

AGENCY NAME	Davidson County Sheriff's Office
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AGENCY MISSION	With a commitment to excellence, we strive to be the leader in the field of corrections, service of civil process, and innovative community based programs, emphasizing: Accountability, Diversity, Integrity, Professionalism
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AGENCY PURPOSE	The purpose of the Davidson County Sheriff's Office is to provide operation and oversight of county correctional facilities, service of civil process, and innovative community outreach products to the residents of Davidson County so they can experience safer and stronger neighborhoods.
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STRATEGIC GOALS

Goal One

By the year 2007, the offender population will be within rated capacity¹ and will experience enhanced programming and responsive offender services, and the taxpayer will experience lowered costs as evidenced by:

- 95% of American Correctional Association (ACA) standards² met
- 100% of Tennessee Correctional Institute (TCI) standards³ met; and,
- NA% reduction in successful offender related lawsuits.

Goal Two

By the year 2007, the public will experience a decrease in the number of people who return to jail by 10%:

- 60% of total jail population who return to jail (within six months);
- 40% of structured correctional service participants who return to jail (within six months).

Goal Three

By the year 2007, the community and policy makers will better understand the financial impact of the DCSO, as evidenced by

- 20% of revenue generated as measured against budgeted funds;
- Offender per diem cost per facility
- Cost per service of civil process.

Goal Four

By 2007, the female population will experience additional programming recognizing gender-specific needs as measured by the percentage of the female population who do not return to Davidson County jails.

¹ Rated Capacity: The maximum offender population that may be housed at any facility. This capacity is set by external bodies, such as Tennessee Correctional Institute (TCI) or American Correctional Institute (ACA) standards.

² ACA and TCI are nationally accepted and state required standards for the operation of a local detention facility. An example of these standards would include: "New facilities shall have a dayroom for each cell block or cluster of cells, which has a minimum of thirty-five (35) square feet of floor space per prisoner."

³ ACA and TCI are nationally accepted and state required standards for the operation of a local detention facility. An example of these standards would include: "New facilities shall have a dayroom for each cell block or cluster of cells, which has a minimum of thirty-five (35) square feet of floor space per prisoner."

LINES OF BUSINESS

Line of Business One – Purpose Statement

The purpose of the Correctional Development Center-Female (CDC-F) Line of Business is to provide security and program products to female inmates so they can safely and productively experience their confinement.

LOB One – Key Results

Percentage of CDC-F inmates who complete behavior modification programs who do not return to jail within twelve months

Percentage of CDC-F inmates not generating incident reports

Percentage of ACA and TCI standards met for CDC-F inmates

Percentage of CDC-F inmates who do not file grievances

Line of Business Two – Purpose Statement

The purpose of the Correctional Development Center-Male (CDC-M) Line of Business is to provide security and program products to CDC-M inmates so they can safely and productively experience their confinement.

LOB Two – Key Results

Percentage of CDC-M inmates who complete behavior modifications sessions who do not return to jail in twelve months

Percentage of CDC-M inmates not generating incident reports

Percentage of ACA and TCI standards met for CDC-M inmates

Percentage of CDC-M inmates who do not file grievances

Line of Business Three – Purpose Statement

The purpose of the Criminal Justice Center (CJC) Line of Business is to provide processing, security and program products to

- criminal defendants so they can experience due process, and
- CJC inmates so they can safely and productively experience their confinement.

LOB Three – Key Results

Percentage of inmates who are booked and released accurately

Percentage of eligible CJC inmates who attempt the GED.

Percentage of CJC inmates who take the GED test and pass.

Percentage of CJC inmates not generating incident reports.

Percentage of ACA and TCI standards met for CJC inmates

Percentage of CJC inmates that do not file grievance

Line of Business Four – Purpose Statement

The purpose of the Hill Detention Center (HDC) Line of Business is to provide security and program products to HDC inmates so they can safely and productively experience their confinement.

LOB Four – Key Results

Percentage of eligible HDC inmates who attempt the GED

Percentage of HDC inmates who take the GED test and pass

Percentage of HDC inmates not generating incident reports

Percentage of ACA and TCI standards met for HDC inmates

Percentage of HDC inmates who do not file grievances

Line of Business Five – Purpose Statement

The purpose of the Offender Reentry Center (ORC) Line of Business is to provide security and program products to offenders so they can safely experience their confinement and reenter the community gainfully employed.

LOB Five – Key Results

Percentage of ORC offenders who participate in job readiness session who reenter the community gainfully employed

Percentage of ORC offenders not generating incident reports

Percentage of ACA and TCI standards met for ORC offenders

Percentage of ORC offenders who do not file grievances

Line of Business Six – Purpose Statement

The purpose of the Training Academy Line of Business is to provide training, transportation and civil warrant products to:

- DCSO employees so they can deliver improved individual and organizational performance,
- DCSO inmates so they can arrive at their destination safely, and
- Users of the court system so they can access their rights to due process.

LOB Six – Key Results

Percentage of returns of services by DCSO within five working days

Percentage of Level One professional employees who report

improved performance after training

Percentage of inmates who arrive at their destination safely

Line of Business Seven – Purpose Statement

The purpose of the Correctional Services Center (CSC) Line of Business is to provide maintenance, laundry, supply, and community assistance products to:

- DCSO employees and inmates so they can receive needed products in a timely manner
- Metro residents and community groups so they can achieve desired project results.

LOB Seven – Key Results

Percentage of customers who report correctional service sessions delivered the desired project result

Percentage of time critical facility systems are operational.

Percentage of DCSO supply requests provided in a timely manner

Percentage of requests for clean clothes and linens provided in a timely manner

Line of Business Eight – Purpose Statement

The purpose of the Administration Line of Business is to provide policy, reporting and decision products to the DCSO so it can be the leader in the field of corrections, service of civil process, and innovative community-based programs.

LOB Eight – Key Results

Percentage of time quarterly expense forecast is projected at or below annual budget.

Percentage of agency key results achieved

Percentage of employees saying they use performance data as a regular part of their decision-making process

Line of Business Nine – Purpose Statement

The purpose of the Metro Detention Facility (MDF) Contract Management program is to provide compliance products to the DCSO so it can ensure compliance with the MDF contract to house locally sentenced felons on behalf of the State of Tennessee.

LOB Nine – Key Results

Percentage of time critical contract items are found to be in compliance

PROGRAM

Line of Business Purpose Statement

The purpose of the Correctional Development Center-Female (CDC-F) Line of Business is to provide security and program products to female inmates so they can safely and productively experience their confinement.

Program Name

CDC-Female Program Management

Program Purpose Statement

The purpose of the Correctional Development Center-Female (CDC-F) Program Management program is to provide behavior modification products to CDC-F inmates so they can contribute to strong families and safer communities.

Family of Measures: Result Measure(s)

Percentage of CDC-F inmates who complete behavior modification programs who do not return to jail within twelve months

Family of Measures: Output Measure(s)

Number of CDC-F behavior modification sessions provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of CDC-F behavior modification sessions demanded

Please list measures, if any, for this program that might be determined via a public survey.

Products

Aftercare Plans Couples Counseling Sessions Creative Writing Classes Culinary Arts Classes Domestic Violence Sessions Driver's License Sessions Family Counseling Sessions GED Classes Group A&D Counseling Sessions HIV/AIDS Education Sessions Inmate Appeal Responses Inmate Computer Classes Inmate Library Service Sessions Job Change Requests New Avenues Sessions Parenting Classes PAWS Sessions Release Planning Sessions Resume Preparation Sessions SAVE Sessions Sex Offender Counseling Sessions Treatment Sessions Volunteer Participation Logs
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PROGRAM

Line of Business Purpose Statement

The purpose of the Correctional Development Center-Female (CDC-F) Line of Business is to provide security and program products to female inmates so they can safely and productively experience their confinement.

Program Name

CDC-F Inmate Management

Program Purpose Statement

The purpose of the Correctional Development Center-Female (CDC-F) Inmate Management program is to provide institutional service products to CDC-F inmates so they can experience minimal conflict while under DCSO supervision.

Family of Measures: Result Measure(s)

Percentage of CDC-F inmates not generating incident reports

Family of Measures: Output Measure(s)

Number of CDC-F incident reports generated

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of CDC-F incident reports demanded

Please list measures, if any, for this program that might be determined via a public survey.

Products

Commissary Request Forms Contraband Logs Court Appearance Reports Emergency Evacuation Plans Emergency Response Sessions Escape Drill Reports Fire Drills Hostage Drill Reports Housing Records Incident Reports Inmate Count Reports Inmate Disciplinary Reports Inmate Haircuts Inmate Location Reports Inmate Meals Inmate Phone Schedules Inmate Searches Inmate Sick Call Request Forms Inmate Wedding Forms Inmate Work Assignment Screening Sessions Investigation Request Forms Key Control Logs Laundry Exchanges Lieutenant Daily Inspection Forms Observation Sessions Officer Shift Reports Perimeter Patrols Post Assignments Post Order Reviews Recreation Schedules Rover Reports Security and Control Reports Security Equipment Logs Sergeant Weekly Security/Inspection Reports Staff Searches Suicide Watch Rounds Tool Inventory Reports Use of Force Reports
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PROGRAM

Line of Business Purpose Statement

The purpose of the Correctional Development Center-Female (CDC-F) Line of Business is to provide security and program products to female inmates so they can safely and productively experience their confinement.

Program Name

CDC-F Support Services

Program Purpose Statement

The purpose of the Correctional Development Center-Female (CDC-F) Support Services program is to provide required products to CDC-F inmates so they can experience fair and just living conditions while incarcerated.

Family of Measures: Result Measure(s)

Key: Percentage of ACA and TCI standards met for CDC-F inmates

Secondary: Percentage of CDC-F inmates who do not file grievances

Family of Measures: Output Measure(s)

Number of CDC-F basic needs sessions provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of CDC-F basic needs sessions demanded

Please list measures, if any, for this program that might be determined via a public survey.

Products

Attorney Visit Sessions
Basic Needs Sessions
Case Management Referrals
Case Management Sessions
Chaplain Visitation Sessions
Claims Forms
Classification Forms
Compliance Audits
Contact Visit Sessions
Criminal History Logs
Housing Plans
Inmate Counseling Sessions
Inmate Baptismal Request Forms
Inmate Classification Interview Sessions
Inmate Classification Review Session
Inmate Disciplinary Board Hearings
Inmate Grievance Responses
Inmate Handbooks
Inmate Histories
Inmate Information Request Forms
Inmate Mail Logs
Inmate Notary Request Forms
Inmate Reclassification Review Sessions
Inmate Visit Sessions
Inmate Work Assignments
Jumpsuit Issuances
Law/Legal Library Requests
Mail Deliveries
Media Request Forms
Mental Health Interviews
Mental Health Interviews
Parole Hearing Notifications
Property Forms
Supply Requisitions

PROGRAM

Line of Business Purpose Statement

The purpose of the Correctional Development Center-Male (CDC-M) Line of Business is to provide security and program products to CDC-M inmates so they can safely and productively experience their confinement.

Program Name

CDC-M Program Management

Program Purpose Statement

The purpose of the Correctional Development Center-Male (CDC-M) is to provide behavior modification products to CDC-M inmates so they can contribute to strong families and safer communities.

Family of Measures: Result Measure(s)

Percentage of CDC-M inmates who complete behavior modifications sessions who do not return to jail in twelve months

Family of Measures: Output Measure(s)

Number of CDC-M behavior modification session provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of CDC-M behavior modification sessions demanded

Please list measures, if any, for this program that might be determined via a public survey.

Products

Aftercare Plans
Couples Counseling Sessions
Creative Writing Classes
Culinary Arts Classes
Domestic Violence Sessions
Driver's License Sessions
Family Counseling Sessions
GED Classes
Group A&D Counseling Sessions
HIV/AIDS Education Sessions
Inmate Appeal Responses
Inmate Computer Classes
Inmate Library Service Sessions
Job Change Requests
New Avenues Sessions
Parenting Classes
Release Planning Sessions
Resume Preparation Sessions
SAVE Sessions
Sex Offender Counseling Sessions
Treatment Sessions
Volunteer Participation Logs

PROGRAM

Line of Business Purpose Statement

The purpose of the Correctional Development Center-Male (CDC-M) Line of Business is to provide security and program products to CDC-M inmates so they can safely and productively experience their confinement.

Program Name

CDC-M Inmate Management

Program Purpose Statement

The purpose of the Correctional Development Center-Male (CDC-M) Inmate Management program is to provide institutional service products to CDC-M inmates so they can experience minimal conflict while under DCSO supervision

Family of Measures: Result Measure(s)

Percentage of CDC-M inmates not generating incident reports

Family of Measures: Output Measure(s)

Number of CDC-M incident reports generated

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of CDC-M incident reports demanded

Please list measures, if any, for this program that might be determined via a public survey.

Products

Commissary Request Forms
Contraband Logs
Court Appearance Reports
Emergency Evacuation Plans
Emergency Response Sessions
Escape Drill Reports
Fire Drills
Hostage Drill Reports
Housing Records
Incident Reports
Inmate Count Reports
Inmate Disciplinary Reports
Inmate Haircuts
Inmate Location Reports
Inmate Meals
Inmate Phone Schedules
Inmate Searches
Inmate Sick Call Request Forms
Inmate Wedding Forms
Inmate Work Assignment Screening Sessions
Investigation Request Forms
Key Control Logs
Laundry Exchanges
Lieutenant Daily Inspection Forms
Observation Sessions
Officer Shift Reports
Perimeter Patrols
Post Assignments
Post Order Reviews
Recreation Schedules
Rover Reports
Security and Control Reports
Security Equipment Logs
Sergeant Weekly Security/Inspection Reports
Staff Searches
Suicide Watch Rounds
Tool Inventory Reports
Use of Force Reports

PROGRAM

Line of Business Purpose Statement

The purpose of the Correctional Development Center-Male (CDC-M) Line of Business is to provide security and program products to CDC-M inmates so they can safely and productively experience their confinement.

Program Name

CDC-M Support Services

Program Purpose Statement

The purpose of the Correctional Development Center-Male (CDC-M) Support Services program is to provide required products to CDC-M inmates so they can experience fair and just living conditions while incarcerated.

Family of Measures: Result Measure(s)

Key: Percentage of ACA and TCI standards met for CDC-M inmates

Secondary: Percentage of CDC-M inmates who do not file grievances

Family of Measures: Output Measure(s)

Number of CDC-M basic needs sessions provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of CDC-M basic needs sessions demanded

Please list measures, if any, for this program that might be determined via a public survey.

Products

Attorney Visit Sessions
Basic Needs Sessions
Case Management Referrals
Case Management Sessions
Chaplain Visitation Sessions
Claims Forms
Classification Forms
Compliance Audits
Contact Visit Sessions
Criminal History Logs
Housing Plans
Inmate Counseling Sessions
Inmate Baptismal Request Forms
Inmate Classification Interview Sessions
Inmate Classification Review Session
Inmate Disciplinary Board Hearings
Inmate Grievance Responses
Inmate Handbooks
Inmate Histories
Inmate Information Request Forms
Inmate Mail Inspections
Inmate Mail Logs
Inmate Notary Request Forms
Inmate Reclassification Review Sessions
Inmate Visit Sessions
Inmate Work Assignments
Jumpsuit Issuances
Law/Legal Library Requests
Mail Deliveries
Media Request Forms
Mental Health Interviews
Parole Hearing Notifications
Property Forms
Supply Requisitions

PROGRAM

Line of Business Purpose Statement

The purpose of the Criminal Justice Center (CJC) Line of Business is to provide processing, security and program products to:

- criminal defendants so they can experience due process, and
- CJC inmates so they can safely and productively experience their confinement.

Program Name

Booking and Releasing

Program Purpose Statement

The purpose of the Booking and Releasing Program is to provide criminal defendant processing products to criminal defendants so they can access their rights to due process

Family of Measures: Result Measure(s)

Percentage of inmates who are booked and released accurately

Family of Measures: Output Measure(s)

Number of inmate booking sessions provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of inmate booking sessions required

Please list measures, if any, for this program that might be determined via a public survey.

Products

Arrest Booking Forms Booking Data Entry Error Reports Booking Records Booking Sessions Citation Booking Forms Detainer Requests DUI Booking Sheets Expungements Fingerprinting Sessions Green Capias Warrants Inmate Furlough Request Reviews Inmate Hold Requests Inmate ID Cards Inmate Profile Sheets Inmate Releasing Reports Mugshots Records Corrections Releasing Logs Releasing Sessions STD Testing Sessions Time Computation Sessions VINE Letters VINE Phone Calls

PROGRAM

Line of Business Purpose Statement

The purpose of the Criminal Justice Center (CJC) Line of Business is to provide processing, security and program products to:

- criminal defendants so they can experience due process, and
- CJC inmates so they can safely and productively experience their confinement.

Program Name

CJC Program Management

Program Purpose Statement

The purpose of the Criminal Justice Center (CJC) Program Management program is to provide education products to CJC inmates so they can experience greater employment and educational opportunities upon release.

Family of Measures: Result Measure(s)

Key: Percentage of eligible CJC inmates who attempt the GED.

Secondary: Percentage of CJC inmates who take the GED test and pass.

Family of Measures: Output Measure(s)

Number of GED classes provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of GED classes demanded

Please list measures, if any, for this program that might be determined via a public survey.

Products

Aftercare Plans GED Classes Group A&D Counseling Sessions HIV/AIDS Education Sessions Inmate Appeal Responses Inmate Computer Classes Inmate Library Service Sessions Job Change Requests Juvenile Education Classes Parenting Classes Release Planning Sessions Sex Offender Counseling Sessions Treatment Sessions Volunteer Participation Logs
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PROGRAM

Line of Business Purpose Statement

The purpose of the Criminal Justice Center (CJC) Line of Business is to provide processing, security and program products to:

- criminal defendants so they can experience due process, and
- CJC inmates so they can safely and productively experience their confinement.

Program Name

CJC Inmate Management

Program Purpose Statement

The purpose of the Criminal Justice Center (CJC) Inmate Management program is to provide institutional service products to CJC inmates so they can experience minimal conflict while under DCSO supervision.

Family of Measures: Result Measure(s)

Percentage of CJC inmates not generating incident reports.

Family of Measures: Output Measure(s)

Number of CJC incident reports generated

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of CJC incident reports demanded

Please list measures, if any, for this program that might be determined via a public survey.

Products

Commissary Request Forms
Contraband Logs
Court Appearance Reports
Emergency Evacuation Plans
Emergency Response Sessions
Escape Drill Reports
Fire Drills
Hostage Drill Reports
Housing Records
Incident Reports
Inmate Count Reports
Inmate Disciplinary Reports
Inmate Haircuts
Inmate Location Reports
Inmate Meals
Inmate Phone Schedules
Inmate Searches
Inmate Sick Call Request Forms
Inmate Wedding Forms
Inmate Work Assignment Screening Sessions
Investigation Request Forms
Key Control Logs
Laundry Exchanges
Lieutenant Daily Inspection Forms
Observation Sessions
Officer Shift Reports
Perimeter Patrols
Post Assignments
Post Order Reviews
Recreation Schedules
Rover Reports
Security and Control Reports
Security Equipment Logs
Sergeant Weekly Security/Inspection Reports
Staff Searches
Suicide Watch Rounds
Tool Inventory Reports
Use of Force Reports

PROGRAM

Line of Business Purpose Statement

The purpose of the Criminal Justice Center (CJC) Line of Business is to provide processing, security and program products to:

- criminal defendants so they can experience due process, and
- CJC inmates so they can safely and productively experience their confinement.

Program Name

CJC Support Services

Program Purpose Statement

The purpose of the Criminal Justice Center (CJC) Support Services program is to provide required products to CJC inmates so they can experience fair and just living conditions while incarcerated.

Family of Measures: Result Measure(s)

Key: Percentage of ACA and TCI standards met for CJC inmates

Secondary: Percentage of CJC inmates that do not file grievance

Family of Measures: Output Measure(s)

Number of CJC basic needs sessions provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of CJC basic needs sessions demanded

Please list measures, if any, for this program that might be determined via a public survey.

Products

Attorney Visit Sessions
Case Management Referrals
Case Management Sessions
Chaplain Visitation Sessions
Claims Forms
Classification Forms
Compliance Audits
Contact Visit Sessions
Criminal History Logs
Housing Plans
Inmate Counseling Sessions
Inmate Baptismal Request Forms
Inmate Classification Interview Sessions
Inmate Classification Review Sessions
Inmate Disciplinary Board Hearings
Inmate File Creation Sessions
Inmate Grievance Responses
Inmate Handbooks
Inmate Histories
Inmate Information Request Forms
Inmate Mail Inspections
Inmate Mail Logs
Inmate Notary Request Forms
Inmate Reclassification Review Sessions
Inmate Visit Sessions
Inmate Work Assignments
Jumpsuit Issuances
Law/Legal Library Requests
Mail Deliveries
Media Request Forms
Mental Health Interviews
Parole Hearing Notifications
Property Forms
Supply Requisitions

PROGRAM

Line of Business Purpose Statement

The purpose of the Correctional Services Center (CSC) Line of Business is to provide maintenance, laundry, supply, and community assistance products to:

- DCSO employees and inmates so they can receive needed products in a timely manner
- Metro residents and community groups so they can achieve desired project results.

Program Name

Correctional Services

Program Purpose Statement

The purpose of the Correctional Services program is to provide neighborhood cleanup, special event support and general assistance products to Davidson County residents, non-profit and Metro agencies so they can achieve their desired project result.

Family of Measures: Result Measure(s)

Percentage of customers who report correctional service sessions delivered the desired project result

Family of Measures: Output Measure(s)

Number of correctional service sessions delivered

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of correctional service sessions demanded

Please list measures, if any, for this program that might be determined via a public survey.

Products

Brush Removal Sessions Community Clean-ups Correctional Services Repairs Correctional Services Sessions Furniture Set-ups Graffiti Clean-ups Metro Department Clean-ups Metro Department Moving Sessions Metro Department Painting and Landscaping Sessions Metro Department Record Transportation Sessions Youth Sports Fields Maintenance Sessions

PROGRAM

Line of Business Purpose Statement

The purpose of the Correctional Services Center (CSC) Line of Business is to provide maintenance, laundry, supply, and community assistance products to:

- DCSO employees and inmates so they can receive needed products in a timely manner; and,
- Metro residents and community groups so they can achieve desired project results.

Program Name

Laundry

Program Purpose Statement

The purpose of the Laundry program is to provide clothing and linen cleaning products to DCSO inmates so they can have clean clothes and linens.

Family of Measures: Result Measure(s)

Percentage of requests for clean clothes and linens provided in a timely manner

Family of Measures: Output Measure(s)

Number of laundry cleanings provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of laundry cleanings demanded

Please list measures, if any, for this program that might be determined via a public survey.

Products

Clothes Cleaning Sessions
Clothes Delivery Sessions
Clothes Pickup Sessions
Linen Cleaning Sessions
Linen Delivery Sessions
Linen Pickup Sessions

PROGRAM

Line of Business Purpose Statement

The purpose of the Correctional Services Center (CSC) Line of Business is to provide maintenance, laundry, supply, and community assistance products to:

- DCSO employees and inmates so they can receive needed products in a timely manner
- Metro residents and community groups so they can achieve desired project results.

Program Name

Maintenance

Program Purpose Statement

The purpose of the Maintenance program is to provide preventative, corrective, inspection and repair products to the DCSO so it can experience a safe and secure operational environment.

Family of Measures: Result Measure(s)

Percentage of time critical facility systems are operational (HVAC, plumbing, electricity and security doors).

Family of Measures: Output Measure(s)

Number of work orders completed

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of work orders demanded

Please list measures, if any, for this program that might be determined via a public survey.

Products

Maintenance Corrective Work Orders
Maintenance Inspections
Maintenance Orders
Maintenance Preventative Work Order Reports
Maintenance Repairs
Maintenance Work Orders
Monthly Maintenance Status Reports
Weekly Facility Maintenance Reports

PROGRAM

Line of Business Purpose Statement

The purpose of the Correctional Services Center (CSC) Line of Business is to provide maintenance, laundry, supply, and community assistance products to:

- DCSO employees and inmates so they can receive needed products in a timely manner
- Metro residents and community groups so they can achieve desired project results.

Program Name

Warehouse

Program Purpose Statement

The purpose of the Warehouse program is to provide facility supply products to the DCSO so it can receive needed materials when requested.

Family of Measures: Result Measure(s)

Percentage of DCSO supply requests provided in a timely manner

Family of Measures: Output Measure(s)

Number of supply fulfillments provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of supply fulfillments demanded

Please list measures, if any, for this program that might be determined via a public survey.

Products

Monthly Supply Usage Reports
Supply Fulfillments
Supply Requests
Warehouse Inventories

PROGRAM

Line of Business Purpose Statement

The purpose of the Hill Detention Center (HDC) Line of Business is to provide security and program products to HDC inmates so they can safely and productively experience their confinement.

Program Name

HDC Program Management

Program Purpose Statement

The purpose of the Hill Detention Center (HDC) Program Management program is to provide educational products to HDC inmates so they can experience greater employment and educational opportunities upon their release.

Family of Measures: Result Measure(s)

Key: Percentage of eligible HDC inmates who attempt the GED

Secondary: Percentage of HDC inmates who take the GED test and pass

Family of Measures: Output Measure(s)

Number of GED classes provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of GED classes demanded

Please list measures, if any, for this program that might be determined via a public survey.

Products

Aftercare Plans GED Classes Group A&D Counseling Sessions HIV/AIDS Education Sessions Inmate Appeal Responses Inmate Computer Classes Inmate Library Service Sessions Job Change Requests Parenting Classes Release Planning Sessions Sex Offender Counseling Sessions Treatment Sessions Volunteer Participation Logs
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PROGRAM

Line of Business Purpose Statement

The purpose of the Hill Detention Center (HDC) Line of Business is to provide security and program products to HDC inmates so they can safely and productively experience their confinement.

Program Name

HDC Inmate Management

Program Purpose Statement

The purpose of the Hill Detention Center (HDC) Inmate Management program is to provide institutional service products to HDC inmates so they can experience minimal conflict while under DCSO supervision.

Family of Measures: Result Measure(s)

Percentage of HDC inmates not generating incident reports

Family of Measures: Output Measure(s)

Number of HDC incident reports generated

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of HDC incident reports demanded

Please list measures, if any, for this program that might be determined via a public survey.

Products

Commissary Request Forms
Contraband Logs
Court Appearance Reports
Emergency Evacuation Plans
Emergency Response Sessions
Escape Drill Reports
Fire Drills
Hostage Drill Reports
Housing Records
Incident Reports
Inmate Count Reports
Inmate Disciplinary Reports
Inmate Haircuts
Inmate Location Reports
Inmate Meals
Inmate Phone Schedules
Inmate Searches
Inmate Sick Call Request Forms
Inmate Wedding Forms
Inmate Work Assignment Screening Sessions
Investigation Request Forms
Key Control Logs
Laundry Exchanges
Lieutenant Daily Inspection Forms
Observation Sessions
Officer Shift Reports
Perimeter Patrols
Post Assignments
Post Order Reviews
Recreation Schedules
Rover Reports
Security and Control Reports
Security Equipment Logs
Sergeant Weekly Security/Inspection Reports
Staff Searches
Suicide Watch Rounds
Tool Inventory Reports
Use of Force Reports

PROGRAM

Line of Business Purpose Statement

The purpose of the Hill Detention Center (HDC) Line of Business is to provide security and program products to HDC inmates so they can safely and productively experience their confinement.

Program Name

HDC Support Services

Program Purpose Statement

The purpose of the Hill Detention Center (HDC) Support Services program is to provide required products to HDC inmates so they can experience fair and just living conditions while incarcerated.

Family of Measures: Result Measure(s)

Key: Percentage of ACA and TCI standards met for HDC inmates

Secondary: Percentage of HDC inmates who do not file grievances

Family of Measures: Output Measure(s)

Number of HDC basic needs sessions delivered

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of HDC basic needs sessions demanded

Please list measures, if any, for this program that might be determined via a public survey.

Products

Attorney Visit Sessions
Case Management Referrals
Case Management Sessions
Chaplain Visitation Sessions
Claims Forms
Classification Forms
Compliance Audits
Contact Visit Sessions
Criminal History Logs
Housing Plans
Inmate Counseling Sessions
Inmate Baptismal Request Forms
Inmate Classification Interview Sessions
Inmate Classification Review Session
Inmate Disciplinary Board Hearings
Inmate Grievance Responses
Inmate Handbooks
Inmate Histories
Inmate Information Request Forms
Inmate Mail Logs
Inmate Notary Request Forms
Inmate Reclassification Review Sessions
Inmate Visit Sessions
Inmate Work Assignments
Jumpsuit Issuances
Law/Legal Library Requests
Mail Deliveries
Media Request Forms
Mental Health Interviews
Parole Hearing Notifications
Property Forms
Supply Requisitions

PROGRAM

Line of Business Purpose Statement

The purpose of the Offender Reentry Center (ORC) Line of Business is to provide security and program products to offenders so they can safely experience their confinement and reenter the community gainfully employed.

Program Name

ORC Program Management

Program Purpose Statement

The purpose of the Offender Reentry Center (ORC) Program Management program is to provide job readiness and vocational education products to ORC offenders so they can reenter the community gainfully employed.

Family of Measures: Result Measure(s)

Percentage of ORC offenders who participate in job readiness session who reenter the community gainfully employed

Family of Measures: Output Measure(s)

Number of job readiness sessions delivered

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of job readiness sessions demanded

Please list measures, if any, for this program that might be determined via a public survey.

Products

Aftercare Plans
Couples Counseling Sessions
Creative Writing Classes
Domestic Violence Sessions
Dual Recovery Education Sessions
Family Counseling Sessions
GED Classes
Group A&D Counseling Sessions
HIV/AIDS Education Sessions
Inmate Appeal Responses
Inmate Computer Classes
Inmate Library Service Sessions
Job Change Requests
Parenting Classes
PAWS Sessions
Recidivism Reports
Release Planning Sessions
Resume Preparation Sessions
Sex Offender Counseling Sessions
Treatment Sessions
Vocational Industrial Sessions
Volunteer Participation Logs
Work Release Board Meeting Minutes
Work Release Eligibility Forms
Work Release Program Sessions
Work Release Schedules

PROGRAM

Line of Business Purpose Statement

The purpose of the Offender Reentry Center (ORC) Line of Business is to provide security and program products to offenders so they can safely experience their confinement and reenter the community gainfully employed.

Program Name

ORC Inmate Management

Program Purpose Statement

The purpose of the Offender Reentry Center (ORC) Inmate Management program is to provide institutional service products to ORC offenders so they can experience minimal conflict while under DCSO supervision.

Family of Measures: Result Measure(s)

Percentage of ORC offenders not generating incident reports

Family of Measures: Output Measure(s)

Number of ORC incident reports generated

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of ORC incident reports demanded

Please list measures, if any, for this program that might be determined via a public survey.

Products

Commissary Request Forms Contraband Logs Court Appearance Reports Emergency Evacuation Plans Emergency Response Sessions Escape Drill Reports Fire Drills Hostage Drill Reports Housing Records Incident Reports Inmate Count Reports Inmate Disciplinary Reports Inmate Haircuts Inmate Location Reports Inmate Meals Inmate Phone Schedules Inmate Searches Inmate Sick Call Request Forms Inmate Wedding Forms Inmate Work Assignment Screening Sessions Investigation Request Forms Key Control Logs Laundry Exchanges Lieutenant Daily Inspection Forms Observation Sessions Officer Shift Reports Perimeter Patrols Post Assignments Post Order Reviews Recreation Schedules Rover Reports Security and Control Reports Security Equipment Logs Sergeant Weekly Security/Inspection Reports Staff Searches Suicide Watch Rounds Tool Inventory Reports Use of Force Reports
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PROGRAM

Line of Business Purpose Statement

The purpose of the Offender Reentry Center (ORC) Line of Business is to provide security and program products to offenders so they can safely experience their confinement and reenter the community gainfully employed.

Program Name

ORC Support Services

Program Purpose Statement

The purpose of the Offender Reentry Center (ORC) Support Services program is to provide required products to ORC offenders so they can experience fair and just living conditions while incarcerated.

Family of Measures: Result Measure(s)

Key: Percentage of ACA and TCI standards met for ORC offenders

Secondary: Percentage of ORC offenders who do not file grievances

Family of Measures: Output Measure(s)

Number of ORC basic needs sessions provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of ORC basic needs sessions demanded

Please list measures, if any, for this program that might be determined via a public survey.

Products

Attorney Visit Sessions
Case Management Referrals
Case Management Sessions
Chaplain Visitation Sessions
Claims Forms
Classification Forms
Contact Visit Sessions
Compliance Audits
Criminal History Logs
Housing Plans
Inmate Counseling Sessions
Inmate Baptismal Request Forms
Inmate Classification Interview Sessions
Inmate Classification Review Session
Inmate Disciplinary Board Hearings
Inmate Grievance Responses
Inmate Handbooks
Inmate Histories
Inmate Information Request Forms
Inmate Mail Logs
Inmate Notary Request Forms
Inmate Reclassification Review Sessions
Inmate Visit Sessions
Inmate Work Assignments
Jumpsuit Issuances
Law/Legal Library Requests
Mail Deliveries
Media Request Forms
Mental Health Interviews
Parole Hearing Notifications
Property Forms
Supply Requisitions

PROGRAM

Line of Business Purpose Statement

The purpose of the Training Academy Line of Business is to provide training, transportation and civil warrant products to:

- DCSO employees so they can deliver improved individual and organizational performance,
- DCSO inmates so they can arrive at their destination safely, and
- Users of the court system so they can access their rights to due process.

Program Name

Civil Warrant

Program Purpose Statement

The purpose of the Civil Warrant program is to provide civil process products to users of the court system so they can access their rights to due process.

Family of Measures: Result Measure(s)

Percentage of returns of services by DCSO within five working days

Family of Measures: Output Measure(s)

Number of returns of service provided by DCSO

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of returns of service demanded

Please list measures, if any, for this program that might be determined via a public survey.

Products

Civil Defendant Appearances (Body Attachments Civil Warrant Reports Criminal History Logs Disaster Relief Sessions Dispatch Entry Logs Execute Evictions Execute Levies National Criminal Information Center (NCIC) Order of Protection Logs NCIC Entries Orders of Protection Executions Orders of Protection TBI STOP Reports Returns of Service of Civil Process Service of Subpoenas Sheriff Sale Inventory Forms Sheriff Sale Inventory Sessions Sheriff Sale Receipts Sheriff Sales Traffic Control Sessions Warrant Inventory Logs Warrant Monthly Service Reports Warrant Officer Daily Activity Reports Warrant Officer Senior Citizen Visits Warrant Response Sessions

PROGRAM

Line of Business Purpose Statement

The purpose of the Training Academy Line of Business is to provide training, transportation and civil warrant products to:

- DCSO employees so they can deliver improved individual and organizational performance,
- DCSO inmates so they can arrive at their destination safely, and
- Users of the court system so they can access their rights to due process.

Program Name

Training

Program Purpose Statement

The purpose of the Training program is to provide educational and coaching products to DCSO employees so they can deliver improved individual and organizational performance.

Family of Measures: Result Measure(s)

Percentage of Level One professional employees who report improved performance after training

Family of Measures: Output Measure(s)

Number of training sessions provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of training sessions demanded

Please list measures, if any, for this program that might be determined via a public survey.

Products

Training Attendance Records
Training Reports
Training Sessions
Training Test Score Reports

PROGRAM

Line of Business Purpose Statement

The purpose of the Training Academy Line of Business is to provide training, transportation and civil warrant products to:

- DCSO employees so they can deliver improved individual and organizational performance,
- DCSO inmates so they can arrive at their destination safely, and
- Users of the court system so they can access their rights to due process.

Program Name

Transportation

Program Purpose Statement

The purpose of the Transportation program is to provide inmate transportation products to DCSO inmates so they can arrive at their destination safely.

Family of Measures: Result Measure(s)

Percentage of inmates who arrive at their destination safely

Family of Measures: Output Measure(s)

Number of inmate transportation sessions provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of inmate transportation sessions demanded

Please list measures, if any, for this program that might be determined via a public survey.

Products

Court Transports
Inmate Special Event Escorts
Intrafacility Inmate Transports
Medical Transports

PROGRAM

Line of Business Purpose Statement

The purpose of the Metro Detention Facility (MDF) Contract Management program is to provide compliance products to the DCSO so it can ensure compliance with the MDF contract to house locally sentenced felons on behalf of the State of Tennessee.

Program Name

Metro Detention Facility (MDF) Contract Management

Program Purpose Statement

The purpose of the Metro Detention Facility (MDF) Contract Management program is to provide compliance products to the DCSO so it can ensure compliance with the MDF contract to house locally sentenced felons on behalf of the State of Tennessee.

Family of Measures: Result Measure(s)

Percentage of time critical contract items are found to be in compliance.

Family of Measures: Output Measure(s)

Number of contract compliance reports provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of contract compliance reports demanded

Please list measures, if any, for this program that might be determined via a public survey.

Products

Contract Compliance Reports

PROGRAM

Line of Business Purpose Statement

The purpose of the Administration Line of Business is to provide policy, reporting and decision products to the DCSO so it can be the leader in the field of corrections, service of civil process, and innovative community-based programs.

Program Name

Administrative Support Services

Program Purpose Statement

The purpose of the Administrative Support Services program is to provide data, reporting and reimbursement products to the DCSO so it can be fiscally responsible.

Family of Measures: Result Measure(s)

Percentage of time quarterly expense forecast is projected at or below annual budget.

Family of Measures: Output Measure(s)

Number of quarterly reports generated

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of quarterly reports

Please list measures, if any, for this program that might be determined via a public survey.

Products

Administrative Hearing Notifications
Annual Program Reports
Background Investigation Sessions
Bank Statement Reconciliations
Bills
Board Bill Audits
Board Bill Reports (MDF)
Budget Reports
Budgets
Cardkey Access Reports
Cardkeys
Collection Reports
Community SORT Responses
Compensation Recommendations
Computer Login Names & Access Rights
Computer Usage Reports
Court Financial Reports
Critical Incident Debriefing Sessions
Critical Incident Reports
Crystal Reports
Customer Responses
Data Backups
Data Restorations
Database Configurations
Database Installations
Database Interfaces
Database Repairs
Diet Sheet Reviews
Employee Coaching Sessions
Employee Disciplinary Charge Letters
Employee Hire Sessions
Employee/Officer of the Month Forms
Equal Employment Opportunity
Commission/Department of Labor (EEOC/DOL)
Responses)
Facility Summary Reports
Family Medical Leave Act Letters
Fees for Services Reports
Financial Reports
Fingerprinting of Children Sessions
Fleet Inventories
Forecast Reports
Forms Design Sessions
Forms Improvements
Functional Audits

Gang Intelligence Reports
General Jail Management System Reports
Grant Proposals
Grant Reports
Inmate Accounts
Investigation Request Forms
Investigative Reports
IT Responses
IT Workorders
Jail Population Reports
Job Descriptions
Legal Advice Memos
Light Duty Assignments
MDF Contract Compliance Reports
NCIC Criminal History Logs
Network Connections
Network Downtime Alerts
Network Equipment Repairs
News Media Responses
Non-Profit Event Staff Volunteer Opportunities
Officer Transfer Requests
Overtime Reports
Payment Approvals
Payroll Authorizations
PC Installations
Performance Reports
Phone Repairs
Police Advocacy Support Services (PASS) Referrals
Policy Meetings
Policy Reviews
Position Control Reports
Process Travel Documents
Procurement Card Statement Reconciliations
Procurement Card Transactions
Promotional Announcements
Property Audits
Public File Reviews
Public Record Requests
Purchasing Transactions
Record Audits
Record Copies
Record Dispositions
Records Inventories
Retention Schedules
Revenue Reports
Revenue/Collections

Sanitation Inspections
Security Firewalls
Server Installations and Configurations
Server Repairs
Software Modifications
SORT Responses
Staff Court Appearance Sessions
Standard Operating Procedure Manuals
Subpoena Responses
Telephone Services
Termination Notifications
Transition Plans
Tuition Assistance Request Forms
Vehicle Preventative Maintenance Reports
Vehicle Use Reports
Workplace Harassment Investigative Reports

PROGRAM

Line of Business Purpose Statement

The purpose of the Administration Line of Business is to provide policy, reporting and decision products to the DCSO so it can be the leader in the field of corrections, service of civil process, and innovative community-based programs.

Program Name

Executive Leadership

Program Purpose Statement

The purpose of the Executive Leadership program is to provide business policy and decision products to the DCSO so it can deliver results for customers

Family of Measures: Result Measure(s)

Key: Percentage of agency key results achieved

Percentage of employees saying they use performance data as a regular part of their decision-making process

Family of Measures: Output Measure(s)

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Please list measures, if any, for this program that might be determined via a public survey.

Products