



Department of
Correction

FRANK STRADA, COMMISSIONER



2023
ANNUAL REPORT

TENNESSEE DEPARTMENT OF CORRECTION

ANNUAL REPORT - 2023

Table of Contents	
Commissioner’s Letter	2
Executive Leadership	3
Budget	4
Prison Operations	5
Prison Operations Demographics	6
Community Supervision	7
Community Supervision Demographics	8
Rehabilitative Services	9
Clinical Services	10
Operational Support	11
Administration	12
More Than Prisons	13

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



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 615-253-8192.

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 615-253-8192.

COMMISSIONER'S LETTER



Frank Strada



It is my pleasure as Commissioner of the Tennessee Department of Correction (TDOC) to present our Fiscal Year 2023 Annual Report in accordance with Tenn. Code Ann. § 4-4-114. Our commitment to enhancing public safety in Tennessee is shaped by our mission to operate safe and secure prisons and provide effective community supervision. The TDOC is focused on reducing recidivism in order to prevent criminal activity and victimization. Research shows that 95% of Tennessee's incarcerated population will return to our communities one day, therefore, our efforts focus on preparing offenders to become productive citizens. Through partnerships with public, private, and nonprofit organizations TDOC is committed to utilizing industry best practices and evidence-based programs to achieve results. In keeping with our mission, TDOC has:

- Created a division of community and stakeholder engagement in order to enhance communication and transparency with the public, victims and their families, offenders' families, and community partners.
- Created safe prison environments for staff and inmates by implementing state-of-the-art body scanners, security upgrades to all TDOC facilities, and creating a Contraband Interdiction Unit.
- Prepared inmates for reentry by conferring more than 200 post-secondary degrees in partnership with the Tennessee Higher Education Initiative and Tennessee College of Applied Technology (TCAT). Held the first TCAT graduation for 34 student inmates at the Morgan County Correctional Complex, created a new degree program in partnership with Carson-Newman University, and facilitated the first-ever induction of eight inmates into Phi Theta Kappa academic honor society.
- Held the 12th Citizens' Correctional Academy class bringing the total number of participants to more than 200. Graduates of the program become ambassadors for the Department.
- In Partnership with the Next Door Chattanooga, created an in-patient treatment program for offenders on community supervision.
- Earned reaccreditation from the American Correctional Association for prisons, probation/parole, and Central Office.

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 and to the people of our great state.

EXECUTIVE LEADERSHIP

Deputy Commissioner, Administration

Deputy Commissioner Angela Dunbar is responsible for the oversight of several major divisions including Rehabilitative Services & Community Engagement, the offices of General Counsel, Inspector General, and Chief Financial Officer, and Communications & Public Relations. Her oversight spans all three Grand Divisions of Tennessee and includes compliance & policy development, procurement & contract administration, and eight day reporting centers.



Angela Dunbar

Deputy Commissioner, Operations



Joe Moorhead

Deputy Commissioner Joe Moorhead is responsible for the oversight of four major divisions including Prison Operations, Community Supervision, Operational Support and Clinical Services. His oversight spans all three Grand Divisions of Tennessee and includes 14 prisons, 44 Community Supervision offices, and more than 5,000 employees. Reporting directly to the Deputy Commissioner of Operations are the Assistant Commissioner of Prison Operations, Assistant Commissioner of Clinical Services, Assistant Commissioner of Operational Support, and Assistant Commissioner of Community Supervision.

Chief of Staff

Richard Muckle serves as the Chief of Staff for the Department and is responsible for leading several mission-critical functions including the agency's strategic planning processes as well as driving initiatives and special projects. Additionally, in this role, he has oversight of the agency's Research & Planning and Legislative Affairs divisions. The Chief of Staff guides 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.



Richard Muckle

BUDGET

Chief Financial Officer

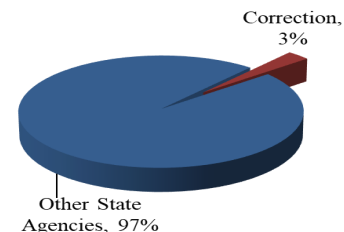
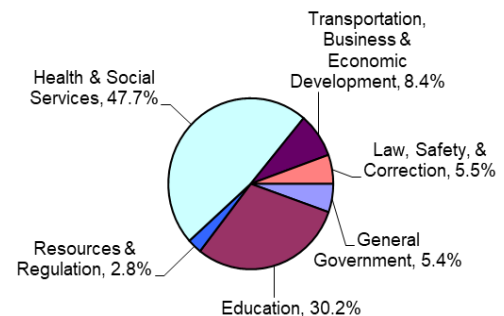


Valerie Murtha

Chief Financial Officer, Valerie Murtha, is responsible for the management and oversight of TDOC's \$1.33 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, Director of Contracting, Director of Property, and an Executive Administrative Assistant.

TDOC - FY23 Budget	
Payroll	\$511,037,800
Travel	1,192,000
Printing	75,900
Utilities & Fuel	20,048,000
Communication	959,800
Maintenance Expenses	13,928,100
Supplies	59,410,300
Rentals & Risk Management	954,100
Motor Vehicle Operations	728,600
Inmate Pay & Awards	5,259,100
Payments to Local Governments	169,163,700
Stores for Resale	9,670,800
Equipment	12,949,000
Training	677,400
Prof. Services by State Agencies	35,486,800
Correctional Release Centers	2,716,500
Professional Services	199,459,700
Privately Operated Facilities	216,427,800
Operating Funds for Imprisonment Changes	25,502,000
Community Supervision	44,372,200
FY23 Total	\$1,330,019,600

TDOC AND THE STATE BUDGET



The department's total operating budget for Fiscal Year 2023 was \$1,330,019,600. Cost increases for this operating budget totaled \$105,206,400 for Medical Contract, Behavioral Health Contract, Food Services Contract, Private Prison Contract, Pharmaceuticals, Salary Increases for Correctional State Officers, Private Prison Correctional Salaries, Re-Entry Success Act of 2021 -Year 2, Re-Entry Success -Identification Documents, Re-Entry Housing, Correctional Education Investment, Medication-Assisted Treatment, Substance Abuse Treatment, Sex Offender Treatment Program, Evidence-Based Programming, Hepatitis C Treatment Standards, Static Risk Offender Needs Guide (STRONG-R), Hi-Set, Special Agents, Electronic Security Systems Specialists, Body Scanners, Radios, Protective Vests, Technology Replacement, Analysis Software, Automated External Defibrillators, Center for Employment Opportunities Memphis -Re-Entry Job Training, Dismas House-Men's Re-Entry Program, LIFEline to Success -Re-Entry Support Services, Lipscomb University LIFE Program -Correctional Higher Education, Men of Valor -Re-Entry Support Services, Persevere -Coding in Corrections, Project Return -Re-Entry Job Training and The Next Door -Environmental Upgrades for Correctional Release Center.

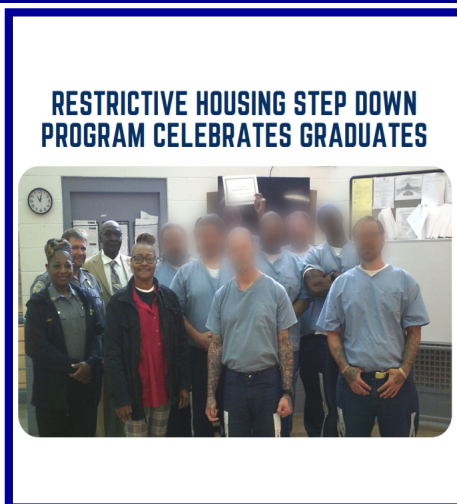
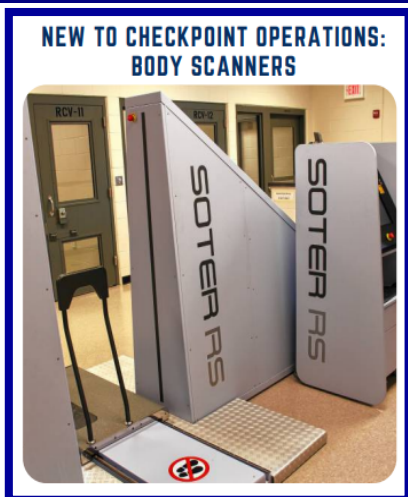
PRISON OPERATIONS

Assistant Commissioner, Prison Operations



L. R. Thomas

Assistant Commissioner of Prisons Operations, L. R. Thomas, is responsible for the daily operation and oversight of 14 correctional facilities (10 state operated, 4 contract operated) through a Deputy Assistant Commissioner and four regional Correctional Administrators. This position oversees Classification, Statewide Transportation, Special Operations, K-9, and Emergency Services.



Strategies for Safe Offender Management

- We have deployed advanced technology to provide safe and secure facilities, including intake body scanners, hand-held metal detectors, walk-thru metal detectors, and emergency response equipment.
- Riverbend Maximum Security Institution began a new accelerated restricted housing program that allows inmates to participate in programming and prepare for their successful release.

New Wardens



- **NECX** - Brian Eller began his career with TDOC as a correctional officer at Northeast Correctional Complex in 2003 and most recently served as Associate Warden of Security.



- **TCIX** - Chris Brun joined TDOC as a correctional officer in July 2007 and most recently served as Associate Warden at the Debra K. Johnson Rehabilitation Center.



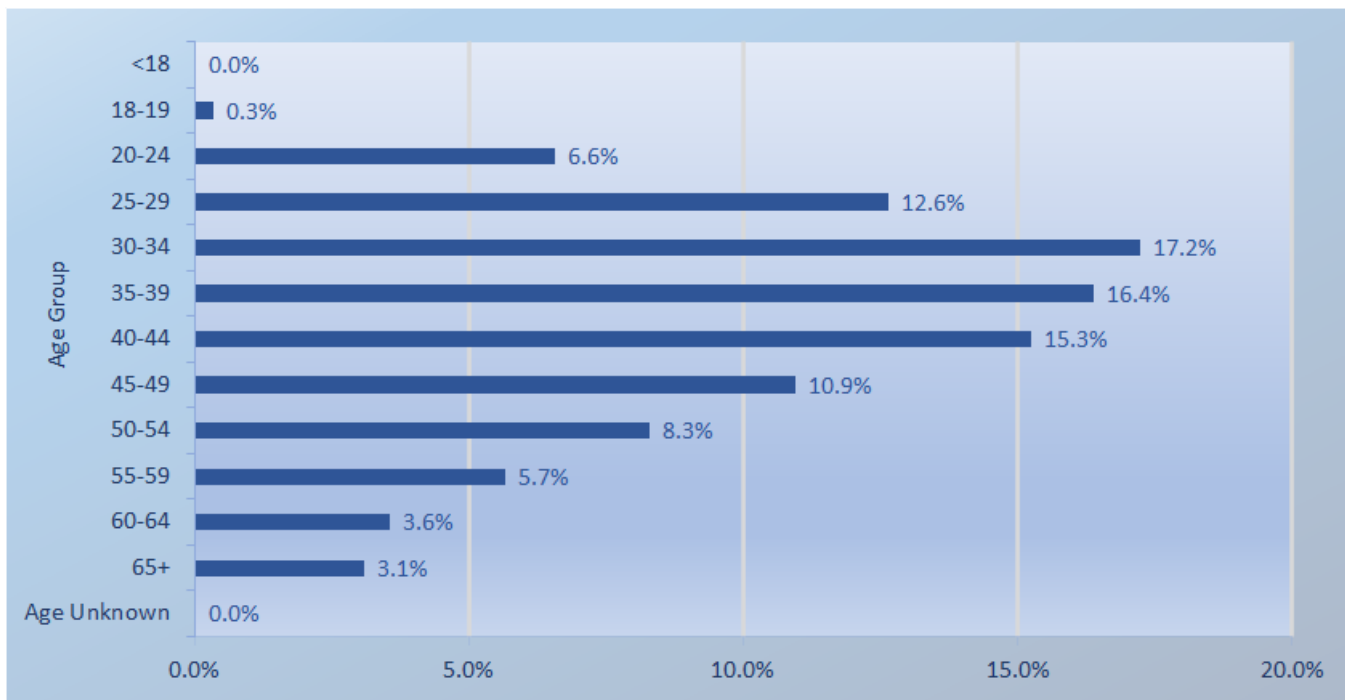
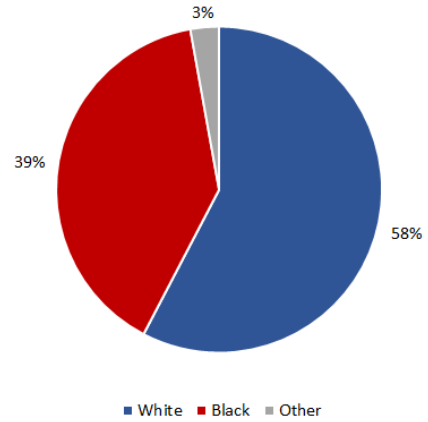
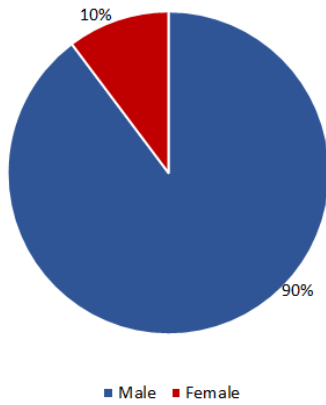
- **RMSI** - Zac Pounds joined TDOC in May 2004 and has served as Associate Warden at the Turney Center Industrial Complex since February 2022.



- **NWCX** - Brandon Watwood joined TDOC in 2002 as a correctional officer and most recently served in the capacity of Correctional Program Director.

INCARCERATED OFFENDER DEMOGRAPHICS

Felony Inmate Population (System-wide) June 30, 2023



Prison Incarcerated Felon Population by Primary Offense								
Total Population	Homicide	Kidnap	Sex Offender	Robbery	***Property (Excludes Robbery)	Assault	Drugs	Other
19,007	3,993	265	2,635	1,899	1,907	2,707	3,420	2,181

For more information please visit

<https://www.tn.gov/content/dam/tn/correction/documents/FelonJuly2023.pdf>

COMMUNITY SUPERVISION

Assistant Commissioner, Community Supervision

No Photo

Assistant Commissioner Christopher Hansen 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 75,000 probationers and parolees. Reporting to the Assistant Commissioner are the Deputy Assistant Commissioner, Probation Parole Administrators, a Correctional Program Support Coordinator, and an Executive Administrative Assistant.

Christopher Hansen

Accomplishments:

- Received ACA Reaccreditation
- Enhanced Officer Safety with additional communication devices and upgraded safety equipment
- Revised the Standards of Supervision
- Piloted an automated notification system for individuals on supervision

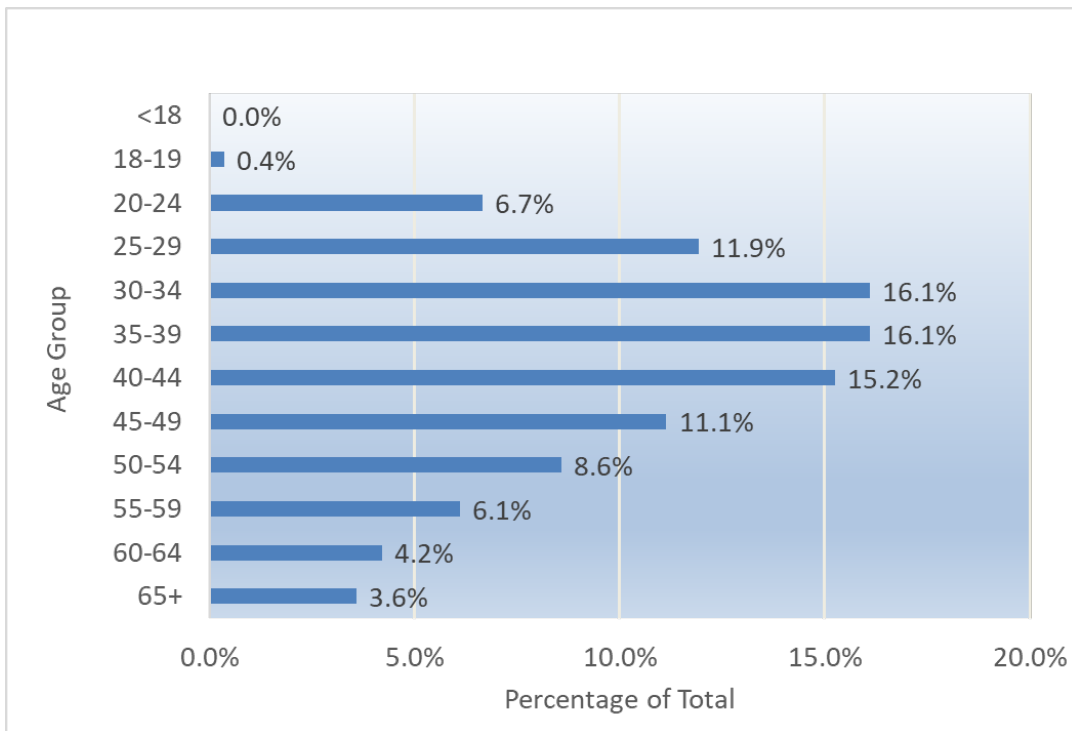
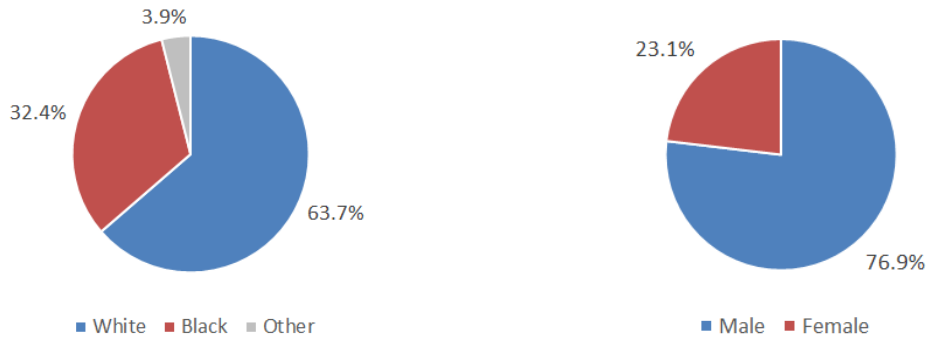


Community Supervision continued to focus on addressing the realities of barriers to successful reentry for justice-involved individuals:

- A simulation designed to emulate the reentry experience was delivered to all new probation parole officers.
- Recognizing the challenges faced by those without a high school diploma, TDOC focused resources on supporting individuals on supervision in obtaining a Hi-Set. Computers were purchased and distributed to Community Supervision offices for educational purposes.
- Community Supervision developed a treatment-oriented caseload model to support probationers and parolees on supervision after completing a Day Reporting Program or being released from a prison Therapeutic Community Program.

COMMUNITY SUPERVISION DEMOGRAPHICS

**Community Supervision Population
(System-wide)
June 30, 2023**



Community Supervision as of June 30, 2023	
Probation	58,810
Parole	12,383
Community Correction	3,452
Total	74,645

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

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

REHABILITATIVE SERVICES AND COMMUNITY ENGAGEMENT

Assistant Commissioner, Rehabilitative Services and Community Engagement



Gail Fenkell

Assistant Commissioner of Rehabilitative Services, Gail Fenkell, is responsible for providing and supervising a wide range of programming opportunities and services centered on inmate rehabilitation and reentry. She is also responsible for leading the vital function of community engagement to foster participation from community partners and active engagement of external stakeholders. These efforts are key to building better relationships and shaping outcomes that align with TDOC, community, and stakeholder needs. In addition, the Assistant Commissioner provides oversight of crucial software applications and platform implementation.

The Assistant Commissioner has a talented team of committed and experienced professionals who report directly to her. They include the Correctional Administrators who spearhead the teams that manage the Day Reporting Centers, Policy and Administration (i.e., statistical data compilation, CFG reporting, policy review/revision, and unit support), and Reentry and Development programming and services (i.e., reentry services, adult basic education and post-secondary Education, inmate jobs, and workforce development). Additionally, the Directors of Housing, Risk and Needs Assessment (RNA), Women's Services, Victims Services, and Religious and Volunteer Services report directly to the Assistant Commissioner.

Focus on Reentry

- During FY23 TDOC was funded two additional Day Reporting Centers (Chattanooga--active and Columbia—under construction) that combine rehabilitation, supervision, intensive outpatient treatment, re-entry services and employment.
- Funding was secured to ensure offenders leave custody with the critical documents needed for reentry (birth certificates, state IDs and driver's license renewals where appropriate).
- A partnership was established with Goodwill Industries that consists of a training component and work release.
- TDOC received \$200,000 in grant monies from Community Resources for Justice-Bureau of Justice for temporary transitional housing of expiring offenders.

Focus on Education

- Through the partnerships with TBR and TCAT a Commercial driving license (CDL) program was established at MCCX, a Diesel Power Equipment Technology (DET) program was established at BCCX; and a Farming Operations Technology (FOT) program was established at TCIX.
- 183 Offenders earned degrees (Associates, Bachelors, or Masters) or skill-based certificates.
- 322 offenders earned HiSET diplomas (accounting for 74% of testers), representing 25% more diplomas earned than in FY'22.

Focus on Employment

- 10,658 Employer Partners
- 2,105 probationers/parolees hired after meeting an Employment Specialist

Assistant Commissioner, Clinical Services

Dr. Jillian Bresnahan, is responsible for the provision of medical and behavioral health services and manages a team of licensed medical and behavioral health care providers. They include the Deputy Assistant Commissioner, Directors of Pharmacy, Nursing, Clinical Support, and Behavioral Health. The Assistant Commissioner of Clinical Services is responsible for managing the vendor contracts that provide the delivery of medical and behavioral health services and developing policies that guide the delivery of those services.



Jillian Bresnahan

Pharmacy:

- Medication Therapy Management (MTM): expanded resulting in improved health outcomes for patients.
- Medication Reconciliation: reduced discrepancies during care transitions, for safe, effective medication use.
- Medication Deprescribing: identified opportunities that warrant medication dose reduction or stoppage through collaboration between pharmacy and medical team; improved treatment outcomes

Hepatitis and HIV Management:

- **Hepatitis C Elimination Program:** Participated in national efforts to eliminate Hepatitis C by providing screening, treatment, and support services.
- **HIV/AIDS Care:** Improved the continuity of care for patients with HIV/AIDS, increased viral suppression rates.

Project ECHO Establishment: Our commitment to medical education and knowledge dissemination led us to

- **Expand Medical Education:** We have extended medical education and training to institutional personnel, promoting skill development, and improving patient care.
- **Knowledge Exchange:** Project ECHO has facilitated knowledge exchange and collaboration among healthcare professionals, improving clinical practices and patient outcomes.

Continuous Quality Improvement Accomplishments:

- **Quality Metrics** met or exceeded quality benchmarks.
 - **Lean Six Sigma Initiatives** resulted in cost savings and improved patient experiences.
 - **Behavioral Health Introduction of Evidence-Based Therapies**
 - **Training and Capacity Building Among Staff** was increased; **Peer Support Programs** launched
 - **Digital Mental Health Initiatives** catered to inmates who are more tech-inclined and to offer resources during off-hours.
 - **Increased Access to Services** through hiring of additional clinical staff, reducing behavioral health services wait times.
 - **Specialized Behavioral Health Units** for acute mental health needs, decongested general population areas and provided tailored care for the inmates who need it most.
 - **Substance Use Disorder (SUD) Interventions** enhanced focus on evidence-based addiction treatments, including the introduction of Medication-Assisted Treatment (MAT) where appropriate.
 - **Re-entry and Continuity of Care** strengthened partnerships with community-based providers to ensure a seamless transition for inmates re-entering society.
 - **Outreach and Awareness Programs:** Monthly mental health awareness, stress management, and self-care workshops have been launched.
-

OPERATIONAL SUPPORT

Assistant Commissioner, Operational Support

Assistant Commissioner of Operational Support, Bobby Straughter, is responsible for providing oversight and overall support for day-to-day operations, to include planning, construction, and maintenance management of facilities statewide, such as, Prison Facilities, Community Supervision Offices, Day Reporting Centers, and Central Office. Those staff members who report directly to the Assistant Commissioner of Operational Support consists of a Correctional Administrator, the Director of Facilities, Planning & Construction, Director of Facilities Maintenance Management, Director of Information Technology Systems, as well as, Fleet Management, Special Projects, and an Executive Administrative Assistant.



Bobby Straughter

FY23 Accomplishments

Statewide Locking Systems Upgrades

The statewide locking system upgrade will replace the narrow jamb cell locks, easily defeatable, with a specifically designed locking system that will assure security as well as visual monitoring safeguarding staff and inmates. The locking devices accommodate two adjacent doors and are active electronically with a key system back-up. The design supports a security officer on the day room floor to observe all the locking device status lights to assure the locking protocol requirements.

Statewide Security Electronics Upgrades Refresh

The completion of the Security Electronics Upgrades Refresh projects in RMSI, NECX, and WTSP allows for replacement of cameras and devices for the next generation of surveillance equipment and monitoring activities within the secure perimeter. The system refresh will maintain that the system is operational until the next generation of electronic upgrades.

BCCX – Building 28 and P

The project at BCCX Women Compound completes an operational upgrade for functionality and increased level of custody. Segregation cells are part of the project as well as a dedicated medical and dental services area. The visitation area was modified to provide additional space for the medical suite and exiting/internal communication requirements have been improved. In addition, a sallyport was constructed to accommodate vehicular access to the Women's Center in keeping with the increased custody level.

DJRC/DSNF – BAS & HVAC Upgrades

The HVAC system supported by the Building Automation System (BAS) will provide more uniform and controllable environments in specifically critical areas of operation. A more predictable and agile system deals with daily and hourly fluctuation in temperatures, along with facilitating seasonal adjustments for maximizing energy saving.

SCCF – Domestic Water Piping Replacement

The project completed the replacement of damaged domestic water distribution piping that caused both operational issues while damaging finishes and building systems. The water piping material used for replacement has a longer service life than the original copper piping and is flexible facilitating routing in constrained spaces.

WTRC – High Mast Lighting Replacement

The high mast lighting systems was upgraded with the replacement of the original fixtures with LED fixtures to maximize output and generate energy savings through operations. The poles were inspected and repaired, along with the lifting mechanisms to assure many trouble-free years of operation. Controls and conductors were replaced to support the fixture replacement and allow for greater control of coverage and light intensity. Beyond the energy savings associated with LED fixture/lamp usage, LED lights will reduce the replacement maintenance cadence to extended LED lamp service life.

ADMINISTRATION

Assistant Commissioner, Human Resources and Staff Development



Heather Stanford

Assistant Commissioner of Human Resources and Staff Development Heather Stanford is responsible for the oversight of our human capital management functions including employee relations and engagement, learning and development, and the Tennessee Correction Academy. Reporting directly to the Assistant Commissioner of Human Resources and Staff Development are the Deputy Assistant Commissioner of Performance and Culture, the Deputy Assistant Commissioner of Organizational Strategies, and an administrative assistant.

General Counsel



Jen Brenner

General Counsel Jennifer Brenner is responsible for managing the Office of General Counsel (OGC), which is the Legal Division for the Department of Correction. Under the oversight of the General Counsel, the OGC supports the Tennessee Attorney General's Office in litigation involving the department and provides ongoing legal advice to department leadership for daily operations. The General Counsel serves as the Ethics Officer for the department, and reviews and approves department policies, contracts, and all requests for extradition of inmates to or from Tennessee. The OGC also represents the TDOC in inmate conservatorship proceedings and judicial commitments, and administrative proceedings including employee disciplinary matters. The General Counsel serves as legal liaison for the TDOC with the courts, the legal community, and the public through presentation of, or participation in, meetings and educational programs. Reporting directly to the General Counsel are the Deputy General Counsel, four Senior Associate Counsels, the Extraditions Officer, the Detainer Administrator, and administrative assistant.

Inspector General

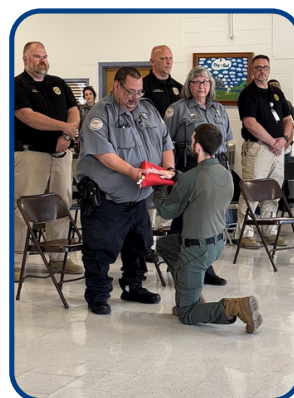


Kim Gulden

Inspector General Kimberly Gulden is responsible for overseeing Compliance, Contract Monitoring, Risk Assessment/Mitigation and Policy Development. The Compliance Division is responsible for TDOC audits of prison facilities, community supervision offices, day reporting centers. The Contract Monitoring Division oversees the contract monitoring of the four privately managed facilities and vendor contracts for inmate health, behavioral health, and food services. The Risk Assessment/Mitigation Division conducts risk assessments of TDOC's operations, policies and procedures and works with all areas within the TDOC to develop strategies to eliminate and/or mitigate risks. The Policy Development Division is responsible for overseeing the policy development, review, approval, and publication of all Departmental policies. Reporting directly to the Inspector General are: Deputy Inspector General, Director of ACA and PREA Compliance, Director of Institutional Compliance, Director of Risk Mitigation and Contract Monitoring, Director of Contract Monitoring –Privately Managed Facilities, Acting Policy Development Director

MORE THAN PRISONS

The Tennessee Department of Correction is more than just safe prisons. As the state's largest law enforcement agency, we work to build relationships with communities across Tennessee. This collaboration includes a network of resources and rehabilitative programs that help prepare incarcerated men and women for reentry.



TENNESSEE DEPARTMENT OF CORRECTION ANNUAL REPORT 2023

Contact Us:

Email: TDOC.Webmaster@tn.gov

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

Call: 615.741.1000

Follow TDOC



@TNDepartmentofCorrection



@TNTDOC1



@TNDepartmentofCorrection



<https://www.youtube.com/user/TNTDOC1>



<https://www.linkedin.com/in/tennessedepartment-of-correction>



Tennessee Department of Correction, Authorization No. 329139, 48 copies, September 2023. This public document was promulgated at a cost of \$5.89 per copy.