



Department of
Correction

LISA HELTON, INTERIM COMMISSIONER



2022 ANNUAL REPORT

TENNESSEE DEPARTMENT OF CORRECTION ANNUAL REPORT 2022

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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



Lisa Helton



It is my pleasure as Commissioner of the Tennessee Department of Correction (TDOC) to present our Fiscal Year 2022 Annual Report in accordance with Tenn. Code Ann. § 4-4-114. By reading the highlights of our year, you will find our commitment to public safety and our responsibility to the citizens of this great state is strong and unwavering. Through collaboration and partnerships with the Tennessee Higher Education Initiative, the Tennessee College of Applied Technology, the American Correctional Association, and other correctional and law enforcement agencies across the nation, TDOC is committed to utilizing industry best practices and evidence-based programs to achieve results. Research shows that 95% of all offenders return to the community, therefore, our effort focuses on preparing them to become productive citizens. In keeping with our mission to operate safe and secure prisons and provide effective community supervision, TDOC has:

- ◇ Significantly increased starting salaries for correctional officers resulting in a tremendous impact on recruiting and retention efforts. Statewide vacancies decreased more than thirty percent since the salary increase became effective.
- ◇ Expanded post-secondary partnerships with TBR through TCATs and community colleges. Thanks to this partnership the number of college degrees conferred to inmates now exceeds 100.
- ◇ Launched a new housing assistance program for offenders leaving incarceration as part of a \$200,000 grant and partnership with the Tennessee Housing Development Agency (THDA).
- ◇ Used evidence-based practices to reduce offender technical violation returns due to non-compliant behavior with conditions of supervision.
- ◇ Created safe prison environments for staff and inmates by providing offenders with fundamental skills needed to lead independent, productive lives of relevance, and by evoking good citizenship through cognitive behavioral, substance use and educational programming.
- ◇ Received the first Warden of the Year award from the North American Association of Wardens and Superintendents. Morgan County Correctional Complex Warden Mike Parris was the first Tennessee warden to receive the award.
- ◇ Held the 11th Citizens' Correctional Academy class bringing the total number of participants to 200. Graduates of the program become ambassadors for the Department.

The men and women who work for the Tennessee Department of Correction are dedicated public servants who take great pride in their responsibilities. Together we have strengthened our commitment to public safety in our great state.

Lisa Helton

EXECUTIVE LEADERSHIP



Chuck Taylor

Deputy Commissioner/Chief of Staff

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

Deputy Commissioner, Administration/General Counsel

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



Debbie Inglis

Inspector General

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



Kelly Young

BUDGET



Chief Financial Officer

Bo Irvin, Chief Financial Officer, is responsible for the management and oversight of TDOC's \$1.26 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 Director of Budget/Fiscal Services, Director of Purchasing and an Executive Administrative Assistant.

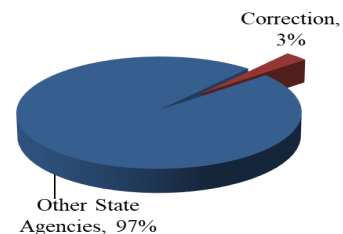
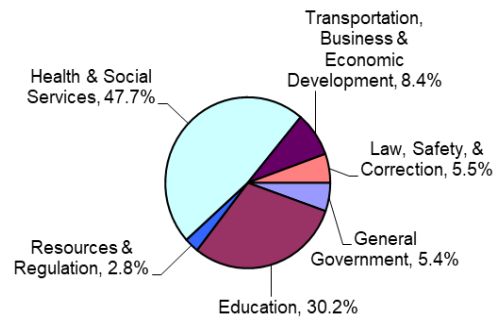
TDOC - FY22 Budget

Payroll	\$455,089,300
Travel	1,314,300
Printing	75,900
Utilities & Fuel	20,048,000
Communication	569,800
Maintenance Expenses	12,067,600
Supplies	46,092,900
Rentals & Risk Management	954,100
Motor Vehicle Operations	728,600
Inmate Pay & Awards	5,259,100
Payments to Local Governments	155,254,800
Stores for Resale	9,670,800
Equipment	26,460,000
Training	172,800
Prof. Services by State Agencies	30,446,300
Correctional Release Centers	2,406,100
Professional Services	179,728,900
Privately Operated Facilities	200,778,100
Sentencing Act Account	72,420,700
Community Supervision	42,339,300

FY22 Total

\$1,261,877,400

TDOC AND THE STATE BUDGET

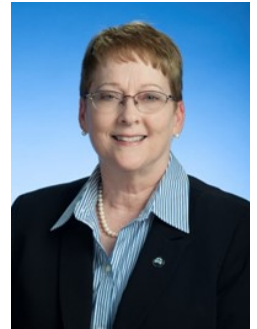


The department's total operating budget for Fiscal Year 2022 was \$1,261,877,400. Cost increases for this operating budget totaled \$87,809,400 for State Prosecutions Account, Behavioral Health, Evidence Based Programming, Cost Inflation Private Prisons, Salary Increases for Probation/Parole Officer Series, Electronic Health Records, Telehealth Equipment, Day Reporting Centers, Radios, Electronic Monitoring of Offenders, Sex Offender Treatment Program, Body Scanners, Correctional Education Investment, Administration Legislation-Jail Reimbursement Rate Restructuring, Administration Legislation-Re-Entry Success Act, Administration Legislation-Constitutional Carry-Incarceration, Center for Employment Opportunities-Re-Entry Job Training, Lipscomb University - Correctional Higher Education, Men of Valor - Re-Entry Support Services, TN Higher Education Initiative - Correctional Higher Ed., The Next Door, Inc. Recovery and Support for Re-Entry and Thistle Farms - Recovery and Support for Women. Additionally, the department received market study funding for correctional officer salaries and supplemental funding for private prison correctional salaries.

COMMUNITY SUPERVISION

Assistant Commissioner, Community Supervision

Lisa Helton, Assistant Commissioner of Community Supervision, oversees felony probation and parole operations, the Community Corrections program, and the Institutional Probation Parole Specialist Program, with responsibility for more than 1,100 TDOC employees and approximately 77,000 probationers and parolees. Reporting directly to the Assistant Commissioner are the Deputy Assistant Commissioner, Probation Parole Administrators, a Correctional Program Support Coordinator, and an Executive Administrative Assistant.



Lisa Helton



TDOC evidence-based supervision strategies:

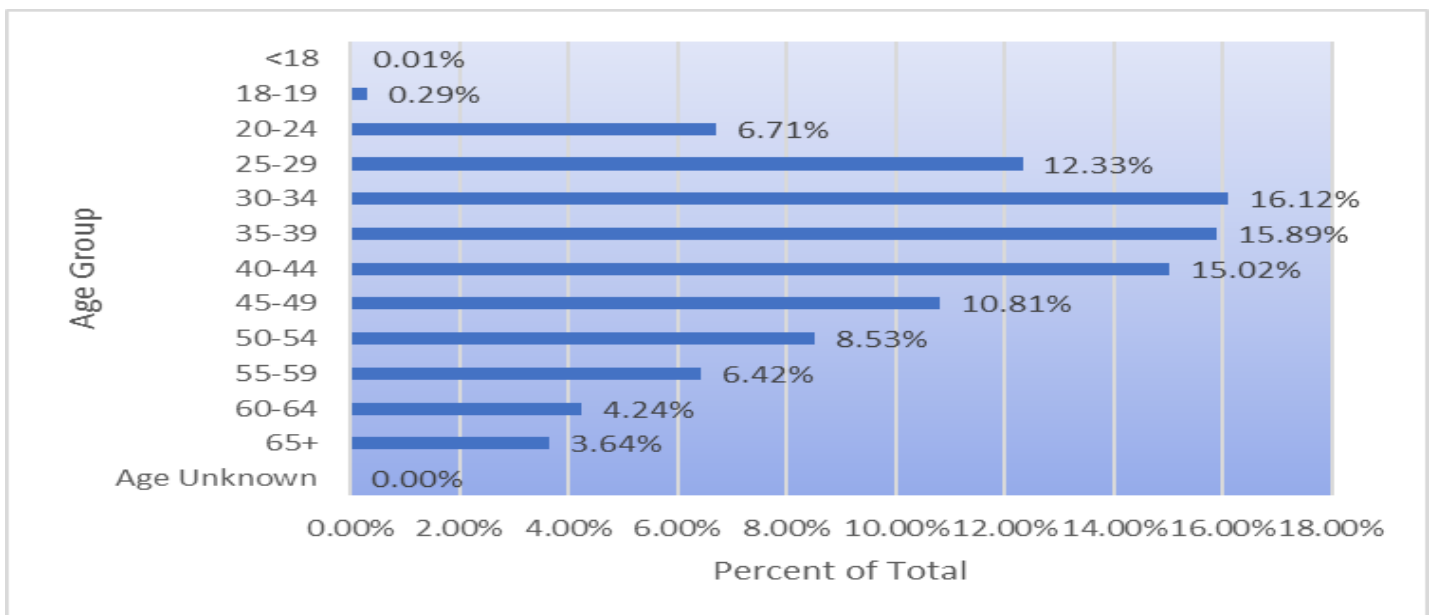
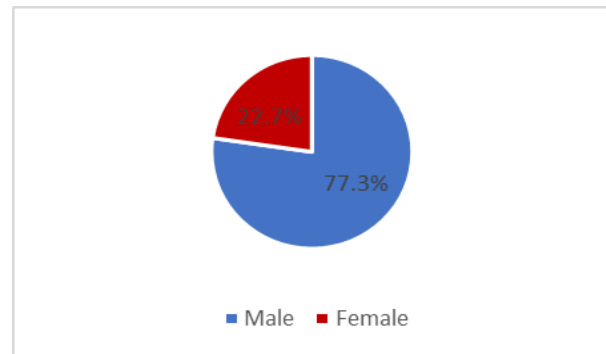
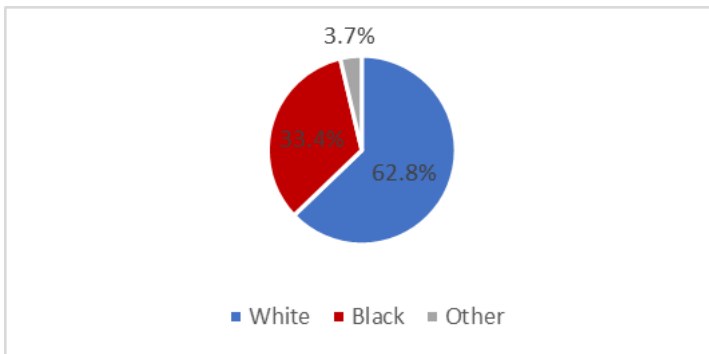
- * Validated Risk and Needs Assessments
- * Individualized Case Plans
- * Risk Based Supervision Standards
- * Graduated Sanctions
- * Cognitive Behavioral Programming

The Reentry Success Act of 2021 was designed to support justice-involved individuals on supervision in the community in Tennessee, enacting the following statutory requirements.

- * Set the maximum period of probation at eight years for one conviction and no more than ten years for more than one conviction.
- * Established Probation and Parole Revocation caps for technical violations, i.e., first revocation-15 days, second revocation-30 days, third revocation-90 days, and fourth/subsequent revocation - may be sentenced to serve the remainder of the sentence. A technical violation is defined as an act that violates the terms or conditions of supervision but does not constitute a new felony, new Class A misdemeanor, zero tolerance violation as defined by the TDOC, or absconding.
- * Established mandatory reentry supervision which includes criteria for eligible and ineligible populations. Eligible inmates are required to be released on parole supervision one year prior to their sentence expiration date. The period of supervision lasts until the sentence expiration date. Eligible inmates are considered to be on parole and supervised under the same conditions as others on parole supervision. Ineligible inmates are subject to one year of supervision upon being released at their sentence expiration date. This group will have a “service-oriented” supervision period as a year of monitoring with additional services and resource support to eliminate barriers to success in the community.

COMMUNITY SUPERVISION DEMOGRAPHICS

Community Supervision Population (System-wide) June 30, 2022



Community Supervision as of June 30, 2022	
Probation	54,917
Parole	12,878
Community Corrections	7,281
Total	75,076

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

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

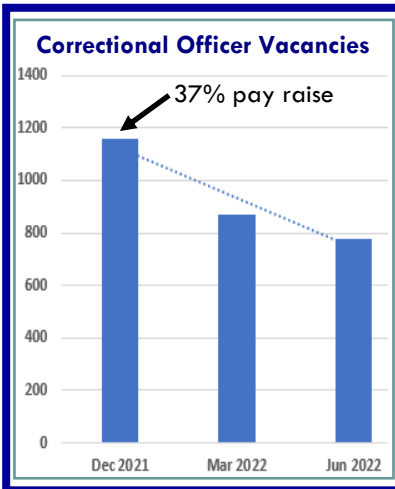
PRISON OPERATIONS



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, as well as the Statewide Tactical Unit – Strike Force One, the statewide Contraband Interdiction Unit, and the Canine team. Reporting directly to the Assistant Commissioner are the Deputy Assistant Commissioner and four Correctional Administrators who oversee the day-to-day operations of prisons within their respective regions, and who supervise the facility Wardens.



Gains in Correctional Officer Recruitment

- ◇ The starting salary for new TDOC correctional officers was increased to \$44,500.
- ◇ The current security staff pay was increased by a minimum of 15% to recruit and retain the most qualified individuals and reduce vacant job positions.



Strategies for Safe Offender Management

- ◇ In our mission to provide enhanced security, for populations inside and outside of prison facilities, body scanners have been installed to stop prohibited items from being introduced as contraband.
- ◇ The restrictive housing step-down program continues to be successful in releasing offenders from restrictive housing. The program in place at two of the departments maximum security facilities has had an 80% completion rate with 9% of completions returning to restrictive housing.
- ◇ The department identified and trained personnel to conduct high risk transports specific to offender extraditions.
- ◇ The department augmented security staffing in prisons with agency-wide employee support.



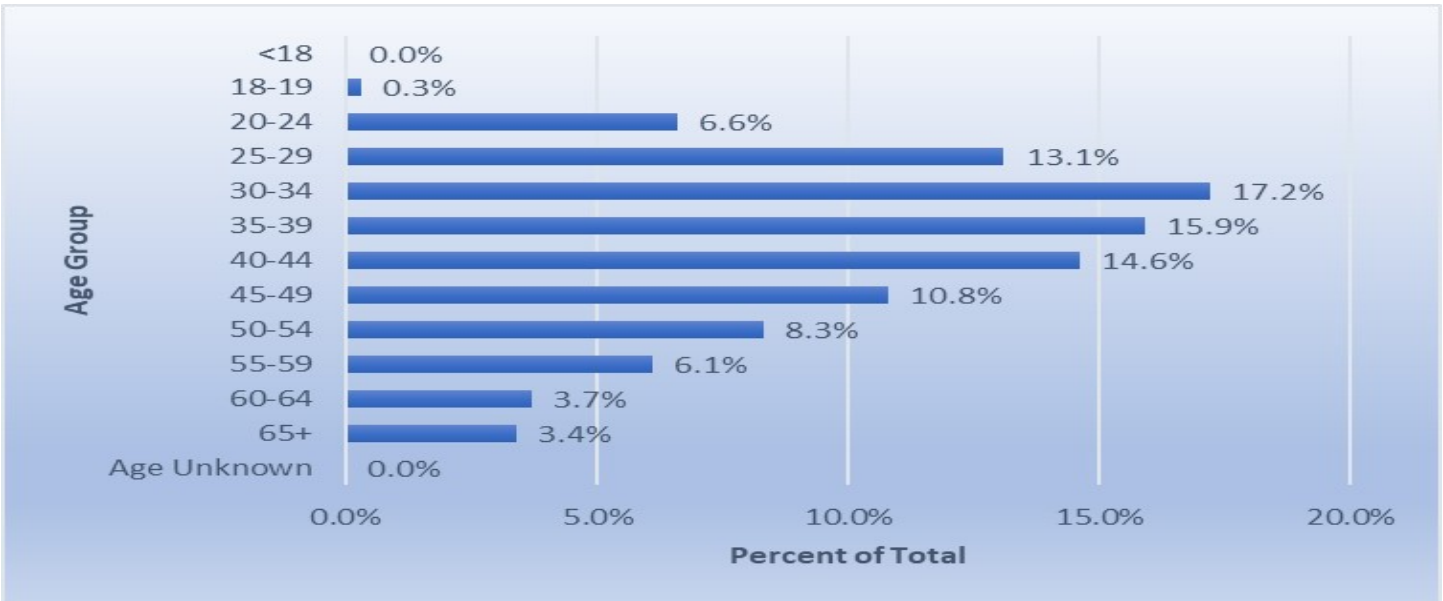
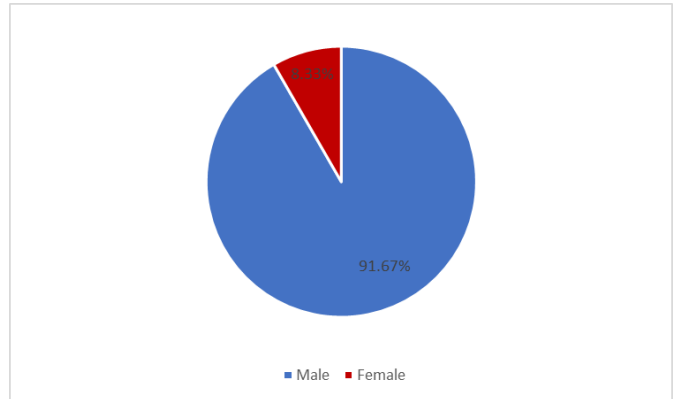
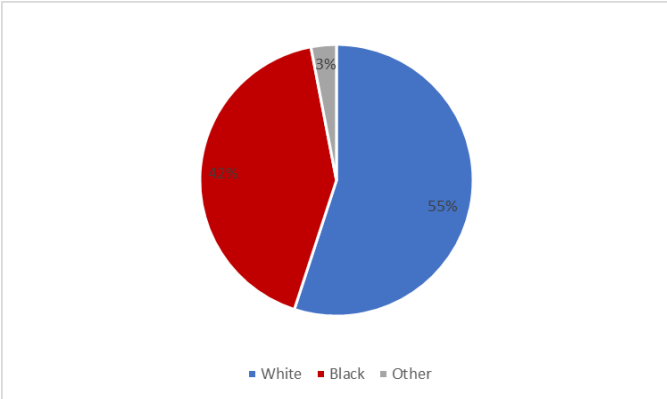
Tennessee Warden Named Warden of the Year

For the first time, a Tennessee Department of Correction (TDOC) warden, Mike Parris (MCCX), was named Warden of the Year by the North American Association of Wardens and Superintendents (NAAWS) in recognition of his visionary and exceptional leadership. Senator Ken Yager presented Warden Parris with a proclamation from the Tennessee General Assembly honoring his historic achievement.



INCARCERATED OFFENDER DEMOGRAPHICS

Felony Inmate Population (System-wide) June 30, 2022



Incarcerated Felon Population by Primary Offense								
Total Population	Homicide	Kidnap	Sex Offender	Robbery	Property*	Assault	Drugs	Other
19,026	3,899	285	2,658	2,063	2,026	2,691	3,363	2,041
					*Exclude Robbery			

For more information please visit

OPERATIONAL SUPPORT

Assistant Commissioner, Operational Support

Bobby Straughter, Assistant Commissioner of Operational Support, is responsible for the oversight of Facilities Planning & Construction and Facilities Maintenance Management for all institutions. Operational Support is also responsible for Asset Management and Training, including the operation of the Tennessee Correction Academy. As of January 2022, AC Straughter has the responsibility for Office of Investigations and Conduct (OIC), which consists of the Investigations, Apprehension Enforcement, and Security Threat Group units. Those staff members who report directly to the Assistant Commissioner consist of the directors of Office of Investigations and Conduct, Facilities Planning & Construction, Mission Support, and Facilities Maintenance Management, as well as, the Administrator of Staff Learning & Development, and an Executive Administrative Assistant. The Operational Support staff provides overall statewide support to Prison facilities, Community Supervision offices, Day Reporting Centers, the Training Academy, and Central Office.



Bobby Straughter

FY22 Accomplishments

BCCX Waste Water Treatment Plant Expansion

The wastewater treatment plant expansion allows excess capacity to meet all current wastewater needs for the site and most future additional needs. The new plant has been successful in bringing the discharge into compliance with regulatory requirements. Plant operations have been transferred to an existing TDOC Vendor and is currently operating all other TDOC owned water and wastewater operations, which allows BCCX Maintenance staff to focus on other needs on the compound.

NWCX Statewide Lighting Upgrades Project

This year's completion of the Statewide Lighting Upgrades project has led to upgrading lighting with LED fixtures that reduces the energy consumption by approximately 50%. The added savings has led to the elimination of maintenance staff's reduced time re-lamping and ballast replacement due to change in maintenance free technology.

Statewide High Mast Lighting Project

Thus far, the agency has made great accomplishments in Statewide High Mast Lighting projects with LED Lighting installation in several facilities and expect the completion of other facilities to come. The goal of the design effort is to illuminate the site with a 3-foot candle of light at all locations across the secure perimeter, as well as 50 feet beyond the outer security fence at any energy operational capacity of 75% full lighting brightness.

ITS Fiber Installation/Repair & Door Access Control Systems

These are two areas that have led to large savings for the department. 1.) Fiber Installation/Repair – ITS and Maintenance installed fiber at seven facilities for the purpose of connecting License Plate Readers (LPR), connecting Education classrooms, and Radio Tower communication. The cost of the fiber installation work done by ITS and Maintenance allowed the department to pay approximately 10% of what the cost would have been if work had been done by outside vendors. 2.) Door Access – In preparation of the Statewide Lock Replacement Project, ITS has completed the replacement of the relays and door control systems in three facilities thus far. With working being done by ITS, the agency was able to save on the cost of labor from outside industries.

iLEAD

More than 180 employees completed the new professional development program called iLEAD. The program is designed to enhance leadership skills that align with the department's mission and vision.

Crisis Intervention Teams (CIT)

Nearly 1,000 TDOC officers have been trained in the 40-hour first responder CIT training. CIT creates alternative methods to use-of-force and is a critical de-escalation technique used during a mental health crisis.

REHABILITATIVE SERVICES



Rachel Riley-Coe

Assistant Commissioner, Rehabilitative Services

Rachel Riley-Coe, Assistant Commissioner of Rehabilitative Services, is responsible for the provision and supervision of a wide range of programming opportunities and services centered on inmate rehabilitation. Managing these programs and services is a talented team of committed and experienced professionals who report directly to the Assistant Commissioner. They include the Directors of Housing, Risk and Needs Assessment, Religious and Volunteer Services, and the Criminal Conviction Records Unit. Also reporting directly to the Assistant Commissioner are Correctional Administrators who spearhead the teams that manage the Day Reporting Centers and Reentry and Development programming and services (i.e., reentry services and women's services, adult basic education and post-secondary education programming, inmate jobs, victim services, and workforce development).

Focus on Education

- ◇ An associate degree program was established at BCCX through Chattanooga State Community College.
- ◇ Twenty-four (24) offenders earned associate degrees or a liberal arts certificate
- ◇ Seventy-two (72) offenders successfully completed TCAT programming, earning skill-based certificates or associate degrees
- ◇ Two hundred fifty-eight (258) offenders earned HiSET diplomas (71% of testers)

Focus on Employment

- ◇ Affidavit procured to allow eligible TDOC offenders to establish their current facility or community address as a domicile so that they qualify for application to Tennessee commercial driver's license (CDL) programs (partnership with the Tennessee Department of Safety and Homeland Security).
- ◇ Goodwill Industries began conducting virtual mock job interviews using constructive feedback to strengthen offenders' interviewing skills.
- ◇ Probationer/Parolee employment rate of 96.4%

Focus on Reentry

- ◇ Reentry unit pilot began at TCIX for offenders who are 24 months away from release, providing individualized treatment, services, and programming.
- ◇ Offenders with children were provided an opportunity to participate in virtual child visitation through a partnership with the Tennessee Department of Children's Services, allowing inmates to continue the bond they began with their children prior to incarceration.
- ◇ One hundred individuals in 47 jails across the state were trained on STRONG-R risk/needs assessment.
- ◇ Retrieving Independence, a non-profit service dog training program operates in two state prisons and has placed 82 service dogs with people living with disabilities.



CLINICAL SERVICES

Chief Medical Officer and Assistant Commissioner, Clinical

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



Kenneth Williams, MD

Clinical Services Year in Review

- ◇ **Pharmacy:** Pharmacy Services wholesaler purchases saves department \$18M. The Tennessee Department of Correction is responsible for providing pharmaceuticals for chronic and urgent patient diagnosis. During FY22, Pharmacy implemented impactful programs that have increased the number of patients treated while generating a cost avoidance for the department. During FY22, savings in the amount of \$18,908,911 were realized in total pharmacy wholesaler purchases in comparison to FY21. In continuing efforts to support Covid-19 vaccination within TDOC inmate population, Pharmacy has disseminated over 5,555 doses.
- ◇ **Hepatitis:** TDOC continues management of Hepatitis disease process utilizing the Hepatitis C (HCV) Online Registry (HepCOR), continuously monitoring and updating processes as necessary. On-site ultrasounds and liver elastography to evaluate fibrosis and determine a patient's cirrhosis stage continue in a consistent and timely manner. All vendor partners and TDOC continue to advance the goals of the Tennessee Department of Corrections Advisory Committee on Hepatitis and HIV (TACHH) of being able to treat all HCV positive patients with direct-acting agents as soon as chronic HCV is identified and decrease the number of new infections. As of June 2022, TDOC made 792 evaluations, 790 recommendations, and 808 total started treatment.
- ◇ **Tuberculosis Prevention and Diagnosis:** Partnered with the Tennessee Department of Health to provide lab testing for Tuberculosis Prevention and Diagnosis with QFT (QuantiFERON/IGRA) results in all 14 facilities.
- ◇ **Onsite Magnetic Resonance Imaging:** Onsite Magnetic Resonance Imaging (MRI) began at DeBerry Special Needs Facility to decrease the number of transfers, resulting in decreasing transportation resources, labor costs, and promoting increased public safety.
- ◇ **Certified Peer Recovery Specialists:** Certified Peer Recovery Specialists are trained to provide peer support to those suffering from substance use disorders and mental illness. Expansion of Certified Peer Recovery Specialists (CPRS) to employ residents to work while incarcerated in the transition program. CPRS are supervised by a licensed behavioral health professional. The utilization of this peer support resulted in a reduction of positive drug screens, altercations, and urges to use during episodes of crisis.
- ◇ **Crisis Intervention Teams:** Multiple Crisis Intervention Team (CIT) trainings were conducted for institutional and Probation/Parole staff, and expanded to include the Davidson County Sheriff's Department. CIT is a 40-hour first responder training approach to de-escalate a mental health crisis by incorporating three core elements: Inclusive Collaboration, Training, and Coordinated Responses, thereby creating alternative methods to manage negative behavior escalations. To date, nearly 1,000 officers statewide have been trained.

COMMUNITY ENGAGEMENT

Enhancing public safety in Tennessee requires a collaborative effort. The Department of Correction is committed to serving the community by developing partnerships with non-profit organizations who work to make Tennessee a safer place to live, work, and raise a family.



One Mission. One Message. One Team.



DEDICATION TO COMMISSIONER TONY PARKER



In November 2021, Commissioner Tony Parker retired from the Tennessee Department of Correction after 38 years of dedicated service. Parker leaves behind a legacy of correctional excellence which included his election as president of the American Correctional Association.

Parker began his career as a correctional officer and rose through the ranks to Commissioner following his initial appointment by former Governor Bill Haslam in 2016 and re-appointment by Governor Bill Lee in 2019.

As Commissioner, Parker led implementation of the Public Safety Act of 2016 and creation of Day Reporting Centers as an alternative to incarceration. Under his leadership, Tennessee saw a consistent decline in recidivism for individuals leaving TDOC custody as well as a reduction of individuals returning to incarceration for technical violations. Parker spearheaded efforts that led to salary increases for correctional staff and reduced correctional officer vacancies.

The Department of Correction is grateful for Commissioner Parker's contributions to our agency and to the people of the great state of Tennessee.

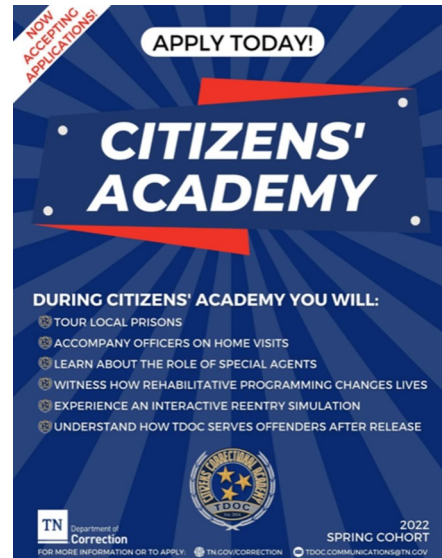
"While we have accomplished much, there is more to be done that the government cannot do alone. Criminal justice reform will require the collaboration of non-profit and private sector partners working with public agencies at every level to achieve true sustainable success. Serving under Governor Lee has provided me an opportunity to see the positive effects true criminal justice reform can have on the lives of the formerly incarcerated. The Governor's passion for ensuring individuals are better prepared to lead successful lives as productive citizens after incarceration will have a lasting impact on our state by creating safer and healthier communities and fewer victims."

~Tony Parker
TDOC Commissioner



TDOC LEADS

In the spirit of leading the nation, TDOC is at the forefront of correctional innovation, education, staff recognition, and accreditation.



TENNESSEE DEPARTMENT OF CORRECTION ANNUAL REPORT 2022

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