heal and enjoy a sense of closure. It may also help offenders take ownership of their actions, feel remorse, and reduce the chance they will re-offend.

# Tennessee Reentry Collaborative

The Tennessee Reentry Collaborative (TREC) is a TDOC initiative joining state, local, and non-profit agencies working to address the reentry needs of individuals. Fostering partnerships and collective efforts, TREC provides solutions to promote successful reintegration and reduce recidivism rates. A local TREC group operates out of each of the seven Community Resource Centers, where members meet monthly. Twice a year local TRECs meet statewide online to discuss statewide reentry initiatives.

## Offender Jobs

Offender jobs teach responsibility, work ethic, and marketable skills with a system of incentives and disincentives teaching that job advancement relies on positive work performance. Many work in support services inside our prisons, reducing operational costs while learning new skills. Others work as teacher's aides, counselor aides, clerks, and library assistants or in real-life job settings through TRICOR (Tennessee Rehabilitative Initiative in Correction). Offenders also provide community service to non-profit organizations and governmental agencies.

## Education Services

TDOC's educational system is approved by the Tennessee Department of Education and includes three educational career paths providing essential skills and credentials: Adult Basic Education (ABE), Career and Technical Education (CTE), and Post-Secondary Education (PSE). ABE provides preparation for high school equivalency exams. CTE offers industry-recognized certification in fields with high-wage, high-skill, and high-demand careers. PSE offers programs at universities and colleges, including colleges of applied technology.

## Religious Services

TDOC provides opportunities for incarcerated offenders to voluntarily practice religion and receive appropriate pastoral care as spiritual well-being can play a critical role in coping with incarceration and preparing for release.

## Day Reporting Centers (DRCs)

TDOC's seven DRCs offer an alternative to incarceration for non-violent offenders with substance use need utilizing structured, intensive outpatient programs. The one-year, three-phase program provides resources and services to assist offenders working toward becoming productive citizens in their communities.

## Community Resource Centers (CRCs)

Originally begun to provide complimentary services to TDOC's DRCs, the department also operates seven CRCs, with one attached to each DRC. In addition to providing those supports, CRCs have become hubs of reentry, educational and community support services. They host the local Tennessee Reentry Collaboratives and many of their activities, including job and resource fairs, legal support events, health educational, workshops with testing clinics, overdose awareness events and training, community baby showers, and volunteer appreciation events. CRCs have grown to become important local convenors of community partners coming together in support of offenders and their families, and of communities at large.

## Volunteer Services

TDOC offers volunteer opportunities in all facilities and Day Reporting Centers. Integrated into every phase of the rehabilitative process, volunteers help facilitate programs and services, provide mentorship, coaching, faith-based or spiritual guidance, and music and art programs.

# Community Supervision

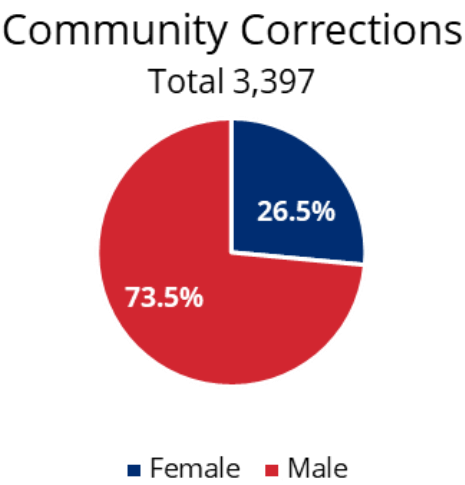
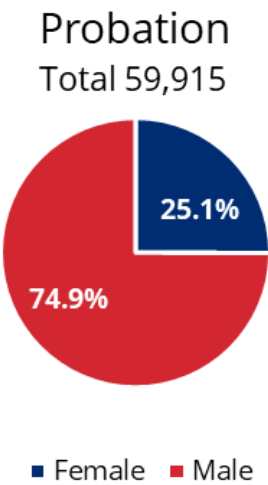
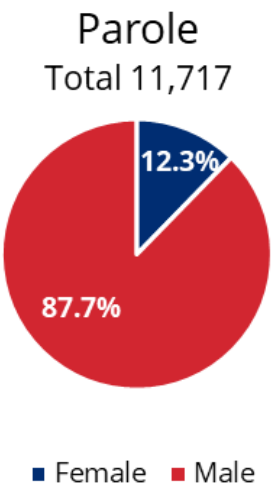
Community supervision is a way for individuals convicted of crimes to serve their sentence outside of prison, while still being monitored and supported by the justice system. It aims to rehabilitate offenders, reduce recidivism, and ensure public safety. This approach is often used as an alternative to incarceration or as a transition from incarceration back to the community. Individuals on community supervision are supervised by probation or parole officers who monitor compliance with specific court-required conditions and provide support services. While providing support, community supervision also ensures public safety by monitoring offenders and taking action if they violate their terms of supervision.

- Three districts and five Community Supervision offices implemented an evidence-based supervision model focused on helping individuals recognize and improve their risk factors for committing crime.
- Behavioral Health Specialists and Managers, who facilitate programming, complete offender assessments, and make referrals for services, were reassigned to Community Supervision, where they already shared offices.
- Mobile Reporting Units were approved to provide mobile office space for Probation & Parole Officers, Behavioral Health Specialists, and Correctional Counselors to meet with offenders in rural areas without offices.
- The Basic Probation Officer Training (BPOT) curriculum was revised, extending firearms and defensive training hours PPOs receive.
- Metal Detectors were installed in nine Community Supervision offices, enhancing safety for staff, offenders, and visitors.



Assistant Commissioner  
Christopher Hansen

## Community Supervision Totals on June 30, 2025



# Probation and Parole

**Probation** is the release by a court of a person found guilty of a crime without imprisonment, subject to conditions imposed by the court and to the supervision of the Department of Correction. Probationers may be placed on probation as part of a split confinement, where they spend some time in jail before release to probation, or they may be sentenced directly to probation. All probationers are required to follow the terms and conditions listed on their probation order, which may include special conditions.

**Parole** is the release of an offender to community supervision by the Board of Parole (BOP) prior to the expiration of their sentence. Release is subject to conditions imposed by the BOP. Parolees may also be given post-parole special conditions such as release to a halfway house or periodic substance use assessments. They must abide those conditions as part of parole supervision. Offenders granted parole are not released from prison until a release plan has been approved that both identifies where the parolee will live and work and details their support systems.

## Specialized Caseload Unit

Sex offenders released to Community Supervision are supervised by the Specialized Caseload Unit. Members of this unit have specialized training and utilize tactics developed for these types of offenders, including targeted treatment, close supervision (frequent contact with offenders, employers, families, treatment providers, and law enforcement), and electronic monitoring. Tennessee Code Annotated § 39-13-524, mandates that certain offenders, particularly those convicted of specific sexual offenses, be subject to lifelong supervision.

## Determinate Release

Determinate release is a statutory probation for offenders with felony sentences of at least one year but not more than two years. To qualify, offenders must have served at least 30 percent of their sentence. Prior to being released, state law requires the district attorney, sheriff, and warden of the prison where the offender is held be notified of release eligibility. Any objections must be filed as an objection petition with the sentencing court. TDOC issues all determinate release certificates. Offenders are subject to follow the rules and conditions established on that certificate.

## Community Corrections

The Community Corrections program allows sentencing of non-violent felony offenders to community-based alternatives to incarceration to reserve confinement for violent offenders. Taxpayer dollars are diverted from high costs of incarceration for non-violent offenders while reducing the probability of continued criminal behavior and maintaining the safety of the community. The program offers local courts increased sentencing options, assists victims, and provides public service to local government. The state contracts with local governments and qualified private agencies to develop a range of front-end, community-based supervision and resource services for eligible offenders. There are 13 contract programs operating in Tennessee: three non-profit agencies, five human resource agencies and five county programs. Within the 13 programs, seven grantees provide Day Reporting Center (DRC) treatment services, five provide Intensive Outpatient (IOP) treatment services and one provides residential treatment programs for men and women. All grantees providing evidence-based supervision. In FY 2024-25, an average of 3,342 offenders were supervised under Community Corrections each month.



# Communications & Public Relations

The Communication and Public Relations division leads all internal and external TDOC communications, including inmate correspondence and the Central Communications Center. The division strives to educate and inform the public, media, employees, and offenders in a timely and accurate manner through media relations, electronic communications, and publications. Communications and Public Relations is further responsible for facilitating public information, media inquiries, interviews, video requests, the agency's external and internal websites, publications, and special projects. In addition, the office coordinates TDOC's Citizens' Correctional Academy.

- Added in-house graphic design capability, allowing improvements across all division products.
- Produced new animated and static graphics for social media.
- Modernized recruitment and informational brochures.
- Produced new, eye-catching art for billboard campaigns.
- Overhauled the *TDOC Connection* newsletter, revitalizing its design for better readability and engagement.
- Redesigned layout for the agency's statewide Navori monitor system—deployed at every prison—keeping staff informed of updates and initiatives.
- Updated and refreshed historical timeline, various handbooks and other departmental materials.
- Fully rebranded Citizens' Correctional Academy, including a new logo and supporting materials.



## Citizens' Correctional Academy

TDOC's Citizens' Correctional Academy is a six-week seminar designed to provide local citizens with an in-depth look at TDOC's efforts to enhance public safety. The academy gives Tennesseans a "behind the wall" look at corrections and the work of more than 5,500 dedicated TDOC employees.

Participants gain an understanding of TDOC's operations and mission and how the agency works to make Tennessee a safer place to call home. Graduates become ambassadors for TDOC in their communities. Citizens' Correctional Academy is open to all adult Tennesseans with no criminal history and no immediate family member currently under TDOC custody/supervision. The Academy graduated twenty-two Tennesseans FY 2025, for a total of 293 completing the program since its launch in 2015.



# Central Communications Center

The Central Communications Center (CCC) is a 24/7 operation with multiple functions, all contributing to TDOC's mission of enhancing public safety. CCC staff receive and disseminate critical incident information to the appropriate personnel, monitor inmate transports they arrive to their destinations safely, assist community supervision with monitoring specified offender GPS alerts, monitor the TDC-FIND Tip Line, and provide technical and investigative assistance for multiple divisions.

## Navori Monitoring System

TDOC maintains a digital signage platform implemented across all TDOC prisons to enhance internal communication and staff engagement. Strategically placed in high-traffic areas, monitors display real-time updates, announcements, job postings, training opportunities, and agency news—ensuring direct, consistent delivery of critical information. Communications staff update content regularly with video, audio, static images, agency social media posts, newsletter snippets, weather, time, and even direct messages from executive leadership in Central Office.

## Felony Offender Information Lookup

Tennessee's Felony Offender Information Lookup (FOIL) service is available on the agency's public website and on the MyTN mobile app. Information available in FOIL pertains to Tennessee felony offenders who are or who have been in TDOC custody. Information is submitted by various jurisdictions within Tennessee, and TDOC cannot always confirm another jurisdiction's information. Answers to questions about the information and/or elaboration should be obtained from the originating jurisdiction.

## Social Media

TDOC maintains active social media accounts on Facebook, Instagram, Threads, YouTube, X (formerly Twitter), LinkedIn, and Flickr. Communications staff post regularly on TDOC happenings and stories of interest, keeping staff and the public informed on TDOC activities.

## TDOC Websites

TDOC maintains a public-facing website as part of the State of Tennessee's site. It contains basic information on the department's facilities and programs, data and statistics, agency and constituent services, and employment needs. The website is updated frequently, often daily, to include news, information, publications, and links citizens of Tennessee may find useful. The website contains a Constituent Services area with answers to many frequently asked questions and a link to submit additional questions or problems for action by TDOC staff. TDOC Communications staff also maintain a Tennessee intranet website to keep employees informed of state and departmental news and happenings, provide quick access to agency online resources staff frequently use, and provide information on agency activities and resources that other Tennessee governmental departments may find useful.

## TDOC Connection

*TDOC Connection* is an internal employee newsletter published twice weekly to highlight the work of all members of Team TDOC, keep employees informed of departmental and state initiatives, policies and policy changes, and celebrate accomplishments of employees, strategic partners and inmates.

**TDOC**  
**CONNECTION**  
PROUDLY BROUGHT TO YOU BY THE COMMUNICATIONS DIVISION

# Office of Investigations & Conduct

The Tennessee Department of Correction's (TDOC's) Office of Investigation and Conduct (OIC) is a state-wide law enforcement entity with full police authority. OIC is responsible for both TDOC criminal investigations (other than contraband introduction) and internal affairs investigations. The office employs different types of agents with varying responsibilities. Special Agents are issued duty firearms and work in all three units, though they make up all the staff of Apprehension and Enforcement. They make up about half the Investigations Unit staff, while the other half is Institutional Investigators. The Security Threat Intelligence Unit is divided between Special Agents and Intel Analysts.

- In 2024, the Investigations Unit was referred 1,779 criminal cases and over 600 internal affairs cases.
- Criminal cases included 609 violent assaultive offenses, 42 sexual offenses, and 1,128 indecent exposure offenses.
- The Apprehension and Enforcement Unit has a statewide caseload of 4,109 absconders and 6,843 persons in warrant status. In 2024, they conducted 15 out of state extradition trips and made 620 total arrests. In the first half of 2025, they made 347 arrests, including 155 absconders.
- The Security Threat Intelligence Unit manages and monitors over 6,000 confirmed and suspected gang members and investigates threats to the department and its facilities. In 2024, they conducted 20 facility-based special operations and 98 site visits and provided investigative and intel support for STG-related criminal acts and significant facility disruptions.



## Security Threat Groups

Security threats in institutions might come from individuals or from groups. Security Threat Groups (STGs) are the primary source of group threats and generally refer to gangs. There are approximately 20,000 inmates in TDOC institutions, and around 6,800 of them are known or suspected gang members. As many as 20 different gangs may be represented in TDOC's population, but the largest five are Crips, Vice Lords, Gangster Disciples, Bloods, and Aryan Nation. Gangs pose a significant threat to inmate safety and well-being, as they often engage in violent and intimidating behavior, creating a climate of fear and making it difficult for inmates to access essential services and participate in rehabilitation programs. Addressing gang-related issues requires understanding their complex dynamics, including hierarchies, alliances and rivalries. Good intelligence is essential for developing effective countermeasures. Segregating or separating gang members from the general population can help reduce gang activity.

# OIC Investigative Authority

The OIC conducts investigations initiated by allegations, reasonable suspicion or complaints affecting any TDOC facility, privately managed facility, and/or TDOC Community Supervision office. The Director may initiate investigations in matters of “automatic jurisdiction,” including deaths, escapes, rape or Prison Rape Elimination Act (PREA) allegations, hostage situations, discharge of a firearm resulting in an injury, serious assaults, or incidents creating a significant threat to safety and security.

## OIC Divisions

- **Investigative Unit (IU)** performs both administrative and criminal investigations, prepares IU investigative reports and provides all sites with support and training.
- **Security Threat and Intelligence Unit (STIU)** performs both administrative and criminal investigations pertaining to Security Threat Groups (generally gangs) and individual security threats affecting TDOC, assists other OIC personnel during investigations, prepares intelligence and statistical reports, maintains administrative and criminal investigative report files, manages statewide operations, assesses and distributes intelligence within TDOC and to outside criminal justice agencies, indirectly oversees monitoring the inmate population for security threat activity and provides training and continuous review of related policies and procedures.
- **Apprehension and Enforcement Unit (AEU)** performs both administrative and criminal investigations, prepares intelligence and statistical reports, maintains administrative and criminal report files, and assists local law enforcement with apprehension efforts.
- **Tennessee Bureau of Investigation (TBI) Liaison** conducts criminal records searches, obtaining motor vehicle and driver’s license information, business and corporate charter data, photographs and other records as requested, and disseminates information and/or intelligence information as appropriate.

## Special Agent Training Requirements

- All newly selected Special Agents attend and successfully complete an accredited law enforcement academy or the Tennessee Bureau of Investigation Basic Agent School. Newly selected Special Agents who have previously attended an eligible accredited law enforcement academy prior to employment within OIC will be considered as successfully completed on a case-by-case basis.
- On an annual basis, all Special Agents will receive a minimum of 24 hours of continuing professional education coordinated by the Director of OIC or designee.
- Annual weapons qualifications and Emergency Vehicle Operations Course (EVOC) certification are required.

## Internal Investigations

During administrative investigations, all employees must fully cooperate with Special Agents conducting the investigation, including but not limited to, participating in interviews and providing truthful testimony. Special Agents document the employee’s acknowledgement of requested participation. Employees failing to cooperate upon request may receive disciplinary action up to and including termination. Any employee involved in an OIC investigation must keep all information about the investigation, interview(s), and subjects of the complaint(s) confidential. The affected executive staff, Warden/Superintendent, or District Director is fully briefed on the information obtained.



# Chief of Staff

The Strategic Planning, Policy, Research and Risk Management divisions of the Tennessee Department of Correction (TDOC) is led by Elizabeth Foy. Divisions include the Office of the Inspector General, Strategic Planning & Customer Focused Government, Legislative Services, Research and Planning, and the Executive Officer in charge of general office and executive travel security. These divisions make up the core policy and planning team, from working with legislative committees to ensuring agency policies are followed, managing agency risk as well as any risks to staff or leadership, setting short- and long-term goals and strategies, and reporting the data to evaluate progress toward those goals.

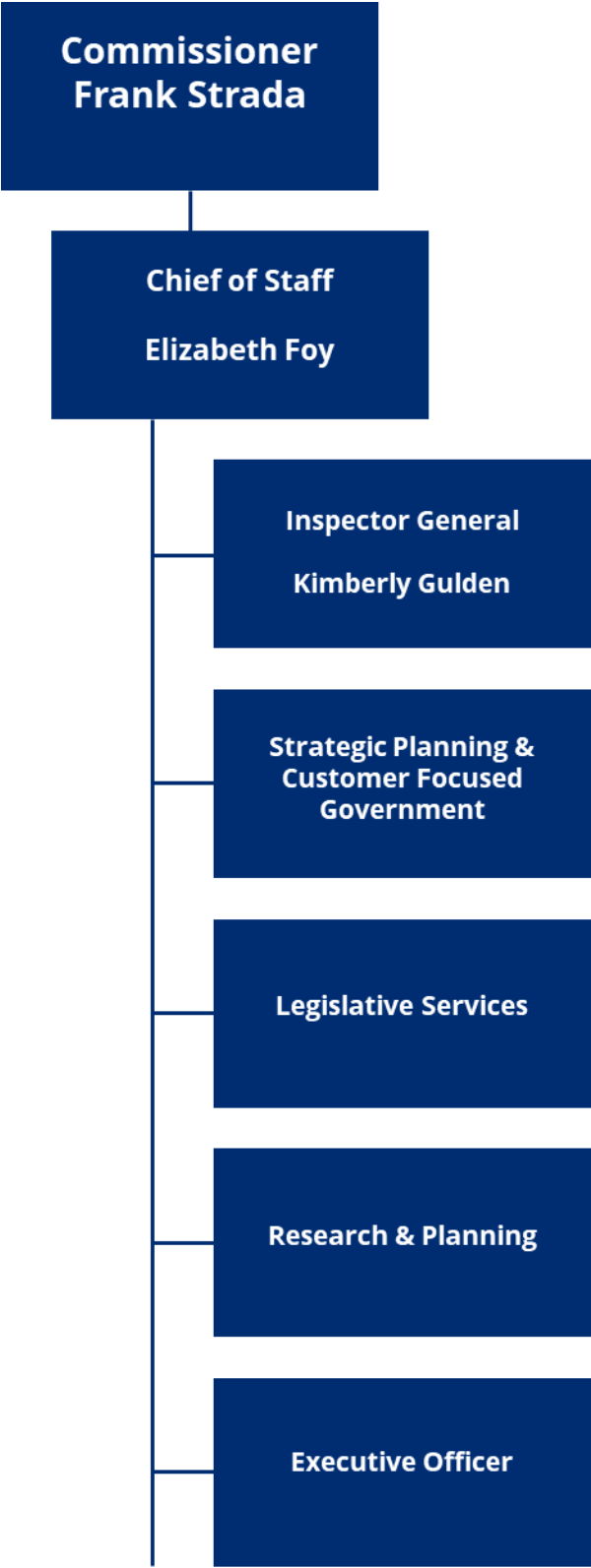
Fiscal Year 2024-25 brought multiple changes, including my move from Deputy General Counsel to Chief of Staff just a few months ago. I inherited supervision of divisions working hard to deliver information to legislators that they need to make decisions and continuing to search for the best evidence-based solutions to issues common to corrections. In the last fiscal year, these divisions committed to new and challenging customer-focused government goals, updated and modernized data reports, fully overhauled institutional compliance and risk management, and worked to forge new and strengthen existing relationships with the General Assembly, its Fiscal Review Committee, the Secretary of State, the Governor's office, partners, stakeholders, and the public. In the coming year, our divisions will additionally focus on preparation for Sunset Hearings. It is an exciting and rewarding time to be part of TDOC's strategic planning and part of a leadership team always striving to deliver on its mission by ensuring secure facilities, effective supervision and successful reentry.



## Opportunities and Challenges going Forward

Our divisions work closely with the state's Strategic Technology Solutions (STS) team, who extracts data from our Offender Management System (OMS), TOMIS. STS is facilitating the move to a new, modernized OMS (TOMIS 2.0), with an expected launch date at the end of 2026. In conjunction with data migration to the new OMS, the Research and Planning Division will pick up many of the ad hoc data extraction requests from other divisions of TDOC and from the legislature that had previously been managed by STS. As TDOC prepares for Sunset Hearings in 2027, we continue to build relationships with members of the General Assembly and enhance data reporting to ensure they have the information they need to make decisions about future facilities and funding. Our divisions have an ongoing commitment to setting and striving to meet ambitious performance goals and to improving our methods of evaluating our progress toward them.

# Organization Chart: Chief of Staff



# Office of the Inspector General

TDOC's Office of the Inspector General (OIG) is responsible for implementation and enforcement of effective internal controls to ensure activities and contracts at TDOC facilities, privately managed facilities, and field offices are administered in compliance with federal and state law, agency policies and procedures, and external accreditation standards, including compliance with American Correctional Association and Prison Rape Elimination Act standards. The Office further 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.

- Developed a policy review link for the website for all TDOC staff to give input to policy.
- Completed the first audit cycle with the new compliance rating system.
- Expanded the OIG team to add Regional ACA and PREA oversight.
- Hold Golden Eagle state distinction (all areas are ACA accredited).
- A recipient of the Lucy Webb Hayes Award (all areas are ACA accredited and all areas PREA certified).
- Earned PREA certification during the fiscal year at Northwest Correctional Complex, West Tennessee State Penitentiary, Women's Therapeutic Residential Center, and Bledsoe County Correctional Complex.
- Earned ACA re-accreditation during the fiscal year at West Tennessee State Penitentiary, Debra K. Johnson Rehabilitation Center, Turney Center Industrial Complex, and Riverbend Maximum Security Institution.



## Prison Rape Elimination Act (PREA)

The federal PREA of 2003 prohibits and seeks to eliminate sexual assaults and misconduct in correctional institutions. TDOC has adopted the Department of Justice Title 28 Code of Federal Regulations Part 115 National Standards to prevent, detect, and respond to prison rape. Pursuant to Tennessee law, TDOC is committed to protecting offenders in its custody from sexual contact or misconduct. TDOC employs a PREA Coordinator charged with developing, implementing and monitoring the department's PREA programming, and reporting annually. They serve as the agency's point of contact regarding all PREA-related matters, provide consultation and guidance to facilities' staff with respect to PREA implementation, monitor PREA staff training, analyze reported data, and keep prison officials briefed on developing trends, lessons learned, and best practices for detection and prevention of sexual assault and misconduct. The Associate Warden of each institution serves as the facility PREA team leader.

# American Correctional Association

Since 1954, the American Correctional Association has published operational standards designed to enhance correctional practices for the benefit of inmates, staff, administrators and the public. In the decades since, the ACA has diversified and extended its standards and today publishes 22 different manuals for all areas of the field of corrections. All TDOC institutions are accredited; 13 as Adult Correctional Institutions and one, the Mark Luttrell Transition Center, as an Adult Community Residential Service. Other TDOC accreditations include Community Supervision as an Adult Probation and Parole Field Service, the Tennessee Correction Academy as a Correctional Training Academy and TDOC's central office as an Administrator for Correctional Agencies.

## Internal Audit/Risk Mitigation

Internal audit risk mitigation is the process where internal auditors assess and address potential risks that could hinder an organization's ability to achieve its objectives. It involves identifying, evaluating, and prioritizing risks, then implementing controls and strategies to reduce the likelihood and impact of those risks. This proactive approach helps strengthen internal controls and improve decision-making.

## Institutional Compliance & Community Supervision Compliance

Within OIG, the Institutional and Community Supervision Compliance Divisions develop, oversee and maintain appropriate internal monitoring tools to ensure compliance at all TDOC worksites with applicable laws, rules, policies, ethical standards, and external accreditation standards—including Department of Justice Prison Rape Elimination Act (PREA) standards, American Correction Association (ACA) standards, and Tennessee Comptroller of the Treasury audits. The divisions audit prisons, community supervision offices and day reporting centers, and compliance specialists attend Sexual Assault Response Team (SART) meetings and walkthroughs, conduct mock PREA audits, conduct ACA file reviews quarterly, attend audits, provide support and training to staff, and prepare reports and presentations.

## Contract Monitoring

TDOC contracts with vendors for a multitude of services, including medical, behavioral health care, private prison management, food service, electronic medical records development and maintenance, evidence-based programming, technical and higher education training and services, some victim services, reentry support and job training programs, pharmacy operations, offender management system development and operation, and county and local government incarceration services. All these contracted providers are monitored by OIG to ensure they deliver services as agreed, meet contract obligations, and remain compliant with all applicable laws, policies, procedures and standards. To avoid any conflicts of interest—or appearance of such conflicts—and ensure accountability, these monitoring functions must be separate from divisions receiving services and from procurement personnel who request proposals for and award contracts.

## Privately Managed Facilities

CoreCivic manages four TDOC Correctional Facilities: Hardeman County, South Central, Trousdale Turner, and Whiteville. Each has an OIG compliance specialist—and OIG has a separate director over the team—to monitor compliance with laws, policies, procedures, and standards.



# Legislative Services and Research & Planning

The Tennessee Department of Correction (TDOC) pursues its mission of operating safe and secure facilities and providing effective community supervision in support of successful re-entry by working with multiple partners. These include departments in state and local government, many private businesses, non-profit service providers and people in communities across the state. The Tennessee General Assembly is one such partner. The legislation they pass and the interventions they fund affect how many people are incarcerated, under what conditions, and what programs and services we provide to support those who will re-enter Tennessee communities and help them do so successfully.

- Tracked 479 bills filed in the General Assembly.
- Completed 47 fiscal notes for General Assembly bills related to the Tennessee Department of Correction.
- Responded to 23 data requests from other departments, the General Assembly, and the public, including 2 subpoenas.
- Completed nine annual federal surveys of state justice practices and correction facilities.
- Evaluated and resolved 18 research study requests.
- Participating in two active research studies, including one to evaluate the effectiveness of institutional rehabilitative programming.
- Maintained six monthly and two annual data reports on the website.
- Updated/modernized all data reports and automated data collection for some monthly reports, resulting in significant staff time savings.



## Providing Data and Services

TDOC staff attend hearings, answer questions, provide information and work to maintain productive relationships with members of the legislature. All these partnerships rely on accurate and timely information about TDOC's operations, the offenders housed in facilities, the education and employment programs they pursue, and how effective those programs are. TDOC tracks numbers of offenders, security incidents in facilities, any recovered contraband, health and mental health services, education and job training services, upcoming hearings or legal events, visitation, and re-entry plans and produces regular data publications, responds to data requests, and works with partners to evaluate programs. In addition, academic, government and non-profit partners have significant interest in the effectiveness of services in prisons and regularly ask to do research on various programs. TDOC maintains an Institutional Review Board to consider research proposals.

# Strategic Planning

## FY 2024-25 Strategic Initiatives

TDOC has long-term strategies that span multiple years and tracks progress toward their full implementation each year.

#1: Enhance prison safety with efforts to improve contraband interdiction processes by deploying technology and personnel with the focus on interdiction, investigation, and prosecution. After deployment of multiple technological security advances over the last few years, remaining tasks include gathering intelligence and sharing that intelligence with stakeholders, including law enforcement. With larger, more robust case files, District Attorneys have been able to increase prosecution of inmate-committed offenses.

#2: Enhance public safety and promote efficient operations through the implementation of a new offender management system (OMS) solution. TDOC's current OMS, while no doubt state of the art at launch in 1992, is seriously technologically outdated, affecting its usability and performance. Replacing it with a new OMS is a years-long project that is well under way and hitting milestone markers on time. In FY 2024-25, TDOC was set to receive and accept all deliverables defined and required by the system design agreement. The design has been accepted, and the project has moved forward to the next steps toward implementation.

#3: Enhance recruiting and retention efforts within the department to reduce vacancies and turnover agency wide while also addressing cultural issues and ensuring staff are best prepared to meet the needs of an evolving correctional environment. TDOC has made substantial improvement on this goal over the past year, including new salary structures for Correctional Officers and Probation & Parole

## FY 2024-25 Strategic Initiatives, cont.

officers, agency-wide equity increases to keep pace with other departments. Employees across all divisions were surveyed to help understand their challenges going forward. Implementation of a mentoring program is underway, which will be integrated with succession-planning strategies and other leadership development programs to create a cohesive plan for forming a stronger leadership bench.

#4: Improve business processes and increase efficiency by establishing a formal constituent services practice that will provide timely and accurate information to offender families and friends, legislative offices, community partners, and others. TDOC's constituent service program has been successfully implemented, with well over half of inquiries resolved within 24 hours and fewer than 1% requiring more than 30 days to reach resolution. Continuing work includes gathering feedback from employees across divisions to identify areas for improvement and identifying operational solutions to those.

#5: Improve educational continuity by establishing an education or career training path for offenders with or without a high school diploma. Specific programming options are clearly identified for offenders at all education levels, and processes for them to follow the path most suited to them have been implemented.

#6: Improve continued compliance with all audit findings identified by the Comptroller of the Treasury to ensure that TDOC addresses and/or remedies any findings from performance audit reports. TDOC has overhauled compliance monitoring and will continue to use the resulting internal monitoring instruments to track efforts to address audit findings and ensure compliance.

# Customer Focused Government (CFG)

Passed in 2013, The Tennessee Governmental Accountability Act states “a system of strategic planning, program performance measures, and performance audits should be implemented to measure the effectiveness and efficiency of governmental services.” As all agencies do, the Tennessee Department of Correction commits to annual operational performance goals to improve outcomes and quality of service. TDOC is committed to measuring outcomes to examine effectiveness of inmate programs, as well as agency policies, in forwarding the agency mission.

## FY 2024-25 CFG Goal 1 & 2 Highlights

TDOC’s first FY 2024-25 operational goal was to **enhance security in facilities**, as measured by escapes, offender assaults on staff and other offenders and the percent of offenders engaged in incidents involving contraband, with specific attention to drugs and cell phones. TDOC had no escapes, and every measure improved compared to last year. The strongest additional outcomes were in serious assaults resulting in injury, with such assaults on staff declining over 75 percent and on other offenders declining over 50 percent. In addition, drug possession incidents declined by over 20 percent compared to last year.

TDOC’s second operational goal was **to improve retention efforts of correctional and parole & probation officer classifications** as measured by vacancy rates and turnover rates, with special focus on Northwest Correctional Complex, which has had long-term staffing challenges. All measures had improvement, especially the Correctional Officer series, where a new salary structure shows promising results. All vacancy rates were reduced, with Probation & Parole Officer reduced by 35 percent compared to last year. Their turnover rate reduced by over 20 percent as well. Correctional Officer turnover rates fell by almost 25 percent compared to last year, and vacancies fell by over seven percent. At Northwest Correctional Complex, where staffing challenges have been most pronounced, both measures met or exceeded benchmarks.

## FY 2024-25 CFG Goal 3, 4 & 5 Highlights

TDOC’s third operational goal was to **improve public safety outcomes for probationers and parolees through the use of evidence-based practices**, as measured by offender returns to incarceration for technical violations and by efforts to engage criminal justice stakeholders. Technical violations are violations of community supervision requirements that are not on their own violations of law. Examples include not reporting to their probation/parole officer, missing a curfew or failing to pay fines. Both measures improved over the previous year.

TDOC’s fourth operational goal was to **provide inmates with skills to lead independent productive lives through educational, reentry and job readiness programming and work experience** as measured by educational and programming enrollment and completions. The strongest showing was Career & Technical Education (CTE) certifications up by almost 70 percent and post-secondary enrollment up by about 30 percent, though all measures showed improvement compared to last year.

TDOC’s fifth operational goal was to **help offenders gain essential skills and maintain or improve overall health through cognitive, behavioral, substance use, and disease management**, as measured by rates of relevant program completion. Rates were up substantially in the targeted drug withdrawal programs and long-term follow-up care after such withdrawal.

# TDOC Institutions

## Bledsoe County Correctional Complex

Pikeville, Tennessee

**Year Opened:** 2012

**Managed by:** TDOC

**Warden:** Brett Cobble

**Security:** Minimum to Maximum

**Total Capacity:** 2,245 Male, 300 Female

**Operating Capacity:** 2,200 Male; 294 Female

**Actual Count 6/30/2025:** 2,092 Male; 277 Female

Post-Secondary and *Other (Italic)* Education Programs

- Associate degree in business administration through Chattanooga State Community College.

Tennessee College of Applied Technology (TCAT)

- Building Construction Trades; Diesel Engine Technology; Power Sports Technology, Computer Information Technology (males).
- Computer Aided Machining Technology (females).

TRICOR jobs

- Agriculture/TRICOR Cattle Farm; Shaw industry flooring; Industrial cleaner.

Post-Secondary and *Other (Italic)* Education Programs

- Associates, bachelor's, and master's degree through Lipscomb University.
- Associate's degree through TN Higher Education Initiative & Nashville State Community College.

Tennessee College of Applied Technology (TCAT)

- Computer Information Technology; Building Construction; Cosmetology.

TRICOR jobs

- Sewing; Braille transcription; Call center; Tag plant; Commercial cleaning/maintenance

## Debra K. Johnson Rehabilitation Center

Nashville, Tennessee

**Year Opened:** 1966

**Managed by:** TDOC

**Warden:**

**Security:** Minimum to Maximum

**Total Capacity:** 735 Female

**Operating Capacity:** 720 Female

## Hardeman County Correctional Facility

Whiteville, Tennessee

**Year Opened:** 1997

**Managed by:** CoreCivic

**Warden:** Demetric Godfrey

**Security:** Minimum to Medium

**Total Capacity:** 2,100

**Operating Capacity:** 1,976 Male

**Actual Count 6/30/2025:** 1,858 Male

Post-Secondary and *Other (Italic)* Education Programs

- None, but *offers high school level Adult Basic Education classes with progress toward high school equivalency exam.*

Tennessee College of Applied Technology (TCAT)

- None. Offers Career and Technical Education classes in Core Carpentry, Construction Core and Interior & Exterior Landscaping and Horticulture.
- Offers Career Exploration Class.

TRICOR jobs

- None, but employs inmates within the institution.



# TDOC Institutions

## Lois M. DeBerry Special Needs Facility

Nashville, Tennessee

**Year Opened:** 1992

**Managed by:** TDOC

**Warden:** James M. Holloway

**Security:** Minimum to Maximum

**Total Capacity:** 854 Male

**Operating Capacity:** 786 Male

**Actual Count 6/30/2025:** 618 Male

Post-Secondary and *Other (Italic)* Education Programs

- Associate's degree through Nashville State Community College.

Tennessee College of Applied Technology (TCAT)

- None. DeBerry Special Needs Facility (DSNF) is TDOC's primary clinical and mental health facility and serves those with significant treatment needs. It does not at this time offer Career and Technical Education, though it does offer Career Explorations Class.

TRICOR jobs

- Commercial maintenance/repair; Agriculture.

Post-Secondary and *Other (Italic)* Education Programs

- Associate's degree in Business Administration through Southwest Tennessee Community College.

Tennessee College of Applied Technology (TCAT)

- None. The Mark Luttrell Transition Center (MLTC) offers residents a structured, three-phase program focused on cognitive and behavioral care, education, and job skills to facilitate community re-entry. It does not at this time offer Career and Technical Education.

TRICOR jobs

- Building Trades & Maintenance.

## Mark H. Luttrell Transition Center

Memphis, Tennessee

**Year Opened:** 1999

**Managed by:** TDOC

**Warden:** Henry Holiday

**Security:** Minimum to Maximum

**Total Capacity:** 410 Male

**Operating Capacity:** 402 Male

**Actual Count 6/30/2025:** 217 Male

## Morgan County Correctional Complex

Wartburg, Tennessee

**Year Opened:** 1980

**Managed by:** TDOC

**Warden:** Shawn Phillips

**Security:** Minimum to Maximum

**Total Capacity:** 2,194 Male

**Operating Capacity:** 2,128 Male

**Actual Count 6/30/2025:** 1,915 Male

Post-Secondary and *Other (Italic)* Education Programs

- Associate's degree in general studies through Roane State Community College.
- Bachelor's degree program in ministry studies through Carson Newman University.

Tennessee College of Applied Technology (TCAT)

- Building Construction Trades; Welding; Culinary Arts; Digital Graphic Design; Truck Driving, with Commercial Driver's License (CDL) certifications.

TRICOR jobs

- Textile manufacturing; Agriculture.

# TDOC Institutions

## Northeast Correctional Complex

Mountain City, Tennessee

**Year Opened:** 1990

**Managed by:** TDOC

**Warden:** Brian Eller

**Security:** Minimum to Close

**Total Capacity:** 1,649 Male

**Operating Capacity:** 1,616 Male

**Actual Count 6/30/2025:** 1,592 Male

Post-Secondary and *Other (Italic)* Education Programs

- Associate's degree in business administration through Northeast State Community College.

Tennessee College of Applied Technology (TCAT)

- Building Construction; Computer Information Technology; Industrial Electrical Technology; Culinary Arts.

TRICOR jobs

- TRICOR Commissary; Tag plant; Imaging Center; Maintenance and machine repair; Textile industry.

Post-Secondary and *Other (Italic)* Education Programs

- Associate's degree through Tennessee Higher Education Initiative and Dyersburg State Community College.

Tennessee College of Applied Technology (TCAT)

- Computer Information Technology; Farming Operations Technology; Welding

TRICOR jobs

- TRICOR Commissary; Agriculture; Commercial maintenance/repair.

## Northwest Correctional Complex

Tiptonville, Tennessee

**Year Opened:** 1981

**Managed by:** TDOC

**Warden:** Stanton Heidle

**Security:** Minimum to Close

**Total Capacity:** 1,904 Male

**Operating Capacity:** 1,866 Male

**Actual Count 6/30/2025:** 1,669 Male

## Riverbend Maximum Security Inst.

Nashville, Tennessee

**Year Opened:** 1989

**Managed by:** TDOC

**Warden:** Kenneth Nelsen

**Security:** Minimum to Maximum

**Total Capacity:** 810 Male

**Operating Capacity:** 786 Male

**Actual Count 6/30/2025:** 593 Male

Post-Secondary and *Other (Italic)* Education Programs

- Associate's degree through Nashville State Community College.
- Associate's and bachelor's degrees through Lipscomb University.

Tennessee College of Applied Technology (TCAT)

- Building Construction Technology

TRICOR jobs

- Braille Transcription: transcribing for Tennessee School for the Blind; Can earn National Library of Congress certification in braille transcription.

# TDOC Institutions

## South Central Correctional Facility

Clifton, Tennessee

**Year Opened:** 1992

**Managed by:** CoreCivic

**Warden:** Grady Perry

**Security:** Minimum to Medium

**Total Capacity:** 1,701 Male

**Operating Capacity:** 1,667 Male

**Actual Count 6/30/2025:** 1,420 Male

Post-Secondary and *Other (Italic)* Education Programs

- None, but *offers high school level Adult Basic Education with progress toward high school equivalency exam.*

Tennessee College of Applied Technology (TCAT)

- None.
- Offers a high-school level CTE Career Exploration Class.

TRICOR jobs

- Print manufacturing; Call center; Agriculture; Commercial cleaning & maintenance.

Post-Secondary and *Other (Italic)* Education Programs

- None, but *offers high school level Adult Basic Education with progress toward high school equivalency exam.*
- *Computer programming certification class through Persevere.*

Tennessee College of Applied Technology (TCAT)

- Building Construction.
- Offers high-school level CTE Career Exploration Class.

TRICOR jobs

- None, but employs inmates within the institution.

## Trousdale Turner Correctional Center

Hartsville, Tennessee

**Year Opened:** 2016

**Managed by:** CoreCivic

**Warden:** Guy Bosch

**Security:** Minimum to Medium

**Total Capacity:** 2,672 Male

**Operating Capacity:** 2,501 Male

**Actual Count 6/30/2025:** 2,032 Male

## Turney Center Industrial Complex

Only, Tennessee

**Year Opened:** 1971

**Managed by:** TDOC

**Warden:** Taurean James

**Security:** Minimum to Close

**Total Capacity:** 1,734 Male

**Operating Capacity:** 1,699 Male

**Actual Count 6/30/2025:** 1,552 Male

Post-Secondary and *Other (Italic)* Education Programs

- Associate's degree through Nashville State Community College.
- Bachelor's degree through Belmont University.

Tennessee College of Applied Technology (TCAT)

- Automotive; Farming Operations Technology; Building Construction Technology; Computer Information Technology; Welding.

TRICOR jobs

- Engineered wood flooring plant; Agriculture.

# TDOC Institutions

## West Tennessee State Penitentiary

Henning, Tennessee

**Year Opened:** 1990

**Managed by:** TDOC

**Warden:** Johnny Fitz

**Security:** Minimum to Maximum

**Total Capacity:** 1,010 Male

**Operating Capacity:** 980 Male

**Actual Count 6/30/2025:** 841 Male

Post-Secondary and *Other (Italic)* Education Programs

- Associate's degree through TN Higher Education Initiative & Dyersburg State Community College.
- *Computer programming certification class through Persevere.*

Tennessee College of Applied Technology (TCAT)

- Building Construction Technology; HVAC.
- Offers high-school level CTE Career Exploration Class.

TRICOR programs jobs

- Agriculture; Textile manufacturing.

Post-Secondary and *Other (Italic)* Education Programs

- None, but *offers high school level Adult Basic Education with progress toward high school equivalency exam.*

Tennessee College of Applied Technology (TCAT)

- None. Offers Career and Technical Education classes in Core carpentry, Core electrical, and Construction core.
- Offers high-school level CTE Career Exploration Class.

TRICOR jobs

- None, but employs inmates within the institution.

## Whiteville Correctional Facility

Whiteville, Tennessee

**Year Opened:** 2002

**Managed by:** CoreCivic

**Warden:** Robert Adams, Jr

**Security:** Minimum to Medium

**Total Capacity:** 1,619 Male

**Operating Capacity:** 1,505 Male

**Actual Count 6/30/2025:** 1,499 Male

## Women's Therapeutic Residential Ctr.

Henning, Tennessee

**Year Opened:** 2016

**Managed by:** TDOC

**Warden:** Stanley Dickerson

**Security:** Minimum to Medium

**Total Capacity:** 1,216 Female

**Operating Capacity:** 1,180 Female

**Actual Count 6/30/2025:** 1,131 Female

Post-Secondary and *Other (Italic)* Education Programs

- Associate's degree through TN Higher Education Initiative & Dyersburg State Community College.
- Liberal Arts certificate through Rhodes College.
- *Computer programming certification class through Persevere.*

Tennessee College of Applied Technology (TCAT)

- Computer Information Technology.

TRICOR jobs

- Call center; Commercial maintenance/repair.