



Department of
Correction

FY 2016 ANNUAL REPORT

Tony Parker, 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.

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 2015-2016 Annual Report. With the responsibility of supervising 108,000 offenders, the Tennessee Department of Correction is the largest state agency with more than 6,000 employees. Fiscal Year 2016 marked a year of great achievements which include:

- ◆ Established mission changes at West Tennessee State Penitentiary and Mark Luttrell Correctional Complex through position actions, management consultations, and meetings with over 200 affected employees
- ◆ Trained staff at the new Women's Therapeutic Residential Center to direct the facility's Therapeutic Community program
- ◆ Reduced the Correctional Officer vacancy rate to 7.1%
- ◆ Instituted the Commissioner's Leadership Academy and Professional Management Academy
- ◆ Trained more than 60% of Community Supervision Officers in STG (gang) identification and documentation
- ◆ Outfitted CERT (Critical Emergency Response Team) members with up-to-date tactical vests & equipment
- ◆ Special Operations' Strike Force One participated in the internationally recognized Mock Riot Competition in Moundville, WA, finishing within the top 10 overall and 3rd in rifle marksmen event
- ◆ Built relationships with the Tennessee Army National Guard, Metro Nashville Police Department, and Memphis & Shelby County Office of Reentry
- ◆ Collaborated with TDSHS and the Social Security Administration to issue State IDs/driver's licenses and replacement Social Security cards to qualified offenders
- ◆ Expanded substance use treatment services to provide programming and a Licensed Alcohol and Drug Abuse Counselor at every facility
- ◆ Initiated the Sojourner program — a behavior management program for maximum security inmates in restrictive housing at TPFW
- ◆ Aligned Defensive Tactics training methodology with modern law enforcement training

None of these accomplishments would be possible without the correctional professionals who work daily to advance our mission. As we look to the future, implementation of the Public Safety Act of 2016 gives us an even greater opportunity to affect Public Safety for citizens who live, work, and play in the great state of Tennessee. Our amazing workforce is addressing tomorrow's challenges today with the dedication and steadfastness to reach our vision of becoming the best correctional agency in the nation.

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

FOUNDATION



Chuck Taylor

Deputy Commissioner/Chief of Staff

Deputy Commissioner Chuck Taylor functions as the Chief of Staff for the Department and is responsible for the daily operations of the Department's Finance, Administration, Operations, Rehabilitative Services, Medical and supporting divisions. In addition, the Chief of Staff oversees the effective implementation of processes, programs, and strategies as they relate to the Public Safety Act of 2016. Chief Taylor reports directly to the Commissioner.

Deputy Commissioner, Administration

Emily Gibson, Deputy Commissioner of Administration, is responsible for a variety of administrative support functions for the Department. This division handles asset management, Human Resources, Talent Management, Training, including the operation of the Tennessee Correction Academy, and oversees information systems through a partnership with Finance & Administration's Strategic Technology Solutions Division. This division is also overseeing the \$15.2 million development of a new offender management system. This system will make the Department more efficient and effective in all manners of offender supervision. Reporting directly to the Deputy Commissioner are the Director of Mission Support, Director of Talent Management, Director of Statewide Training, Director of Human Resources, an Executive Assistant and an Administrative Assistant.



Emily Gibson

Deputy Commissioner, Operations

Jason Woodall, Deputy Commissioner of Operations, is responsible for the oversight of Inmate Classification, Facilities Planning & Construction, Information Technology and Maintenance for all facilities as well as Statewide Transportation. This division is responsible for a fleet of more than 130 vehicles and a team of 100 officers that safely transport more than 39,000 offenders each year. Reporting directly to the Deputy Commissioner are the Director of Facilities Planning & Construction, Director of Offender Administration, Director of Statewide Transportation, an Executive Assistant and an Administrative Assistant. The Operations staff provides overall support to facilities, community supervision offices, and central office. Also reporting to the Deputy Commissioner is the Director of the Local Jails Resource Office, who works with all 95 counties to support and monitor counties that house convicted state felons.



Jason Woodall

BUDGET



Wes Landers

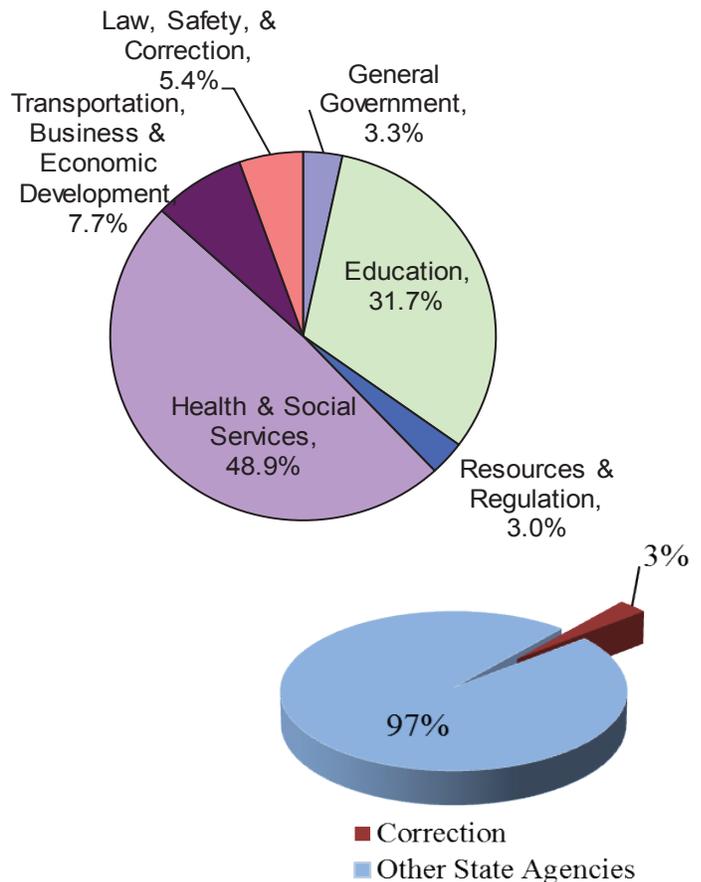
Deputy Commissioner / Chief Financial Officer

Wes Landers, Chief Financial Officer, is responsible for management and oversight of the Department's \$920+ 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 Directors of Budget/Fiscal Services, Procurement, Motor Vehicle Management, Contract Management and an Executive Administrative Assistant.

TDOC - FY16 BUDGET

Communication	590,000
Community Supervision	28,832,300
Correctional Release Centers	1,918,800
Equipment	0
Inmate Pay & Awards	5,403,200
Maintenance Expenses	17,716,400
Motor Vehicle Operations	818,400
Payments to Local Governments ...	156,988,100
Payroll	\$347,089,000
Printing	87,200
Privately Operated Facilities	114,713,300
Prof. Services by State Agencies	41,381,500
Professional Services	124,328,800
Rentals & Risk Management	883,200
Sentencing Act Account	19,718,900
Stores for Resale	7,552,300
Supplies	37,342,600
Training	109,200
Travel	685,900
Utilities & Fuel	20,285,300
FY16 Total	\$926,444,400

TDOC AND THE STATE BUDGET



The Department's total operating budget for Fiscal Year 2016 was \$926,444,400. Improvements for this operating budget totaled \$47,030,500 for increased felon population, contract inflators, TOMIS modernization and other operating requirements. Reductions for this operating budget totaled \$54,200,000 for the closing of the Charles Bass Correctional Complex and other cost saving initiatives.

PRISONS



Bobby Straughter

Assistant Commissioner, Prisons

Bobby Straughter, Assistant Commissioner of Prisons, is responsible for overseeing the operations of the institutions. Reporting directly to the Assistant Commissioner are four Correctional Administrators who manage day-to-day operations of prisons within their respective regions, facility wardens and four Contract Monitors for privately managed facilities. Also reporting to the Assistant Commissioner are an Executive Administrative Assistant, an Administrative Assistant, and a Correctional Program Manager.

Overview

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

As the Tennessee Department of Correction (TDOC) continuously evaluates our facilities and resources, we always seek opportunities for improvement not only in the way we utilize our resources but also how we manage the offender population we receive from jurisdictions across the state. One aspect we evaluate is the utilization of bed space and ensuring we have the right offender in the right bed. Proper bed management not only consists of matching the security requirements of an offender with the appropriate infrastructure but also consists of placing offenders in a facility where they have access to services necessary to prepare them for reentry back into the community. This includes ensuring that we adapt our facilities and services therein to provide such an environment to meet the needs of the constantly changing incarcerated population.

West Tennessee State Penitentiary Mission

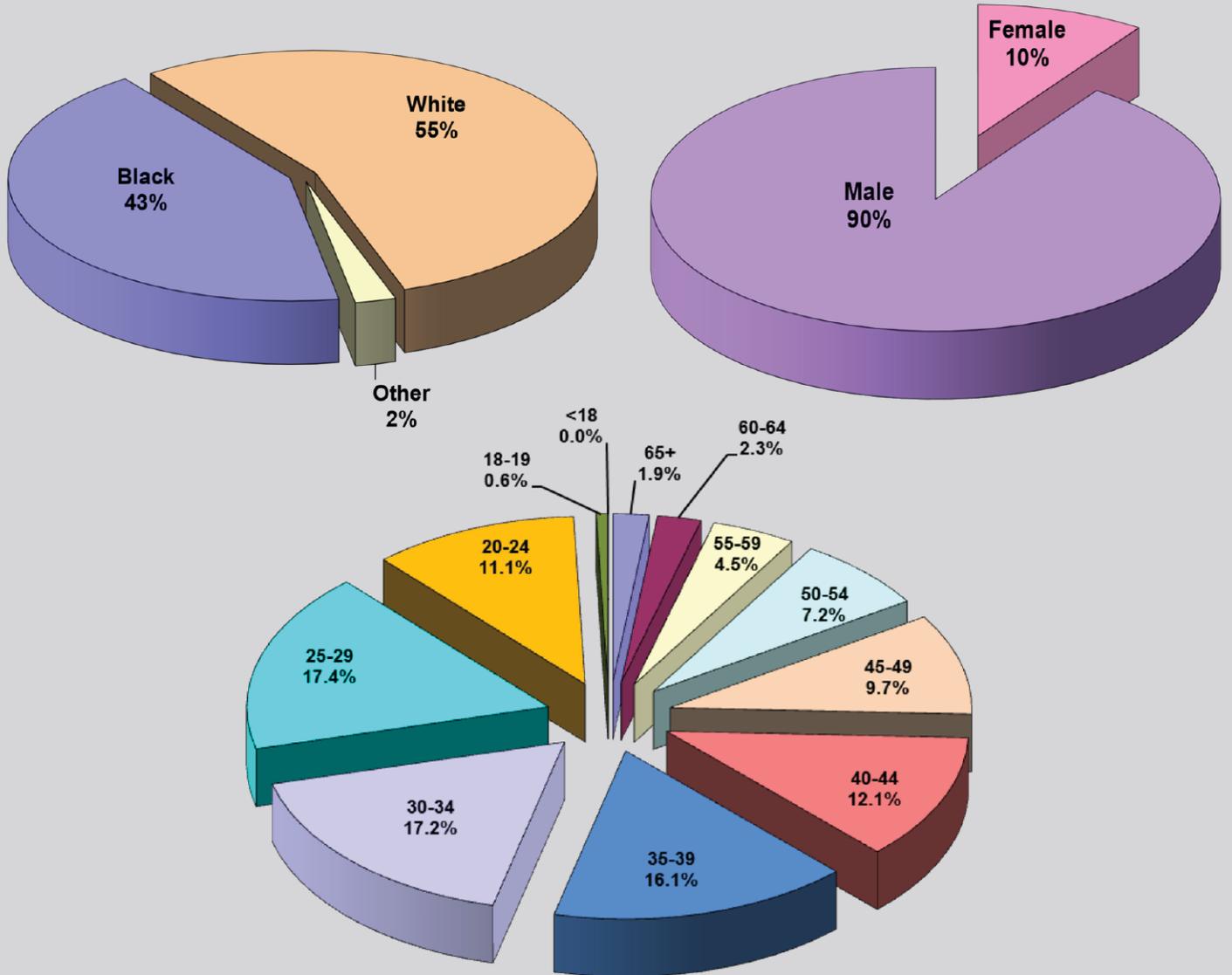
TDOC recently changed the mission of West Tennessee State Penitentiary (WTSP). This prison has two separate sites that can operate independently of each other. The mission change converted Site 1 to a female facility and Site 2 remained a maximum-security male prison. This mission change assists in managing the growing female population and provides instant relief to our partners operating county jails.

WTSP Site 1 is now known as the Women's Therapeutic Residential Center (WTRC) at West Tennessee State Penitentiary. The WTRC provides an opportunity for offenders to receive programs and services designed for women through a phase-based, therapeutic community model that will emphasize responsibility, accountability and peer support. Research has shown inmates who participate in a therapeutic community model combined with aftercare have more opportunity for success in society after their release.

Our staff has spent much of the summer working to convert Site 1 into a facility ready for female offenders. In addition, our training team has been on site working with the Correctional Officers and Counseling Team to ensure that they are trained on the latest gender specific correctional practices before offenders arrived in late summer 2016. It must be noted that no positions were lost in the transition.

INCARCERATED OFFENDER DEMOGRAPHICS

Felony Inmate Population
by Race, Age and Sex
(Systemwide)
June 30, 2016



MAJOR OFFENSE TYPES of INCARCERATED FELONS	<u>Person</u> 11,205	-	<u>Property</u> 9,458	-	<u>Societal</u> 6,313	-	<u>Other</u> 2,979
	Murder	Kidnapping	Sex Offenses	Aggravated Assault	Burglary	Aggravated Robbery	Drug Offenses
Number of Inmates	4,004	312	3,029	3,728	3,128	2,724	5,984
Average Sentence Length (yrs)	28.1	18.0	23.7	13.1	8.1	16.8	10.2

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

COMMUNITY SUPERVISION



Alisha Shoates James

Assistant Commissioner, Community Supervision

Alisha Shoates James, 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, the Parole Administrator, the Probation Administrator, the Community Corrections Administrative Services Manager, the Community Corrections Administrative Services Manager and an Administrative Assistant.

“Accountability” was the watchword for 2015-16 as Community Supervision implemented strategies and initiatives to build a stronger infrastructure for accountability in the supervision of probationers and parolees. These strategies included assessment of our organizational structure, policies, and practices to ensure the greatest effectiveness and efficiency in meeting our non-negotiable mission to provide effective community supervision in order to enhance public safety. With every aspect of our business on the table, from the supervision standards to training, we continued to critique our systems to identify mechanisms to ensure accountability.

Organizational Change

A critical part of fulfilling our mission is to take a critical look at our processes and determine areas for improvement in effectiveness and efficiency. During Fiscal Year 2016, the Community Supervision Division examined our practices to determine the best approach to provide targeted oversight for each type of supervision. We determined the best approach would be to separate probation and parole supervision within a single TDOC Community Supervision Organizational Chart. This change in structure will ensure standardization of practices, policies, and communication. Many officers will have either a parole, a probation, or a specialized caseload. This will further ensure that our supervision practices are efficient, effective and evidence-based.

American Correctional Association

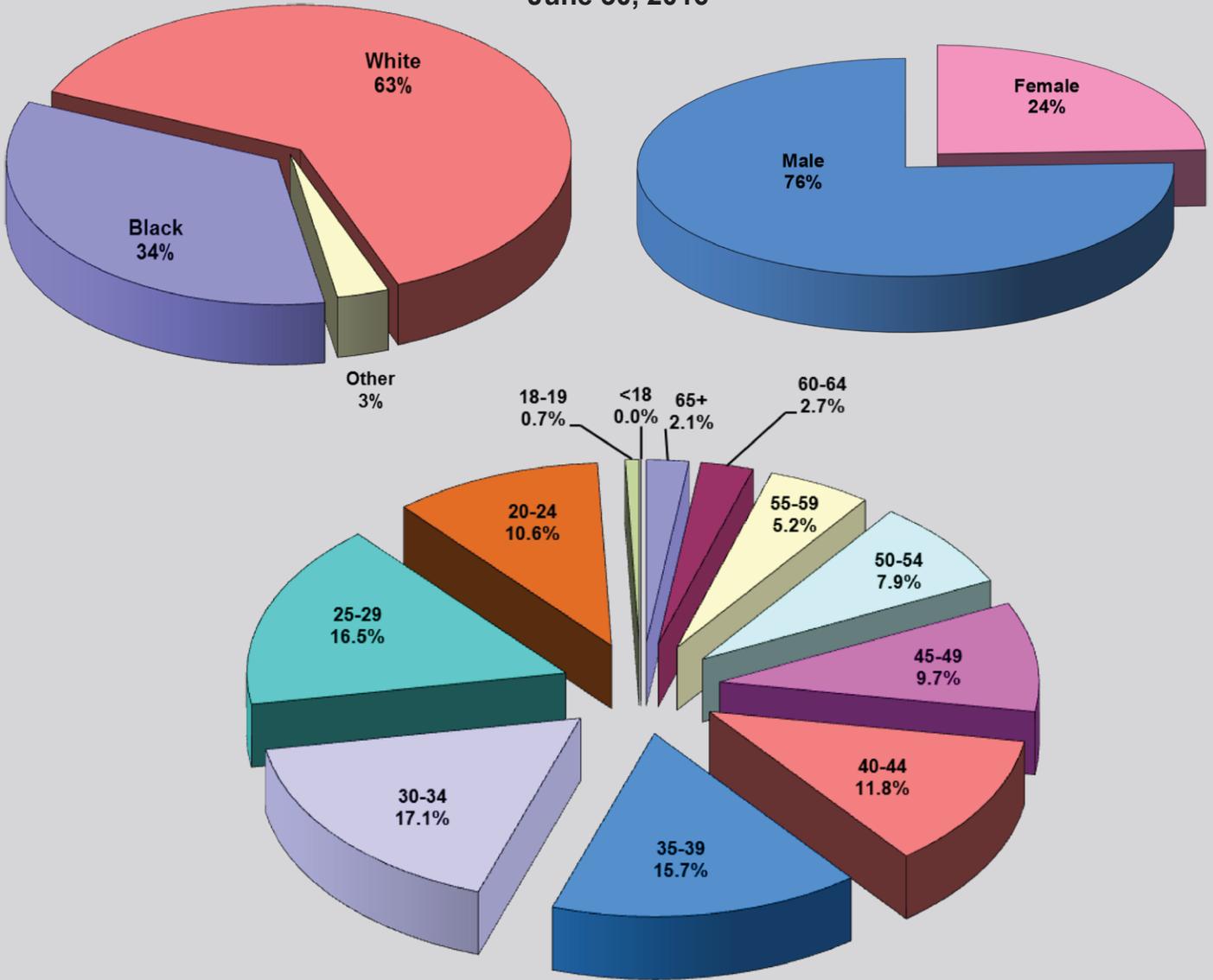
The safety and security of Probation/Parole Officers is always a priority and TDOC made a significant stride in this area during FY 2016. The industry gold standard for ensuring best practices in our business is accreditation by the American Correctional Association (ACA), the oldest and most prestigious correctional membership organization in the United States. Community Supervision initiated its application for accreditation in late 2015 with a strategic plan for meeting the ACA twelve-month documentation audit requirements by late 2016. In addition to establishing best practice standards for our work, accreditation of TDOC Community Supervision will allow continual assessment of operational strengths and weaknesses, the establishment of measurable criteria for operations, and promotion of professional development of staff at all levels.

Sex Offender Standards of Supervision

The Standards of Supervision for sex offenders underwent revision in light of current best practices. Recognizing that this offender population is in need of a very structured form of supervision, TDOC incorporated evidence-based principles in sex offender supervision, including validated specialized risk assessments and treatment practices, as well as offender electronic monitoring/tracking tools. The goal of the updated standards is to improve the opportunity for offender success and reduce the opportunity for re-offending, while meeting the requirements of Tennessee statutes, public safety, and the needs of victims. Second only to community safety, the objective in supervision is to enhance each offender’s ability to become a successfully reintegrated law-abiding citizen.

COMMUNITY SUPERVISION DEMOGRAPHICS

**Community Supervision Population
by Race, Age and Sex
(Systemwide)
June 30, 2016**



Community Supervision Population as of June 30, 2016

Probation	58,256
Parole	12,678
Community Corrections	7,891
Total	78,825

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

<http://www.tn.gov/correction/topic/tdoc-annual-reports>

REHABILITATIVE PROGRAMS AND SERVICES



Marina Cadreche

Assistant Commissioner, Rehabilitative Services

Dr. Marina Cadreche, Assistant Commissioner of Rehabilitative Services, is responsible for the provision and supervision of inmate clinical services which includes health, mental health and substance use; support programs and services and reentry collaborations. Rehabilitative Services fosters a program continuum that is designed to address the whole person in mind, body and spirit including a wide range of programming and treatment opportunities centered on rehabilitation. Reporting directly to the Assistant Commissioner are the Chief Medical Officer, Director of Behavioral Health Services, Rehabilitative Correctional Administrators, Director of Offender Development and Rehabilitation, Director of Clinical Services, Director of Quality Assurance, an Executive Assistant and an Administrative Assistant.

FY 2015- 2016 Accomplishments

- Reduced academic class size to improve instruction
- Created inmate tutor positions
- Opened WTSP Reentry Center
- Matched 224 offenders to Take One mentor organizations
- Expanded telehealth and substance use treatment services
- Opened Central Pharmacy at Special Needs Facility (DSNF)
- Established onsite endoscopy services at DSNF
- Added onsite MRI services at DSNF

Office of Quality Assurance and Improvement

The Office of Quality Assurance and Improvement (QAI) was established to ensure resources, including education, and treatment and programming, are delivered to offenders according to validated risk and needs assessment tools or clinical need in order to support successful reentry into the community. QAI managers audit programming in the institutions (e.g., academic/vocational, jobs, religious/social services) and community supervision offices (Thinking for a Change, Victims Impact and Stopping Abuse for Everyone- S.A.F.E.) to ensure compliance with TDOC policy and ACA standards. In addition, the office is responsible for Rehabilitative Services' Ombudsman duties which include the investigation and resolution of offender inquiries about all rehabilitative services concerns (e.g., clinical, educational, jobs, religious/social services) while incarcerated in TDOC institutions.

QAI is also the repository for the collection, analysis, and reporting of data for Customer Focused Government (CFG), Governor Haslam's initiative in which Tennessee state government agencies focus on offering the best service at the lowest possible cost. Data submitted from each facility is reviewed at weekly and monthly intervals to ensure offenders are receiving the most efficient and effective programs and services, and that those programs and services prepare offenders for a successful transition back to the community.

The QAI office also reinforces a corrective action process in which facilities that report below average results for any CFG measure are required to develop a plan of action with the objective of:

- Identifying the most effective actions that can be implemented to correct error causes
- Improving processes or methods so that outcomes are more effective and efficient
- Achieving measureable improvement in the highest priority areas
- Eliminating repeated deficient practices

On the whole, the Office of Quality Assurance and Improvement incorporates a collaborative, evidence-based approach to measuring correctional intervention effectiveness through a continuous assessment process. This approach focuses on ongoing improvements from established benchmarks and measures, while ensuring programs are producing meaningful outcomes, such as customer service and preparing inmates for reentry, with the goal of reducing recidivism.

YEAR IN REVIEW

Removing Barriers to Reentry

More than 90-percent of offenders will eventually be released back into the community, and lack of valid, government-issued ID is one of the single largest barriers to successful reentry. Without valid ID, it is often impossible for offenders to find employment, housing or other resources, often leading to reoffending and a return to the state prison system, at a cost of \$74 per day to Tennessee taxpayers. Ensuring offenders have a valid ID at release increases public safety by removing many of those barriers, helping an offender become a successful, productive member of society.

The Tennessee Department of Correction and Department of Safety and Homeland Security recognized the worth a valid ID can have for an offender, as well as how not having one can cost the State of Tennessee and its taxpayers. With that in mind, TDOC and TDSHS entered into an interagency agreement allowing TDOC to purchase driver's license issuance equipment and install it in TDOC facilities. This purchase was made using existing TDOC resources, meaning no new taxpayer funding or staffing was needed.

On February 24, 2016, TDOC began processing the very first Tennessee ID applications and driver's license renewals for eligible offenders nearing release. The partnership with DOSHS will also allow TDOC to track offenders who enter custody with a valid ID or driver's license, and ensure it does not expire before their release. If an offender's driver's license is revoked or suspended, that individual will be issued a state ID card. No original issuance driver's licenses will be processed in TDOC facilities. Offenders must meet the same requirements for a state ID or driver's license renewal as the general public. By the end of the fiscal year, 1,110 state identifications and driver's licenses had been issued.

This program will be a great tool to help offenders successfully transition back into society and encourage them to change that criminal behavior, which makes our Tennessee communities safer," says former TDOC Commissioner Derrick Schofield.

Training Through Guidance: Field Training Officer Program

Adjusting to a new career can be tough, but having a veteran to help guide you, give advice, and show you the ropes can help to make a new employee successful. Knowing this, Tennessee Department of Correction Probation Parole Managers Jesse Branscum and Sue Seidentop came up with the idea of implementing a Field Training Officer (FTO) program for Community Supervision. The concept gained approval, and a training curriculum was developed. Months of hard work developing that program paid off earlier this month, when 18 officers from Middle Tennessee completed a two day training for implementation of a pilot FTO program. They are now working with recent graduates from the Basic Probation Parole Officer Training (BPOT) program,



Job Training: Helping Offenders Find Success

Getting offenders the job training and placement they need is essential to their successful reentry. Last fall, TDOC District 41 employment specialist Sherrie Hughey referred four offenders on community supervision to the Goodwill Construction Class in Nashville.

After six weeks of classes and hard work, all four men graduated from the program on January 8th, 2016. They each received a certificate of completion and certification from the National Center for Construction Education and Research (NCCER).

Graduates of the program have a 78% job placement rate within the construction trade. One of the four recent graduates even had a job the same week he graduated.

Implementing the Public Safety Act of 2016

The Public Safety Act of 2016 aims to reduce crime and address the growing prison and jail population by focusing on key areas driving Tennessee's violent crime rate. To accomplish this, the initiative has four main components: Addressing domestic violence, implementing smart changes in sentencing, use of a single validated risk and needs assessment across the criminal justice community, and instituting swift, certain and proportionate sanctions for offenders on community supervision if no new crime has been committed. Together, these components will make Tennessee communities safer by protecting domestic violence victims, ensuring serious repeat offenders serve mandatory minimum sentences, increasing accountability for offenders on community supervision and addressing offender needs in order to change criminogenic behavior. The Tennessee Department of Correction will play a pivotal role in implementing the Public Safety Act of 2016, and as our community partners, we strive to keep you informed throughout the process.

The Department of Correction is poised to fulfill the legislative mandate of the Public Safety Act. The bill went into effect July 1, 2016 with supervision changes to begin January 2017. Operationalizing a comprehensive strategy for felon risk

management has already begun. The strategy is specifically tailored to enhance public safety in Tennessee and resolve complex issues that have been revealed through the implementation of seamless supervision.

The cornerstone of the Department of Correction reentry strategy since 2012 has been seamless supervision. Engaging felons at the onset of their conviction in reentry endeavors is meant to ensure that prompt, assessment driven supervision and services are being delivered. Doing so sets in motion a series of offender movements that must be appropriately timed to fully exploit the continuum of reentry stages.

This type of progressive movement of felons from facility bed inventory to managed risk opportunities in the community makes sense and cents. The average prison bed in Tennessee costs anywhere from \$49-\$73; based upon whether the bed is in a jail or prison. In comparison, felons can be supervised in the community for \$3-\$5 per day depending upon their standards of supervision and program enrollment. However, public safety, not short term monetary considerations, is the primary goal of managing offender movement from incarceration to the community.

Four Components of the Public Safety Act

- Addressing Domestic Violence
- Implementing Smart Changes in Sentencing
- Use of a Single Validated Risk & Needs Assessment
- Institute Swift, Certain and Proportionate Sanctions for Offenders on Community Supervision

THE WAY FORWARD

Community supervision can be a reliable pathway to enhancing public safety. Research has demonstrated the efficacy of conditional release in facilitating successful offender reentry. In short, offenders who experience carefully conceived transitions from incarceration to the community are more likely to succeed than offenders who are not transitioned. Also, the timing of conditional release to maximize the potential for success is critical because research has proven that incarcerating offenders too long is as detrimental as not incarcerating them long enough.

The optimal utilization of the seamless supervision model requires a strategic coordination of Department of Correction service delivery that is compatible with the successful use of alternative sentences and conditional release. However, evidence suggests that some unexploited opportunities exist in the seamless supervision model. Examples of this include diminishing parole grant trends and persistently high revocation rates.

The parole population in Tennessee is shrinking despite the growing size of the incarcerated felon population. The percentage of parole hearings resulting in a parole grant decreased 7.6% between 2012 and 2015. Currently only 28% of incarcerated felons are being granted parole in accordance with their release eligibility date.

Similarly, the number of revocations of felons in the community under community supervision remains high. On average, 40% of the yearly admissions to prison beds are the result of a technical violator revocation.

The proposed improvements in seamless supervision will not only address the trend of decreasing parole grants and high revocation rates, but also will enhance the Department of Correction's delivery of services to all stakeholders (judiciary, law enforcement, other state agencies, community, and offenders) by providing a more effective and efficient framework.

Ten action plan teams were put in place and began working on the development of implementation steps and timelines for each strategic component. Two project managers are responsible for coordinating and sequencing the component implementations to completion by January 1, 2017.



MORE INFORMATION



Department of
Correction

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

<http://www.tn.gov/correction/topic/tdoc-annual-reports>

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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