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### Annual Report FY 2010-2011

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# TENNESSEE DEPARTMENT OF CORRECTION

FY 2010 - 2011 ANNUAL REPORT



PROTECTING THE PEOPLE OF TENNESSEE BY  
OPERATING SAFE AND SECURE PRISONS

# TENNESSEE DEPARTMENT OF CORRECTION ANNUAL REPORT

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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, 3<sup>rd</sup> Floor Rachel Jackson Building, 320 Sixth Avenue North, Nashville, TN 37243-0465, Telephone 615-741-1000 ext. 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, 3<sup>rd</sup> Floor Rachel Jackson Building, 320 Sixth Avenue North, Nashville, TN 37243-0465, Telephone 615-741-1000 ext. 8026 or TDD (for persons with hearing impairments), 615-532-4423.

## OUR MISSION

- To enhance public safety in Tennessee through the incarceration and rehabilitation of felony offenders.
- To operate safe and secure prisons

## OUR VISION

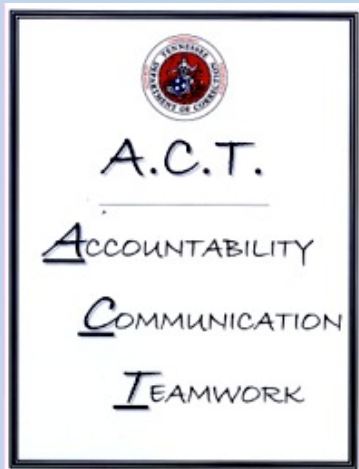
The Department will maintain a standard of excellence in security and corrections through:

- Professional development of its employees.
- Operations enhanced by technology and best practices.
- Opportunities for offender rehabilitation to reduce recidivism.

## OUR VALUES

- Responsibility and accountability to the citizens of Tennessee.
- Commitment to fair and ethical treatment of convicted felons.
- Respect for fellow employees
- Integrity in both external and internal relationships.

# COMMISSIONER'S LETTER



The Tennessee Department of Correction (TDOC) has a responsibility to protect and serve the public by operating safe and secure prisons, providing health and mental health treatment to inmates, and preparing them for successful reentry into the community.

We take our mission seriously, and each day more than 5,000 dedicated employees work extremely hard to ensure we never compromise public safety.

TDOC's unwavering mission is to operate safe and secure prisons. Our message to staff is ACT, which stands for Accountability, Communication, and Teamwork. Accountability of staff is required for professionalism and integrity in all we do. Communication is a tool to ensure consistency, safety and efficiency in all areas of our operation. Teamwork allows us to come together to move the Department forward, ensuring employees, offenders, and the general public remain safe.

Despite significant fiscal challenges, 2011 held many successes for TDOC. Our accomplishments for fiscal year 2010-2011 include the following:

- Opened a 30-bed correctional release center in partnership with the Board of Probation and Parole and The Next Door, a non-profit service provider. This release center is the first of its kind in Tennessee and was honored by the White House as a "Champion of Change."
- Maintained its national accreditation status by the American Correctional Association (ACA).
- Awarded 700 GED and 2,282 vocational certificates.
- Provided inmate labor for local governments and community based organizations, valued at almost \$6 million
- Initiated COMPSTAT, an internal accountability measurement system.

In addition to these accomplishments, we began to conduct a top to bottom review of the agency to identify what we are doing well, how we can improve our effectiveness and efficiency, and how we can do even better. While this process continues today, I am confident that it will ultimately make us the best correctional agency in the country.

A handwritten signature in black ink, appearing to read "David O. Stephens". The signature is stylized and written in a cursive-like font.

# EXECUTIVE LEADERSHIP TEAM



Derrick D. Schofield

## Commissioner

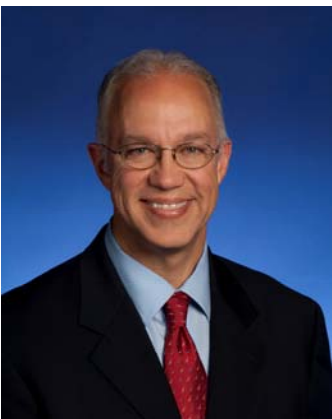
The Commissioner of the Department, Derrick D. Schofield, is ultimately responsible for all of the Department's operations. Reporting directly to the Commissioner are the Deputy Commissioner (Chief of Staff); General Counsel; Assistant to the Commissioner for Legislation; Director of Investigation and Compliance; Communications Officer; Executive Assistant and Correspondence Coordinator.

## Deputy Commissioner

Catherine Posey, the Deputy Commissioner, functions as the Chief of Staff for the Department. Reporting to the Deputy Commissioner are an Executive Secretary; Assistant to the Deputy Commissioner; Assistant Commissioner of Administrative Services; Assistant Commissioner of Rehabilitative Services; Assistant Commissioner of Operations; Director of Organization, Support, and Development; Director of Facilities, Construction & Planning; Director of Human Resources; Director of Facilities Management and Maintenance; and Policy Development and Organizational Manager.



Catherine Posey



Joseph Gallaher

## Assistant Commissioner, Administrative Services

The Assistant Commissioner of Administrative Services, Joseph Gallaher, is responsible for a variety of administrative support and budgetary functions. This division handles budget preparation, fiscal administration including payments to local jails, contract management, information technology, and administration of the food services program. Areas reporting to the Assistant Commissioner are Food Services, Budget/Fiscal, Contract Administration, Information Technology, Information Systems, Judicial Cost Accounting, Local Jail Resource, Utilities and Communication, and Procurements.



# EXECUTIVE LEADERSHIP TEAM

## Assistant Commissioner, Operations

Reuben Hodge, the Assistant Commissioner of Operations, is responsible for the day-to-day operation of the institutions, including classification centers and time building institutions, special purpose facilities, and contract managed institutions. The Warden of each facility reports to the Assistant Commissioner as does the Commissioner's designees for the three privately managed institutions. Also reporting to the Assistant Commissioner of Operations are Classification, Sentence Management Services, PREA (Prison Rape Elimination Act), and Inmate Grievance/Disciplinary Appeals. Institutional Operations manages the inmate population incarcerated in the Department.



Reuben Hodge



William Gupton

## Assistant Commissioner, Rehabilitative Services

William Gupton, the Assistant Commissioner of Rehabilitative Services, oversees the programming, health, and mental health services for the Department. Rehabilitative Services includes Education and Vocational Services, Victim Services, Substance Abuse, Inmate Jobs, Religious and Volunteer Services, Health, Mental Health, Work Release, and Reentry Services. Rehabilitative Services provides evidence-based practices that improve the overall health/mental health of an offender, reduce recidivism, and improve public safety.

Providing offenders with the opportunity to overcome addictions, obtain a GED, increase job skills, and prepare for release are all essential parts of correction.

### TDOC Essentials for Leadership

Character

Confidence

Commitment

Capability

# BUDGET

TDOC - FY11 Budget	
Salaries & Wages	\$179,892,100
Benefits	82,253,100
Travel	3,263,600
Printing	842,200
Utilities & Fuel	19,795,200
Communication	529,100
Maintenance Expenses	9,854,600
Supplies	39,922,100
Rentals & Risk Management	8,964,200
Motor Vehicle Operations	486,900
Inmate Pay & Awards	5,439,800
Payments to Local Governments	118,086,500
Inventory	7,677,000
Equipment	848,400
Prof. Services by State Agencies	10,802,400
Correctional Release Centers	1,368,800
Professional Services	69,493,400
Privately Operated Facilities	75,492,000
Sentencing Act Account	43,702,300
<b>FY11 Total</b>	<b>\$678,713,700</b>

(1) Additional funding of \$17,046,800 for continuing operations of the Whiteville Correctional Facility is not included in this figure.

(2) The Governor's budget for the Department of Correction for FY 2011 was \$678,713,700.

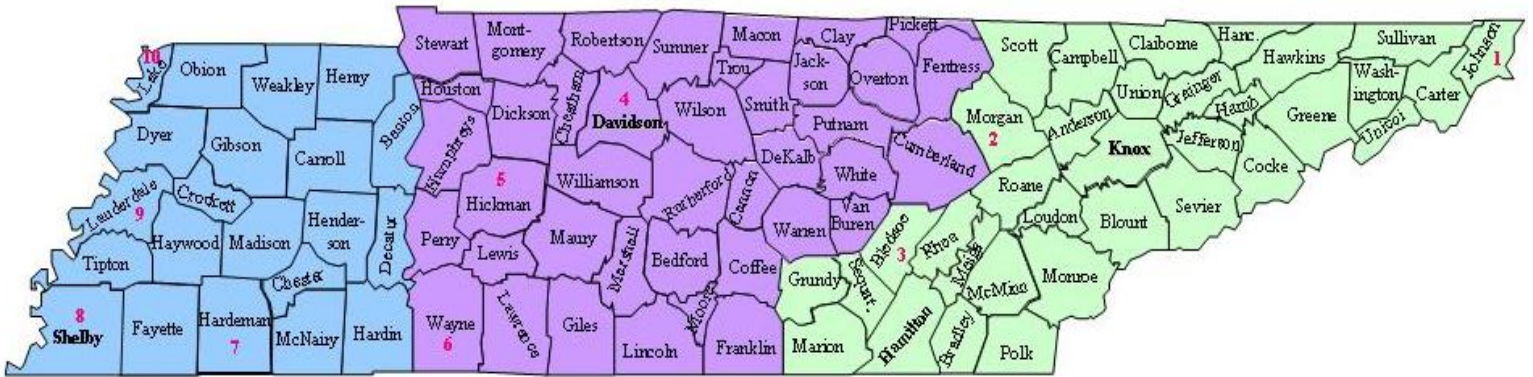


## Cost Saving Measures

- Implemented consolidated release readiness programming that provides graduates with the possibility of earning 60 day sentence credits.
- Partnered with TRICOR to reduce food costs.
- Renewed use of telemedicine to minimize inmate transportation into the community.
- Successfully reducing utility expenses statewide.



# OUR FACILITIES



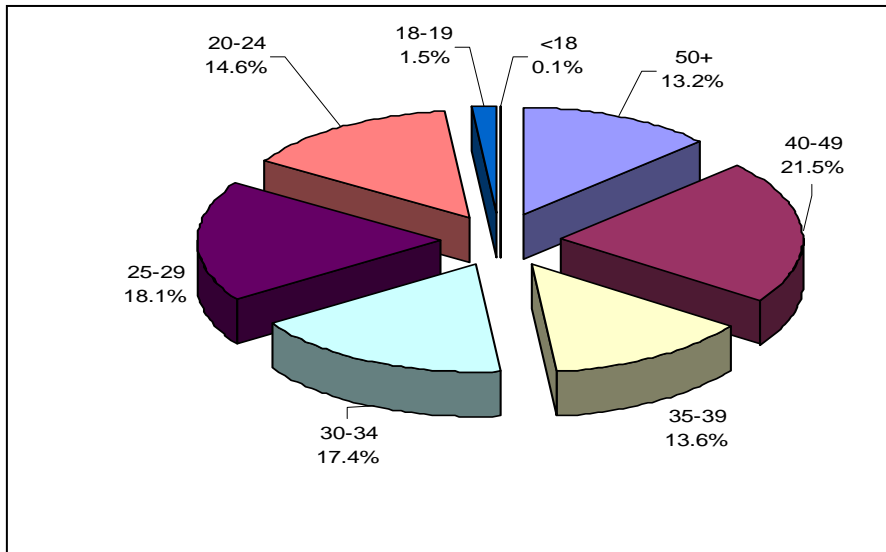
County	Facility	Security Designation
1. Johnson	Northeast Correctional Complex	Maximum
2. Morgan	Morgan County Correctional Complex	Maximum
3. Bledsoe	Southeastern Tennessee State Regional Correctional Facility	Close
4. Davidson	Charles Bass Correctional Complex DeBerry Special Needs Facility Riverbend Maximum Security Institution Tennessee Prison for Women	Close Maximum Maximum Maximum
5. Hickman	Turney Center Industrial Complex	Close
6. Wayne	South Central Correctional Facility	Close
7. Hardeman	Hardeman County Correctional Facility Whiteville Correctional Facility	Medium Medium
8. Shelby	Mark Luttrell Correctional Center	Close
9. Lauderdale	West Tennessee State Penitentiary	Maximum
10. Lake	Northwest Correctional Complex	Close

Custody Level	Number of Offenders	Percent of Total
Maximum	1,019	5.0%
Close	651	3.2%
Medium	14,691	72.2%
Minimum	3,531	17.4%
Unclassified	442	2.2%
<b>TOTAL</b>	<b>20,334</b>	<b>100.0%</b>

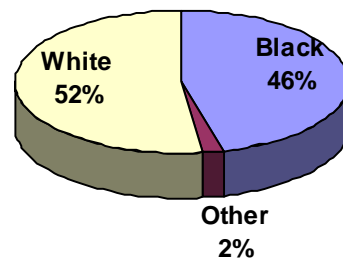
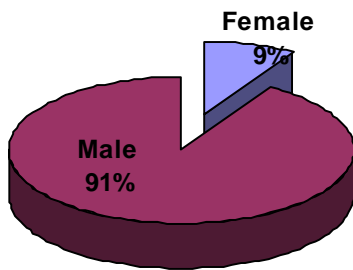


# OFFENDER DEMOGRAPHICS

**Felony Inmate Population by Age  
(System-wide)  
June 30, 2011**



**Felony Inmate Population  
by Sex and Race  
(System-wide)  
June 30, 2011**



<u>MAJOR OFFENSE TYPES</u>	<u>Person</u> 10665	<u>Property</u> 9507	<u>Societal</u> 6077	<u>Other</u> 2511			
		Sex	Aggravated	Aggravated			
	Murder	Kidnapping	Offenses	Assault	Burglary	Robbery	Drug Offenses
Number of Inmates	3922	281	3111	3196	3147	3058	5717
Average Sentence Length (yrs)	28.1	21.0	22.3	13.0	7.6	16.5	9.5

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

[www.tn.gov/correction/planning](http://www.tn.gov/correction/planning)

# REHABILITATIVE PROGRAMS

## Chattanooga Female Release Center

The Chattanooga Female Release Center is the first of its kind for TDOC and the State of Tennessee.

The Chattanooga Female Release Center is a partnership between TDOC, the Board of Probation and Parole, and The Next Door, a non-profit organization.

The Next Door began serving TDOC offenders in March of 2011, and houses 30 offenders, providing short-term reentry services to female offenders.

The services provided to the females while at The Next Door are rooted in evidence-based practices and address the offenders' needs as identified by the LS/CMI, a validated risk/needs assessment. Services include:

- Employment Readiness
- Family Reunification
- Life Skills
- Career Readiness Certificates

- Substance Abuse
- Cognitive Restructuring
- Victim Impact

Three additional release centers are expected to be operational by early 2012. These facilities will serve male offenders.

TDOC is committed to utilizing evidence-based programming to improve public safety. The release center program will be monitored closely and evaluated to determine its impact on recidivism.



## Other Accomplishments

- Administered 697 WorkKeys assessments and awarded 542 gold, silver, and bronze Career Readiness Certificates.
- Received a two-year Residential Substance Abuse Treatment (RSAT) grant in the amount of \$652,062.
- Certified 38 staff statewide as Motivational Interaction (MI) trainers.
- Implemented the Pro-Social Life Skills program at four facilities to address multiple needs as identified through the assessment process.
- Held inaugural "No More Victims" walks at all TDOC facilities to raise awareness of the impact of crime.



## Tennessee Reentry Collaborative (TREC)

TREC is a statewide initiative that was established in 2004 to provide a continuum of services for offenders re-entering society. TREC is comprised of various state agencies, local law enforcement, and non-profit organizations from across the State. The desired outcome is to enhance public safety by

improving the successful transition of offenders from prison to community through a collaborative effort of state agencies, community resources, and the offender. Today, TREC continues to make a positive impact on the lives of ex-offenders across the State.

## LS/CMI and TAP-BIG

The Level of Service Case Management Inventory (LS/CMI) has been adopted by both TDOC and the Board of Probation and Parole. It is a validated assessment instrument used to identify the offender's risk to re-offend and the need for programming and treat-

ment. The Transition Assessment Plan-Behavior Intervention Goals (TAP-BIG) is an individual case plan that follows an offender's entire probation, incarceration, and parole period. It is used to make recommendations for programming and treatment based on the LS/CMI results.

# YEAR IN REVIEW

## Safe and Secure Prisons

Successfully maintained ACA accreditation receiving a score of 100% on mandatory standards and 99.1% or better on non-mandatory standards.

Instituted rigorous inspections of all TDOC facilities.

Enhanced controlled inmate movement within the prisons.

Reinforced inmate property guidelines.

Recognized by FBI for TDOC's Internal Affairs' data submissions regarding confiscated cell phones.



## Staff Development



1435 staff graduated from The Tennessee Correction Academy in FY 2011.

Certified 38 staff state-wide as Motivational Interaction (MI) trainers.

Introduced several specialty training programs targeting TDOC's strategic plan such as Change Management, Level of Case Management Inventory (LS/CMI) Coding, and Interviewing.

Expanded training and curricula related to Prison Rape Elimination Act Training and Respectful Workplace training.

## Services

Provided over 820,000 hours of inmate labor for local governments and community-based organizations valued at \$5,959,000.

Employee charitable contributions including American Lung Association, Tennessee Employees Charitable Campaign, Susan G. Komen and others, totaling over \$50,000.



# CONTACT US

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For more information about the offender population, see the Statistical Abstract at  
[www.tn.gov/correction/planning](http://www.tn.gov/correction/planning)

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>

To contact us:

Email: [TDOC.Webmaster@tn.gov](mailto:TDOC.Webmaster@tn.gov)

Phone: (615) 741-1000



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