



ANNUAL REPORT

FY 2019



TONY PARKER, COMMISSIONER

TENNESSEE DEPARTMENT OF CORRECTION ANNUAL REPORT 2019

Table of Contents

Commissioner's Letter	2
Foundation	3
Budget	4
Prisons , Rehabilitative Services & Operations	5
Incarcerated Offender Demographics	6
Year in Review	7
Community Supervision	11
Community Supervision Demographics	12

Tennessee Department of Correction



Mission

To operate safe and secure prisons and provide effective community supervision in order to enhance public safety.



Vision

To be recognized as the best correctional agency in the nation.

Guiding Principles

We...

believe in and support the mission of our agency and our team.

will treat all people fairly.

will not purposely compromise public safety.

will stand behind our word.

will protect each other but not at the expense of compromising our integrity.

will always accomplish our mission.

January 2013

Customer **Focused**
GOVERNMENT

Great **People**. Great **Service**.

Pursuant to the State of Tennessee's policy on nondiscrimination, the Department of Correction does not discriminate on the basis of race, gender, religion, color, national or ethnic origin, age, pregnancy, creed, disability, or veteran's status in its policies, or in the admission of or access to, or treatment or employment in, its programs, services, or activities.

Equal Employment Opportunity/Affirmative Action inquiries or complaints should be directed to the Department of Correction, EEO/AA Coordinator, Human Resources Office, 3rd Floor Rachel Jackson Building, 320 Sixth Avenue North, Nashville, TN 37243-0465, Telephone 615-253-8026.

ADA inquiries or complaints should be directed to the Department of Correction, Human Resources Office, 3rd Floor Rachel Jackson Building, 320 Sixth Avenue North, Nashville, TN 37243-0465, Telephone 615-253-8026.

COMMISSIONER'S LETTER



It is my pleasure as Commissioner of the Tennessee Department of Correction (TDOC) to present our Fiscal Year 2019 Annual Report in accordance with Tenn. Code Ann. § 4-4-114. By reading the highlights of our year, you will find that we have not slowed in our commitment to public safety or our responsibility to the citizens of this great state. Through collaboration and partnerships with the National Institute of Correction, the Association of State Correctional Administrators, the American Correctional Association, and other correctional departments and law enforcement agencies across the nation, TDOC is committed to utilizing industry best practices.

Research shows that more than 90% of all offenders return to the community, therefore, our effort focus on preparing them to become productive citizens. In keeping with our mission to operate safe and secure prisons and provide effective community supervision, TDOC has:

- Increased recruitment and retention by securing pay increases for both the correctional officers series and correctional counselors series
- Received designation as a National Center of Excellence from the National Institute of Corrections for our Critical Incident Training Program
- Implemented the Correctional Education Initiative with the goal of 10% of eligible inmates attaining a diploma, certificate or degree by 2024
- Created collaborative partnership with the Tennessee College of Applied Technology (TCAT) to provide dual certification vocational programs
- Partnered with University of Memphis and the Public Safety Institute to connect with employers in the Shelby County area
- Reduced long-term restrictive housing
- Opened veterans housing units with the Department of Veterans Service
- Launched computer coding program at three facilities
- Expanded post-secondary educational opportunities in prison
- Opened state of the art Dialysis Center at DeBerry Special Needs Facility
- Launched Survivors Circle to assist victims of crime
- Opened Braille Transcription Program at RMSI

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

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

FOUNDATION



Chuck Taylor

Deputy Commissioner/Chief of Staff

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

Deputy Commissioner, Administration/General Counsel

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



Debbie Inglis

Professional Development

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

Leadership Programs	Completed FY 2019	Enrolled FY 2019
Commissioners Leadership Academy	22	25
Accelerated Leadership Institute (ALI)	1	2
LEAD Tennessee	6	6
Tennessee Government Management Institute (TGMI)	3	3
Tennessee Government Executive Institute (TGEI)	3	3
Professional Management Academy (PMA)	47	54
Command College-Graduate Certificate in Executive Leadership (CC)	21	39
3 Master of Professional Studies (MPS)/Master of Public Administration (MPA)	6	15

BUDGET



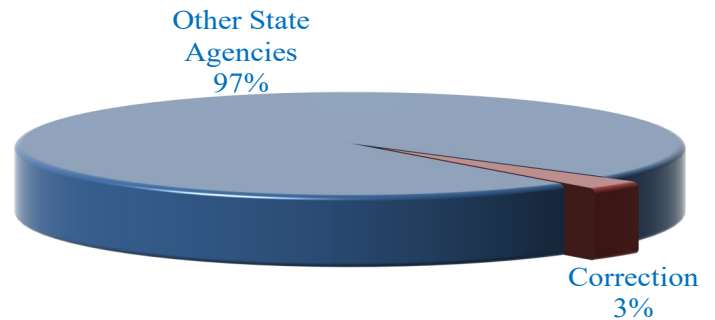
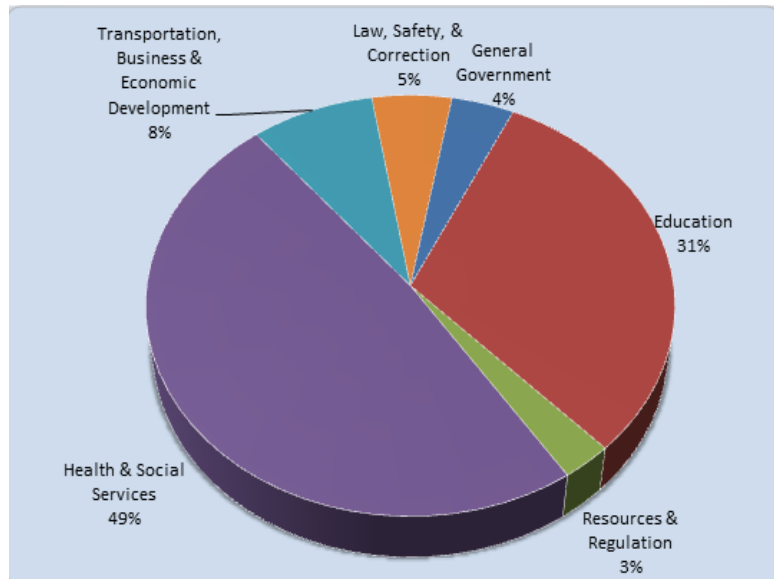
Wes Landers

Deputy Commissioner / Chief Financial Officer

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

TDOC AND THE STATE BUDGET

TDOC - FY19 Budget	
Payroll	\$382,989,400
Travel	716,500
Printing	98,500
Utilities & Fuel	19,907,700
Communication	534,300
Maintenance Expenses	9,439,800
Supplies	28,538,900
Rentals & Risk Management	915,400
Motor Vehicle Operations	751,500
Inmate Pay & Awards	5,321,700
Payments to Local Governments	155,899,700
Stores for Resale	8,620,700
Equipment	96,400
Training	159,700
Prof. Services by State Agencies	33,625,200
Correctional Release Centers	1,918,800
Professional Services	148,957,800
Privately Operated Facilities	176,115,200
Sentencing Act Account	25,509,600
Community Supervision	36,120,300
FY19 Total	\$1,036,237,100



The department's total operating budget for Fiscal Year 2019 was \$1,036,237,100. Cost increases for this operating budget totaled \$21,179,900 for contract inflators (private prisons and medical contract), the Public Safety Act of 2016, caseload management personnel, offender management system, protective vests, and the opioid initiative.

PRISONS, REHABILITATIVE SERVICES, & OPERATIONS



Lee Dotson

Assistant Commissioner, Prisons

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

Assistant Commissioner, Rehabilitative Services

Ed Welch, Assistant Commissioner of Rehabilitative Services, is responsible for the provision and supervision of a wide range of programming and treatment opportunities centered on inmate Rehabilitation, including clinical services, support programs and services, and offender reentry. Managing these services is a talented team of professional educators, licensed medical and behavioral health care providers, and skilled administrators who report directly to the Assistant Commissioner. They include the Chief Medical Officer, and the Directors of Reentry Services, Risk and Needs Assessment, Workforce Development, Behavioral Health, and Substance Use Services.



Ed Welch

Assistant Commissioner, Operational Support

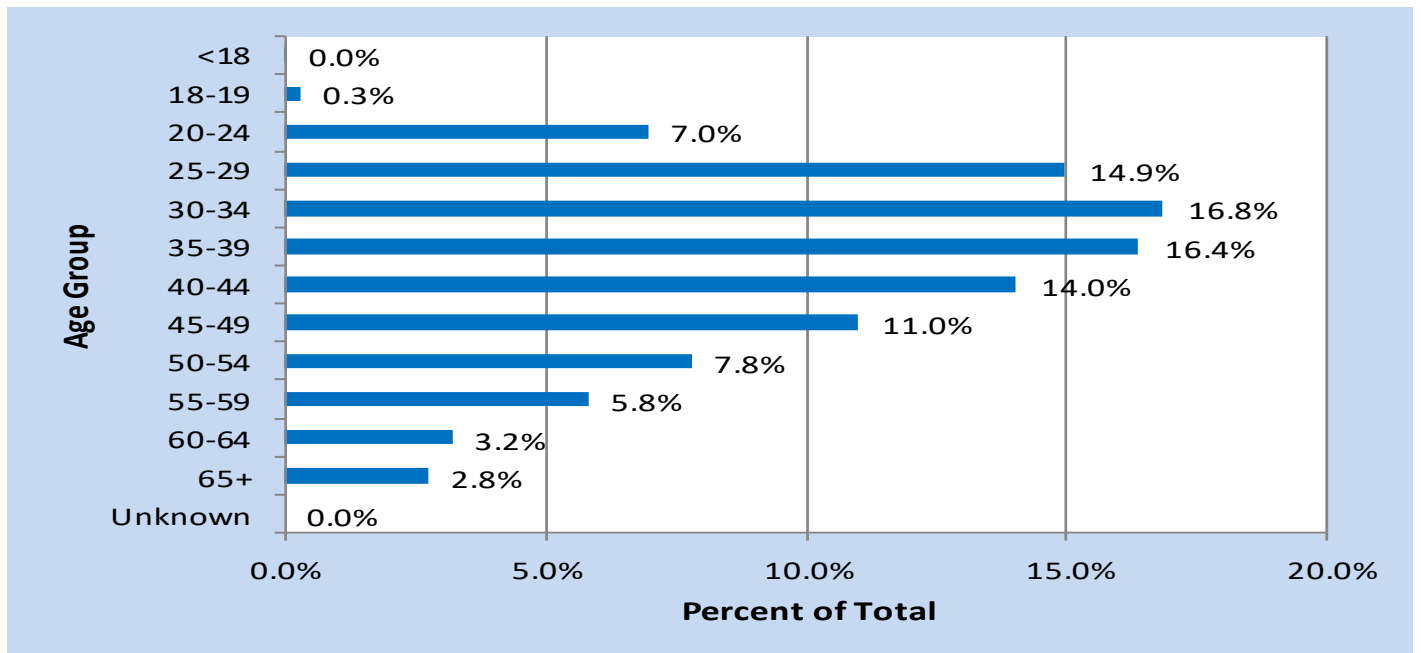
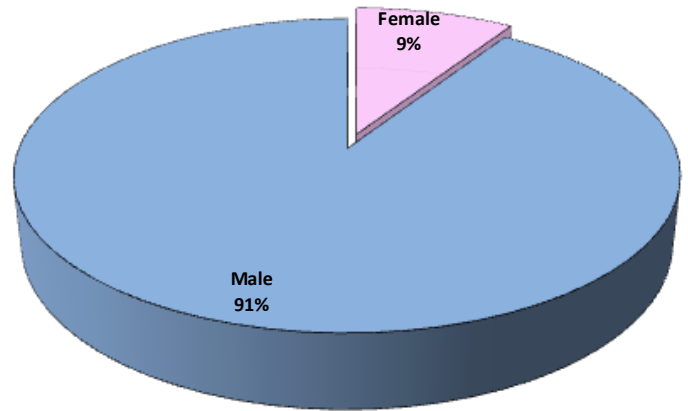
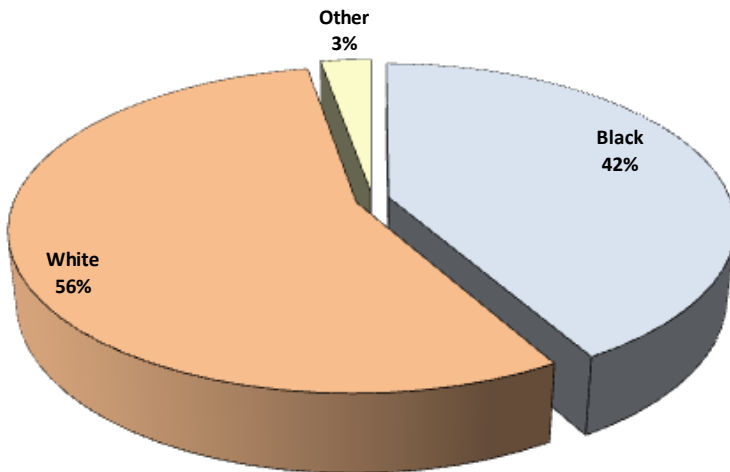
Bobby Straughter, Assistant Commissioner of Operational Support, is responsible for the oversight of Facilities Planning & Construction, and Facilities Management & Maintenance for all institutions. Operational Support is also responsible for Asset Management and Training, including the operation of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



Bobby Straughter

INCARCERATED OFFENDER DEMOGRAPHICS

Felony Inmate Population (System-wide) June 30, 2019



Incarcerated Felon Population by Primary Offense								
Total	Sex							
Population	Homicide	Kidnap	Offender	Robbery	Property*	Assault	Drugs	Other
21,806	3,970	295	2,794	2,724	2,909	2,878	4,147	2,089
					*excludes Robbery			

For more information please visit

<https://www.tn.gov/content/dam/tn/correction/documents/FelonJuly2019.pdf>

TDOC FY 2019 ACCOMPLISHMENTS

- ◇ Established Recovery Unit at Morgan County Correctional Complex focusing on continual sobriety for individuals who have completed substance use treatment programming.
- ◇ Women's Therapeutic Residential Center expanded from 96 to 128 beds.
- ◇ West Tennessee State Penitentiary selected as model program sites for RSAT by Advocates for Human Potential.
- ◇ Graduated 54 individuals from DRC programming.
- ◇ Completed 78,502 risk and needs assessments on over 67,000 offenders
- ◇ Graduated an Offender Workforce Development Specialist (OWDS) class of 28 individuals, adding to the over 200 already trained.
- ◇ Veterans Housing Units established at Bledsoe County Correctional Complex and Turney Center Industrial Complex to focus on peer interaction and support which build in the structure and dignity instilled through veterans' military service.
- ◇ Opened state-of-the-art dialysis clinic to avoid costly offsite medical visits. Fourteen dialysis chairs provided treatment and care to 42 inmate patients.
- ◇ Established Extended Restrictive Step-Down Program, an incentive and evidence-based program that creates a pathway for inmates to transition to a lower security level in a manner that maintains public, staff and inmate safety. There have been 11 graduates thus far.

Contraband Interdiction

The introduction of contraband, which includes cell phones, into correctional facilities is a serious violation of state law and is not tolerated by the Tennessee Department of Correction. While this continues to be a national problem, the Department works to intercept and recover any contraband. In addition, we work with our law enforcement partners to actively prosecute those who violate the law. In conjunction with the Office of Investigation and Compliance (Law Enforcement Unit), there have been 45 arrests, thus far this calendar year, associated with contraband introduction or the attempt to introduce. These arrests involve visitors, staff, contract employees, and civilians. Thus far in 2019, there were 761 cell phones, 203 wireless devices, and 33 SIM cards found/discovered.

Safety and Security

While contraband introduction does create a threat to the secure prison environment, we also focus on other threats that have the potential to interfere with the safe and secure operation of our facilities. With that in mind, we have a continuous focus on preventing serious incidents, to include assaults against staff. These efforts, to name a few, have involved increasing open communication between staff and inmates, providing staff with additional critical incident and behavioral health training opportunities, deploying those trained staff appropriately, and reinforcing policy compliance. These actions have yielded positive results in de-escalating incidents across the state.

YEAR IN REVIEW

Extended Restrictive Housing Step-Down Program

In December 2018, in an effort to reduce restrictive housing to an irreducible minimum, the Extended Restrictive Housing Step-Down Program began at the Morgan County Correctional Complex. The Step-Down Program establishes a process for incentive-based management of incarcerated individuals and creates a pathway for inmates to transition/step-down to a lower security level in a manner that maintains public safety for staff and inmates alike. The program includes a system of review and establishes criteria to prepare an inmate for transition to general population or the community. Individualized programs involve a coordinated, multi-disciplinary team approach that includes mental health, medical, case management, and security practitioners. The program consists of an individualized orientation and assessment and four phases that include a progressive decrease in restrictions and an increase in incentives. Upon completion of all programs prescribed, an inmate will have successfully completed the Step-Down Program to a lower security level. In April 2019 the program was expanded to the West Tennessee State Penitentiary and the Tennessee Prison for Women.

Reentry Services

Reentry Services provides an array of transitional programming for justice-involved individuals. The TDOC special school district is fully accredited by the Tennessee Department of Education, providing a range of academic and career technical programs as well as library services at each facility. Highly qualified teachers hold valid Tennessee teacher's licenses, with some teachers also certified by the National Center for Construction Education and Research (NCCER). TDOC provides instruction for incarcerated individuals in Adult Basic Education (ABE) and Career and Technical Education (CTE) and partners with Tennessee Higher Education Initiative (THEI), Lipscomb University, and Rhodes College to offer general education certificates, associate's degrees, bachelor's degrees, or master's degrees. TDOC also partners with the Tennessee Department of Labor and Workforce Development (TDLWD) to provide high school equivalency testing for incarcerated individuals. Victim Services keeps victims at the forefront of all that we do at TDOC. Victim Impact is a cognitive-based program designed to educate individuals about the impact of crime on victims, families and communities. Religious and Volunteer Services provides essential faith-based and volunteer opportunities for justice-involved individuals.

YEAR IN REVIEW

Veterans Housing Units

In February 2019, the Tennessee Department of Correction (TDOC) opened two new incarcerated veterans housing units. One located at Turney Center Industrial Complex (128 beds) and the other at Bledsoe County Correctional Complex (54 beds) emphasize peer support and build on the structure and dignity of military service. In the development of the units, TDOC partnered with the Tennessee Department of Veterans Services and collaborated with Veterans Affairs. A Veterans Reentry Specialist and County Veterans Services Officer ensure the incarcerated veterans have access to available services both while incarcerated and upon release. Seeking Safety, an evidence-based, present-focused group treatment model, is offered within the unit to provide coping skills for those who have experienced trauma.

Workforce Development

TDOC operates three transition centers located in Memphis, Nashville and Morgan County, Tennessee. The three phase transitional program focusing on cognitive and behavioral change, skills based education, apprenticeships in the community while still incarcerated and real work job experience. Connecting with the workforce is proven to significantly reduce recidivism. TDOC provides opportunities for incarcerated individuals to work at jobs that teach real world skills. The transition centers prepare participants for the transition from custody to citizenship. In community supervision, Employment Specialists partner with local employers to assist individuals with a criminal record to find jobs that lead to careers and long-term success which leads to lower crime and reduced recidivism.

Transition Centers

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

YEAR IN REVIEW

Clinical Services

Incarcerated individuals are provided high quality, holistic, state-of-the-art medical, behavioral health, substance use and recovery services at all of our facilities state wide.

Medical services address the mind, body, and spirit of incarcerated individuals and include chronic care treatment for hypertension, obesity and other illnesses, diseases and conditions, dental, vision, oncology, dialysis and telehealth services. Critical care is provided regionally to provide an advanced level of care to prevent delay when seriously ill patients would otherwise require transportation to community hospitals.

Behavioral health, substance use and recovery services are critically important components of patient care. A wide array of treatment modalities, such as therapeutic community, group therapy, aftercare and the substance use education and orientation programs are available. Licensed behavioral health providers are available at all facilities to address individuals' mental health needs. Correctional Officers are also being trained to recognize and respond appropriately to mental illness emergencies through our commitment to Crisis Intervention Team training and Correctional Behavioral Health Certification training.

Dialysis Center

In April 2019, TDOC opened a dialysis center at the DeBerry Special Needs Facility. The \$3.2 million project is a state-of-the-art facility that provides comprehensive patient care and dialysis services in collaboration with Chardonay Dialysis, with whom the department has partnered with for dialysis services for the last 21 years. All male patients in the Tennessee Department of Correction requiring dialysis are managed at the DeBerry facility. This new center has fourteen treatment stations and operates three shifts per day six days per week. The utilization of the facility has resulted in a cost avoidance of approximately \$50 million this year in contrast to that which would have been expended had the department sought outside support to provide dialysis services.

Opioid Treatment

In Spring 2019, as a component of TDOC's comprehensive opioid treatment program, a recovery focused living unit was established at Morgan County Correctional Complex. In accordance with the American Society of Addiction Medicine (ASAM) guidelines, participants who successfully complete the opioid treatment program at West Tennessee State Penitentiary or other evidence-based residential substance use treatment program are housed together to provide peer support and other addiction services to continue their recovery rather than being assigned to general population. A professionally licensed alcohol and drug counselor is assigned to the unit to assist the residents.

COMMUNITY SUPERVISION



Lisa Helton

Acting Assistant Commissioner, Community Supervision

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

Effective Community Supervision provides a combination of offender accountability coupled with a support structure to identify needs and resource probationers and parolees with the services necessary for success in community. During FY 18/19, Community Supervision engaged in targeted practice improvements to strengthen both accountability and resource support in supervision. Increased accountability resulted from a focus on compliance components for monitoring probationers and parolees such as home visits, drug screens, and reporting. Implementation of strategies for resource development resulted in increased support in areas such as offender housing, employment, and substance use treatment.

-  **Increased Compliance**
 - Home Visits
 - Reporting
 - Drug Screens
-  **Offender Employment**
 - 85%+ statewide employable offenders
 - American Job Center partnerships
 - Hiring Events
-  **Offender Housing**
 - Additional 1064 beds
 - 68 new housing providers
 - Increased female beds with accommodation for children
-  **Community Collaboration**
 - Local schools
 - Law enforcement operations
 - Community criminal justice initiatives



Commitment to Evidence Based Practices

Use of Graduated Sanctions

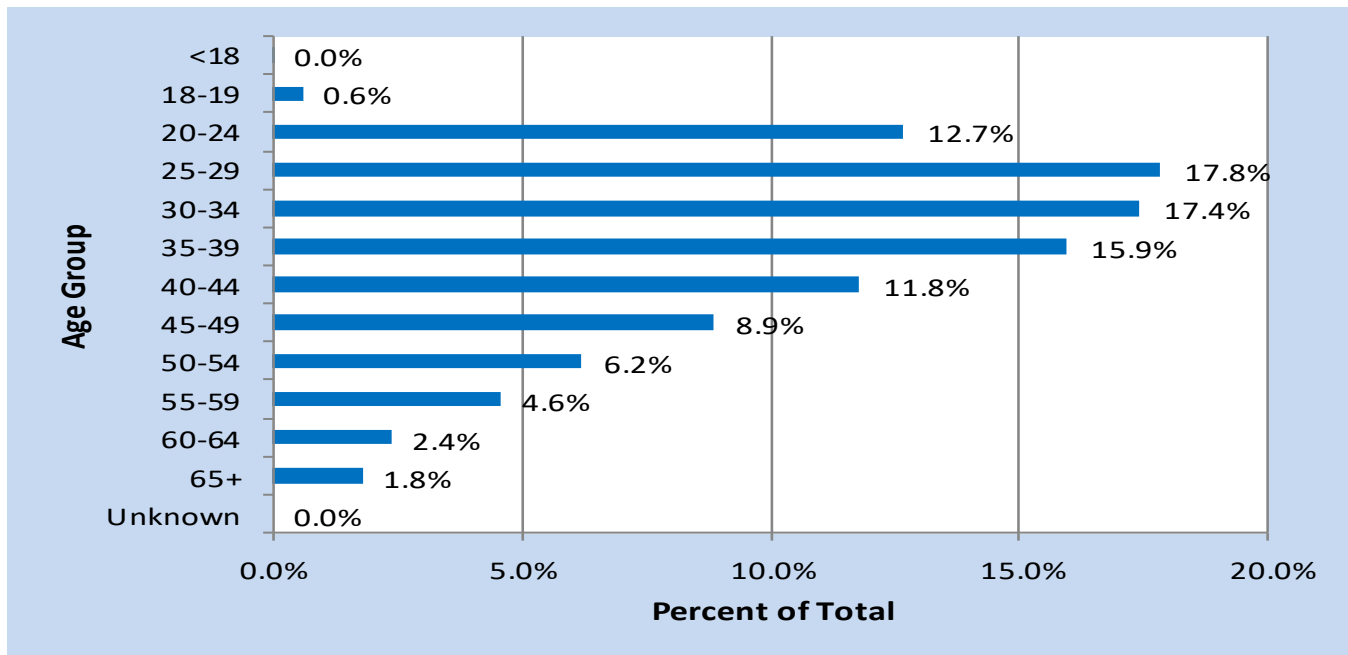
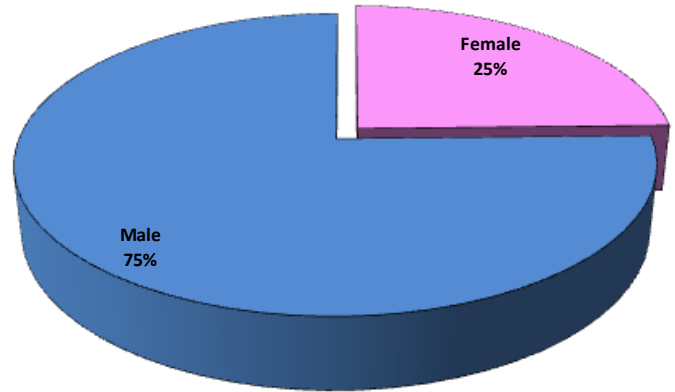
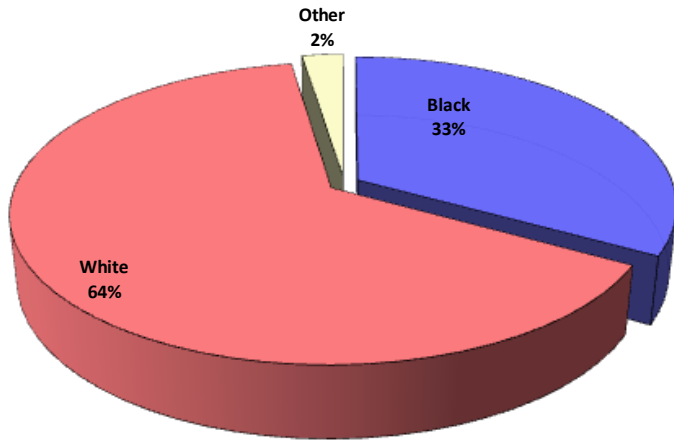
Recognizing that decades of research confirms that swift and certain responses are the most effective means of addressing negative behavior, the TDOC graduated sanctions system provides a structured set of swift, certain, and proportionate responses to non-compliance with conditions of supervision. More than 70% of imposed sanctions are successfully completed resulting in a return to compliance with supervision requirements.

Supervision based on Validated Risk Needs Assessment

Offenders are supervised based upon Tennessee's assessment instrument, which identifies the risk and needs of an offender and assists the officer in identifying how best to help the probationer or parolee successfully complete supervision.

COMMUNITY SUPERVISION DEMOGRAPHICS

Community Supervision Population (System-wide) June 30, 2019



Community Supervision Population as of June 30, 2019

Probation	56,725
Parole	10,495
Community Corrections	7,967
Total	75,187

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

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

TENNESSEE DEPARTMENT OF CORRECTION

ANNUAL REPORT 2019

For additional TDOC updates, please visit us at:

Internet: <http://www.tn.gov/correction/>

Facebook: <http://www.facebook.com/TNDepartmentofCorrection>

Twitter: <https://twitter.com/#!/TNTDOC1>

YouTube: <http://www.youtube.com/user/TNTDOC1>

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