AGENCY NAME	Davidson County Sheriff's Office

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

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.

ISSUE STATEMENTS	
Issue Statement One	In 1989, overcrowding led to Federal Court supervision of the Davidson County jail system. In March 2002, the Federal Courts released supervision of the jail system back to the DCSO. Since that time, the offender population has operated at 115% of capacity, resulting in a greater risk of return to federal supervision, which will require additional funding.
Issue Statement Two	Nearly 80% of offenders who do not receive structured correctional services return to jail, resulting in increased costs to Davidson County taxpayers, putting our neighborhoods at risk.
Issue Statement Three	There is an increased expectation for fiscal responsibility of public officials resulting in the DCSO commitment to providing accountability, fiscal transparency, and cost effective services to the community.
Issue Statement Four	The DCSO will re-assume the responsibilities for the county's female population in 2005, resulting in more complex social service needs including health, mental health, substance abuse, family enrichment, pre-release planning and job readiness.

STRATEGIC GOALS	
Goal One	By the year 2007, the offender population will be within rated capacity[1] 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) standards[2] met • 100% of Tennessee Correctional Institute (TCI) standards[3] 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

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

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

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

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

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	