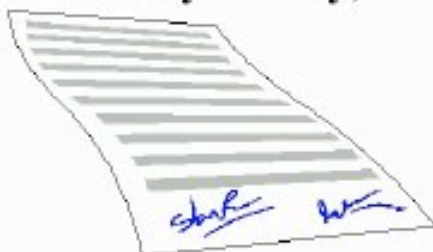


**Comprehensive Retribution and Rehabilitation Program
For
Shelby County, TN**



**Presented by:
Coalition Against Private Prisons**

**Prepared by:
Jeff Woodard
4843 Craigmont Dr.
Mphs, TN 38128
(901) 230-2414**

Research and Input Committee:

Cassandra Atkins	Criminal Justice Center
Marilyn Cole	Division of Corrections
Warren Cole	Division of Corrections
Charles Hampton	Division of Corrections
Annette Hudson	Division of Corrections
Joseph Kyles	Rainbow-Push Coalition
Cheryl Thomas	Division of Corrections
Janelle Triebitz	Mid-South Peace & Justice
Gail Tyree	Grass Roots Leadership

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SECTION

I

Purpose & Problems

This plan is designed to address critical concerns of local government within the boundaries of Shelby County. Crime seems to worsen by the minute, local government continues to incur massive debts, and public services decrease annually. Laying-off non-administrative staff and outsourcing (privatizing) government to companies have been the proposed solution to the problem, however, evidence speaks volumes that job loss and selling government is not, nor will be the answer, but serious factors in what appears to be a never ending problem. Proper implementation and management of a retribution and rehabilitation program for certain convicted crime offenders would drastically reduce some of our local economic and social woes without requiring any form of tax increases for Shelby County residents. Employees displaced in government since 2002 would be economically able to return to work thus increasing public services to taxpayers.

Shelby County by all indicators is on a downward path economically and socially. This downward spiral evolved around ten years ago. Doing the same things and expecting different results cannot be construed as logically prudent. Shelby County taxpayers and their families deserve more from tax dollars they are required to spend. Civil Service employees, many of whom pay taxes in this county, should not receive lay-off notices as a reward for years of dedicated service. The lay-offs are even more demeaning when political leaders treat the action as routine as buying a soda.

The intention of this plan is to illustrate how different government agencies through an amalgamated effort can swiftly and efficiently reduce out of control budgets, lay-offs, public service deterioration, and rehabilitate criminal offenders, thereby assisting offenders in becoming productive rather than destructive to the community.

Government agencies such as the City School Board and its administrative officials must adhere to open records law when requests for information are received for this program to work. If our government agencies deny access to contracts and records that are public information, what types of truthful information do private companies that are not required to release records by law forward to the public. A private companies' responsibility is to the stockholders not the tax paying public.

The immediate disavowment of grossly wasteful existing private contracts in various government agencies provides the cash flow for start up cost. The remaining unused dollars could be diverted to other areas of concern in each agency or simply returned to the general fund.

SECTION

II

Public vs. Private Comparison

Food Service

Aramark Food Service vs. County Dietary

Comparison through May 19, 2004

Aramark was feeding 1800-1900 inmates daily at 201 Poplar for an annual cost of \$3,300,000.

During the same period, County Dietary at the Division of Corrections was feeding 2,500 to 2,700 inmates daily for an annual cost of \$2,000,000; difference of approximately 700-900 inmates daily at three (3) meals per day.

Notes:

1. Sheriff Department female inmates at the New Jail East Facility was being fed by Correction Center prepared food, Correction Center staff, Correction Center inmates, and Correction Center vehicles and equipment used.
2. Aramark was reimbursing the Division of Corrections for the food, therefore, selling it back to the Sheriff Department.
3. Obviously, Aramark cannot feed inmates cheaper than the County.
4. The only modification at Jail East Facility, since May 19, 2004, relative to Dietary Services, is that no county employee supervises the kitchen. Everything else operates the same.

County Medical vs. C.M.S.

In 1997, County Medical Services for inmates for the Division of Corrections and 201 Poplar, was less than \$2,000,000 annually.

In 1996, the total in-house cost to provide inmate services was \$870,000.

The nine (9) month initial cost for C.M.S. from October 1997 until June 30, 1998 was \$800,000.

Division of Corrections had never paid lawsuit damages for anything medical related to an inmate.

Rural Metro agreement provides free ambulance service for inmates as a bonus for having the Shelby County contract.

C.M.S. is currently being paid \$10,000,000 annually for inmate services at the Jail and the Division of Corrections.

C.M.S. is receiving a guaranteed increase of 4% regardless of performance.

Inmates are routinely charged for medical services and have not been seen.

The Med still does the work for C.M.S. when inmates are sent to the hospital.

C.M.S. has staff working with less than desirable medical work backgrounds.

No record showing where the five-dollar charge to inmates per visit is going.

Golf cart for C.M.S. paid out of Division of Correction funds. (\$5,000)

C.M.S. contracts were entered into in 1997, and the contract cost in 2004 is up 500%.

County Maintenance vs. Private

In 1995-1996, the Division of Corrections received a contract bid of \$157,000 to paint the Main building structures.

Division lead painter and the inmate paint crew did the job for \$26,000 and well within the period specified in the private contract. The lead painter lost his job.

Division maintenance staff and inmates built the 3,200 sq. ft. horticulture facility for less than \$65,000.

Review the following breakdowns of actual work completed by Division maintenance and inmate crews versus the cost of private contractors.

**Next page for additional maintenance comparisons.*

The following is a snapshot to depict a variety of maintenance tasks over the past twelve months. These tasks were performed while day-to-day routine and preventive maintenance was ongoing. This listing is in no way a complete listing but it does give one a snapshot of what maintenance does. We also work with Architects and Engineers on special projects often times providing them with expert advice on which to use in their design and engineering. The Department also provides maintenance service to the Shelby County Training Academy as well as Sheriff's Department Jail East.

Prepared Buildings and Grounds for Leadership Memphis.

Provided assistance in getting the new Tennessee Forensic Building and Grounds ready for official ribbon cutting ceremony. Planned their Dog and Pony Show for opening ceremonies. Received several thank you letters for the Division's support.

Twenty-two H.V.A.C. Compressors were replaced throughout the year.

Contractor Estimate	\$34,450.00
---------------------	-------------

Maintenance Cost	\$12,000.00
------------------	-------------

Purchase and install a back-up air conditioner unit to maintain proper operation of sensitive electronic equipment.

Contractor Estimate	\$ 2,495.00
---------------------	-------------

Maintenance Cost	\$ 1,750.00
------------------	-------------

Purchase and install a 5-ton unit to enhance the existing air condition service in the Chapel.

Contractor Estimate	\$ 6,459.00
---------------------	-------------

Maintenance Cost	\$ 2,848.50
------------------	-------------

Purchase and install emergency lighting in Food Services and Inmate dining, in the Main Building.

Contractor Estimate	\$ 782.99
---------------------	-----------

Maintenance Cost	\$ 355.90
------------------	-----------

Purchase and install emergency lighting in Main Building Medical

Contractor Estimate	\$ 484.50
---------------------	-----------

Maintenance Cost	\$ 220.00
------------------	-----------

Security Department

Painted holding cells at the MED Complex

Contractor Estimate	\$ 1,200.00
---------------------	-------------

Maintenance Cost	575.00
------------------	--------

Sheriff's Department – Jail East Women's Building

Paint showers, kitchen and install fiberglass panel in dishwashing area

Contractor Estimate	\$ 1,800.00
---------------------	-------------

Maintenance Cost	\$ 575.00
------------------	-----------

Security Department

Painted new gates and posts blocking perimeter roads and handicap spaces in front of F Building.

Contractor Estimate	\$ 1,200.00
---------------------	-------------

Maintenance Cost	\$ 250.00
------------------	-----------

Repaired prepped and painted two classrooms at Training Academy.

Contractor Estimate	\$ 1,100.00
---------------------	-------------

Maintenance Cost	\$ 190.00
------------------	-----------

In a joint effort Maintenance and Programs constructed the new Horticulture building. Maintenance was responsible for all plumbing and electrical layout and installation. Maintenance applied all floor coverings and exterior siding trim and paint. Using the very low figures of \$65.00 per ft. as a contractor reference cost. You can see significant savings.

Contractor Estimate	\$156,000.00
---------------------	--------------

Maintenance Cost	\$ 43,638.59
------------------	--------------

Wayne Woodard, carpenter, constructed three (3) medical exam tables.

Purchase Cost	\$ 900.00
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Maintenance Cost	\$ 120.00
------------------	-----------

All main compound gate locks have been changed from Abloy to ASSA. No one in the area works on Abloy. We are capable of serving ASSA locks and with our own side bar it insures the integrity of our gate security. Will save countless dollars over the very expensive Abloys.

Contractor Estimate	\$ 750.00
---------------------	-----------

Maintenance Cost	\$ 100.00
------------------	-----------

Painting in Buildings B, C, D, E, F, G, H, I, J, P and Q

Contractor Estimate	\$ 6,500.00
---------------------	-------------

Maintenance Cost	\$ 2,100.00
------------------	-------------

K Building – Painted interior wall, ceilings, baseboards, bathrooms and control room

Contractor Estimate	\$ 1,880.00
---------------------	-------------

Maintenance Cost	\$ 375.00
------------------	-----------

Women’s Building – Painted walls and baseboards, conference room and touch up in the Director’s office

Contractor Estimate	\$ 4,100.00
---------------------	-------------

Maintenance Cost	\$ 1,200.00
------------------	-------------

N Building – Touch-up dorms and prime and paint new lawn mower shed

Contractor Estimate	\$ 2,475.00
---------------------	-------------

Maintenance Cost	\$ 890.00
------------------	-----------

1111 Mullins Station (house)

Pressure wash, caulk and graze windows

Contractor Estimate \$ 3,200.00

Maintenance Cost \$ 690.00

Special Projects:

Mid-South Fair Booth

Paint, caulk, putty and spray ceiling

Contractor Estimate \$ 3,400.00

Maintenance Cost \$ 850.00

Sheriff's Training Academy

Paint, prime and putty- canopy on front of building

Contractor Estimate \$ 750.00

Maintenance Cost \$ 150.00

Sheriff's Training Academy

Paint Mr. Gregory's office and Chief Shea's hallway

Contractor Estimate \$ 1,450.00

A.O.C. Projects completed: Buildings 1, 2, 3

Striped parking area and handicap space

Contractor Estimate	\$1,450.00
---------------------	------------

Maintenance Cost	\$ 40.00
------------------	----------

Building #1 – Interior painting and exterior touch-up and painted main inmate dining hall

Contractor Estimate	\$3,875.00
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Maintenance Cost	\$1,200.00
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Building #2 – Painted all 32 dorms and installed fiberglass panels in 17 showers

Maintenance Cost (Fiberglass)	\$ 5,950.00
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(Paint)	4,150.00
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Contractor Estimate	\$11,050.00
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Contractor Estimate	\$38,400.00
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Building #3 – Painted 17 dorms, 24 showers, installed fiberglass panels

Contractor Estimate	\$15,600.00
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Contractor Estimate (paint)	\$28,800.00
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A.O.C.

Contractor Estimate \$53,775.00

Maintenance Cost \$11,340.00

Horseshoe Complex

Paint F-1 and F-2 Kitchens and Dining

Rooms – Install fiberglass panel in dishwasher

F-1 and F-2 Kitchens and Dining Halls

Material Cost, Fiberglass \$ 1,200.00

Material Cost, Paint \$ 675.00

Contractor Estimate \$ 8,400.00

F-1 Medical

Paint Room Addition

Stripped Main parking lot and handicapped spaces

Contractor Estimate \$ 1,200.00

Maintenance Cost \$ 60.00

Painted, pressure washed and prepped Main Inmate Dining, Kitchen, Employee Dining room

Contractor Estimate \$11,780.00

Maintenance Cost \$ 3,200.00

Painted Upper and Lower West Wings, all cell blocks, walls, ceilings, doors, windows, and boards

Contractor Estimate \$16,840.00

Maintenance Cost \$ 3,200.00

Painted area between Upper Jail East and Upper West – special holding and classroom area. Painted walls, ceilings, floors and baseboards.

Contractor Estimate \$ 2,495.00

Maintenance Cost \$ 475.00

Touchup areas on and as needed basis in "K" building

Contractor Estimate \$ 1,200.00

Maintenance Cost \$ 400.00

Painted new security gate and post on roadway in front of Main Building Parking Area

Contractor Estimate \$ 280.00

Maintenance Cost \$ 60.00

Butcher Shop and Food Warehouse – painted walk-in coolers, offices and bathrooms

Contractor Estimate \$ 3,100.00

Maintenance Cost \$ 680.00

Sally Port – painted offices, bathroom and search area. Performed carpentry work as required to expand control officer’s observation area.

Contractor Estimate \$ 4,678.00

Maintenance Cost \$ 550.00

Maintenance Cost \$ 462.50

F-Medical – Enlarge area, install cable for new computer and supply additional power

Contractor Estimate \$ 1,711.82

Maintenance Cost \$ 432.28

A1-Building – Install cable and supply power for new computer classroom

Contractor Estimate \$ 6,363.28

Maintenance Cost \$ 2,892.40

J Building – Rebuilt thirty-two communication stations in “J” Building. Replaced eighteen dead lock assemblies in “J” Building locks. Locks were damaged by inmates. Also installed eight square bolt-locking devices to prevent inmates from defeating the lock junction

Contractor Estimate \$ 8,500.00

Maintenance Cost	\$ 1,185.00
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Roof repairs to all areas of the facility

Contractor Estimate	\$37,500.00
---------------------	-------------

Maintenance Cost	\$16,354.00
------------------	-------------

Eighteen Heat Exchangers replaced

Contractor Estimate	\$25,300.00
---------------------	-------------

Maintenance Cost	\$11,500.00
------------------	-------------

Warehouse – Enlarge and repair office and storage

Contractor Estimate	\$ 3,350.00
---------------------	-------------

Maintenance Cost	\$ 1,465.35
------------------	-------------

Jail East – Purchase and install a back up air-conditioner unit to maintain proper operation of sensitive electronic equipment in communication room

Contractor Estimate	\$ 7,435.00
---------------------	-------------

Maintenance Cost	\$ 3,255.50
------------------	-------------

Main Building:

Purchase and install emergency lighting in the Main Building select areas.

Contractor Estimate \$ 2,745.50

Maintenance Cost \$ 650.00

Install Automatic transfer switch to Main Building generator. Should we lose power the generator will automatically come on.

Contractor Estimate \$ 8,823.10

Maintenance Cost \$ 4,125.00

Purchase and install 8 box fans in Main Building – welders fabricated window cabinets to house the fans

Contractor Estimate \$ 6,275.60

Maintenance Cost \$ 2,848.00

Modify open spaces in Sally Port to accommodate week-enders processing

Contractor Estimate \$ 780.00

Maintenance Cost \$ 385.43

F-1 Kitchen – Prepped and painted, replaced ceiling tiles, resurfaced floors behind steam table and wet areas. Install glass board covering in wet areas on walls and ceilings. Install new ice machine

Contractor Estimate \$ 5,823.10

Maintenance Cost \$ 4,125.00

F-2 Kitchen – Prepped and painted, replaced ceiling tiles, resurfaced floors behind steam table and wet areas. Install glass board covering in wet areas and on ceilings and walls. Retile dining room floor

Contractor Estimate	\$15,823.10
---------------------	-------------

Maintenance Cost	\$ 4,125.00
------------------	-------------

Design and construct a new grease tank for Food Services

Contractor Estimate	\$ 1,875.00
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SECTION

III

Participant Eligibility Criteria

1. No history of violent behavior.
2. No history of sexual misconduct.
3. Participants cannot have holds from any agency.
4. Convictions must be sentences of six (6) years or less.
5. Security levels must not exceed level 5.
6. Participants without H.S. Diplomas or a G.E.D. must be actively seeking G.E.D. instruction with the intention of obtaining their G.E.D. within a reasonable time period.
7. Obtaining a G.E.D. will be evaluated on a case-by-case basis.
8. Participant must sign a waiver of liability.
9. Participant must adhere to all guidelines of the program at all times.

SECTION

IV

Additional Safety Requirements

1. Drop off and pick up points for the City Schools and Park Commission will be the seven (7) M.P.D. Precincts.
2. Transport officers' pool will come from the Division of Corrections, Correctional Deputies, and Juvenile Court Officers.
3. The transporting officers will conduct inmate searches before arriving to the work site and before exiting the work site.
4. Work line coordinator will be notified by schools and park commission with scheduled activities to prevent interaction of students and inmates.
5. Inmate crews will arrive at the schools at 6:00pm. Park commission work arrival times may vary.
6. Inmates will not be made aware of work destination until they arrive at the work site.
7. Precincts will be made aware of which schools or park commission facility designated for maintenance that particular day.
8. Officers will obtain clearance with facility supervisor prior to arrival.
9. Transport officers will remain at the work site.
10. Transport officers will take out a different crew daily to avoid preferential treatment.
11. School and Park Commission instructors and supervisors will be employees, which were or will be displaced by the city schools and park commission.
12. County Schools and Park Commission Facilities will follow the same structural outlay and safety guidelines as the City Schools and Park Commission with the exception of their drop off and pick up locations being Sheriff Department sub stations and other city jails.

SECTION

V

Structural Outlay Model

The City School System provides the best illustration for outlay purposes due to the amount of the overall budget, massive maintenance debt and the size of the system itself.

- 180 schools are too large to centralize.
- City Schools would be divided into seven maintenance sectors.
- Twenty-five (25) schools assigned to two (2) sectors and twenty-six (26) schools assigned to five (5) sectors for a total of 180 schools.
- Pick-up and Drop for the seven (7) sectors will be the M.P.D. Precincts.
- Three inmate work crews will be assigned to each sector.
- There will be eight (8) inmates assigned to each crew.
- Modifications will be made as needed.
- All schools in the system will be maintained every nine (9) days.

SECTION

VI

City Schools Overview

The budget continues to escalate without any foreseeable answers to the problem. The school system keeps making cuts in jobs, services, books and the overall budget keeps getting bigger. The solution is the reinvestment of existing funds into viable sources that results in debt reduction without loss of jobs or services which effect the well being of students in any manner and thereby free up funds to be diverted into other projects as needed.

The maintenance budget is the major area where everything previously cited can be easily obtained. The maintenance debt of the city schools currently exceeds 300,000,000 million dollars, and the amount just gets larger by the day. The following offers a solution to the maintenance problem.

- I. Funds and Impact
 1. Cancel existing maintenance service contracts with private companies.
 2. Maintenance is cheaper in-house.
 3. Eliminate bus contract if legally possible.
 - A. Busing black children to black schools does not make sense.
 - B. Offer the same academic amenities at all school based on divisions.
 - a. Pre-School
 - b. Elementary
 - c. Middle School
 - d. High School
 4. If a parent still prefer his/her child attend White Station over Westwood, they should take them not the taxpayers.

II. Material Cost and Labor

1. Start-Up

A. \$5,400,000

B. \$30,000 per school

2. General Maintenance

A. Repairs: windows, doors, bulbs, desks, chairs, etc.

B. Clean up: mopping, stripping, waxing, painting, etc.

3. Heavy Maintenance

A. Particular project exceeding \$10,000

B. Particular project exceeding 15 days to complete

4. Staff

A. Building Engineers

a. Work site coordinators

b. Plan work details for inmates

B. Custodial Line Staff

a. Handle their general duties

b. Inmates direct supervisors

C. Schools employees with expertise will supervise inmates involved in heavy maintenance work details.

5. Heavy Maintenance Model: refer to Division of Corrections Horticulture Building Project.

III. Inventory

1. Storage space for supplies at the schools

2. Take an existing structure and create a central warehouse for pick-up.

3. Inventory tracking system

SECTION

VII

Division of Corrections Overview

The local property tax cost for an inmate in 1990 went from \$1.70 to \$1.88 per day depending on the inmate count. In 2004, the inmate cost to the property tax payer was \$10.65 per day. The \$10.65 could be lowered substantially by eliminating absurd Administrative cost, dissolving wasteful private contracts or outsourcing, depending on which term one would prefer and reducing the number of county inmates in the facility, and replacing those inmates with state convicted inmates. Staffing the division with unqualified political pay-offs to oversee the operation has driven up cost to the property tax payer by roughly 500% over a fourteen (14) year period. The following will clear the divisions self created economic dilemma and provide assistance in reducing costs drastically in other governmental agencies locally.

I. Inmates' Status

1. Non-felony convicted inmates
 - A. Local tax payer is responsible for the entire incarceration debt
 - B. Most would qualify for retribution program (tax payers would get some financial return in labor cost.
 - C. State convicted inmates
 - a. Inmates convicted of state crimes with sentences of six (6) years or less and the metropolitan area where convicted has a population of 600,000 or more, inmate will serve his time in the local workhouse facility upon conviction
 - b. State pays a daily per diem fee for housing state convicted offenders.
 1. Local tax payer receives incarceration assistance
 2. Division houses inmates substantially cheaper than C.J.C.
 - Division is a post conviction facility
 - C.J.C. is a pre-trial (holding) facility
 3. Remove non-state offenders off the beds and into the Retribution and Rehab Program
 4. This allows room for state inmates that local taxpayers would receive daily per diem for.
 5. 100 state inmates in lieu of 100 misdemeanor inmates equates to nearly \$1,500,000 of

additional revenue annually for the Division of Corrections. Therefore, it is \$1,500,000 less annually in property tax.

II. Inmate Count

1. State inmates received from the C.J.C. is way down
2. Overall division count is down.
3. Area felony related crime is up.
4. What is C.J.C. doing with the felons after conviction?
 - A. They are being kept at C.J.C. where housing is far more costly to the taxpayers.
 - B. They are being sent to facilities other than the Correctional Center, which takes inmate revenue from Shelby County.

III. Administrative Cost

1. Salaries: From 1998 to 2002, Administrative salaries went up nearly \$4,000,000.
2. From 1999 to 2002, the overall administrative budget went up by \$10,000,000.

IV. Private Contracts

1. C.M.S. has been crippling to the division's budget.
 - A. Initial 800,000-dollar bid was for nine (9) months only (October 1997).
 - B. Division annual inmate services cost including staff and benefits, the year before was \$870,000.

2. Heavy Maintenance Outlay

- A. Horticulture Building (under \$65,000)

Dirt Work ----- Road Department

Slab ----- Private Contractor

Plumbing ----- Maintenance and Inmates

Electrical ----- Staff Maintenance and Inmates

Framing ----- Inmates (B.F.F.) Building for the Future

* Sheet Rock ----- Private Contractor

Insulation ----- Inmates (Programs)

Siding & Trim --- Staff Maintenance and Inmates

Painting ----- Staff Maintenance and Inmates

* Roof ----- Private Contractor

* Heat & Air ----- Private Contractor

Alarm/Camera System ----- Maintenance

B. Building square footage (3,200)

C. Asterisks denotes question as to why items were not kept in-house because Division had staff and inmates to complete task.

SECTION

VIII

County Schools Overview

There are forty-eight (48) schools in the system with a maintenance debt of over \$100,000,000. Even though it has not been investigated, the county school system is probably like government counterparts, having large amounts of tax dollars in wasteful outsourcing ventures. If we examined the maintenance debt on a per capita basis, the county schools maintenance debt far exceeds the city system.

I. Breakdown

A. Two (2) work crew districts

B. Twenty-four (24) schools in district

II. Inmate Staffing

- A. Three (3) crews per district
- B. Eight (8) inmates per crew

III. Maintenance Turn-around Time: all schools will receive maintenance service every nine (9) days

IV. Pick-up & Drop-off Sites

- A. Sheriff Department sub-stations
- B. Bartlett, Millington, Germantown, Collierville Jails
- C. County Fire Stations

SECTION

IX

Criminal Justice Complex Overview

Due to a pre-trial facility being unable to legally generate revenue in the manner of a post conviction facility, the most logical manner of reducing cost in a pre-trial facility is keeping offenders off the beds. Offenders occupying bed space at C.J.C. fall into one of three categories: those awaiting trial, those convicted of misdemeanors, those convicted of felonies. The Shelby County Jail states that it has two (2) per diem costs, depending upon certain variables, those costs are either \$95.83 per inmate per day or \$144.74 per inmate per day. Either figure is substantially higher than the per diem cost at the Division of Corrections. Why has the Division of Corrections' inmate population decreased and the jail population increased?

The jail is the primary infusion source for inmates at the Division of Corrections. Inmates are being kept at the jail for almost two (2) years after being sentenced. The Sheriff hired a jail manager, however, inmates continue to remain at a pre-trial facility once convicted, thereby costing the local property tax payer far more in expenditures than if the convicted inmate had been moved to the Division of Corrections. Alternative sentencing for misdemeanors would empty bed space and allow the offender to make financial retribution to the taxpayers in lieu of being on a bed in jail and being fed three (3) times a day at the taxpayers expense. Certain incarcerated misdemeanors and felons may meet the criteria to qualify for the Retribution and Rehabilitation Program. The following outlines better

illustrates how productive use of inmates and alternative sentencing drastically reduce one department budget and efficiently reduce the cost in another government agency as well.

I. Inmates

1. Those awaiting sentencing

- A. Enter alternative sentencing program
- B. May qualify for program without having to be incarcerated

2. Misdemeanor Convictions

- A. No subsidy received for incarceration
- B. County pays the entire incarceration debt
- C. Retribution to public becomes the issue
- D. Obtain productive work skills

3. Convicted Felons

- A. Subsidy is paid by the state
- B. May meet Retribution and Rehab criteria
- C. Still would be able to work on the compound to reduce tax cost.
- D. More misdemeanors working in the Retribution and Rehab Program, the more compound jobs become available to the felons that do not qualify for the program

II. Budget Costs

1. Eliminate costly private contracts

2. Put operations in-house

3. New Jail East (Sheriff Department)

- A. Maintained by Division of Corrections' staff
- B. Materials come from Division of Corrections' budget
- C. Maintenance staff is assisted at Jail East by Division of Correction Inmates

- D. Prime example of one government agency assisting another to reduce cost
- E. Increase the scope to include other agencies

III. Administrative Costs

- 1. Total Administrative budget in 2002 compared to now
- 2. Administrative salaries in 2002 compared to now
- 3. Total annual dollar amount of all private contracts

IV. Employee Absenteeism

- 1. Deny Leave
 - A. Understaffing, results in leave request denials increasing
 - B. When fully staffed, absenteeism had improved.
 - C. Absenteeism became a problem again due to 329 layoffs.
 - D. Is family leave factored into absenteeism figures?
 - E. If employees are absent at \$18.00 per hour, what will happen at \$9.00 per hour?

SECTION

X

Park Commission Overview

Over the past several years the Memphis metropolitan area looks more aesthetically desolate with each passing day. The reductions in community center staff diminish activities available to the children. Considering our community is slowly taking on the appearance of a garbage dump and our children are denied community center access more and more, one would think our political leaders, with all their degrees and expertise could find a solution to what ails us. Then again, maybe our leaders will do the same old things; reduce service-oriented job, raise taxes and wait a while for the same problems to resurface. Doing the same things and expecting different results is the mindset of a fool!

I. Staff

1. Return all displaced employees.

A. Alter some work shifts.

1. Inmates can maintain structures after hours.

2. Park Commission will directly supervise the inmate work crews.

B. Work Details

1. Materials needed for projects will be at the work site prior to work crew arrival.

2. Material use form will be left by work site supervisor for the Community Center Director, the morning following each work project.

3. Comment section of form will state whether the particular work project was complete.

II. Landscaping

1. Inmate work crews

A. Allows staff to lower turn around days for cutting and manicure.

B. Preventive Maintenance

1. Reduces maintenance cost

2. Adequate staffing and low cost labor pools create the avenue for preventive maintenance to work.

3. Cutting and manicuring helps attract business.

4. We need all the help we can get.

III. Work Site Supervisors

1. Park Commission staff
2. Rotate line staff for work site duty.
3. Work site supervisor has direct contact to Precinct or Sheriff Department sub-stations.

SECTION

XI

M.P.D. and Sheriff Department Overview

1. Both agencies will know what site inmate work crews will be located daily.
2. Drop-off and pick-up sites will be cleaned and maintained by the inmate work crews.
3. Different crew each night will be responsible for clean up of pick-up and drop-off sites.
4. If possible, patrols will make on-site check twice.
5. Checks are to be made by patrols assigned to the particular area.

SECTION

XII

Conclusion

If local government agencies cease with independent thought and see the positive impact a comprehensive plan such as this would have on the community as a whole, our debt would decrease rapidly. Furthermore, we could prepare criminal offenders with a more productive approach to life. All agencies involved must be willing to work together for the good of the community. A plan of this nature will need leadership whose interest is in the community and not self-serving.

The more one ponders the research material used in this report, the more apparent it becomes there is too much the public is unaware of. The one consuming factor in this whole matter is this relentless quest by politicians to sell off government to the wealthy. The first glance at some of the most outrageous outsourcing contracts imaginable, the conclusion would be our political leaders are ignorant to what is transpiring. After researching these contracts further, it is painfully clear the majority of our political leaders are fully aware of the ludicrous cost of these outsourcing agreements. The saying, "private contracts benefit two groups financially, the one with the contract and the politicians pushing them through", is a serious understatement.

To know Shelby County and City government agencies for the last two years have deprived hard working, dedicated employees of their livelihoods, while making shambles of our local economy for selfish greed, is irreprehensible. One now understands why the City School Board and Dr. Johnson would not release the contract information requested. If the city school system contracts are as asinine as the ones reviewed, the attempted cover-up of their mishandling of tax funds seems feasible.

The people left holding all the responsibility in this mess are the residential and small business property tax payers. Now it is clear why our metropolitan area is the nations leader in foreclosure. It was baffling how this community of 850,000 people has more foreclosures than Fulton County with 5,000,000 people and Los Angeles County with 10,000,000 people. Thousands of Shelby County residents have been removed from the tax rolls through the outsourcing of jobs. The government, hospitals and others are outsourcing jobs that produce property owners in exchange for low paying jobs with no benefits and high turnover. Those left on the tax rolls will pay higher property taxes to offset the lost tax revenue of lost property owners. In addition, the residential and small business owners left on the property tax roll will absorb the corporate welfare debt also. Coors was given substantial tax abatements for years to come here. When the time comes for Coors and others like them to pay up, they pack up and leave. Those left on the tax rolls pay more in property tax to make up the difference.

The leaders of our community crucify those who want to be property owners. Property taxes rise faster on a home than the equity in a home. Doing the same things and expecting a different result is the mind of a lunatic.

Prime examples of anything goes with our local leaders would be the last years proposed budget cuts at the Division of Corrections and the Med's outsourcing of security in 2004. It was brought to the attention of the County Commission and the Mayor last year that the proposed \$500,000 in local cuts would mean a \$3,000,000 loss in state revenue for the Correction Center, formerly known as the Penal Farm. Certain programs must be in place when you receive state revenue for housing state inmates. By making the \$500,000 cuts in the Corrections' budget, a \$2,500,000 deficit was incurred in the Divisions of Corrections' operating budget.

The Med outsourced (privatized) its security operation to Guardsmark. If one would carefully review the contract with Guardsmark, it is evident after the first six (6) months of the contract, Guardsmark will be paid more annually than the employees displaced were making in salary and benefit package combined. The Med receives substantial tax dollars to assist in its operating cost therefore unexplainable actions such as these demand answers.

This outsourcing frenzy over the past few years has resulted in displacing employees who were buying homes or had the potential to buy homes and add to the tax base with wages that are below nominal living standards. Ninety-five (95) percent of those affected by the outsourcing binge are black or female.

In closing, it would be safe to say a new form of genocide has manifested itself, however, the same people carry the burden, blacks and females. The same people will carry the economic burden, the American middle class worker.