



ANNUAL REPORT FY 2026

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 2026 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. The TDOC focuses on reducing recidivism to prevent criminal activity and victimization and strengthen families and communities. As research shows 95 percent of Tennessee's incarcerated population will return to our communities, we focus on preparing offenders to become productive citizens.

- Created the Correction Safety Intelligence Center (CSIC), a major component of TDOC's evolving safety and technology strategy. The new CSIC building and supporting infrastructure are being developed to provide a centralized capability for supporting safety technologies, information sharing, situational awareness, and emergency response.
- Adopted the CENTEGIX crisis alert program, a first-of-its-kind statewide model for corrections safety, combining wearable panic alerts with a centralized intelligence center to protect employees in real time. It positions Tennessee as a leader in adopting advanced safety technology in the corrections sector.
- Reduced the Correctional Officer vacancy rate by more than 25% compared to last year.
- Increased the number of post-secondary diplomas, licenses, and certificates awarded to inmates by 25%, through expanded college, university, and Tennessee College of Applied Technology opportunities.



Commissioner
Frank Strada

On February 24, 2026, Correctional Officer Dustin Pedigo was killed in the line of duty at the Morgan County Correctional Complex, marking one of the darkest days in the TDOC history. Officer Pedigo's death was a profound loss for the State of Tennessee. He was dedicated to his work in every sense of the word. He was someone his fellow officers could depend on. He cared deeply for others and earned the respect of those around him. Officer Pedigo believed deeply in people's ability to change for the better and in giving them the tools and the opportunities they needed to do so. He embodied our agency's mission of keeping Tennesseans safe, not only by helping maintain secure facilities, but also by changing lives through the power of rehabilitation and reducing recidivism. Those were his words – he wanted to reduce recidivism. He wanted to help people. Officer Pedigo carried that commitment into his work every day, and ultimately, he made the greatest sacrifice in service to the people of Tennessee. We will continue to remember the life he lived and the example he set as we carry his legacy forward. He will never be forgotten.

A handwritten signature in blue ink, appearing to be 'F. Strada', located at the bottom right of the letter.



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 2026** can be found in our Annual Statistical Abstract available on our website, with limited printed copies available upon request. The QR code links directly.*



Office of the General Counsel

The Office of General Counsel (OGC) provides legal services and counsel to agency leadership, operational units, and field staff, advising on a broad range of issues including litigation, employment law, constitutional matters, sentencing law, public records, and regulatory compliance. The OGC 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 the TDOC. OGC attorneys also represent the TDOC in conservatorship proceedings and employee disciplinary hearings.

- **The General Counsel** added two Deputy General Counsel positions in Fiscal Year 2026. Now one is dedicated primarily to sentence management issues, another focuses on civil litigation, and the third manages the work of full-time attorneys added to each TDOC facility. Facility attorneys handle on-site legal issues, provide support, improve response time, ensure compliance, and reduce risk across operational and personnel matters.
- Reviewed and coordinated responses to over 3,941 records requests, including for TPRA, health records, law enforcement, and governmental agencies; Facilitated responses to more than 83 state and federal subpoenas; Represented TDOC in 63 conservatorship cases and 36 Step III appeals.
- **Division of Records Management:** Processed 35,304 expungement orders and 565 destruction requests; Certified destruction of 87.25 GB of digital records, 5,255 ft³ of paper records, and 204 microfilm reels.
- **Sentence Management Division:** Processed 147,342 documents impacting sentencing, including judgment orders, revocation orders, and disciplinary actions; Certified 11,532 offenders for parole and 6,583 offenders for release.
- **Interstate Agreements:** Processed 2 ICC Transfers, 149 IAD Detainer Requests, and 108 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 those related to 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 mental or physical disability. Under certain conditions, judicial commitments may also place offenders in Department of Mental Health and Substance Abuse Services facilities after their sentence ends. This occurs 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 also 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.

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, and Clinical Services. These divisions support 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.

During Fiscal Year 2026, the TDOC bade farewell to one of its longest-serving leaders with the retirement of Assistant Commissioner Bobby Straughter. Straughter played a key leadership role during some of TDOC's most significant operational transitions and periods of growth. Throughout his career, Straughter was known for his focus on strategic planning, accountability, operational improvement, and mentorship. He will be missed. TDOC is, however, excited to see how its newest leader, Assistant Commissioner Louis Milusnic, steps into this important role.

Fiscal Year 2026 was the first full year with restructured pay plans for all Correctional Officer classifications. Combined with multiple rapid hire events across the state to improve recruiting, these efforts led to TDOC welcoming the largest Correctional Officer trainee classes since 2020. Additionally, after years in the making, Fiscal Year 2026 marked the completion of the TDOC's move to electronic health records, with all facilities, TDOC and private, fully transitioning from paper, improving record accuracy and availability to service providers.

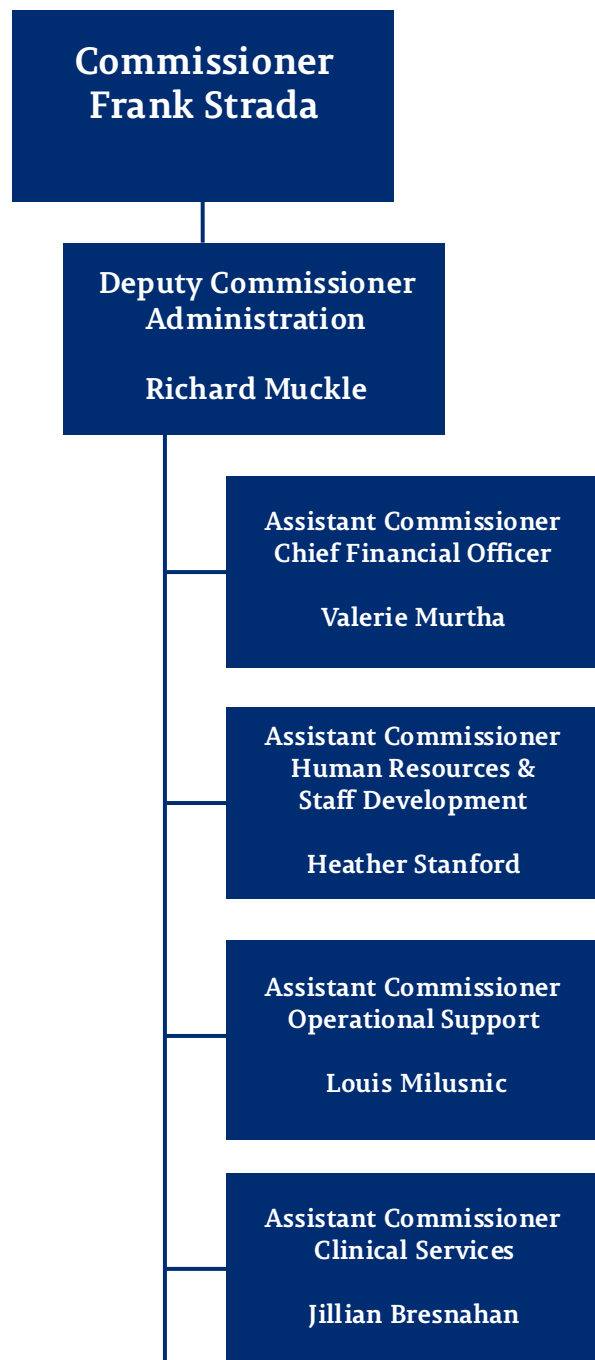


**Deputy Commissioner
Richard Muckle**

Opportunities and Challenges Going Forward

The first part of our mission is to operate safe and secure facilities. Maintaining that safety and security in the face of threats that are always adapting is one of our agency's biggest challenges. Commissioner Strada understands every part of the agency has a role to play in facility security and has created the Correction Safety Intelligence Center (CSIC) to provide a centralized capability for supporting safety technologies, information sharing, situational awareness, and emergency response. Here in Administration, Operational Support maintains physical assets in facilities, including the electronic and technology infrastructure key to staff-safety and emergency-response. Human Resources works to keep facilities fully staffed. Budget and Finance works across state government and the private sector to keep facilities adequately resourced. Clinical Services and the Legal division, as mentioned above, meet multiple on-site needs. On Team TDOC, every division plays a role addressing TDOC's challenges and supporting the mission.

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 more than \$160 million for county/local jails housing offenders. The division manages departmental revenues and expenditures, pays vendors, administers contracts, and manages procurement. CFO Murtha serves as liaison to the Governor's office, General Assembly, Comptroller of the Treasury and other state agencies and private entities as needed to exercise strategic leadership of TDOC financial functions.

- Administered more than \$500 million in statewide contracts, negotiating amendments, resolving vendor performance issues, and ensuring uninterrupted delivery of critical correctional services.
- Continued oversight of the Offender Management System implementation, negotiating contract amendments and coordinating project governance to support successful statewide deployment.
- Streamlined procurement and contracting processes by strengthening planning, contract management, and statewide purchasing oversight to improve efficiency and accountability.
- Coordinated development of TDOC's operating and capital budgets, including legislative requests, budget reductions, fiscal notes, and long-range financial planning.
- Managed federal and state grant administration, ensuring compliance with grant requirements while supporting public safety initiatives and securing funding opportunities.
- Completed the FY2026 annual inventory on schedule and closed Fiscal Year 2026 with no missed financial reporting or operational deadlines.



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. TDOC partners with JPay and ViaPath to offer several options for depositing money directly into inmate trust fund accounts, including web, mobile, and phone options. Electronically transferred funds become available as early as the next business day. Offenders also earn money deposited into their trust fund accounts for work at many on- and off-site jobs. 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 2026 Budget Summary

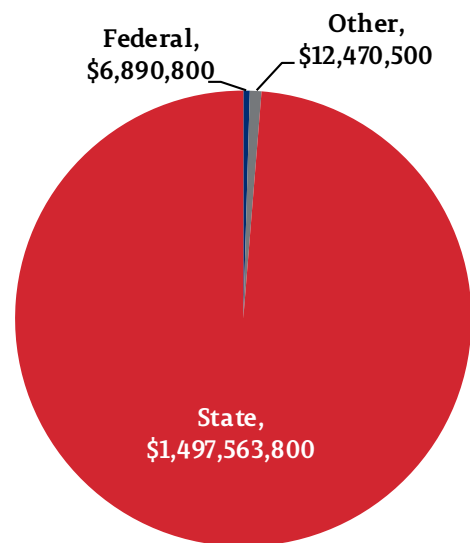
Budgeted Account	Expenditure*
Payroll	\$630,555,100
Travel	\$1,535,600
Printing	\$75,900
Utilities & Fuel	\$21,001,000
Communication	\$964,600
Maintenance Expenses	\$12,877,200
Supplies	\$70,169,300
Rentals & Risk Management	\$1,022,900
Motor Vehicle Operations	\$728,600
Inmate Pay & Awards	\$5,759,100
Payments to Local Governments	\$150,501,700
Equipment	\$6,537,500
Training	\$343,200
Prof. Services by State Agencies	\$42,665,300
Correctional Release Centers	\$650,000
Professional Services	\$272,390,100
Privately Operated Facilities	\$249,752,500
Operating Funds for Imprisonment Changes	\$3,418,900
Community Supervision	\$45,976,600
FY 2025-2026 Total*	\$1,516,925,100

The Department's total operating budget for Fiscal Year 2026* was \$1,516,925,100.

Cost increases for this operating budget totaled \$93,020,200 for:

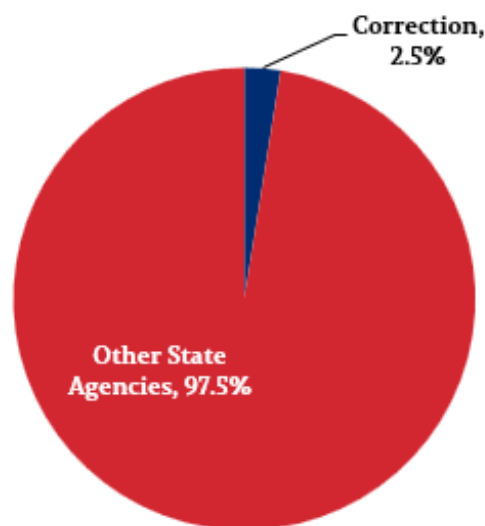
- Correctional Officer Salaries
- Hepatitis- C Treatment Standards (NR)
- Clinical Services Contract
- Private Prison Contracts
- Food Services Contract
- Field Supervision- Community Treatment Collaborative
- Men of Valor Grant (NR)
- Persevere- For Education, Workforce Development, & Reentry (NR)
- Dismas House Grant (NR)
- TN Prison Outreach Ministry Grant (NR)
- Lipscomb University LIFE Program (NR)

Departmental Revenue by Source* FY 2026



The largest components of “Other” revenue (making up more than half) are inmate telephone fees and commissary spending. Federal revenue is mostly (about 95 percent) funds for converting to Electronic Health Records.

Department of Correction as part of Tennessee State Budget FY 2026



* Amounts were not yet final at time of publication

Human Resources & Staff Development

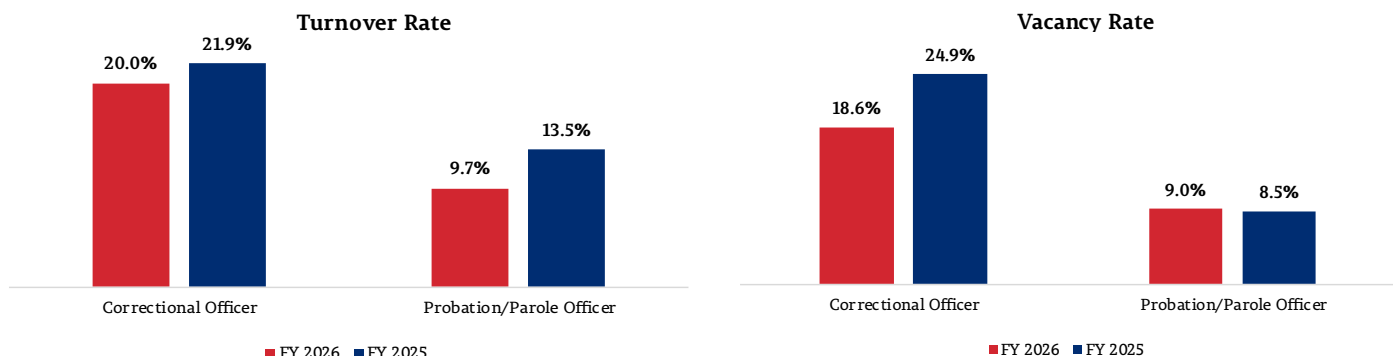
Led by Assistant Commissioner Heather Stanford, TDOC's Human Resources and Staff Development divisions provide technical assistance and organizational strategic advice while ensuring compliance with all state and federal employment laws and policies. These divisions implement and oversee agency-wide strategic initiatives and programs, including employee relations, investigations, recruitment and retention, technical training, professional development, performance management, and classification/compensation. After the November 2024 realignment, TDOC now operates under a centralized, strategic HR structure supporting 6,418 positions and 5,504 filled roles statewide.

- Implemented restructured pay plans for all Correctional Officer classifications to strengthen market competitiveness.
- Led multiple rapid hire events statewide, resulting in the largest Correctional Officer trainee classes since 2020.
- Reduced Correctional Officer vacancy rate to 18.6% at the end of Fiscal Year 2026, a 25% decrease compared to the end of Fiscal Year 2025. Probation and Parole Officer rates declined 28% over the same time period.
- Cumulative Fiscal Year 2026 turnover for Correctional Officers was 20%, a continued decline over the past three years. Probation and Parole Officer rates remained stable.
- FY 2026 Workforce & Classification Equity Analysis produced by the TDOC Class & Compensation Team identified and quantified turnover risk areas, vacancy trends, compression issues, salary range misalignment, and market competitiveness gaps across 77+ classifications, creating an evidence based foundation for FY 2027 structural and compensation decisions.
- Time to Fill improved to 27.33 days, a decrease from 43 days in 2025.



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 challenging, 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

- ***Individual Contributors Academy-Leadership Engagement with Awesome People (LEAP)*** is a five-day leadership development program for TDOC Individual Contributors (employees who do not have direct reports) fostering a positive, collaborative, growth-oriented environment where non-supervisory employees feel valued, motivated, and empowered to contribute their best in the workplace. It involves building strong relationships, open communication, and offers opportunities for learning and development.
- ***Manager-Supervisor Academy*** is a five-day leadership development program designed exclusively for TDOC managers and supervisors with direct reports. It provides a competency-based professional development experience and a supportive network to help maximize their effectiveness and impact.
- ***Senior Management Academy*** is a five-day leadership academy for TDOC executives and senior management, providing customized, competency-based professional development to strengthen strategic, programmatic, and organizational leadership skills.
- ***TDOC Developmental Roadmaps for Individual Contributors and Manager/Supervisors*** offers a clear, structured learning path building skills and knowledge essential for their roles and long-term professional growth. Roadmaps integrate agency-specific requirements with statewide enterprise programs, giving a comprehensive view of opportunities available to them within Tennessee State Government.

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 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 agency leadership programs and coordinates with state leadership programs.

Organizational Strategy

Strengthens statewide workforce capability, develops strategic tools, and advances cross functional alignment by designing and implementing clear, data driven systems that improve consistency, transparency, and alignment across HR operations.

Talent Acquisition and Management

Strengthens workforce pipelines through structured recruitment strategies, including current and future state workflows, improved hiring manager guidance, and candidate centered practices designed to support hard to fill roles. Guides assessments, succession planning, performance coaching, mentoring, and workforce planning.

Operational Support Services

The Operational Support division provides necessary services and resources to support the dedicated professionals of the Tennessee Department of Correction (TDOC) in the most efficient and effective manner possible. Operational Support provides facilities, technology, equipment, infrastructure, and operational resources to divisions across the Department, with work spanning facility maintenance and construction, information technology and electronic security, safety programs, fleet and asset support, communications, leased properties, and other operational services that enable TDOC staff to carry out the Department's mission.

- Launched an evaluation of farming operations to better support facility needs and improve long-range production planning.
- Completed major facility, infrastructure, and technology improvements statewide, including electronic security, camera, fiber, and network upgrades, capital maintenance projects, and fleet modernization to strengthen safety, operational readiness, and long-term reliability.
- Continued major infrastructure and facility improvement projects across multiple TDOC institutions, including water treatment plant upgrades and other critical system improvements that enhance reliability, safety, and operational sustainability.



Assistant Commissioner
Louis Milusnic

Farming Operations

Facilities Maintenance and Management operates a statewide farming program that produces planned crops to offset internal food costs in coordination with Aramark food service partners. Operational Support is conducting a full evaluation of its farming operations to ensure support of facility needs and improve long-range production planning. Developing a more comprehensive farming approach will improve coordination for future growing seasons and allow opportunities to expand areas of production and distribution.



Capital Planning and Electronic Lock Modernization

The TDOC's five-year capital plan reflects a growing need to modernize critical infrastructure across the full correctional system. A statewide electronic-locking system replacement is identified as a high-priority current capital project, alongside major electrical, HVAC, food service, roofing, drainage, generator, medical, administrative, and other infrastructure projects.

Facilities, Major Maintenance, and Aging Infrastructure

Operational Support continues to manage major maintenance projects across TDOC facilities while developing a broader Major Systems Evaluation to better understand and plan for aging infrastructure. This effort is intended to improve long-range planning, help identify critical system needs earlier, and support more deliberate prioritization of repairs and capital investments. Current work also includes water treatment plant improvements at multiple locations.

Information Technology and Operational Technology Support

Information Technology Services provides support for prison staff, internet-accessible classrooms for both prison and community supervision offenders, networks, and electronic security systems in prisons. ITS continues to focus on end-user support while also serving as a key operational partner in the implementation of new staff-safety and emergency-response technologies.

Fleet Management

Fleet Management continues to expand its support to a broader customer base across the state. The program is supporting a wider range of vehicle types and has added mobile office units to support Community Supervision operations. Fleet is also developing a more comprehensive review and approval process for TDOC vehicles so the Department can respond more effectively to changing operational needs while improving consistency and stewardship.

Radio Communications

Radio Communications continues to provide statewide support for TDOC's communications infrastructure and TACN radio operations. The group manages and maintains nearly 4,000 mobile communications radios assigned to the Tennessee Advanced Communication Network (TACN) statewide radio system and all their supporting infrastructure. They program all TDOC radios and protect the integrity of TDOC communications. They represent the 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.

Safety Programs

Operational Support 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, working with Tennessee Department of Treasury's Risk Management group for asset accountability, loss procedures, and overall risk management. Operational Support also reviews and oversees policy accountability, working with TDOC's Office of Inspector General on annual audits.

Lease Management

Lease Management partners with STREAM to identify and acquire suitable space for the evolving needs of Community Supervision teams. Meeting those needs requires flexibility, coordination, and continued planning in a dynamic real-estate environment.

Clinical Services

The Office of Clinical Services combines oversight of medical, nursing, dental, pharmacy, mental health, and substance use services for more than 25,000 inmates across the department. Clinical Services promotes a whole-patient approach to care, recognizing the connection between physical health, behavioral health, substance use needs, and continuity of care. Upon intake, inmates receive comprehensive screenings to identify health status, treatment needs, and appropriate levels of care. Through a full range of primary care services, the Office of Clinical Services works to ensure inmates have access to timely and appropriate health care.

- Fully implemented an electronic health record system, transitioning all facilities, both TDOC and private, from paper-based records.
- By optimizing participation in the federal 340B Drug Purchasing program, the TDOC Central Pharmacy generated over \$10M in cost avoidance.
- Hepatitis C treatment increased by 55% to 2,167 patients compared to 1,396 the previous year, while those awaiting treatment fell to 667 from 1,537 the previous year. Treatment initiations and clinical evaluations are expected to fall as the treatment-eligible population continues to decrease.
- 76 individuals completed the Withdrawal Management Unit (WMU) program, and 83% of them agreed to long-term substance use treatment.
- Overdose deaths have continued to decline year over year, decreasing by 34% from CY 2023 to CY 2024 and an additional 29% from CY 2024 to CY 2025, for an overall 53% drop over the two years.
- Since the Supportive Living Unit (SLU) was moved to DJRC, 20 female residents with serious mental illness have successfully transitioned into general population, representing a 50% reduction in the SLU population.



Assistant Commissioner
Jillian Bresnahan

Behavioral Health and Substance Use Disorder Services

Behavioral Health staff assess inmates during intake to identify mental health and substance use needs and assign an appropriate level of care, which is reviewed and updated as clinically indicated. When additional structure and support are needed, inmates may be housed in designated Supportive Living Units that provide a therapeutic environment separate from the general population. Services include psychological assessment, case management, medication management, crisis intervention, individual and group therapy, and substance use treatment services. Substance use treatment programs support recovery, reduce criminal behavior associated with substance use, and promote safer living and working environments within facilities and the communities to which inmates return. Participants work closely with treatment staff to develop individualized goals and strategies that support long-term recovery and successful reentry. As they prepare to transition back to their communities, Behavioral Health Specialists assist by identifying appropriate community resources, services, and supports.

Constituent Services

Constituent Services reviews and assists in resolving concerns related to medical, dental, and behavioral health services for individuals in TDOC custody. Health professionals serve as neutral fact-finders, review complaints, gather relevant information, consider all appropriate perspectives, and work with inmates, families, facility staff, and TDOC leadership to support timely resolution.

Health Services

Health Services works to improve the health of the inmate population while supporting safe facility operations for both inmates and staff. Services include access to medical and dental sick call, emergency, chronic and infirmary care, medication management, diagnostic testing and procedures, inpatient hospitalization, and other specialty services. Prevention, identification, treatment, and monitoring of communicable diseases remains a key priority within the correctional healthcare setting. TDOC uses standardized treatment plans and clinical guidelines to support consistent management of chronic conditions like diabetes, hypertension, Hepatitis C, and asthma. The division partners with contracted medical providers to deliver appropriate, coordinated, and cost-effective care across TDOC facilities.

Nursing

Correctional nursing is essential to delivering safe, timely, and coordinated health care within TDOC facilities. Nurses often serve as the primary point of healthcare contact for inmates, playing a key role in assessment, health screenings, medication administration, chronic disease monitoring, emergency response, and acute and chronic care. Correctional nurses support mental health care by identifying concerns, responding to urgent needs, and coordinating referrals to appropriate clinical providers. Through close collaboration with correctional officers, medical and behavioral health professionals, and administrative staff, nurses promote patient safety, continuity of care, and safe facility operations.

Clinical Case Management

Clinical Case Management supports continuity of care and successful reentry by assessing inmates' needs, developing individualized discharge plans, and coordinating services before release. Staff work with healthcare teams, facility staff, community service providers, and others to identify appropriate resources, specialty follow-up appointments, housing needs, and supports that promote a safe transition back into the community. The goal is to provide each inmate with a person-centered discharge plan that supports health, stability, and successful community reintegration.

Sex Offender Services

Sex Offender Services provides oversight and coordination of risk evaluation, prison-based and community-based sex offender treatment, and sex offender reentry planning. This area also supports the work of the Tennessee Sex Offender Treatment Board and coordinates with the Tennessee Bureau of Investigation (TBI) regarding the Sex Offender Registry. Additional responsibilities include DNA collection related to the federal Sexual Assault Kit Initiative (SAKI) and oversight of sex offender community release processes. These services are designed to support public safety, compliance with statutory requirements, and appropriate treatment and supervision planning.

Pharmacy

TDOC's pharmacy provides medications for chronic and urgent inmate medical needs, providing prescription medications to an average of 10,241 inmates monthly in FY 2026.

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 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 ensuring TDOC facilities are safe and secure, supervision programs are supportive, and quality education and program opportunities continue to expand.

In Fiscal Year 2026, the TDOC's Operations divisions continued to align assets to most efficiently support agency goals, with a focus on collaboration to improve outcomes. The Office of Investigations and Conduct (OIC) took over contraband interdiction and TDOC's K-9 program. In addition to their TDOC work, the K-9 team assists local communities to locate missing children, elderly individuals, and other persons in need. OIC also has a rapid response team to deploy quickly to any facility in an emergency. These moves allowed Prison Operations to focus more closely on offender management, revamping its classification training to ensure consistency in assignments and taking responsibility for Religious Services, an important aspect of offender support. Community Supervision adopted the evidence-based TN-STEPS model across all its probation and parole offices, improving consistency of services across the state. Rehabilitative Services continued growing its partnership with the Tennessee Board of Regents, increasing inmate technical training opportunities so offenders can more easily find jobs when leaving incarceration. Communications and Public Relations ramped up multimedia capabilities, allowing production of materials to aid the Human Resources division in officer recruitment and improving communication with agency staff and the public.



Opportunities and Challenges Going Forward

As technology continues to make it more difficult to maintain separation of facilities—both electronically and physically—from the world outside, the TDOC has had to adapt its security protocols, update its technology, and increase its communication across divisions to stay agile in response to new security challenges. After piloting the program in FY 2025, electronic mail delivery is now in all TDOC facilities. With the inmate tablet program fully implemented, mail is now scanned and delivered to tablets. Commissioner Strada understands every part of the agency has a role to play in facility security and has created the Correction Safety Intelligence Center (CSIC) to provide a centralized capability for supporting safety technologies, information sharing, situational awareness, and emergency response. Going forward, OIC and facilities will partner with technology companies for various security services, from drones to monitor facility perimeters to wearable panic buttons to aid rapid emergency response.

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 encompass a wide range of duties, including supervising inmate activities, enforcement of rules, facility searches, facility security, emergency response, incident management, inmate programming, visitation program, and general inmate support. The division oversees statewide inmate transportation, classification and designations, religious services, emergency response, inmate discipline, and grievances.

- Began working with OPTAMO, a tool to assist with determining which inmates in county jails are eligible for movement into TDOC facilities.
- Realigned and provided training and expectations to TDOC facilities unit management staff on the roll-out of the traditional concept of managing our populations through a dedicated and diverse team approach.
- Implemented the 287(g) program at our two diagnostic facilities to identify criminal aliens incarcerated in TDOC and ensure ICE officials are notified.
- Conducted bus training at the Tennessee Corrections Academy with facility staff where new MCI transport buses are assigned. Training included a captain who will oversee bus decision-making during transport of inmates.
- Retooled the inmate classification process' custody assignments to better aid staff in appropriately assigning custody levels and remove subjectivity.
- Completed the pilot phase of the Volunteer Mentoring Initiative (VMI) at DJRC, RMSI, and DSNF. All TDOC and contract facilities are participating.
- The Religious and Volunteer Services department assisted in the facilitation of more than 87,288 service hours and provided annual training to over 1700 volunteers. The service areas with the greatest number of hours were Religious Services, Education, Life Skills, Mentoring, and Substance Abuse.



TDOC Felon Population Totals on June 30, 2026

Total: 20,649

Male: 18,547 (89.8%)

Female: 2,102 (10.2%)

Offense Type:

Person: 10,666 (51.6%)

Property: 3,586 (17.4%)

Societal: 4,582 (22.2%)

Other: 1,718 (8.3%)

Pending: 97 (0.5%)

White: 11,217 (54.3%)

Black: 8,719 (42.2%)

Hispanic: 617 (3.0%)

Asian: 52 (0.3%)

Other/Unknown: 44 (0.2%)

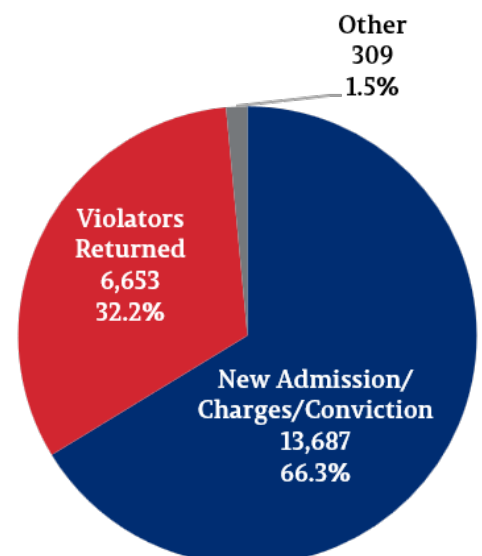
Region of Conviction:

East: 7,126 (34.5%)

Middle: 7,649 (37.0%)

West: 5,778 (28.0%)

Pending: 96 (0.5%)



Statewide Transportation

TDOC utilizes ground transportation to move inmates securely across the state to court, medical appointments, transfers and other destinations as determined within the state. The preferred mode for mass movement is newly acquired motor coach type MCI buses retrofitted with steel, gated screens and lockable gates that allow for separation between staff and inmates as well as between inmates as needed. Another mode of transportation utilized are vans for singular moves or smaller groups.

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 leaders are further supported by two Deputy Assistant Commissioners and six Regional Correctional Administrators.

The TDOC operates and manages:

- Bledsoe County Correctional Complex (BCCX)
- Debra K. Johnson Rehabilitation Center (DJRC)
- Lois M. DeBerry Special Needs Facility (DSNF)
- Mark H. Luttrell Transition Center (MLTC)
- Morgan County Correctional Complex (MCCX)
- Northeast Correctional Complex (NECX)
- Northwest Correctional Complex (NWCX)
- Riverbend Maximum Security Inst. (RMSI)
- Turney Center Industrial Complex (TCIX)
- West Tennessee State Penitentiary (WTSP)

The TDOC oversees four privately operated institutions through contractual agreement:

- Hardeman County Correctional Facility (HCCF)
- South Central Correctional Facility (SCCF)
- Trousdale Turner Correctional Center (TTCC)
- Whiteville Correctional Facility (WCFA)

Emergency Response

The TDOC maintains effective response plans and procedures for incidents involving life threatening matters and/or breaches of security likely to cause imminent threat to the control and order of the operational unit.

Classification

During initial admission to TDOC and at least annually thereafter, inmates are assigned security levels based on risk assessments. The factors evaluated include, but are not limited to, severity of current offense, past criminal history, length of sentence, escape history, history of violence, pending charges, and disciplinary history. Custody classifications consider many of the same factors but also, time remaining to serve, program participation, and the class of any disciplinary infractions to determine assigned facility, housing, work and programming within a facility. Assignments levels have changed to Trustee, Low, Medium, Close, and Maximum. Generally, only inmates assigned trustee will be permitted to work outside the secure confines of a facility.

Religious Services

The TDOC offers facility-based religious worship and sacred scriptural studies across faith groups in addition to providing pastoral care, spiritual guidance, and counseling. Religious programming is led by agency chaplains, contracted spiritual leaders, and trained community volunteers. We recognize the critical role spiritual well-being and religion play in helping people build moral lives of character and cope with the stress of incarceration and preparation for release. Institutional chaplains plan, lead, administer and coordinate religious activities and develop community resources to meet the religious needs of incarcerated offenders within our guidelines set by policy.

Rehabilitative Services & Community Engagement

In the 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 identifying the risk of re-offense as well as 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 obtain state identification, vital records, job training and employment, veteran's benefits, transportation, housing, voting rights restoration, and local community resources.

- 408 high school equivalency (HiSET) diplomas earned.
- 257 college, university, and Tennessee College of Applied Technology (TCAT) diplomas, licenses, and/or certificates earned, marking a 27% increase over last year.
- Continued expanding options for tablet education/training programs for TDOC-facility offenders, who used them to earn 200,897 certificates and to complete 2,674,300 additional non-certificated programs.
- 1,176 Career & Technical Education certifications/licenses earned.
- Issued 2,823 combined Tennessee Driver's Licenses and ID-only cards to offenders approaching release using facility-based Tennessee Department of Safety and Homeland Security equipment at an average cost of \$13.
- Completed over 8,000 constituent services requests, with nearly half resolved within one business day.



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(s) 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 teachers' 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 Tennessee Colleges of Applied Technology (TCATs).

Constituent Services

The TDOC provides an online form for public concerns, issues and/or requests with dedicated staff to answer questions or send them to staff members who can. With over 8,000 requests in FY 2026, only 34 were yet unsolved on June 30.

Day Reporting Centers (DRCs)

The 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 the TDOC's DRCs, the department also operates seven CRCs, with one attached to each DRC. In addition to providing those supports, these resource centers 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 and educational events, health 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

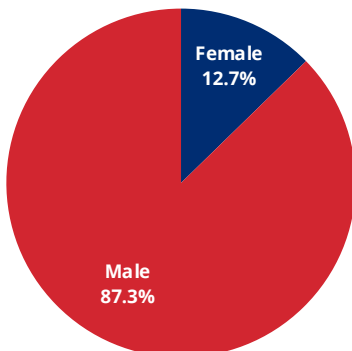
Community supervision is a way for individuals convicted of crimes to serve their sentence outside prison while still being monitored and supported by the justice system. It aims to rehabilitate offenders, reduce recidivism, and ensure public safety. This approach is used as an alternative to incarceration 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.

- Community Supervision expanded Tennessee Supervision Through Evidence-Based Practices and Strategies (TN-STEPS), with targeted statewide implementation by December 2026.
- Behavioral Health Specialists (BHS) expanded in-person programming for individuals on Community Supervision to include Anger Management, Relapse Prevention, Courage to Change, START NOW, and Reasoning and Rehabilitation and implemented the nationally recognized American Society of Addiction Medicine (ASAM) assessment framework, providing a more standardized, evidence-based approach to identifying substance use treatment needs and determining appropriate levels of care.
- TDOC deployed two mobile reporting vehicles, enabling Community Supervision to deliver services directly to rural communities. These vehicles help reduce transportation barriers that may prevent individuals from attending required meetings or accessing support services.
- Ten additional metal detectors were installed in Community Supervision offices to enhance safety for staff, individuals under supervision, and visitors.

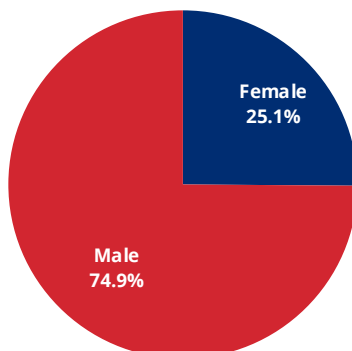


Community Supervision Totals on June 30, 2026

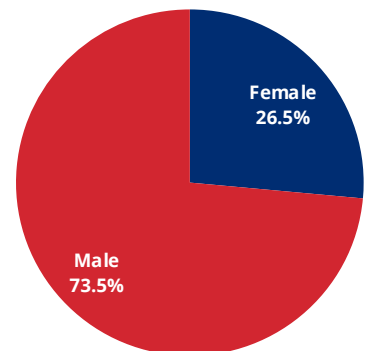
Parole
Total: 11,454



Probation
Total: 61,441



Community Corrections
Total: 3,430



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 supervision by 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 assigned to the Specialized Caseload Unit. Members of this unit have specialized training and utilize tactics developed specifically for these types of offenders, including targeted treatment, close supervision (frequent contact with offenders, employers, families, treatment providers, and law enforcement), and electronic monitoring. Tenn. 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.

Tennessee Supervision Through Evidence-Based Practices and Strategies (TN-STEPS)

TN-STEPS is an evidence-based supervision model designed to promote consistent practices and align supervision strategies through assessed risks, needs, compliance, and progress. It focuses on helping individuals recognize and reduce their risk factors for committing crime.



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.

- Supported correctional officer recruitment through digital, social media, television, radio and outdoor advertising efforts that generated nearly 3,000 applications during the fiscal year.
- Earned five international design honors for the Citizens' Correctional Academy branding package:
 - Silver – 2025 Indigo Design Awards
 - Bronze – 2025 Indigo Design Awards
 - Honorable Mention – 2025 International Design Awards
 - Shortlist – 2025 London International Creative Competition
 - Official Selection – 2025 London International Creative Competition
- Completed mandated ADA accessibility improvements ahead of schedule, while the department's public-facing website recorded 210,926 homepage visits during the fiscal year.
- Expanded in-house video and multimedia production through the Communications Studio, supporting major departmental initiatives, employee communications, and public outreach.



Director
Dorinda Carter

Citizens' Correctional Academy

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



**CITIZENS'
CORRECTIONAL
ACADEMY**
TDOC

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 28 Tennesseans FY 2026, for a total of 321 completing the program since its launch in 2015.

How We Inform Stakeholders

Communications and Public Relations helps ensure employees, the public, media and other stakeholders have timely access to accurate information about TDOC. Through a variety of internal and external communication channels, the division shares departmental news, critical information, resources and updates while supporting transparency and keeping stakeholders connected to the department and its mission.

Internal Communications

- ***TDOC Connection*** is an employee newsletter published weekly highlighting Team TDOC's work and keeping employees informed of initiatives, policy changes, and other important updates. It further recognizes accomplishments of employees, strategic partners, and those in TDOC custody and supervision.
- ***Facility Monitors*** located throughout TDOC facilities provide another direct source for timely information. Communications staff regularly update the digital monitors with news, announcements, job opportunities, training information, and messages from executive leadership.
- ***Internal Website*** on the state's intranet serves as a central resource for employees, providing department and state news, information about agency activities, and quick access to frequently used resources. Communications staff regularly update the TDOC intranet site to ensure employees across the state have access to current information.
- ***Central Communications Center (CCC)*** operates 24 hours a day, seven days a week, serving multiple functions supporting TDOC operations and public safety. CCC staff receive and disseminate critical incident information to appropriate personnel, monitor inmate transports to help ensure safe arrival at their destinations, assist Community Supervision with specified offender GPS alerts, monitor the TDOC FIND Tip Line, and provide technical and investigative assistance to divisions across the department.

External Communications

- ***TDOC's Public Website*** provides Tennesseans with access to information about the department's facilities and programs, data and statistics, employment opportunities, constituent services, and other agency resources. Communications staff update the site frequently with news, publications, announcements, and other information of interest to the public. Additionally, the website provides a Constituent Services area with answers to frequently asked questions and a way for citizens to submit additional questions or concerns for action by TDOC staff.
- ***Social Media*** sites provide information to the public about departmental activities. TDOC maintains an active presence on Facebook, Instagram, Threads, YouTube, X, LinkedIn and Flickr. Communications staff regularly use these platforms to share department news, initiatives, employment opportunities, accomplishments and stories from across TDOC, providing timely information and another way for the department to connect directly with employees, stakeholders, and the public.
- ***Felony Offender Information Lookup (FOIL)***, available through TDOC's public website and the MyTN mobile app, provides information about Tennessee felony offenders who are or have been in TDOC custody. Information is submitted by jurisdictions across Tennessee, providing the public with a centralized resource for accessing available offender information.

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 special agents having full police authority. OIC is responsible for both TDOC criminal and internal affairs investigations. Special Agents are issued duty firearms and have statewide arrest authority for cases with a TDOC nexus. The office employs several special agents, investigators, analysts, and tactical operators and has commissioned law enforcement personnel in seven unique units – Investigations, Contraband Interdiction, Apprehension and Enforcement, Security Threat Intelligence, Special Operations, K-9, and the Correction Safety Intelligence Center.

- In 2025, the Investigations Unit was referred 1,669 criminal cases and over 800 internal affairs cases.
- Criminal cases included 519 violent assaultive offenses, 72 sexual offenses, and 738 indecent exposure offenses.
- The Apprehension and Enforcement Unit has a statewide caseload of 3,217 absconders and 6,219 persons in warrant status. In 2025, they conducted 5 out of state extradition trips and made 667 total arrests.
- The Security Threat Intelligence Unit manages and monitors over 7,072 confirmed and suspected gang members and investigates threats to the department and its facilities. In 2025, they conducted 26 facility-based special operations and 170 site visits and provided investigative and intel support for STG-related criminal acts and significant facility disruptions. The digital unit forensically examined 2,168 recovered contraband cellphones.
- The Contraband Interdiction Unit initiated 195 criminal cases and 261 intelligence cases related to contraband introduction. Their efforts resulted in 111 inmate indictments, 28 free world persons arrests, and 22 facility staff members. CIU investigated 51 known drone introduction incidents.



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 7,000 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.

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 criminal and administrative investigations, prepares investigative reports, and provides all sites with support and training.
- ***Security Threat and Intelligence Unit (STIU)*** investigates threats, manages intelligence operations, shares information, monitors threat activity, and provides training. STIU houses the Tennessee Bureau of Investigation Fusion Center (TFC) liaison.
- ***Apprehension and Enforcement Unit (AEU)*** investigates, locates, and apprehends absconders from TDOC probation or parole, which includes out of state extraditions.
- ***Contraband Interdiction Unit (CIU)*** both investigates and indicts persons introducing and distributing criminal contraband.
- ***Special Operation Unit – Strike Force One (SOU-SF1)*** provides TDOC’s statewide rapid tactical response for emergencies, high risk operations, disturbance control, transports, prison searches, security support, and assistance to law enforcement agencies.
- ***Statewide Canine Program (K-9)*** enhances institutional and public safety by using trained K-9 teams to detect contraband, support searches, and assist security and emergency operations statewide.
- ***Correction Safety Intelligence Center (CSIC)*** is a 24/7 operational center sending safety and intelligence alerts to facilities by utilizing Artificial Intelligence to monitor camera systems, drones, counter drone detections, and license plate readers.

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 their designee.
- Weapons qualifications are required annually, as is Emergency Vehicle Operations Course (EVOC) certification.

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. When employee participation is requested, Special Agents document employee acknowledgement of the request. Employees failing to cooperate upon request may receive disciplinary action up to and including termination. Any employee involved in an OIC investigation must keep confidential all information concerning the investigation, interview(s), and subjects of the complaint(s). The affected executive staff, Warden and/or 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) are 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.

During Fiscal Year 2026, TDOC's office of the Inspector General (IG) has been working with auditors from the Comptroller of the Treasury's Office to ensure findings from previous audits have been remedied. This has been in the agency's strategic goals over the past few years, and, though final audit results will not come until Fiscal Year 2027, the IG's team has kept a steady stream of benchmarks met and steps completed toward improvement.

Also in Fiscal Year 2026, the Research and Planning Director worked with the Human Resources division to reclassify and fill positions on her team to better align with new responsibilities coming with the transition to TOMIS 2.0. Research and Planning will manage ad hoc data extract requests and needed to add staff with new skill sets.

Our Legislative Director worked with our Executive Leadership Team to continue building relationships with members of the legislature and to ensure their data and information requests were quickly answered. She completed 38 fiscal notes for bills related to the TDOC and provided bill positions on over 500 items impacting TDOC.

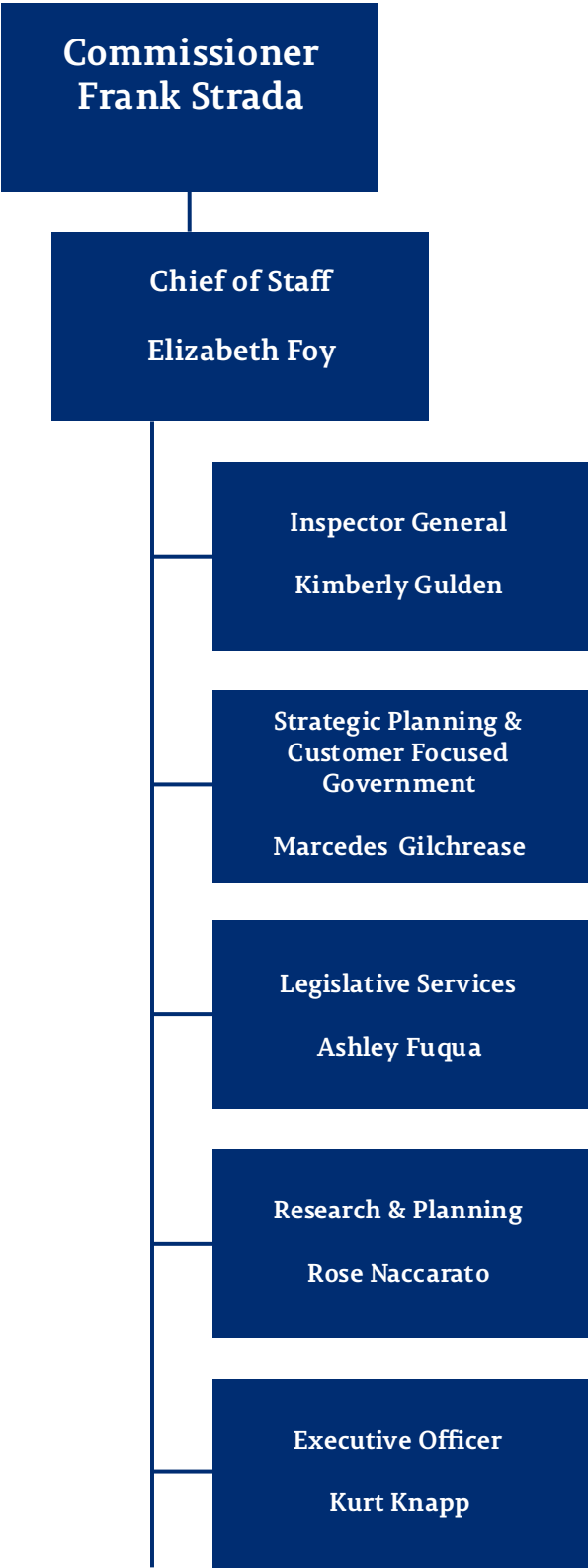


Chief of Staff
Elizabeth Foy

Opportunities and Challenges Going Forward

Our divisions have worked closely with the state's Strategic Technology Solutions (STS) team, the Rehabilitative Services Division, Legal Division, Human Resource Division, and multiple other teams to prepare for the transition to TOMIS 2.0. The existing system, TOMIS, was launched in 1994 as a technology-forward solution to managing large numbers of offenders across facilities, but it has become woefully outdated in the decades since. TOMIS 2.0 has been in development for two years, and the agency will transition to it fully over the next fiscal year. TOMIS touches every division, and using TOMIS in some capacity is part of nearly every job at the TDOC. Moving to TOMIS 2.0 requires significant organizational change, and every TDOC division has been preparing, as well as other departments with TDOC data-sharing agreements, and vendors who provide agency support services. With an agency-wide focus on collaboration in multiple areas, transitioning to TOMIS 2.0 is one more way Team TDOC is coming together for positive, effective change.

Organization Chart: Chief of Staff



Office of the Inspector General

TDOC's Office of the Inspector General (OIG) serves as the Department's independent oversight function, promoting accountability, integrity, transparency, and continuous improvement across all areas of the organization. Through audits, compliance reviews, inspections, contract monitoring, policy reviews, and enterprise risk management activities, OIG provides objective assurance and advisory services that evaluate internal controls, assess compliance, identify organizational risks, and recommend improvements that strengthen governance and enhance the Department's overall effectiveness.

- Updated all policies to an ADA-compliant format and incorporated governing statutory language to improve accessibility, consistency, and legal alignment.
- Modernized audit and contract monitoring processes, increasing efficiency, standardization, accountability, and oversight.
- Expanded the use of electronic work papers and digital accreditation documentation, improving documentation management and collaboration.
- Achieved PREA re-certification for Lois M. DeBerry Special Needs Facility, Riverbend Maximum Security Institution, and Debra K. Johnson Rehabilitation Center during the fiscal year.
- Successfully earned ACA re-accreditation for Northeast Correctional Complex, Tennessee Training Academy, Community Supervision, and Central Office during the fiscal year.
- Maintained ACA Golden Eagle distinction recognizing that all eligible TDOC operations remain ACA accredited.
- Maintained the prestigious Lucy Webb Hayes Award, recognizing that all eligible TDOC operations are both ACA accredited and PREA certified.



Prison Rape Elimination Act (PREA)

The Prison Rape Elimination Act (PREA) of 2003 established national standards to prevent, detect, and respond to sexual abuse and sexual harassment in correctional settings. The TDOC has adopted the U.S. Department of Justice PREA Standards (28 C.F.R. Part 115) and remains committed to maintaining safe, secure, and respectful environments for all individuals in its custody.

The Office of the Inspector General oversees the Department's PREA program through the agency PREA Coordinator, who is responsible for implementing PREA standards, monitoring compliance, coordinating staff training, analyzing incident data, and providing guidance to institutional leadership. Working collaboratively with facility PREA teams, the coordinator supports continuous improvement through policy development, technical assistance, audit preparation, and the identification of emerging trends and best practices.

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

The Internal Audit and Risk Mitigation Division provides independent, objective assurance and advisory services that strengthen governance, risk management, and internal controls throughout the Department. Using a risk-based approach, the division evaluates operational and financial processes, identifies opportunities for improvement, and works with leadership to mitigate organizational risks before they become significant issues. Through internal audits, enterprise risk management, and internal control assessments, the division promotes accountability, enhances operational effectiveness, and supports informed decision-making across the TDOC.

Institutional Compliance & Community Supervision Compliance

The Institutional Compliance and Community Supervision Compliance Divisions support continuous improvement, helping maintain compliance with applicable laws, departmental policies, ethical standards, PREA standards and ACA accreditation requirements, by providing independent oversight of TDOC facilities, community supervision offices, and day reporting centers. Compliance staff conduct comprehensive audits and assessments, provide technical assistance and training, conduct institutional walkthroughs, and prepare reports to assist leadership in identifying risks and strengthening operations.

Contract Monitoring

The Department contracts for a wide range of critical services, including, among others, healthcare, behavioral health, and food service. The Office of the Inspector General provides independent oversight of the Department's contracted services to ensure vendors fulfill contractual obligations, deliver quality services, and remain compliant with applicable laws, policies, and performance standards. Through structured monitoring, compliance reviews, and performance evaluations, the Office promotes accountability, protects public resources, and helps ensure contracted services effectively support the Department's mission.

Privately Managed Facility Oversight

OIG provides independent oversight of the Department's four privately managed facilities: Hardeman County Correctional Facility (HCCF), South Central Correctional Facility (SCCF), Trousdale Turner Correctional Center (TTCC), and Whiteville Correctional Facility (WCFA), operated under contract by CoreCivic. Dedicated OIG Compliance Specialists are assigned to each facility to conduct routine monitoring, performance evaluations, and compliance reviews, assessing adherence to contract and ACA accreditation requirements, departmental policies, applicable laws, and PREA standards. This oversight promotes accountability, safeguards the State's interests, and ensures contracted facilities operate safely.

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 over 500 bills filed in the General Assembly.
- Completed 38 fiscal notes for General Assembly bills related to the Tennessee Department of Correction.
- Responded to 27 data requests from other departments, the General Assembly, and the public.
- Completed five annual federal surveys of state justice practices and correction facilities.
- Evaluated and resolved 17 research study requests.
- Responded to one research survey on state criminal justice practices.
- Entered two data agreements through TN DATA to assist evaluation of state programs and continued supplying data updates for existing agreements.
- Maintained six monthly and two annual data reports on the website.
- Brought website data reports into ADA compliance and began the process of converting some reports to downloadable data dashboards to aid compliance as well as make them easier to both produce and use.



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 the TDOC's operations, the offenders housed in facilities, the education and employment programs they pursue, and how effective those programs are. The 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. The TDOC maintains an Institutional Review Board to consider research proposals.

Strategic Planning

FY 2026 Strategic Initiatives

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

#1: Improve offender management by ensuring security and custody classification accuracy, appropriate Security Threat Group (STG) identification, and proactively plan responses to emergency situations within our facilities. Completed milestones included assessing emergency response capabilities, completing a review of the inmate classification process to implement strategies which identify sentence miscalculations of scoring, and completing a review of the STG validation process to promote safer facilities for staff and inmates.

#2: Enhance search procedures of visitors, volunteers, employees, offenders, and offender housing units upon entry (to include institutional grounds, checkpoint, vehicular gate entrances) and within the secure perimeter of the institution. Milestones met include implementing a system of control to monitor contraband detection rates, determining underlying issues to resolve, collecting and analyzing data intelligence, deploying resources to aid in contraband reduction efforts, and deploying staff resources to areas identified through intelligence to reduce disruptive activity.

#3: Enhance public safety and promote efficient operations through the implementation of a new offender management system (OMS) solution. Completed milestones include beginning organizational change management, interface design, completing an operations manual for training and users, completing a fit gap analysis and data conversion plan, and completing module user acceptance testing. TOMIS 2.0 is on track for a fall 2026 launch.

FY 2026 Strategic Initiatives, cont.

#4: 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. Milestones met include implementing new supervisor training revised from survey feedback to aid continued growth and succession planning, implementing training and development programs created from field focus group feedback, expanding high school recruitment to all three grand divisions to create a high school to corrections talent management pipeline, implementing a retention and mentoring program, and working with DOHR to integrate succession strategies and development programs into a cohesive plan to build a stronger leadership bench.

#5: Enhance public safety outcomes through successful reentry and workforce development by integrating Jobs4tn.gov onto inmate tablets. Milestones met include working with tablet partners to meet technical regulations, working with Labor and Workforce Development to integrate jobs4tn.gov onto tablets, conducting outreach to statewide businesses on hiring needs, and including pipeline job training requirements in facilities and on tablets.

#6: Improve continued compliance with all audit findings identified by the Comptroller of the Treasury to ensure that we address and/or remedy any findings from performance audit reports. Milestones met include reviewing and finalizing audit instruments to measure progress implementing the Plan of Corrective Action (POCA), conducting compliance reviews to monitor progress, reviewing effectiveness of implemented changes, and providing status updates to executive leadership.

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 2026 CFG Goal 1 & 2 Highlights

TDOC’s first FY 2026 operational goal was to **enhance security in facilities**, as measured by escapes, the percent of security incidents involving hard contraband (weapons, drugs, and cell phones), the number of contraband introductions discovered at facility entry points, and the number of criminal referrals to deter contraband introductions. TDOC had no escapes and met targets on hard contraband percentages and criminal referrals. The number of contraband discoveries at facility entry points went up, though improved technology and stronger scrutiny is the likely reason, rather than more actual attempts.

TDOC’s second operational goal was to **improve retention efforts of all correctional officer classifications** as measured by vacancy rates and turnover rates, with special focus on Northwest Correctional Complex (NWCX), which, primarily because of its remote rural location, has had long-term staffing challenges. The Correctional Officer vacancy rate was reduced by almost a third, far better than the two point reduction target. NWCX also improved and met its target. Turnover was down and met targets overall, and the rate at NWCX was down more than a third, far exceeding the target. Additional measures include the number of days it took to fill preferred service positions (down by 23%) and how many augmentee hours were used to cover vacancies (down 65%). Both exceeded targets.

TDOC’s third operational goal was to **improve public safety outcomes for probationers and**

FY 2026 CFG Goal 3, 4, 5, & 6 Highlights

parolees using evidence-based practices, as measured the number of such programs in the curriculum and the number delivered by Behavioral Health Specialists. Both measures improved and met/exceeded targets.

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. Use of tablets to earn certificates and complete training programs far exceeded targets, with certificates doubling and program completions quadrupling. Both post-secondary enrollments and completions grew, and completions met targets. Offenders earning High School Equivalency (HiSET) diplomas dropped by about 3% and did not meet its targeted 5% increase.

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 program completion. Some challenges around program availability kept these numbers from rising.

TDOC’s sixth operational goal was to **improve business processes and increase efficiency through a centralized system for documenting, tracking, and managing all constituent communications**. Measures include request response time and resolution time, and the metrics around those exceeded targets.

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 6/30/2026: 2,068 (M); 287 (F)

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.
- Beef herd cattle farm.

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)

- OSHA 30; Computer Information Technology; Building Construction.

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: Jordan Clark

Security: Minimum to Maximum

Total Capacity: 768 Female

Operating Capacity: 753 Female

Actual Count 6/30/2026: 652 Female

Lois M. DeBerry Special Needs Facility

Nashville, Tennessee

Year Opened: 1992

Managed by: TDOC

Warden: Terry Barlow

Security: Minimum to Maximum

Total Capacity: 854 Male

Operating Capacity: 786 Male

Actual Count 6/30/2026: 559 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, serving those with significant treatment needs. It does not offer Career and Technical Education, though it does offer Career Explorations Class.

TRICOR jobs

- Commercial maintenance/repair; Agriculture.

TDOC Institutions

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 6/30/2026: 1,980 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 Career and Technical Education classes in Core Carpentry, Construction Core, and Interior and Exterior Landscaping and Horticulture.
- Offers high-school level CTE Career Exploration Class.

TRICOR jobs

- None, but employs inmates within the institution.

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

- Associate's degree in Business Administration through Southwest Tennessee Community College.
- *MLTC offers residents a structured, three-phase program focused on cognitive and behavioral care, education, and job skills to facilitate community re-entry.*

Tennessee College of Applied Technology (TCAT)

- OSHA 30.

TRICOR jobs

- Building Trades & Maintenance.

Mark H. Luttrell Transition Center

Memphis, Tennessee

Year Opened: 1999

Managed by: TDOC

Warden: Tonya Hawkins

Security: Minimum to Maximum

Total Capacity: 482 Male

Operating Capacity: 472 Male

Actual Count 6/30/2026: 211 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 6/30/2026: 1,968 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; HVAC; Digital Graphic Design; Truck Driving, with Commercial Driver's License 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: 1,546 Male

Operating Capacity: 1,515 Male

Actual Count 6/30/2026: 1,514 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; Masonry; 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: Henry Holiday

Security: Minimum to Close

Total Capacity: 1,904 Male

Operating Capacity: 1,866 Male

Actual Count 6/30/2026: 1,724 Male

Riverbend Maximum Security Inst.

Nashville, Tennessee

Year Opened: 1989

Managed by: TDOC

Warden: Kenneth Nelsen

Security: Minimum to Maximum

Total Capacity: 811 Male

Operating Capacity: 787 Male

Actual Count 6/30/2026: 749 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; Industrial Maintenance.

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: John Gilley

Security: Minimum to Medium

Total Capacity: 1,701 Male

Operating Capacity: 1,667 Male

Actual Count 6/30/2026: 1,668 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)

- Computer Aided Design (CAD).
- 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: Stanley Lovett

Security: Minimum to Medium

Total Capacity: 2,672 Male

Operating Capacity: 2,501 Male

Actual Count 6/30/2026: 2,083 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 6/30/2026: 1,554 Male

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

- Associate's degree through Nashville State Community College & Columbia State University.
- 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

Whiteville Correctional Facility

Whiteville, Tennessee

Year Opened: 2002

Managed by: CoreCivic

Warden: Danny Dodd

Security: Minimum to Medium

Total Capacity: 1,619 Male

Operating Capacity: 1,505 Male

Actual Count 6/30/2026: 1,509 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 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.

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

- Bachelor's degree in liberal studies and Liberal Arts Certificate through Rhodes College.
- Associate's degree through TN Higher Education Initiative & Dyersburg State Community College.
- *Computer programming certification class through Persevere.*

Tennessee College of Applied Technology (TCAT)

- Computer Information Technology.

TRICOR jobs

- Call center; Commercial maintenance/repair.

Women's Therapeutic Residential Ctr.

Henning, Tennessee

Year Opened: 2016

Managed by: TDOC

Warden: Stanley Dickerson

Security: Minimum to Medium

Total Capacity: 1,472 Female

Operating Capacity: 1,428 Female

Actual Count 6/30/2026: 1,152 Female

West Tennessee State Penitentiary

Henning, Tennessee

Year Opened: 1990

Managed by: TDOC

Warden: Johnny Fitz

Security: Minimum to Maximum

Total Capacity: 1,018 Male

Operating Capacity: 987 Male

Actual Count 6/30/2026: 915 Male

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)

- Building Construction Technology; HVAC; OSHA 30.
- Offers high-school level CTE Career Exploration.

TRICOR programs jobs

- Agriculture; Textile manufacturing.