

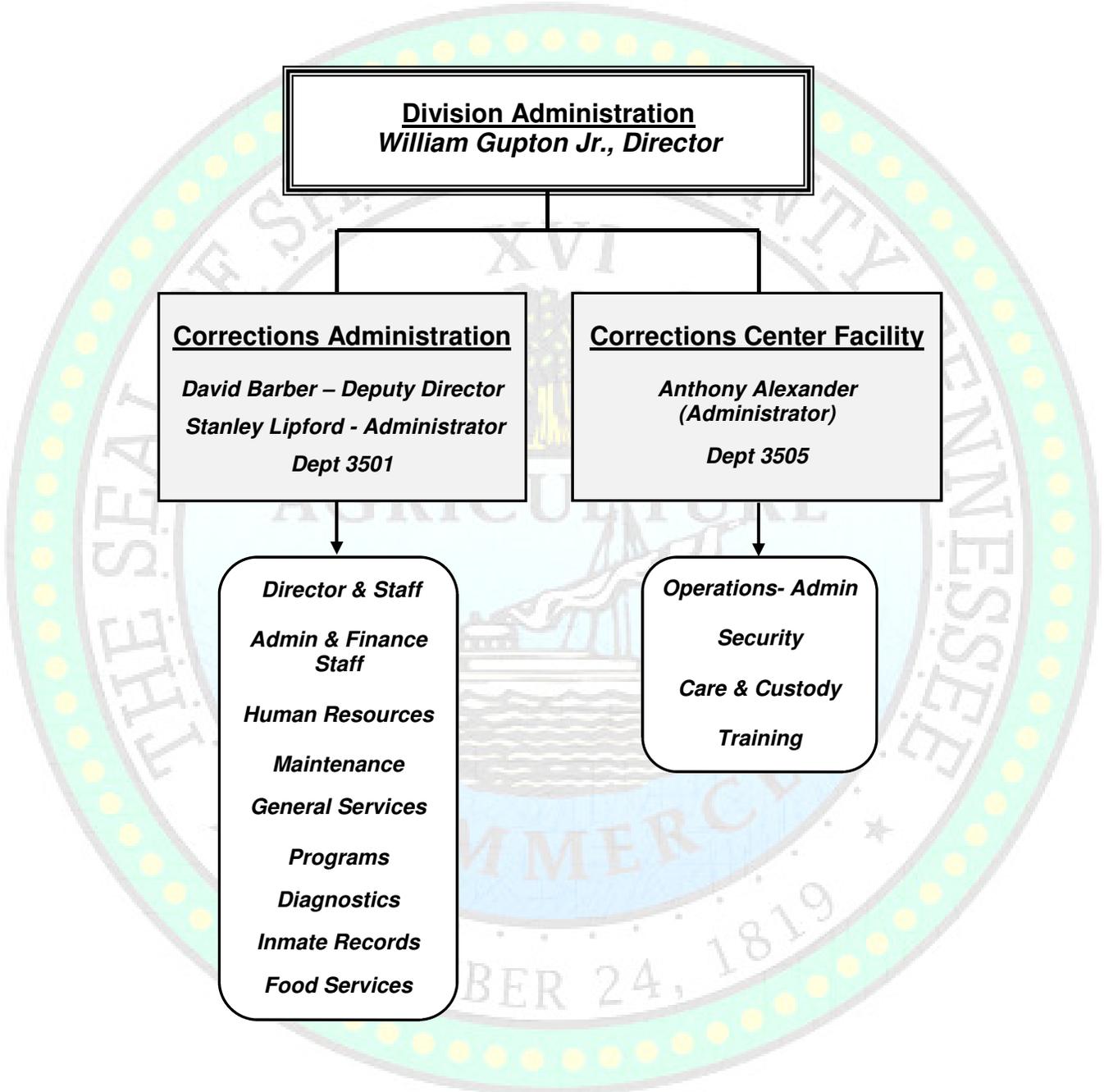
DIVISION OF CORRECTIONS



FY17 ADOPTED BUDGET

DIVISION OF CORRECTIONS

Organizational Chart by Program



Division Overview for FY17



Corrections

DIVISION MISSION STATEMENT:

The Division of Corrections provides a safe and secure prison environment, effective programming services for the inmate population and enhanced community safety. This division provides a model organization of well-trained, public safety professionals, volunteers and partnerships contributing to our community's well-being through preparation of offenders for successful re-entry into society.

The Division of Corrections supports the following County strategies with these goals:



Protect and Promote Public Safety

[2-a] Provide effective law enforcement and detention facilities for juvenile and adults.

[2-d] Provide programs that promote adult re-entry strategies to reduce recidivism after incarceration.

DEPARTMENTAL MISSION/GOALS:

The strategic goals of the division are achieved through the following departmental structure:

3501 Corrections Administration – The Corrections Administration department provides all management, programs, education, dietary services, facility maintenance, financial services, purchasing, accounting and mail room services for the Division with these objectives:

- To follow the mandates of the courts and laws of Tennessee related to the incarceration of inmates in a cost-effective manner that ensures the safety of the citizens of Shelby County.
- To encourage the rehabilitative process through a variety of programs providing opportunities for a more productive life upon release.
- To provide effective community reentry services for inmates returning to our communities.
- To coordinate inmate health administration with the Health Services Division to ensure adequate medical care for inmates and control the risk to the general population.

3502 Adult Offender Center – The Adult Offender Center has been discontinued as a separate department within the Corrections Fund. Staff and programs were transferred to the remaining two departments, Corrections Administration and Correction Center Facility.

3505 Correction Center Facility – The Correction Center Facility department provides security operations and counseling services for the Main Compound and population, housing up to 2,800 male and female inmates in 11 dormitory style buildings and operates the West Tennessee Reentry Center to provide safe and secure incarceration of inmates, provide basic counseling services, and efficient management of sentences.



FY17 Budget Highlights

The Corrections function operates as an Enterprise Fund which requires that its operations are sustained by reimbursements from the State of Tennessee and other revenues generated from activities.

BUDGETARY ISSUES/TRENDS:

- This budget accounts for 1,870 felons at \$71.90/day whereas the FY16 budget was based on a felon population of 2,040 inmates at \$67.46/day. Although the reimbursement per diem rate increased, the declining felon population caused a \$1.2 million decrease in State Reimbursement revenue.
- Efficiency initiatives have been incorporated to improve energy usage and reduce costs such as the replacement of 1990's HVAC units with high efficiency units, LED lighting, solar assisted systems for water heating and laundry operations to reduce chemicals used in laundry prep, and recycling operations that have reduced trash removal costs and generated sales from byproducts such as recycled paper and cardboard.

OTHER REVENUE SOURCES:

- The Corrections Division provides certain goods & services to internal and external customers, such as laundry.
- Corrections Division earns a commission on inmate phone revenue and receives reimbursements for inmate room & board and transport.

Corrections – Enterprise Fund 956

CORRECTIONS	FY15 Actual	FY16 Budget*	FY17 Adopted	FY17-16 Var
Revenue	(53,501,276)	(51,579,716)	(50,081,345)	1,498,371
Total Personnel	38,142,161	39,059,175	38,189,205	(869,970)
O&M	19,391,292	22,519,378	21,795,157	(724,221)
Use of Fund Balance	-	(1,635,020)	(1,304,350)	330,670
Transfer From Gen Fund	(8,918,435)	(8,900,000)	(8,900,000)	-
Transfer To Grants	829,182	536,183	301,333	(234,850)
Net Operations	(4,057,076)	-	-	-
FTE Count	726.8	692.0	638.0	(54.0)

* FY16 O&M Budget and Use of Fund Balance adjusted by \$72,731 for carry-forwards

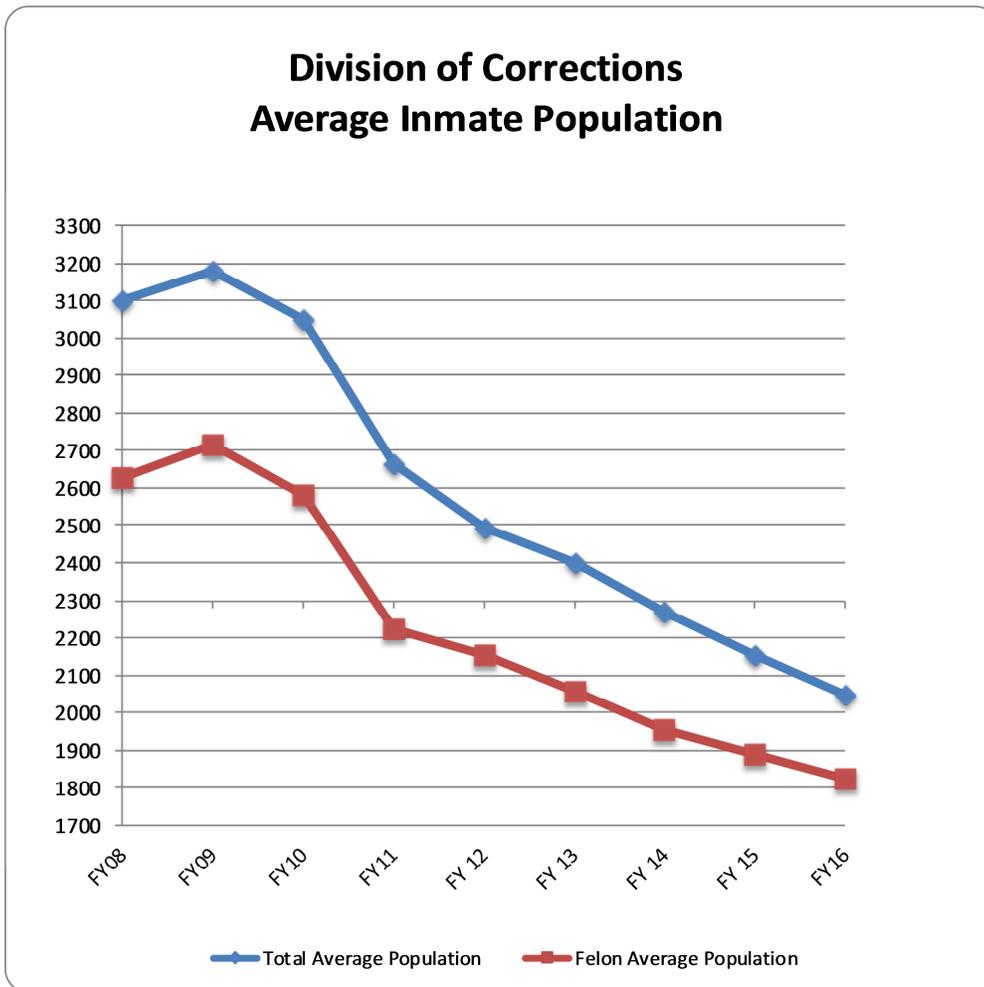
CHANGES TO MAJOR CATEGORIES:

- **Revenue:** In addition to the reduction in State reimbursements, Room & Board and Transportation reimbursements also declined due to fewer inmates working in paid jobs.
- **Salaries/FTE:** Deleted 54 vacant positions (35 Correctional Officers, 17 Administrative positions, and 2 Mechanics) in FY17 due to revenue reduction. FTE count reduced by 34.8 positions in FY16 as a result of outsourcing food services and reorganization of staff.
- **Overtime** budget is \$1.9 million in FY17 which - a decrease of \$110,000 from prior year.
- **O&M** budget was reduced for FY17 through various efficiency initiatives; also includes a reduction of \$570,000 to capital expenditures necessary to balance with reduced revenue.
- **Transfer from General Fund** is \$8.9 million in FY17 same as prior year. This contribution helps to cover expenses related to misdemeanants including housing, food, medical, and programs, which are not included in revenue generated by state reimbursements for felons.

- **Planned Use of Fund Balance** is \$1.3 million which will be used to aid in the completion of capital projects including roof replacements of the Main Entrance Building and the Women’s Building.
- **Fund Balance** is \$ 24.6 million (excluding Pension and OPEB Liability) as of 6/30/16.

GRANT FUNDS:

- FY17 Grants decreased from prior year by \$678,000 to only \$210,000.
- Grants are less than 1% of total revenue within the Corrections Fund.



This chart displays and compares the Average Inmate Population (misdemeanants and felons) and Average Felon Population over a nine-year, trend history. State Reimbursement is the primary source of revenue for the Department of Corrections and is directly impacted by the felon population.

**Division Overview for FY17
Corrections**

William J. Gupton, Jr., Director

Service Level Measurements		FY14	FY15	FY16	FY17
		Actual	Actual	Estimate	Forecast
POPULATION	Total Average Daily Population	2,257	2,106	2,085	2,100
	% Male Population	91.25%	92.59%	92.00%	92.00%
	% Female Population	8.75%	7.41%	8.00%	8.00%
	Average Felon Population	1,953	1,871	1,860	1,870
	% Felons of Total Population	86%	89%	89%	89%
	Total Days Served as Week-ender Time	2,800	2,190	2,200	2,200
MEALS	Total Inmate Meals	2,471,415	2,306,070	2,289,330	2,299,500
	Average Inmate Meals per day	6,771	6,318	6,255	6300
MEDICAL	Total Medical Sick Calls	19,476	17,616	17,000	17,000
	Total Walk-in Sick Calls	16,425	12,617	13,000	13,000
	Total Psychiatrist Sick Call	2,765	3,061	3,000	3,000
	Total Admission Medical Screens	4,903	4,003	4,000	4,000
	Medications				
	% on Medications	54.00%	54.00%	54.00%	54.00%
	% on Psychotropics	23.25%	24.00%	24.00%	24.00%
	Number of Suicide Attempts/Gestures	26	17	20	20
	Number of Suicides	0	0	0	0
	Number of Deaths	2	2	2	2
WORK LINES	Average inmates on Road Dept. Crews	42	36	40	40
	Average inmates on work lines in community	285	168	170	170
	Average inmates working inside Division of Corrections	536	609	610	610
	Total Inmates Working	863	777	780	780
	Percentage of Total Inmates Working	38%	37%	37%	37%
PHYSICAL PLANT MAINTAINED					
	Total Acres of Land	60	60	60	60
	Housing Buildings Maintained	16	16	16	16
	Total Buildings Maintained	43	43	43	43

**FTE Position Count
Corrections**

All Funds

Fund	Dept	Dept Description	FY13 Budget	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Adopted	FY16-17 Change
ENTERPRISE FUND								
956	3501	Corrections Director & Staff	150.8	155.8	155.8	126.0	133.0	7.0
956	3502	Adult Offender Center	8.0	9.0	8.0	8.0	-	(8.0)
956	3505	Facility Operations	566.0	564.0	563.0	558.0	505.0	(53.0)
TOTAL POSITIONS -ENTERPRISE FUND			724.8	728.8 ^a	726.8	692.0 ^b	638.0 ^c	(54.0)
GRANT FUNDS			25.0	11.0	8.5	2.8	1.0 ^d	(1.8)
TOTAL POSITIONS - ALL FUNDS			749.8	739.8	735.3	694.8	639.0	(55.8)

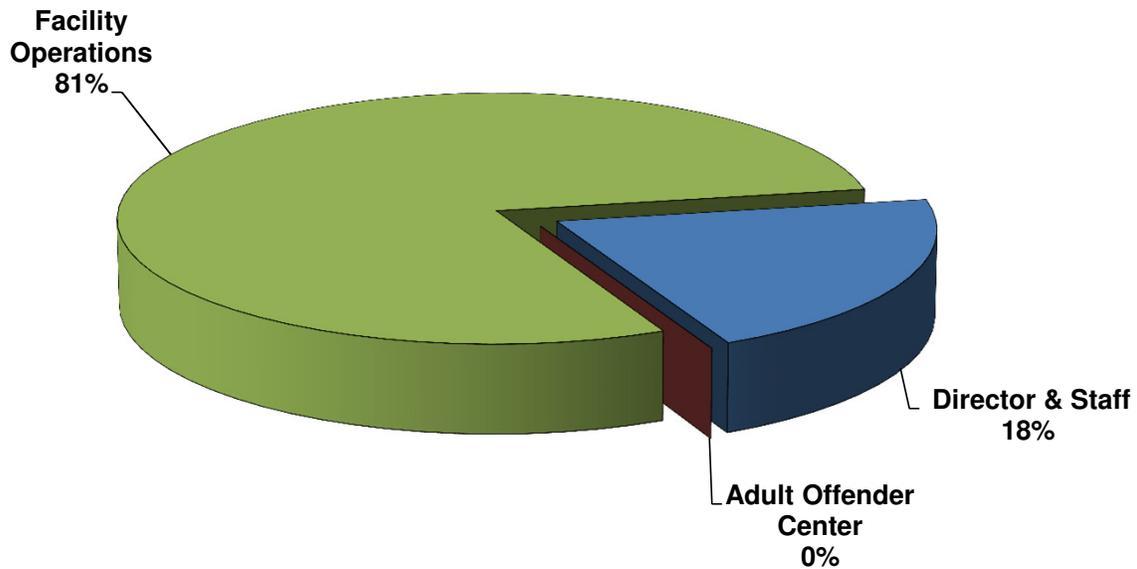
^a FY14 Temporary to Permanent positions - Maintenance Utility Workers

^b FY16 deletion of 30 positions as a result of outsourcing food services and deletion of 3.5 positions to fund reclassifications within the department

^c Reduction associated with the deletion of 54 Corrections' vacancies for cost savings

^d Reduction associated with Funds 574 & 575 Project MOST (Motivated Offenders Succeeding Tomorrow) Re-entry program.

FTE Positions by Department



Prime Accounts Corrections

All Funds

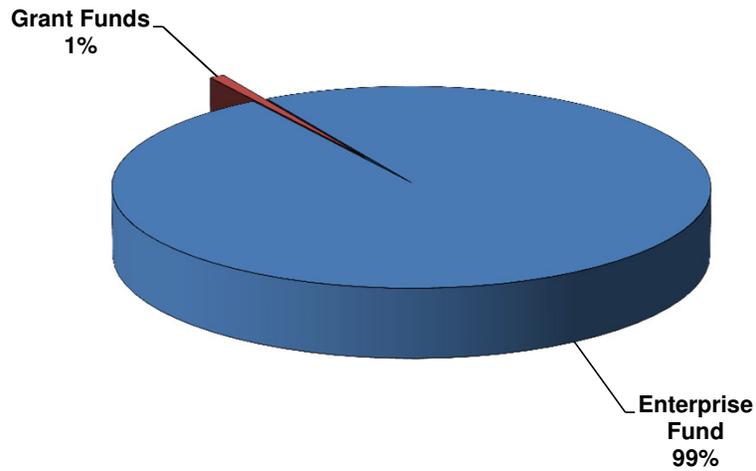
Acct	Description	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Amended	FY17 Adopted
43 - Intergovernmental Revenues-State of		(49,832,834)	(52,074,554)	(52,151,897)	(50,440,716)	(49,185,345)
44 - Intergovernmental Revenues-Federal &		(1,046,308)	(678,024)	(705,182)	(698,357)	(118,000)
45 - Charges for Services		(1,415,511)	(1,513,791)	(1,409,649)	(1,221,000)	(915,000)
46 - Fines, Fees & Permits		(72,780)	(80,943)	(82,443)	(65,000)	(60,000)
47 - Other Revenue		(7,173)	(3,801)	(18,237)	(3,000)	(1,000)
48 - Investment Income		(27,504)	(41,107)	(30,606)	(40,000)	(12,000)
Revenue		(52,402,109)	(54,392,220)	(54,398,014)	(52,468,073)	(50,291,345)
51 - Salaries-Regular Pay		25,190,702	25,134,827	26,292,522	28,983,329	27,323,109
52 - Salaries-Other Compensation		4,167,674	4,034,618	4,267,248	3,052,538	2,970,336
55 - Fringe Benefits		11,176,475	11,068,592	8,187,784	11,096,506	10,700,309
56 - Vacancy Savings		0	0	0	(3,606,700)	(2,487,036)
Salaries & Fringe Benefits		40,534,851	40,238,037	38,747,554	39,525,672	38,506,718
60 - Supplies & Materials		5,608,444	5,232,819	5,075,816	2,608,037	2,507,508
64 - Services & Other Expenses		526,764	402,845	708,912	686,925	572,582
66 - Professional & Contracted Services		6,432,211	6,784,329	6,837,689	10,751,645	10,779,077
67 - Rent, Utilities & Maintenance		2,613,010	2,642,358	2,701,395	2,763,000	2,771,117
68 - Interfund Services		2,586,136	3,516,272	3,293,409	3,551,813	3,192,694
70 - Capital Asset Acquisitions		543,736	544,114	883,738	3,388,731	2,366,000
79 - Depreciation Expense		654,242	576,075	628,886	0	0
Operating & Maintenance		18,964,542	19,698,810	20,129,844	23,750,151	22,188,977
95 - Contingencies & Restrictions		0	0	0	(200,000)	(200,000)
Contingencies & Restrictions		0	0	0	(200,000)	(200,000)
94 - Other Sources & Uses		(28,904)	0	36,230	0	0
Other Financing Sources		(28,904)	0	36,230	0	0
Expenditures		59,470,489	59,936,847	58,913,629	63,075,824	60,495,695
99 - Planned Use of Fund Balances		0	0	0	(1,707,751)	(1,304,350)
Planned Fund Balance Change		0	0	0	(1,707,751)	(1,304,350)
Planned Fund Balance Change		0	0	0	(1,707,751)	(1,304,350)
96 - Operating Transfers In		(9,117,046)	(7,085,526)	(9,401,872)	(9,436,183)	(9,201,333)
Operating Transfers In		(9,117,046)	(7,085,526)	(9,401,872)	(9,436,183)	(9,201,333)
98 - Operating Transfers Out		209,834	185,526	829,182	536,183	301,333
Operating Transfers Out		209,834	185,526	829,182	536,183	301,333
Net Transfers		(8,907,212)	(6,900,000)	(8,572,690)	(8,900,000)	(8,900,000)
Corrections Total		(1,838,831)	(1,355,373)	(4,057,076)	0	0

**Sources and Uses by Fund Type
Corrections Division**

All Funds

<i>FUND NAME:</i>	FY17 SOURCES OF FUNDS			FY17 USES OF FUNDS		NET OPERATIONS	
	REVENUE	TRANSFERS IN	FUND BALANCE	EXPENSES	TRANSFERS OUT	NET TOTAL	% of Total
ENTERPRISE FUND 956 - Corrections Center	(50,081,345)	(8,900,000)	(1,304,350)	59,984,362	301,333	-	99%
GRANT FUNDS	(210,000)	(301,333)	-	511,333	-	-	1%
ALL FUNDS TOTAL	(50,291,345)	(9,201,333)	(1,304,350)	60,495,695	301,333	-	100%

FY17 Uses by Fund



Operations of the Corrections Division are funded primarily by reimbursements from the State.

Net Expenditures By Department*
Corrections Division

All Funds

Fund Dept	Dept Description	FY13 ACTUAL	FY14 ACTUAL	FY15 ACTUAL	FY16 AMENDED	FY17 ADOPTED
ENTERPRISE FUNDS						
956 3501	Corrections-Administration	(32,355,173)	(33,174,560)	(36,248,251)	(31,495,096)	(30,391,615)
956 3502	Adult Offender Center	333,024	378,456	337,339	7,293	-
956 3505	Corrections Center Operations	30,250,457	31,426,212	31,853,837	31,487,804	30,391,615
ENTERPRISE FUNDS TOTAL		(1,771,692)	(1,369,891)	(4,057,076)	-	-
GRANT FUNDS TOTAL		(67,140)	14,519	-	-	-
CORRECTIONS DEPARTMENT TOTAL		(1,838,831)	(1,355,373)	(4,057,076)	-	-

**Includes all Sources and Uses of Funds*

**Prime Accounts
Corrections**

956 - Corrections Center

Acct	Description	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Amended	FY17 Adopted
43 - Intergovernmental Revenues-State of		(49,661,570)	(51,965,333)	(51,947,141)	(50,230,716)	(49,075,345)
44 - Intergovernmental Revenues-Federal &		(21,000)	(15,600)	(13,200)	(20,000)	(18,000)
45 - Charges for Services		(1,415,511)	(1,513,791)	(1,409,649)	(1,221,000)	(915,000)
46 - Fines, Fees & Permits		(72,780)	(80,943)	(82,443)	(65,000)	(60,000)
47 - Other Revenue		(7,173)	(3,801)	(18,237)	(3,000)	(1,000)
48 - Investment Income		(27,504)	(41,107)	(30,606)	(40,000)	(12,000)
Revenue		(51,205,537)	(53,620,575)	(53,501,276)	(51,579,716)	(50,081,345)
51 - Salaries-Regular Pay		24,621,947	24,680,507	25,830,669	28,672,005	27,090,290
52 - Salaries-Other Compensation		4,123,367	4,031,023	4,267,209	2,996,817	2,970,336
55 - Fringe Benefits		10,957,785	10,907,326	8,044,283	10,997,053	10,615,615
56 - Vacancy Savings		0	0	0	(3,606,700)	(2,487,036)
Salaries & Fringe Benefits		39,703,098	39,618,856	38,142,161	39,059,175	38,189,205
60 - Supplies & Materials		5,438,695	5,047,623	4,897,362	2,396,114	2,467,447
64 - Services & Other Expenses		302,163	282,872	533,424	464,400	497,400
66 - Professional & Contracted Services		6,372,058	6,751,898	6,818,189	10,715,000	10,715,000
67 - Rent, Utilities & Maintenance		2,612,910	2,639,999	2,701,395	2,761,000	2,766,117
68 - Interfund Services		2,582,069	3,503,722	3,271,413	3,516,864	3,183,194
70 - Capital Asset Acquisitions		496,379	544,114	504,393	2,938,731	2,366,000
79 - Depreciation Expense		654,242	576,075	628,886	0	0
Operating & Maintenance		18,458,516	19,346,303	19,355,062	22,792,109	21,995,158
95 - Contingencies & Restrictions		0	0	0	(200,000)	(200,000)
Contingencies & Restrictions		0	0	0	(200,000)	(200,000)
94 - Other Sources & Uses		(28,904)	0	36,230	0	0
Other Financing Sources		(28,904)	0	36,230	0	0
Expenditures		58,132,710	58,965,159	57,533,453	61,651,284	59,984,362
99 - Planned Use of Fund Balances		0	0	0	(1,707,751)	(1,304,350)
Planned Fund Balance Change		0	0	0	(1,707,751)	(1,304,350)
Planned Fund Balance Change		0	0	0	(1,707,751)	(1,304,350)
96 - Operating Transfers In		(8,908,698)	(6,900,000)	(8,918,435)	(8,900,000)	(8,900,000)
Operating Transfers In		(8,908,698)	(6,900,000)	(8,918,435)	(8,900,000)	(8,900,000)
98 - Operating Transfers Out		209,834	185,526	829,182	536,183	301,333
Operating Transfers Out		209,834	185,526	829,182	536,183	301,333
Net Transfers		(8,698,864)	(6,714,475)	(8,089,254)	(8,363,817)	(8,598,667)
Corrections Total		(1,771,692)	(1,369,891)	(4,057,076)	0	0

**Prime Accounts
Corrections**

Grant Funds

Acct	Description	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Amended	FY17 Adopted
43 - Intergovernmental Revenues-State of		(171,264)	(109,221)	(204,756)	(210,000)	(110,000)
44 - Intergovernmental Revenues-Federal &		(1,025,308)	(662,424)	(691,982)	(678,357)	(100,000)
	Revenue	(1,196,572)	(771,645)	(896,738)	(888,357)	(210,000)
51 - Salaries-Regular Pay		568,755	454,321	461,852	311,323	232,819
52 - Salaries-Other Compensation		44,307	3,595	39	55,721	0
55 - Fringe Benefits		218,690	161,265	143,502	99,453	84,694
Salaries & Fringe Benefits		831,753	619,181	605,393	466,497	317,513
60 - Supplies & Materials		169,749	185,196	178,454	211,923	40,061
64 - Services & Other Expenses		224,601	119,972	175,487	222,525	75,182
66 - Professional & Contracted Services		60,153	32,430	19,500	36,645	64,077
67 - Rent, Utilities & Maintenance		100	2,359	0	2,000	5,000
68 - Interfund Services		4,067	12,550	21,996	34,949	9,500
70 - Capital Asset Acquisitions		47,357	0	379,345	450,000	0
Operating & Maintenance		506,027	352,507	774,782	958,042	193,820
	Expenditures	1,337,779	971,689	1,380,175	1,424,540	511,333
96 - Operating Transfers In		(208,347)	(185,526)	(483,437)	(536,183)	(301,333)
Operating Transfers In		(208,347)	(185,526)	(483,437)	(536,183)	(301,333)
	Net Transfers	(208,347)	(185,526)	(483,437)	(536,183)	(301,333)
Corrections Total		(67,140)	14,519	0	0	0

The Division of Corrections has used grant funding to augment services for our inmate population and will continue to seek additional funding from outside sources to support services for our population. The Division currently has two sources of grant funds. The initiatives include:

- The State of Tennessee provides support to the Shelby County Department of Corrections through a multi-year grant award known as ***PLLUS (Providing Leadership Lifestyles while Under Supervision)*** for intensive correctional programming of medium to high risk inmates. These inmates face substance abuse or chemical dependency issues, influence of alcohol or drugs at the time of their crimes, committed their crimes to get money to buy drugs, or were incarcerated for a drug or alcohol-related violation. Inmates may also be referred through parole. The goals of this grant are to utilize offender intervention strategies to reduce the criminogenic circumstances of felonious offenders to increase the public welfare of the State of Tennessee. Other expected outcomes include an increase in the number and quality of services available for offender intervention.
- Tennessee Department of Corrections (TDOC) provides support for the ***Memphis and Shelby County Office of Re-entry***. The FY17 budget is designed to assist Memphis and Shelby County Office of Re-entry in providing ex-offender services, staff and ex-offender training, transportation, and job readiness training. The Board of Pardons and Parole provides additional parole staffing at the Mississippi Blvd site location erected in FY16 as well.

<u>FUND</u>	<u>SECTION</u>	<u>GRANT PROGRAM</u>	<u>AMOUNT</u>
<u>Department 3501: Corrections Administration</u>			
577	350107	Providing Leadership Lifestyles Under Supervision (PLLUS) Grant	100,000
706	350107	Memphis-Shelby County Office of Re-Entry Program	110,000
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DIVISION TOTAL			\$ 210,000
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