



Tennessee Department of Correction FY 2014 Annual Report

Derrick D. Schofield, Commissioner



TENNESSEE DEPARTMENT OF CORRECTION ANNUAL REPORT

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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

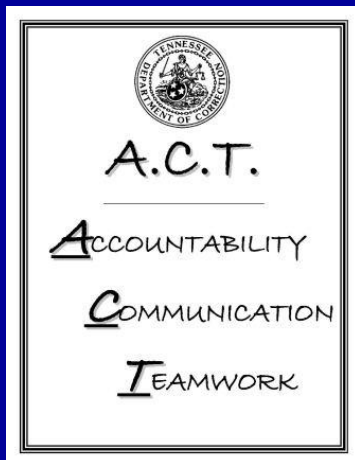
Great **People**. Great **Service**.

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 or TDD (for persons with hearing impairments), 615-532-4423.

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 or TDD (for persons with hearing impairments), 615-532-4423.

COMMISSIONER'S LETTER



As Commissioner of the Tennessee Department of Correction and in accordance with Tenn. Code Ann. § 4-4-114, I am pleased to present our Fiscal Year 2013-2014 Annual Report. Our department oversees 14 prisons and 44 probation and parole offices across the great State of Tennessee. We are responsible for the supervision of more than 109,000 offenders. Our core mission is to enhance public safety. In performing this mission, we have found the importance of innovative thinking that allows us to consistently push toward implementing and creating best practices. Some of this year's accomplishments include:

- Reduced the number of violent incidents within our facilities
- Opened the Morgan County Drug Court
- Opened the Probation Technical Violator Unit
- Improved efficiency of placing offenders into appropriate programming
- Began the Community Impact Program in Memphis/Shelby County
- Partnered with the City of Chattanooga and the U.S. Attorney's Office in the Chattanooga Violence Reduction Initiative
- Increased professional training for Wardens, Community Supervision District Directors and Probation/Parole Officers
- Tennessee Correction Academy received approval to become recognized as a POST certified academy
- Maintained national accreditation by the American Correctional Association (ACA)
- Granted candidate status for vocational training program by the National Center for Construction and Research (NCCER)
- Launched a tips hotline (1-844-TDC-Find)
- Partnered with the Tennessee Department of Veterans Affairs to recruit veterans for our workforce
- Implemented Take One, which matches offenders with mentors
- Created the Citizens' Correctional Academy
- Hosted Family & Friends Forums
- Held inaugural 5K fundraiser to support mentors for children of incarcerated parents

In Fiscal Year 2013-2014, we placed an emphasis on partnerships, training, and public communications for the most effective use of state resources while ensuring that our standards of accountability are consistently met. We value integrity, commitment, and excellence. These virtues will lead us to realize our vision of becoming recognized as the best correctional agency in the nation.

FOUNDATION



Deputy Commissioner/Chief of Staff

Deputy Commissioner Chuck Taylor functions as the Chief of Staff for the Department and is responsible for overseeing daily activities of the Department's Finance, Administration, Operations, and Rehabilitative Services divisions. The Chief of Staff also provides oversight for the Tennessee Correctional Academy and Organizational Development. Reporting directly to the Deputy Commissioner/Chief of Staff are the Director of Training, Title VI Coordinator, and an Administrative Assistant.

Staff Development

To reach our vision of becoming recognized as the best correctional agency in the nation, the Tennessee Department of Correction understands the necessity of having a highly trained workforce. On October 18, 2013, the Tennessee Correction Academy received approval from the POST (Peace Officer Standards and Training) Commission to be designated as a POST certified academy. The designation allows instructors to be POST certified instructors and specific curriculum to be approved as POST certified courses. It also allows the Tennessee Department of Correction to partner with other law enforcement agencies to offer additional law enforcement training.



The Tennessee Correction Academy graduated 1,735 staff from various basic training programs and premiered a week-long Warden's Academy this year that is open to Wardens, Associate Wardens, and District Directors. The program mirrors the two-week Sergeant's Academy. The debut of the Sergeant's Academy last year was successful and has been expanded to include Community Supervision personnel. Of the 229 employees who have completed this program, 16.6% have already been promoted.

Command College, a partnership with Tennessee State University, now has three cohorts. Participants receive college credit and earn a graduate certificate in Public Administration Executive Leadership upon completion of the program. Students are from the Department of Correction, the Tennessee Bureau of Investigation, and the Board of Parole.



Deputy Commissioner, Administration

Emily Gibson, Deputy Commissioner of Administration, is responsible for a variety of administrative support functions. This division handles general services issues, administration of the food services program, information systems, security electronics, and facilities/capital projects. Reporting directly to the Deputy Commissioner are the Director of General Services, Chief Information Officer, Director of Facilities/Planning/Construction, an Executive Assistant, and an Administrative Assistant.

Emily Gibson

BUDGET



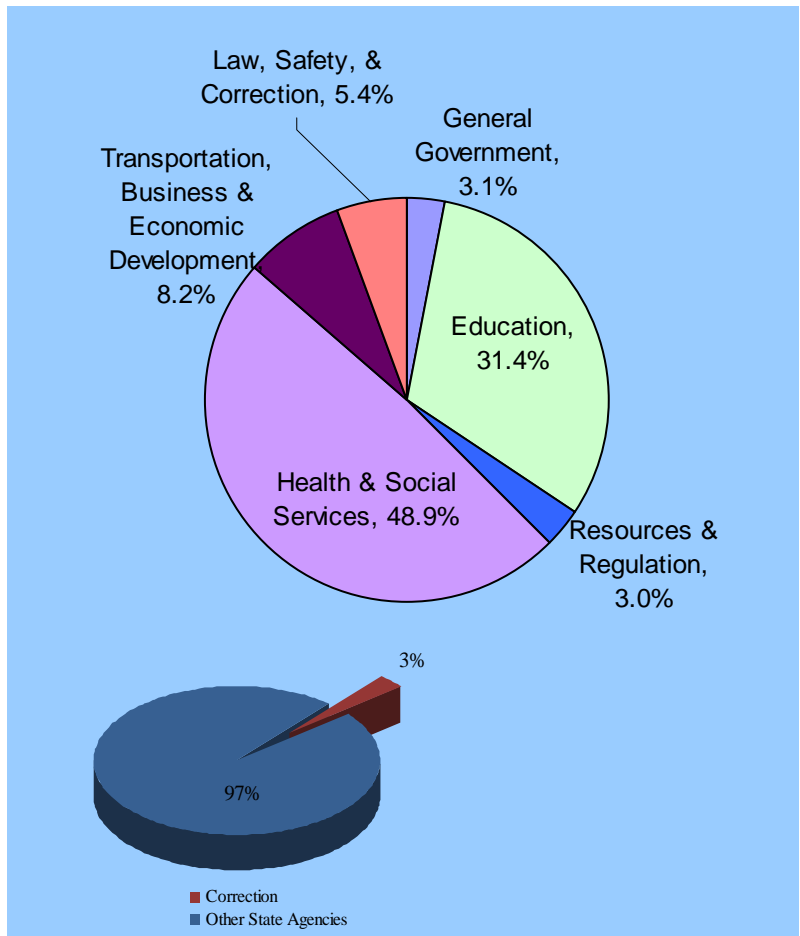
Wes Landers

Deputy Commissioner / Chief Financial Officer

Wes Landers, Chief Financial Officer, is responsible for management and oversight of the Department's \$900+ Million annual budget. The CFO aligns financial resources to support the overall mission of the Department and directly assists the Department's leadership on all strategic, planning and tactical matters as they relate to budget management, cost benefit analysis, forecasting needs and the securing of 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, Contract Management and an Administrative Assistant.

TDOC IN THE CONTEXT OF THE STATE BUDGET

TDOC - FY14 Budget	
Payroll	\$363,405,100
Payments to Local Governments	652,900
Professional Services	92,000
Privately Operated Facilities	21,628,800
Supplies	592,000
Community Supervision	13,834,200
Sentencing Act Account	47,108,800
Prof. Services by State Agencies	1,188,600
Utilities & Fuel	796,400
Stores for Resale	5,695,200
Maintenance Expenses	188,173,200
Inmate Pay & Awards	8,003,300
Rentals & Risk Management	1,000,000
Correctional Release Centers	116,100
Equipment	27,069,700
Travel	1,918,800
Communication	119,457,200
Motor Vehicle Operations	100,250,600
Printing	17,940,200
Training	29,626,000
FY14 Total	\$948,549,100



The department's total operating budget for Fiscal Year 2014 was \$948,549,100. Improvements for this operating budget totaled \$87,007,500 for increased felon population, contract inflators, G.E.D. testing, and other operating requirements. As a result of operating efficiencies and improvements, the department is projected to meet the required reversion of \$11.1 million to the State General Fund.

PRISONS



Deputy Commissioner, Operations

Jason Woodall, Deputy Commissioner of Operations, is responsible for the oversight of all aspects of offender supervision. Reporting directly to the Deputy Commissioner are the Assistant Commissioner of Prisons, Assistant Commissioner of Community Supervision, Director of Offender Administration, an Executive Assistant, and an Administrative Assistant. The staff of these areas provide overall support to Central Office, facilities, and probation/parole offices.

Jason Woodall

Assistant Commissioner, Prisons

Tony Parker, Assistant Commissioner of Prisons, is responsible for overseeing the day-to-day operations of the institutions. Reporting directly to the Assistant Commissioner are the three Correctional Administrators who manage operations of prisons within their respective regions, including three liaisons for privately managed facilities and facility wardens. Also reporting to the Assistant Commissioner of Prisons are the Director of the Local Jails Resource Office, who works with all 95 counties to support and monitor counties that house convicted state felons, and an Administrative Assistant.



Tony Parker

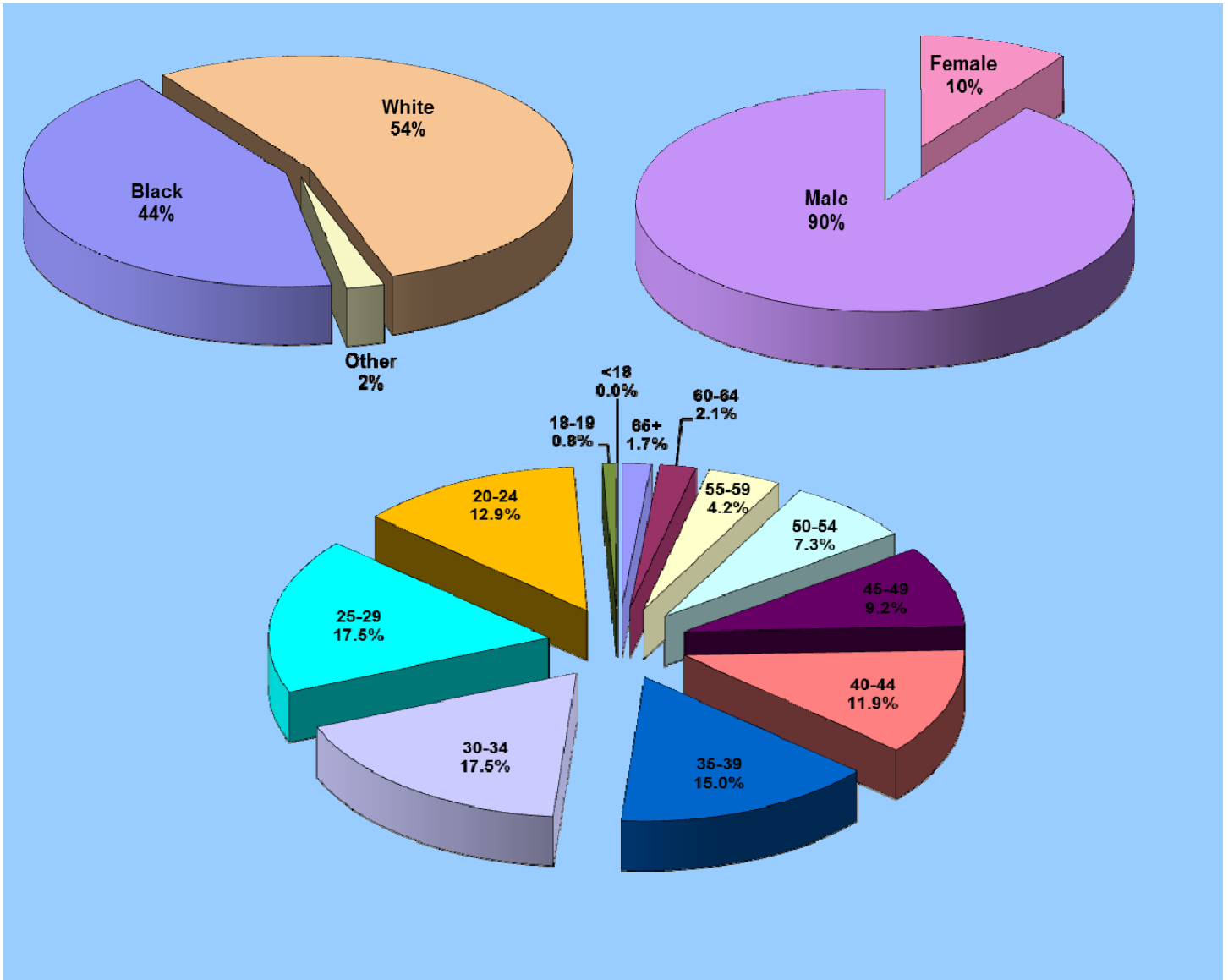
The Tennessee Department of Correction consists of fourteen state prisons located across the state. Eleven of these facilities are operated by the department and three (two in Hardeman County, one in Wayne County) are managed privately by Corrections Corporation of America.

County	Facility	Security Designation
Davidson	DeBerry Special Needs Facility	Maximum
Morgan	Morgan County Correctional Complex	Maximum
Johnson	Northeast Correctional Complex	Maximum
Davidson	Riverbend Maximum Security Institution	Maximum
Davidson	Tennessee Prison for Women	Maximum
Lauderdale	West Tennessee State Penitentiary	Maximum
Bledsoe	Bledsoe County Correctional Complex	Close
Lake	Northwest Correctional Complex	Close
Wayne	South Central Correctional Facility	Close
Hickman	Turney Center Industrial Complex	Close
Davidson	Charles Bass Correctional Complex	Medium
Hardeman	Hardeman County Correctional Facility	Medium
Shelby	Mark Luttrell Correctional Center	Medium
Hardeman	Whiteville Correctional Facility	Medium

June 30, 2014		
Prison Custody Level	Number of Inmates	Percent of Total
Maximum	514	2.4%
Close	757	3.6%
Medium	16,425	77.4%
Minimum	3,187	15.0%
Unclassified	335	1.6%
TOTAL	21,218	100.0%

INCARCERATED OFFENDER DEMOGRAPHICS

Felony Inmate Population by Race, Age and Sex (Systemwide) June 30, 2014



Major Offense Types of Incarcerated Felons	Person 11,147	Property 10,032	Societal 6,574	Other 2,247			
		Sex	Aggravated	Aggravated	Drug		
	Murder	Kidnapping	Offenses	Assault	Burglary	Robbery	Offenses
Number of Inmates	4,067	302	3,102	3,517	3,408	2,847	6,226
Average Sentence Length (yrs)	28.0	18.4	23.3	13.1	7.7	17.0	9.9

For more information about offender population, see the Statistical Abstract at

www.tn.gov/correction/planning/planning.html

COMMUNITY SUPERVISION



Assistant Commissioner, Community Supervision

Bobby Straughter, Assistant Commissioner of Community Supervision, is responsible for overseeing and supervising probation and parole operations and community correction programming. Reporting directly to the Assistant Commissioner are the Field Services Administrator, Regional Correctional Administrators, the Community Corrections Administrative Services Manager, and an Administrative Assistant.

Community Supervision includes offenders on felony parole, probation and community corrections supervision. Offenders granted parole by the Board of Parole, or ordered to serve their sentence on probation or community corrections by a court, are supervised by Probation/Parole Officers who use evidence-based practices to supervise offenders based on their risk to re-offend. There are 44 Probation/Parole Offices in Tennessee and 19 Community Corrections agencies.

During 2013-2014, a stronger and more effective organizational structure was developed for the Community Supervision team. The eight-district model was adapted into a 17-district model to create more discrete geographical areas of supervision for District leadership providing a greater opportunity for employee development, supervision quality assurance, and streamlined communication.

An analysis of the effectiveness, efficacy and efficiency of Community Supervision resulted in significant changes in the supervision model, including both the Supervision Standards that mandate the number of contacts between an officer and offender each month, and the validated Risk Assessment upon which the level of supervision for a probationer or parolee is based. Community Supervision continued to strengthen officer training and develop greater efficiencies through the implementation of initiatives such as home visit teams and court specialists. Continuing TDOC's commitment to evidence-based practices, Community Supervision supported offenders under supervision through the use of referrals for resources or programming to identify barriers to successful reentry.

Community Supervision Initiatives

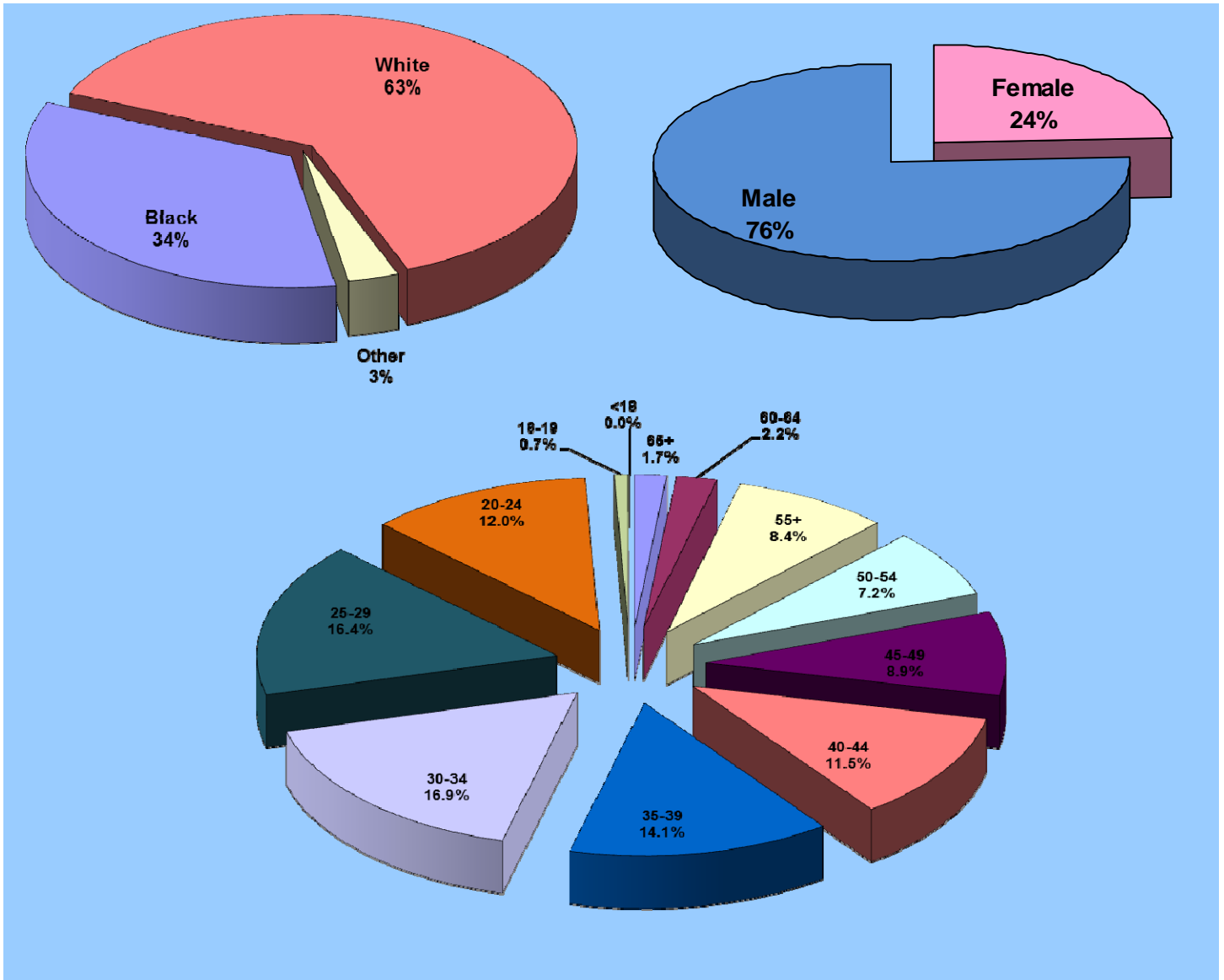
- **Supporting Local Communities**
 - Transition of primary reporting functions from office reporting to field reporting
 - Expanded Community Service Work
 - Commitment of resources to assist victims of offenders under supervision
 - Increased community presence with offenders & families
- **Creating Efficiencies in the Criminal Justice System**
 - Implementation of the Court Specialist position to serve as a resource to the judiciary
 - Strengthened collaboration with local law enforcement through Operation Blackout, a statewide operation targeting sex offender residences on Halloween, as well as sweeps and parking lot searches
- **Bolstering Supervision Compliance**
 - Specialized units such as the Programmed Supervision Unit which supervises violent and sexual offenders
 - Specialized training for Interstate Compact Officers
 - Home Visit Teams designed to focus solely on confirming offender residences
 - Increased access to and analysis of trend and compliance data

Community Impact Program

The Department is collaborating with the Memphis Police Department and the Shelby County Sheriff's Office in a first of its kind program aimed at enhancing public safety in Tennessee. The Community Impact Program (CIP) is a law enforcement model that incorporates on-site collaboration between probation/parole and local law enforcement to maximize resources in monitoring high risk offenders. The CIP combines four critical components: crime prevention, supervision, surveillance, and apprehension. Such programs provide offenders with significant resources to address criminogenic needs while requiring enhanced accountability during the most critical time for offenders returning to the community, the first 90 days. The program's design is consistent with current community policing initiatives in Memphis/Shelby County and helps strengthen the community while assisting offenders in becoming productive citizens.

COMMUNITY SUPERVISION DEMOGRAPHICS

Community Supervision Population by Race, Age and Sex (Systemwide) June 30, 2014



Community Supervision Population as of June 30, 2014	
Probation	57,951
Parole	13,506
Community Corrections	7,842
Total	79,299

For more information about offender population, see the Statistical Abstract at

www.tn.gov/correction/planning/planning.html

REHABILITATIVE PROGRAMS AND SERVICES



Assistant Commissioner, Rehabilitative Services

Dr. Marina Cadreche, Assistant Commissioner of Rehabilitative Services, is responsible for the provision and supervision of inmate support programs and services and reentry collaborations. Reporting directly to the Assistant Commissioner are the Director of Victim Services, Director of Reentry Services, Director of Education Programs, Director of Religious and Volunteer Programs, Director of Clinical Services, an Executive Assistant, and an Administrative Assistant.

TDOC Rehabilitative Services Division works to support the mission of the Tennessee Department of Correction by delivering programming that addresses the well-being of our population so that the risk of recidivism is reduced and public safety maintained and enhanced. The program continuum is designed to address the whole person in mind, body, and spirit. This is accomplished through educational and vocational programs, religious and volunteer opportunities, a full program of medical and behavioral health services along with a wide range of reentry programming. Finally, the Victim Services Unit provides informational and advocacy services to victims, their families, and other interested parties along with victim impact classes for offenders.

FY 2013 - 2014 Accomplishments

- Launched statewide Drug Court at Morgan County Correctional complex
- Began Take One mentoring program statewide
- Clinical Case Management Services offered for special populations
- Implemented computer-based High School Equivalency testing
- First Associate Degrees awarded to inmates at the Tennessee Prison for Women through the Lipscomb University LIFE Program
- Raised over \$15,000 to fund victim assistance programs during the fourth annual Victim Impact Awareness Week.
- Developed and implemented comprehensive Diagnostic/Orientation process
- Vocational training program granted candidate status by the National Center for Construction and Research (NCCER)

Victim Services: The Tennessee Department of Correction is committed to providing quality services to victims of crime. The Department is legally mandated to keep victims, family members of victims, and interested parties informed of offender hearing dates, release dates, escapes, and certain movements. In addition to notifications, the Department provides Victim Impact classes to offenders in an effort to increase an offender's understanding of the impact of crime on victims.

Office of Reentry: The Office of Reentry is responsible for directing complex multi-disciplinary initiatives to improve offender outcomes, reduce recidivism, and enhance public safety. All initiatives begin with the goal of providing a seamless system of care for successful reentry. This approach is accomplished through assessing each offender to identify their needs, then providing appropriate treatment to each offender based on those needs.

Education Services: TDOC operates as its own school system, recognized by the Department of Education. All TDOC and CCA facilities offer both adult basic education and high school equivalency preparation. Many institutions also offer vocational programs in areas such as carpentry, automotive repair, barbering, culinary arts, electrical/construction, cosmetology, HVAC, horticulture, masonry, plumbing, welding, and small engine repair. Accredited college courses are also offered at four TDOC facilities.

Clinical Services: The Office of Clinical Services combines the oversight of medical, dental, pharmacy, mental health, and substance abuse services for over 21,000 inmates. The Office of Clinical Services is committed to providing integrated quality healthcare in the most efficient, cost effective, and ethical manner possible to promote successful transition and reentry to the community after release in order to meet the Department's mission. Each of the Department's facilities provides an on-site health clinic that offers a full range of healthcare services (e.g., daily sick call visits, chronic disease clinics, dental care, pharmacy, inpatient services, suicide crisis intervention, and emergency care).

Religious and Volunteer Services: The Director of Religious Services is responsible for the oversight of the offender's legal rights as it relates to freedom of religion under the Religious Land Use and Institutionalized Persons Act. This program is also responsible for the over 4,500 volunteers that provide important services throughout TDOC to inmates and their families. Volunteers deliver important services in the areas of high school equivalency tutoring, financial planning, addiction recovery, fitness, mentoring, and spiritual needs.

YEAR IN REVIEW

Morgan County Drug Court



In partnership with the Tennessee Department of Mental Health and Substance Abuse Services, the Tennessee Department of Safety and Homeland Security, the Tennessee Department of Health, and the Davidson County Drug Court, our agency has opened a drug court in Morgan County. The 100-bed program has been established to allow the state to divert people in need of substance abuse treatment or mental health services from hard prison beds to effective treatment programs that are evidence-based and proven to have a larger impact on reducing recidivism. It will also allow prison beds to be reserved for those violent offenders who are in most need of them. The Recovery Court is different from other drug courts and recovery courts currently in operation in that it is more intensive and offers services 24 hours a day, 7 days a week. It is operated by the Davidson County Drug Court Support Foundation.

Probation Technical Violator Unit

To keep with our focus and advance our mission to provide effective community supervision, the Department of Correction opened a Probation Technical Violator Unit (PTVU) in January 2014. The 150-180 day program operates in a quasi-boot camp manner and includes intensive work regiments. PTVU is a 200 bed unit and is located at the Turney Center Industrial Complex Annex in Wayne County.

Release Readiness

The Department is committed to ensuring that each offender receives the tools necessary to better prepare for reentry into the community. The job and classroom assignment process has been improved to fill educational and vocational slots as soon as they become available. Additionally, we teamed with the Tennessee Department of Labor and Workforce in March 2014 to utilize the mobile Career Coach to provide assistance to a group of offenders within 90 days of expiring their sentence who need help with career planning.

Veteran Recruiting

The Veterans Recruiting Program was established to attract, recruit, and develop veterans to help maintain and improve upon the required level of professionalism the Department of Correction requires now and in the future. The program works with various agencies, including the Department of Veterans Affairs and Department of Labor & Workforce Development, on outreach and educational efforts to attract veterans.



Take One

Take One Take One is an innovative program that connects churches and other faith-based groups from across Tennessee with soon to be released offenders. Each organization agrees to mentor just one offender and his/her family to provide support, encouragement, and guidance during the transition from incarceration to home for one year. The match process begins 6 to 12 months before the offender is released from incarceration. Take One is largely guided by members of the faith community, with the Tennessee Department of Correction as a supportive partner. We strongly believe that community involvement and positive people providing support and encouragement to released offenders will make Tennessee a better and safer place to live, work, and play.

Citizens' Correctional Academy

In an effort to further enhance its relationship with the public, the Tennessee Department of Correction began the Citizens' Correctional Academy. This academy is a four week/five session seminar designed to provide local citizens with an in-depth look at corrections and our efforts to enhance public safety. The academy gives citizens the opportunity to learn about the department's mission, operations, and positive impact on the community. The inaugural class was held throughout the month of June 2014.



Inaugural 5K



In May 2014, the Department held its first ever 5K Run/Walk to benefit Big Brothers Big Sisters. The event was held on the grounds of the historic Tennessee State Prison and consisted of a 5K run and 1.5 mile walk to help raise hundreds of dollars to support mentors for children of incarcerated parents. Organizations like Big Brothers Big Sisters have been working for more than 100 years providing outstanding support for volunteers and connecting them with children who need a mentor. Volunteers have tremendous impact on changing lives and reducing the need for more prison space.



ONE MISSION, ONE MESSAGE, ONE TEAM



CONTACT US

For more information about the offender population, see the Statistical Abstract at

www.tn.gov/correction/planning/planning.html



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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Department of Correction, Publication Authorization Number 329750, September 2014, 20 copies.
This public document was promulgated at a cost of \$11.50 per copy.