

<b>AGENCY NAME</b>	Davidson County Sheriff's Office
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<b>AGENCY MISSION</b>	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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<b>AGENCY PURPOSE</b>	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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## **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

<b>Goal One</b>	<p>By the year 2007, the offender population will be within rated capacity<sup>1</sup> and will experience enhanced programming and responsive offender services, and the taxpayer will experience lowered costs as evidenced by:</p> <ul style="list-style-type: none"><li>• 95% of American Correctional Association (ACA) standards<sup>2</sup> met</li><li>• 100% of Tennessee Correctional Institute (TCI) standards<sup>3</sup> met; and,</li><li>• NA% reduction in successful offender related lawsuits.</li></ul>
<b>Goal Two</b>	<p>By the year 2007, the public will experience a decrease in the number of people who return to jail by 10%:</p> <ul style="list-style-type: none"><li>• 60% of total jail population who return to jail (within six months);</li><li>• 40% of structured correctional service participants who return to jail (within six months).</li></ul>
<b>Goal Three</b>	<p>By the year 2007, the community and policy makers will better understand the financial impact of the DCSO, as evidenced by</p> <ul style="list-style-type: none"><li>• 20% of revenue generated as measured against budgeted funds;</li><li>• Offender per diem cost per facility</li><li>• Cost per service of civil process.</li></ul>
<b>Goal Four</b>	<p>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.</p>

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<sup>1</sup> 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.

<sup>2</sup> 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."

<sup>3</sup> 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.

## **Strategic Business Plan – FY11**

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.**

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**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.**

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**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.**

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**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.**

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**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.**

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**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.**

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**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.**

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**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
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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 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.**

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**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.**

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**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.**

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**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.**

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**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
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**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.**

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**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.**

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**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.**

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**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.**

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**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.**

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**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.**

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**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.**

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**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
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**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.**

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**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**