

TN

Department of
Correction

FY 2017

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.

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



It is my pleasure as Commissioner of the Tennessee Department of Correction to present our Fiscal Year 2016-2017 Annual Report in accordance with Tenn. Code Ann. § 4-4-114. This has been an exciting year for the Department, as we have worked to advance our mission by taking on new initiatives to enhance public safety.

The Public Safety Subcabinet was formed in 2011, and was comprised of 11 departments and agencies including the Tennessee Department of Correction. The Subcabinet was initially tasked with developing a plan that included action steps that identified and addressed the challenges to public safety in Tennessee. In 2014, the Governor appointed the Task Force on Sentencing and Recidivism which was to be chaired by the Commissioners of the Department of Correction and the Department of Safety and Homeland Security. Over the course of a year, the Task Force met with over 250 stakeholders in order to make comprehensive recommendations for Tennessee's criminal justice system. Many of these recommendations later became the Public Safety Act of 2016 (PSA).



The Department of Correction has implemented the mandates of the PSA to enhance public safety by applying a more strategic approach to corrections. We continue to engage our partners in the criminal justice system, as well as empower our staff to keep our communities safe. Some examples include:

- Establishing the Criminal Conviction Records Unit (CCR), a team dedicated to documenting full criminal histories of offenders;
- Using a Tennessee-specific, validated risk and needs assessment instrument in determining treatment and programming for offenders post-conviction through the end of supervision
- Dedicating additional resources to contraband interdiction and hiring a Chief Interdiction Officer;
- Repurposing Mark Luttrell Correctional Center into a male transition center; and
- Making strides to establish two Day Reporting/Community Resource Centers (DRC/CRCs) in each region of the state.



As you read the following pages, I hope you get a sense of the great work of the 6,500 correctional professionals who work tirelessly each and every day to make our communities safer.

A handwritten signature in black ink, which appears to read "Jim Paul". The signature is written in a cursive, flowing style.



FOUNDATION



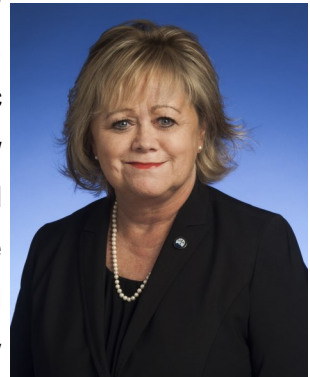
Chuck Taylor

Deputy Commissioner/Chief of Staff

Deputy Commissioner Chuck Taylor functions as the Chief of Staff for the Department and is responsible for 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 directs the effective implementation of processes, programs, and strategic initiatives, such as the Public Safety Act of 2016. The Chief of Staff reports directly to the Commissioner.

Deputy Commissioner, Administration/General Counsel

As Deputy Commissioner of Administration, Debbie Inglis is responsible for a variety of administrative support functions for the Department. This division handles Human Resources, Talent Management, and oversees Information Systems through a partnership with Finance & Administration's Strategic Technology Solutions Division. Administration also oversees the \$15.2 million development of a new offender management system, COMET. As General Counsel, Ms. Inglis also manages the Legal Division, which supports the Tennessee Attorney General's Office in litigation involving the Department. It also represents TDOC in conservatorship proceedings, judicial commitments, and administrative proceedings in which the TDOC is a party, including employee disciplinary matters. Finally, it provides ongoing legal advice and oversight for daily operations. Reporting directly to the Deputy Commissioner/General Counsel are the Director of Talent Management, Director of Human Resources, Director of Offender Administration, seven Attorneys, the Policy Development Director, an Executive Assistant, and three administrative staff.



Debbie Inglis

Professional Development

Pivotal to the Department's success is our commitment to professional development. TDOC not only requires ongoing training, but facilitates and supports continuous leadership development through partnerships with the Tennessee Department of Human Resources and Tennessee State University.

		<i>Completed 2016/2017</i>	<i>Newly Enrolled 2016/2017</i>
Pre-Service Training	1,807		
In-Service Training	5,254		
Specialized Training	1,615		
<i>Leadership Programs</i>			
Commissioners Leadership Academy		22	24
Accelerated Leadership Institute (ALI)		1	1
LEAD Tennessee		-	6
Tennessee Government Management Institute (TGMI)		2	3
Tennessee Government Executive Institute (TGEI)		2	-
Professional Management Academy (PMA)		-	54
Command College-Graduate Certificate in Executive Leadership (CC)		24	28
Master of Professional Studies (MPS)/Master of Public Administration (MPA)		13/1	-

BUDGET



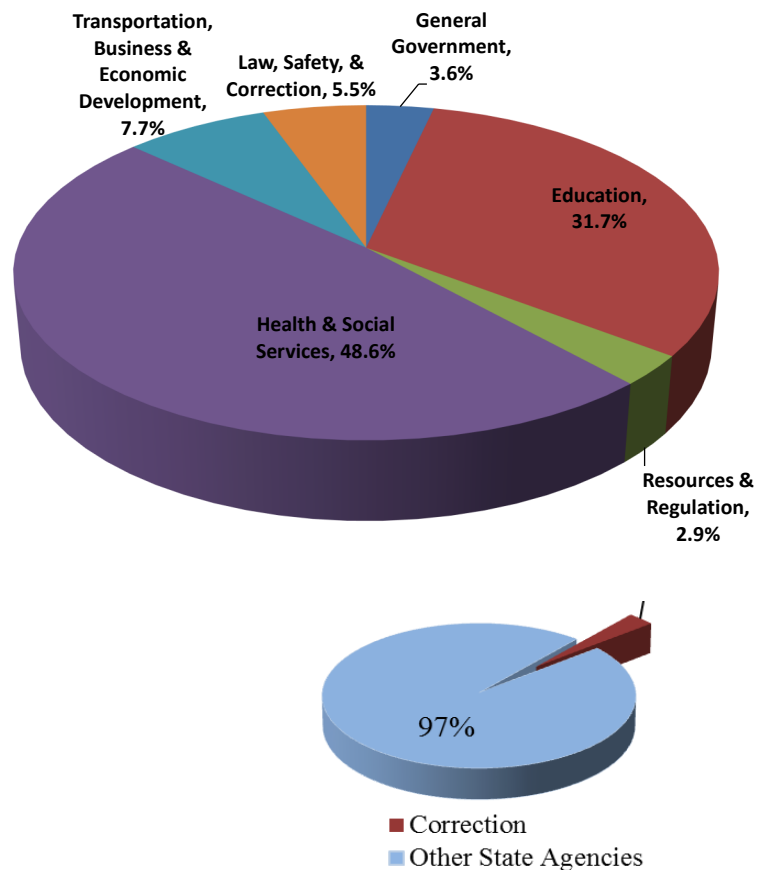
Wes Landers

Deputy Commissioner / Chief Financial Officer

Wes Landers, Chief Financial Officer, is responsible for the management and oversight of TDOC's \$975+ million annual budget. The CFO aligns financial resources to support the overall mission of the Department and directly assists departmental leadership on all strategic planning and tactical matters as they relate to budget management, cost benefit analysis, forecasting needs, and securing new funding to support the short and long term goals of the Department. Reporting directly to the Chief Financial Officer are the Directors of Budget/Fiscal Services, Procurement, Motor Vehicle Management, Contract Administration, and an Executive Administrative Assistant.

TDOC - FY17 Budget	
Payroll	\$358,241,700
Travel	661,300
Printing	86,800
Utilities & Fuel	20,458,100
Communication	587,600
Maintenance Expenses	9,345,300
Supplies	47,326,400
Rentals & Risk Management	884,200
Motor Vehicle Operations	756,000
Inmate Pay & Awards	5,334,000
Payments to Local Governments	156,177,300
Stores for Resale	8,645,800
Equipment	250,000
Training	124,300
Prof. Services by State Agencies	30,810,800
Correctional Release Centers	1,918,800
Professional Services	115,164,700
Privately Operated Facilities	162,822,400
Sentencing Act Account	21,768,400
Community Supervision	34,142,100
FY17 Total	\$975,506,000

TDOC AND THE STATE BUDGET



The Department's total operating budget for Fiscal Year 2017 was \$975,506,000. Improvements for this operating budget totaled \$15,625,800 for contract inflators, sex offender treatment programming, administration legislation including the Public Safety Act of 2016 and other operating requirements. Reductions for this operating budget totaled \$1,224,300 for abolishing vacant positions, the voluntary buyout program, and commissary revenue.

COMMUNITY SUPERVISION



Alisha Shoates James

Assistant Commissioner, Community Supervision

Alisha Shoates James, Assistant Commissioner of Community Supervision, oversees felony probation and parole operations and community corrections programming, with responsibility for more than 1,100 TDOC employees and approximately 78,000 offenders. Reporting directly to the Assistant Commissioner are the Field Services Administrator, the Probation/Parole Administrators, the Community Corrections Administrator, the Community Supervision ACA & Policy Director, and an Administrative Assistant.

The Public Safety Act of 2016 (PSA) was transformational for TDOC Community Supervision. It was the cornerstone for the implementation of evidence-based components designed to create a system of seamless supervision. Our staff devoted significant time and energy to developing procedures and protocols for the delivery of support systems to facilitate the administration of the STRONG-R, Tennessee's validated risk and needs assessment instrument, as well as presentence investigation reports to include risk and needs assessments, and the implementation of a graduated sanctions system as a response to non-compliance with conditions of supervision.

Strategy for Success: Gearing Up for Implementation of the PSA Mandates

TDOC Community Supervision began gearing up for the implementation of the Public Safety Act of 2016 shortly after passage of the legislation. Executing the PSA has been a team effort; it has involved the contribution of staff at all levels of the agency and from across the state, working in collaboration with other stakeholders to effectively meet the statutory requirements.

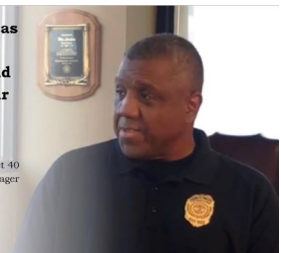


Commitment to Accountability

While fully engaged in implementation of the mandates of the PSA throughout FY 2017, TDOC Community Supervision continued to focus on evidence-based practices in the supervision of probationers and parolees through an increased emphasis on creating measurable outcomes in supervision, staff training, and adherence to the American Correctional Association (ACA) standards.

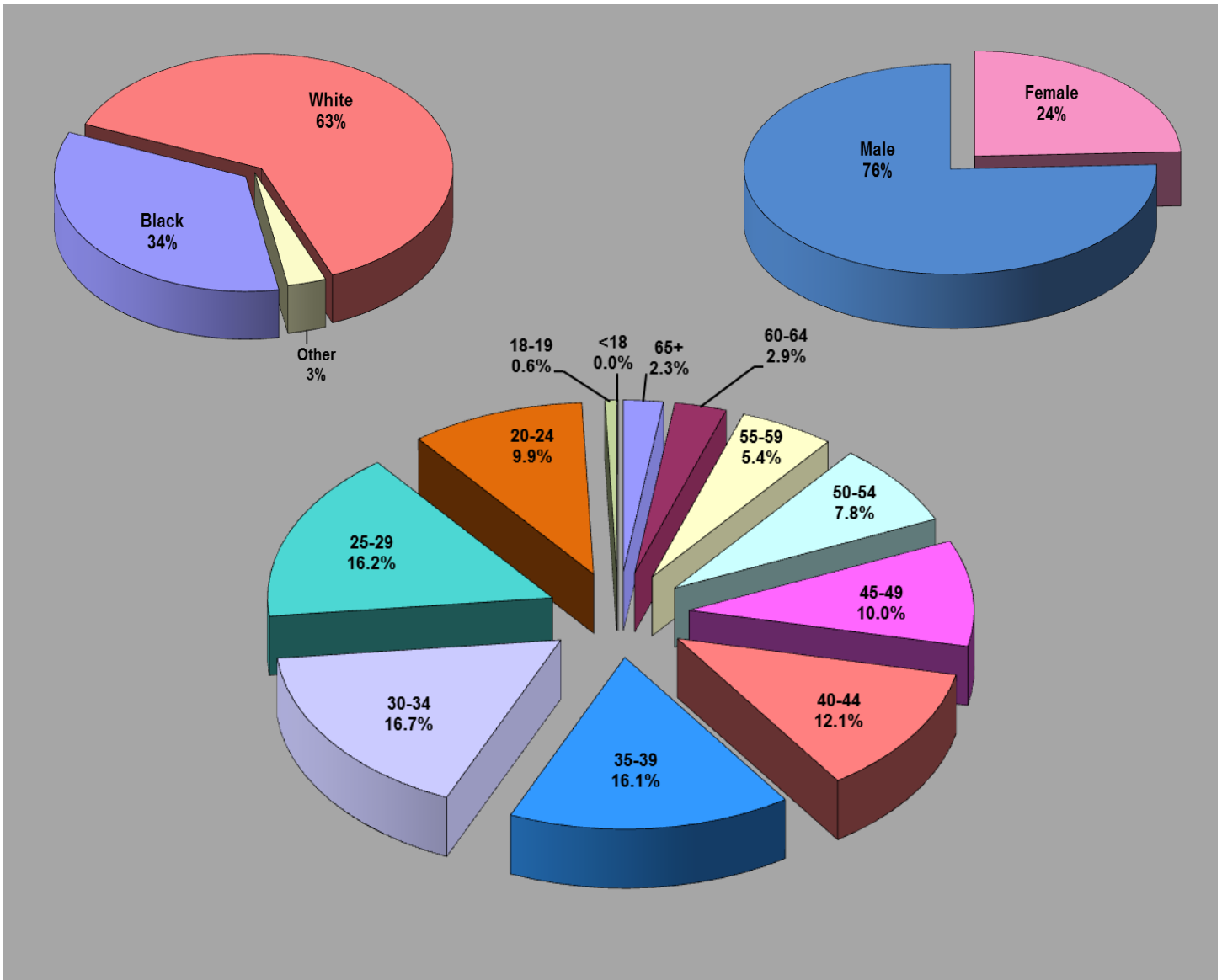
The Public Safety Act has given us a structured approach to respond and address the needs of our offenders.

-Marty Dreher, District 40
Probation Parole Manager



COMMUNITY SUPERVISION DEMOGRAPHICS

Community Supervision Population by Race, Age and Sex (Systemwide) June 30, 2017



Community Supervision Population as of June 30, 2017

Probation	58,450
Parole	11,778
Community Corrections	7,908
Total	78,136

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

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

PRISONS & OPERATIONAL SUPPORT



David Sexton

Assistant Commissioner, Prisons

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

Assistant Commissioner, Operational Support

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



Bobby Straughter

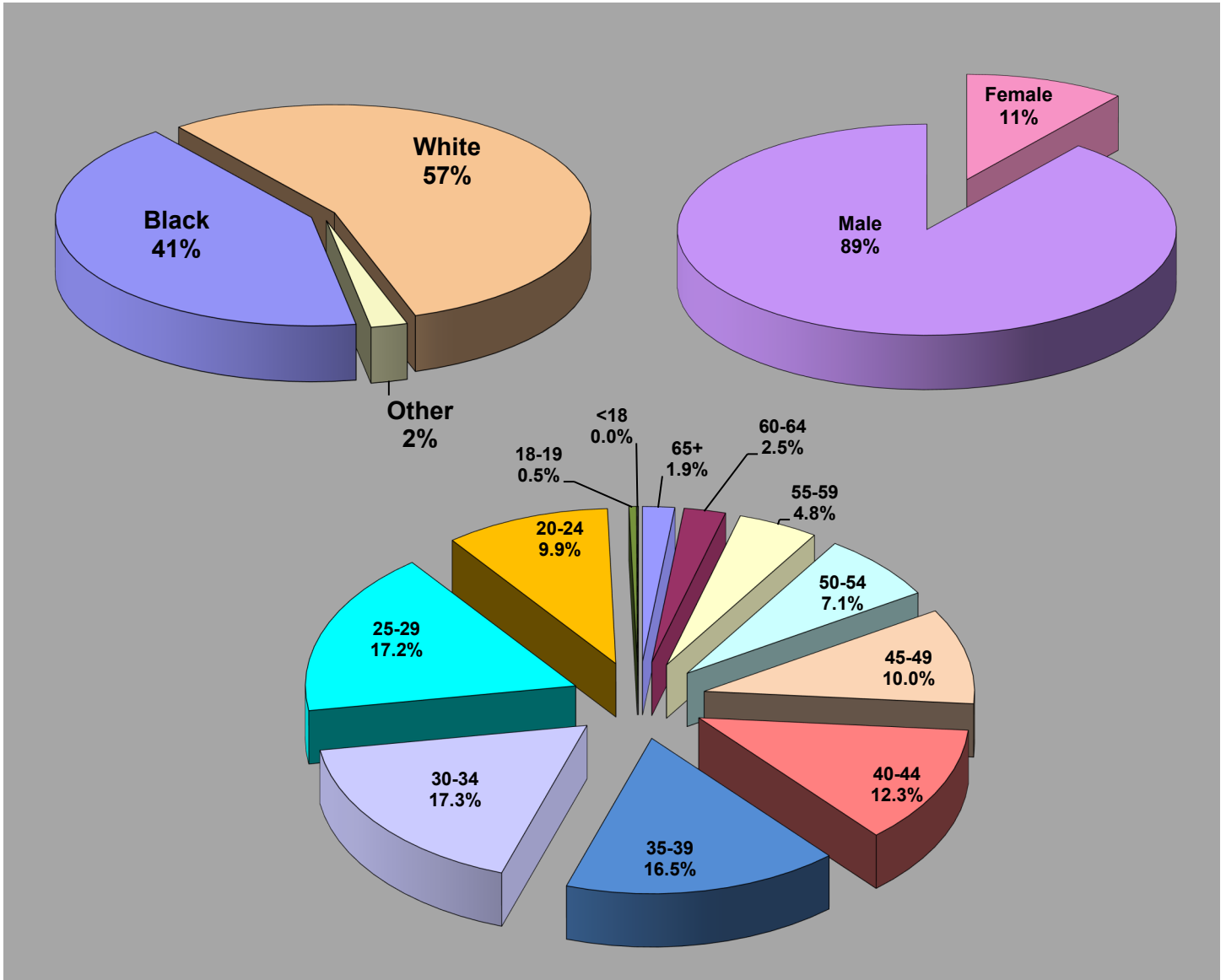
The Tennessee Department of Correction consists of 14 state prisons located across the state. Ten of these facilities are operated by the TDOC and four (two in Hardeman County, one in Trousdale County, one in Wayne County) are privately managed by CoreCivic.

Mark Luttrell Transition Center

The Mark Luttrell Transition Center (MLTC) hosted a grand opening in December 2016. Previously a female facility, MLTC now functions as a male reentry center with a mission of enhancing public safety by providing offenders with a supportive living environment and evidence-based transitional services. The offenders are referred to as 'residents,' and have the opportunity to develop the social skills, employment skills, and self-discipline necessary to successfully reenter society. Programming is focused on cognitive and behavioral care, education, and job skills. Phase I consists of a class structured environment. Phase II expands programming and requires residents to maintain a job within the facility. Finally, residents who reach Phase III maintain jobs in the community. The first male residents arrived at the facility in the fall of 2016.

INCARCERATED OFFENDER DEMOGRAPHICS

Felony Inmate Population by Race, Age and Sex (Systemwide) June 30, 2017



MAJOR OFFENSE TYPES of INCARCERATED FELONS	<u>Person</u>		<u>Property</u>		<u>Societal</u>		<u>Other</u>
	Murder	Kidnapping	Sex Offenses	Aggravated Assault	Burglary	Aggravated Robbery	Drug Offenses
	11,295	-	9,731	-	6,597	-	3,031
Number of Inmates	4,005	311	3,057	3,784	3,225	2,605	6,257
Average Sentence Length (yrs)	27.8	18.1	23.8	13.2	8.2	17.0	10.4

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

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

REHABILITATIVE SERVICES



Ed Welch

Assistant Commissioner, Rehabilitative Services

Ed Welch, Assistant Commissioner of Rehabilitative Services, leads an eclectic array of professional staff members from diverse fields that provide medical, behavioral health and substance use services, Adult Basic Education and Career & Technical Education curricula, employment, reentry and gender specific programs for justice involved individuals in prisons and under community supervision. The primary mission of Rehabilitative Services is to enhance public safety. Reporting directly to the Assistant Commissioner are the Chief Medical Officer, Rehabilitative Correctional Administrators, Director of Career Development and Reentry, Director of Quality Assurance, Director of Risk and Needs Assessments, an Executive Assistant and an Administrative Assistant.

FY 2017 Accomplishments

- Implemented validated risk/needs assessment instrument used across prisons, probation, and parole
- Created safer prisons by establishing Certified Behavioral Health Training for Correctional Officers
- Expanded Take One Partnerships and increased volunteer services and mentoring opportunities in prisons and communities
- Created new partnerships with state, local government, faith based, nonprofit and non-governmental agencies
- Developed programming for two transitional centers that are essential to the TDOC's goal of preparing participants for successful reintegration into the community
- Expanded the capacity of the TDOC Central Pharmacy, which services state facilities
- Secured \$2 million line item budget dedicated to treating Hepatitis C (HCV)

VALIDATED RISK AND NEEDS ASSESSMENT INSTRUMENT

Pursuant to the Public Safety Act of 2016 (PSA), the Static Risk and Offender Needs Guide-Revised (STRONG-R) is an empirically validated risk/needs assessment instrument designed to accomplish four basic objectives: assess an offender's level of risk to reoffend, identify risk factors so that rehabilitative efforts can be tailored to individual needs, provide a case management plan focused on reducing risk, and allow counselors to determine if targeted risk factors change in order to attenuate interventions.

CAREER DEVELOPMENT, EMPLOYMENT AND REENTRY

Evidence-based programming is offered to all offenders in prisons and under community supervision. Job opportunities in facilities drive offenders' professional employment portfolios and facilitate skill development. Data generated from evidence-based programming provides insight into the effectiveness of programming and guides the Department in assisting with the transition back into the community, enabling offenders to lead independent, productive, and crime-free lives.

WOMEN'S SERVICES

Culturally sensitive and gender specific programming includes: substance use, psychiatric and psychological counseling, cognitive behavioral programming, parenting and family skills, anger management, and reentry planning — resulting in stronger families, and safer prisons and communities.

CLINICAL SERVICES

Clinical Services provides state-of-the-art medical, behavioral health, substance use, pharmacological, dental, hospice, and other treatment services. Upon entry, each offender is screened to assess their physical and mental health, substance use and dental needs. Each facility has onsite clinical services that include: an infirmary, pharmacy, and chronic care (diabetes, hypertension, HIV, etc.). Additionally, our division provides access to medical and behavioral health care through inpatient services, outpatient referral services, dental, vision, oncology, telepsychiatry, and telehealth services. Clinical Services also strives to facilitate access to care upon release.

YEAR IN REVIEW

PUBLIC SAFETY ACT OF 2016

The year began with the formation of ten process action teams that enabled the Department to implement and maximize the impact of the Public Safety Act of 2016 (PSA), or Public Chapter 906. The PSA became effective January 1, 2017, and aimed to reduce crime and address the growing prison and jail population by focusing on key areas driving Tennessee's violent crime rate. The process action teams were focused on: seamless supervision process refinement; sorting offenders by risk and need assessment; imposing swift, certain, and proportionate sanctions; engaging the courts; providing incentives for offender progress; utilizing technology to improve efficiencies in supervision; ensuring intervention programs are all evidence based; identifying community based options available to the courts in lieu of incarceration; emphasizing continuous training; and tracking and monitoring accountability. All of these items are instrumental in helping advance TDOC's mission of operating safe and secure prisons and providing effective community supervision.

VALIDATED RISK AND NEEDS ASSESSMENT INSTRUMENT

The cornerstone of the PSA required the TDOC to select and implement a validated risk and needs assessment instrument to be used across the criminal justice system, including the court system and the Board of Parole, in order to determine risk to reoffend and to identify programming and treatment options to reduce that risk. Our new assessment instrument, the Static Risk and Offender Needs Guide—Revised (STRONG-R), was validated specifically for the Tennessee criminal justice system.

Planning for an offender's reentry begins at sentencing, with the STRONG-R serving as a key component of the case management plan for each offender. This plan is followed and managed from the moment he or she enters the criminal justice system through release. Every offender receives a STRONG-R following conviction, which takes into consideration the information obtained through a face-to-face interview and the offender's criminal background/history. The STRONG-R recommends treatment and programming based on available options. This enhances TDOC's goal of seamless supervision by preventing work from being duplicated by facility and community supervision staff. The STRONG-R is a gender responsive tool, weighing items separately for male and female offenders.

CRIMINAL CONVICTION RECORDS UNIT

The Criminal Conviction Records Unit (CCR) is a team dedicated to documenting the full criminal histories of offenders. The unit currently has approximately 30 staff members who research and enter pertinent information needed for initial risk and needs assessments, reassessments, and parole dockets. CCR staff communicates and collaborates with court clerks in all 95 Tennessee counties to accurately compile this information, which is used to populate the new assessment instrument.

CONTRABAND INTERDICTION

TDOC has increased the amount of resources dedicated to contraband interdiction. Additionally, the Department recently hired a Chief Interdiction Officer to lead our efforts on this issue. Contraband is an issue that affects prisons, jails, and correctional institutions across the country. The introduction of contraband of any kind to a correctional environment poses a threat to the safety of both institutions and the general public. TDOC works closely with our criminal justice partners around the country to combat the introduction of illegal items and prosecute those who attempt to do so. Earlier this year, the Department joined other Departments of Correction throughout the nation in asking the Federal Communications Commission to reconsider their stance on cell phone jamming technology. Our collaborative efforts were discussed in a joint news conference with the Williamson County Sheriff, Tennessee Bureau of Investigation, the Tennessee Department of Safety, Tennessee District 25's Attorney General, and the U.S. Attorney's Office.

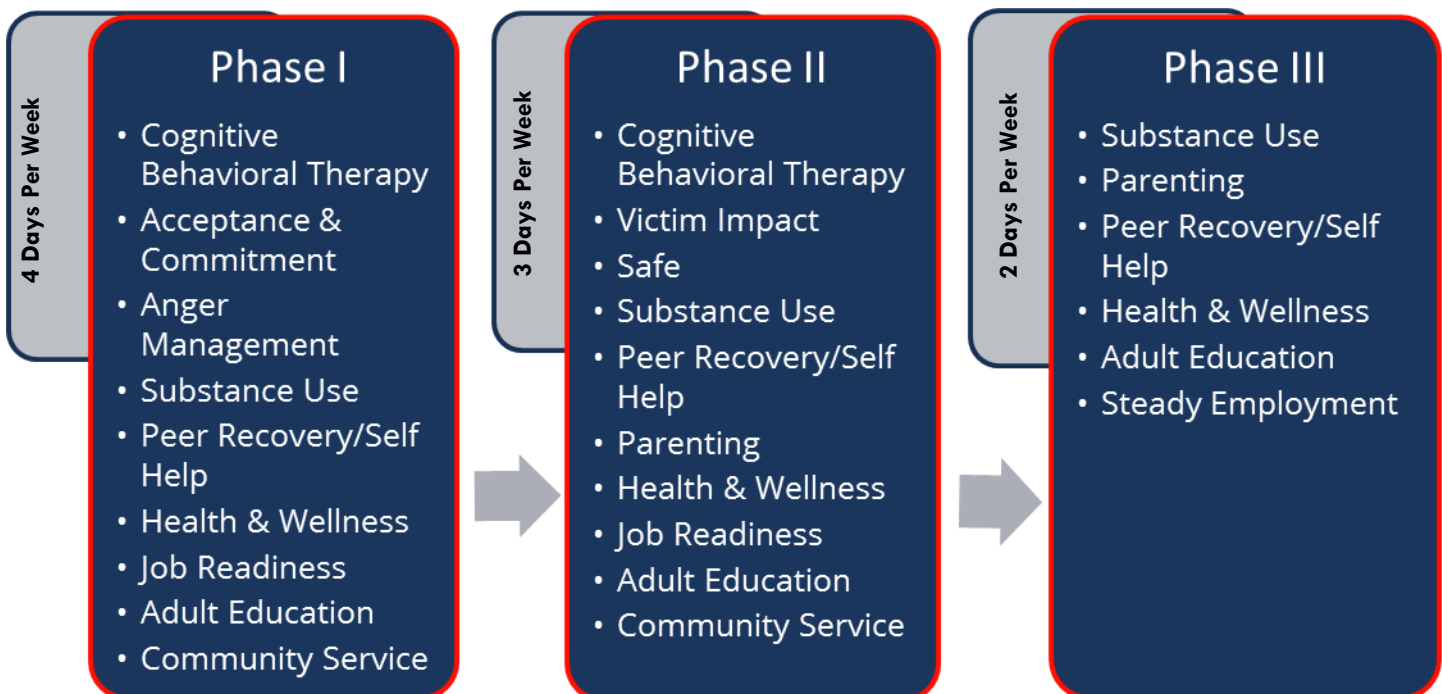
THE WAY FORWARD

Day Reporting & Community Resource Centers (DRC/CRCs)

TDOC's Day Reporting Centers (DRCs)/Community Resource Centers (CRCs) provide a one year, three-phase program designed to assist moderate- to high-risk offenders with a substance use and/or a mental health issue. These programs provide resources and services to offenders that will assist them as they work towards becoming productive citizens in their communities. In order to be eligible for the program, the participant must: have received a felony conviction, be supervised by TDOC's Community Supervision, have at least two years remaining on probation supervision, and/or have a substance use concern.

By Fall 2017, the Department will have six DRC/CRCs in operation statewide - two centers in each region. Offenders may be referred by the court or by a probation/parole officer through the informed use of the STRONG-R risk and needs assessment. The DRC program consists of three phases focused primarily on substance use, job skills, family reunification, and behavioral and social programs; all phases emphasize accountability and self-discipline. In each phase, offenders will be provided with intensive, evidence-based programs that build on lessons gained in the previous phase, equipping them with the skills and support needed to change criminogenic behavior to become successful, productive members of our communities. The entire curriculum will take 9 to 12 months to complete.

The DRC program will be complimented by an on-site CRC, which will provide access to and assistance with a multitude of services and resources. TDOC employment specialists in each area are actively working with local businesses, the Tennessee Department of Labor and Workforce Development, American Job Centers, Goodwill, and others to help offenders find meaningful, long-term employment. Staff on-site will also assist offenders with reentry services including obtaining identification, finding housing, social security and veteran benefits, legal aid, and health and wellness services. The CRC services will be available to anyone on community supervision, even those not enrolled in the DRC program. This model ensures that all offenders on probation or parole have access to services targeted at helping them overcome barriers to successful reentry.



THE WAY FORWARD

Continuing the Mission

Our mission of operating safe and secure prisons and providing effective community supervision in order to enhance public safety requires continual planning. For the next three years, TDOC will direct its efforts on the following items to ensure continuity with the achievements reached this year:

- 1. Administering a validated risk and needs assessment:** The new validated risk and needs assessment will continue to be uniformly utilized as part of the decision making process in all felony cases, including sentencing decisions, programming and treatment options, and post-prison conditions of supervision. The assessment instrument standardizes the process of determining an offender's risk to reoffend and assigns prescriptive evidence-based programming to improve offender outcomes.
- 2. Imposing swift, certain and proportionate sanctions:** The Department uses a system of graduated sanctions to ensure accountability and immediate intervention for offenders who are noncompliant with the terms of their conditional release to the community.
- 3. Granting Incentives:** TDOC will offer positive reinforcement of pro-social behaviors when offenders demonstrate compliance with expectations and meet supervision and reentry milestones.
- 4. Day Reporting Centers/Community Resource Centers:** DRCs/CRCs will consolidate agency and community assets to assist offenders on community supervision who are better served in the community than in a correctional facility.
- 5. Transition Centers:** The Mark Luttrell Correctional Center was transitioned into the Mark Luttrell Transition Center (MLTC) for males. In FY 2018, the Tennessee Prison for Women annex will undergo a similar transition for females.
- 6. Reentry Programming:** Offenders will have access to assessment-driven programming, which will prepare them for release from facilities and success in the community.
- 7. Correctional Behavioral Health Training and Certification Program (CBHT):** Correctional staff will gain the requisite knowledge, skills, and abilities to interact safely and effectively with mentally ill offenders, as well as other inmates experiencing temporary behavioral health crises. This training program uses nationally recognized standards, best practices and guidelines for safe and effective interactions with this population.
- 8. Crisis Intervention Training (CIT):** Correctional officers and professional practitioners will learn methods of interaction and de-escalation to manage offenders in a manner that reduces crisis situations, minimizes use of force, and improves safety for officers and offenders alike.
- 9. Monthly Board of Parole Forum:** TDOC will regularly work with our sister agency, the Board of Parole, on the STRONG-R risk and needs assessment instrument as well as developing the criteria to be met for conditional release.
- 10. Continuous communication with Justice Officials:** The Department will maintain open lines of communication with criminal justice officials through conference attendance, local meetings, regular mailings, and other forms of communication.
- 11. Data/metrics:** We will use real time information to increase our capacity to make effective decisions and take appropriate actions.



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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