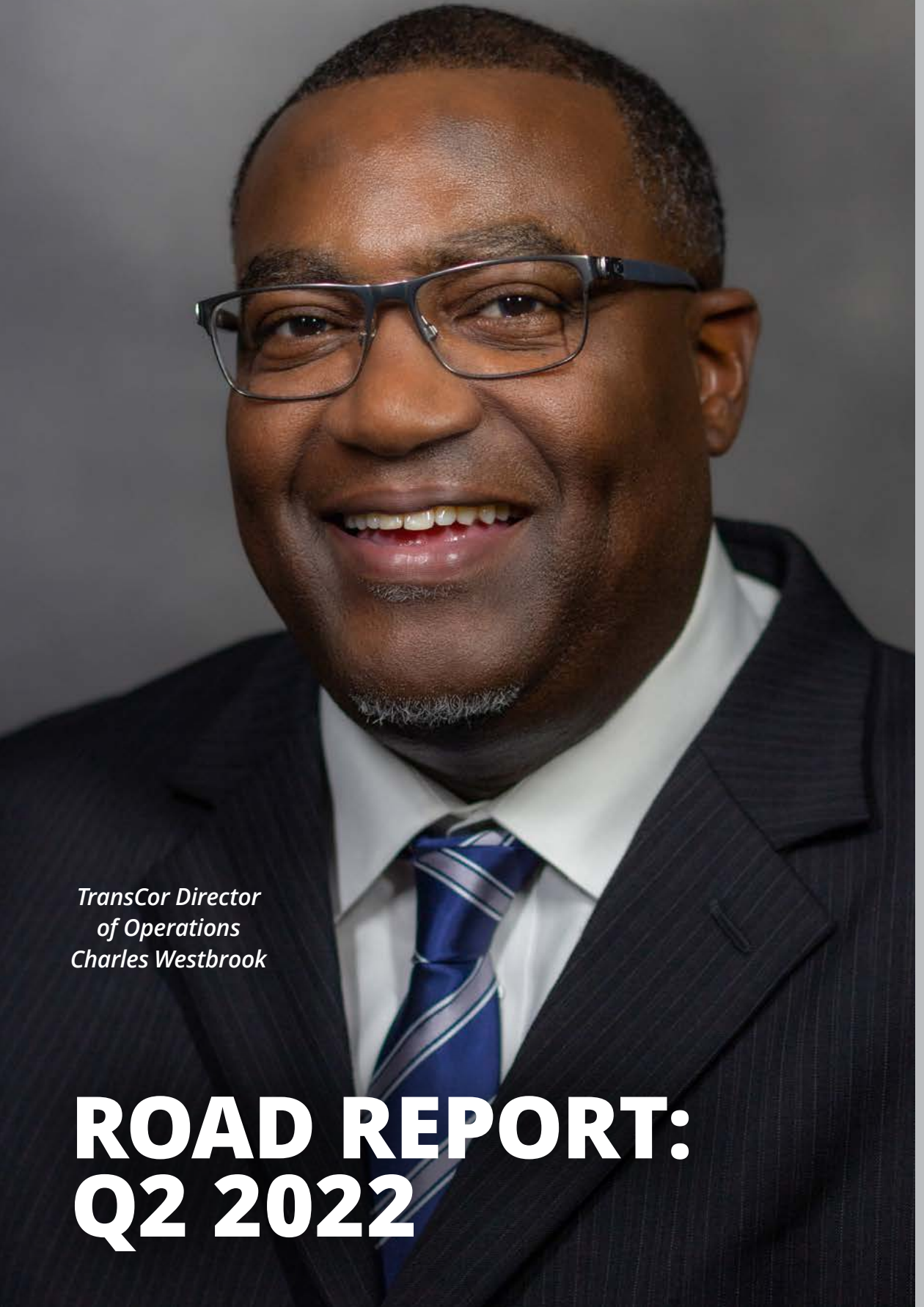


TransCor®



*TransCor Director
of Operations
Charles Westbrook*

ROAD REPORT: Q2 2022

LEADERSHIP UPDATE: **Overcoming Evil**

By Curtiss D. Sullivan
President & General Manager
TransCor America



Team TransCor,

Over the last few weeks, America has been devastated by several criminal tragedies. Most notably, the elementary school shooting in Uvalde, Texas, has caused tremendous, collective grief for our nation. Located about an hour away from CoreCivic's South Texas Family Residential Center and in the home state of many of our team members, the pain of this atrocity is profound.

In times like these, it's natural to wonder what could possibly motivate someone to commit such senseless violence and what — if anything — could have been done to prevent it. No doubt, politicians, pundits, law enforcement, and many of us will discuss this endlessly. Seeking a rationale for the irrational or making sense of a senseless crime is often difficult, but two takeaways remain: Evil is real, and we are all impacted.

For those of us in corrections, we are often firsthand witnesses to the effects of evil. We see what many

don't; the toll evil takes on people and the compounding effects of its victimization. It is because of the suffering caused by evil that many of us have answered the call to serve.

In corrections, we share a common belief that all people deserve safety and security. Mass murders and other public tragedies are direct violations of those important principles. When innocent lives are lost, the pain we feel underscores the profound calling to which we have dedicated our lives.

Evil has always existed. Fortunately, Good has too. While some succumb to evil, there are always brave individuals who answer a higher calling and seek to advance the cause of Good for those around them. They do this through sacrificial service to others — many of whom they will never meet.

In corrections, you are working for Good. The safety and security that you provide are essential to protecting the rights and dignity of those entrusted to our care. You are on the frontlines among those who stand against evil. And while the sorrow we all feel in the face of these tragedies is very real, don't lose hope. As is said, "The only thing necessary for the triumph of evil is for good men and women to do nothing," and you are among millions of good people who refuse to do nothing. Because of you, I know that evil will not triumph. ■

Memorial Day Reflection

By Curtiss D. Sullivan,
President & General Manager,
and Michael R. Swinton, Vice
President & COO



On Memorial Day weekend, we paused to remember those who have died while serving in our nation's armed services. Many of us reminisce of our grandparents, parents, brothers and sisters, and sons and daughters who served in World War I, World War II, Korea, Vietnam, Gulf War and the Global War on Terrorism. To the families of fallen patriots, there are few words we can offer. The willingness to give one's life for another is something to marvel and admire. It's not easy to comprehend. The extent to which we are grateful can never truly be measured.

Memorial Day is also the unofficial start of the summer, we hope you find time to enjoy your family and friends. Whether you are working around the house, putting in a garden or just relaxing on the lake or at a barbecue, please remember why we celebrated this holiday — to honor the brave men and women who have given the highest sacrifice for our freedom. Without their heroic commitment and actions, we would not be able to enjoy the many freedoms we recognize today. ■

Honoring Our Team

By Curtiss D. Sullivan, President & General Manager,
and Michael R. Swinton, Vice President & COO

Every year, the first week of May is National Correctional Officers and Employees Week. During this week, we always recognize and celebrate those who work in corrections. These men and women exemplify professionalism, integrity, and strength in the face of an often-challenging work environment. Daily, they answer the call to serve, and their sacrificial work ensures the safety and security of our nation, our communities, our team, and those entrusted to our care.

Corrections is a challenging calling and one requiring exceptional heroism. Our officers and employees continually rise to meet every challenge presented to them and fulfill an important — but often unseen — public service. Their hours can be long and their



**THIS NATIONAL CORRECTIONAL
OFFICERS & EMPLOYEES WEEK, WE HONOR**

Our Team of Heroes

responsibilities are often tiring. Many begin their work shifts not knowing what the day might bring. On top of that, the ongoing global pandemic has presented another set of challenges, resulting in many changes from traditional protocols. But the pandemic has served to highlight the adaptability, courage, and perseverance of our staff; they have continued to fulfill their duties despite the increased challenges. Our team's commitment remains steadfast.

National Nurses Week is also appropriately celebrated during that same week. This year's theme was "A Voice to Lead." We are extremely fortunate to have one of the very finest correctional nurses, RN Vivian Marsh, on our team. Vivian embodies the theme as a leader and a trusted voice in our organization. We rely on her every day, and she's an exceptional example of the quality of our entire team.



Marsh

Because of our team's dedication and hard work, TransCor has remained a trusted, innovative industry leader, providing safe and secure transportation to detained and incarcerated individuals. On behalf of the entire Leadership Team, we thank you for your service and continued commitment to excellence. ■



South Central Facility Commemorates 30 Years

From CoreCivic,
TransCor's Parent Company

For the past three decades, team members at South Central Correctional Center have been working toward a shared mission: helping people and keeping communities safe. Located in Clifton, Tennessee, Warden Grady Perry has had eyes on the facility from day one.

"When I was hired, I was in the first class back in 1992," Perry said.

Perry's career is an example of the professional development that can take place within CoreCivic. He started his career as a correctional officer after serving for 13 years in the Tennessee National Guard.



Perry

Over time, he held other positions at the facility including senior correctional officer, shift supervisor, and assistant chief of security. Before being named warden at South Central in 2018, Perry served as warden at Hardeman County Correctional Center in Whiteville, Tennessee, and before that as assistant warden at Silverdale Detention Center in Chattanooga.

One thing Perry and the other longtime staff all have in common is having seen so many changes take place in the correctional field since they began their careers. Over the past 30 years, the industry has seen a strong shift to focusing more on reentry efforts for residents in the form of substance use treatment programs, mental health therapy, education, job skills training, and more. Beyond that, the judicial system and parole board in Tennessee have adopted more of a reentry mindset as well.

“I think we’re more focused on reentry now than we’ve ever been,” Perry said.

Substance use disorder programs also have become more robust over time. Perry is particularly proud of his facility’s Residential Drug Treatment Program (RDAP), which helps those suffering from substance use disorders better understand and cope with their addictions while becoming better husbands, fathers, brothers, sons, and citizens when they return home.

"I see a lot of guys who haven't been sober for years, but you can see them going in and four, five, or six months later, you interview them and you can see the clarity, not only in their eyes and their speech but also in their thoughts," Perry said. "I really enjoy seeing that."

Throughout his time at South Central, Perry's dedication to his work has remained strong. Recently, he gathered with other longtime staff members for a dinner celebrating the facility's milestone with employees who have served all 30 years. They received plaques in honor of their service and local and state officials were also in attendance.



"It's something new every day. Sometimes challenging, but new and different," Perry said. "In the end, it is rewarding work and I am proud to be part of what we're doing to keep the community safe and change lives." ■

TEAM SPOTLIGHT:

Getting to Know Charles Westbrook

By TransCor America

“You’ve got to trust the process.”

That’s the advice that Charles Westbrook received early in his career with TransCor. That simple mantra changed his mindset, career, and life.



Westbrook

Charles’ TransCor journey began in 1998. He was transitioning out of the U.S. Army and looking for his next career move. A close friend of his told him about TransCor as being a career path that could put his military experience to good use while enabling him to continue in public service. That friend was Ron Graham. Charles and Ron had served together in the U.S. Army, both while stationed at Fort Campbell and while deployed in Germany. Following the suggestion of Ron, Charles started with TransCor. Charles and Ron would ultimately work together at TransCor for more than two decades.

Charles’ first position at TransCor was as an Extradition Agent. Back then, those agents would be on the road for weeks on end, traveling throughout North America.

Charles would return home to Clarksville, Tennessee, for a few days each month. To Charles, it was a simultaneously exhausting and rewarding job. Despite the long hours and being away from home, he valued the mission and took pride in this new way of serving his country.



After a few years as an Extradition Agent, Charles knew he needed to make a change. He missed his family. His children were getting older, and he wanted to be more present in their lives. So he reached out to TransCor's home office in Nashville and soon landed a new role: Night Dispatcher.

"I wanted to be the first person they talked to when they had an issue," said Charles, describing the appeal of his new role. "I love it when people call and ask me for a solution or opinion to a problem their having."

As Night Dispatcher, he was able to maintain full

CORRECTIONS TIP FROM CHARLES WESTBROOK:

"Let your work speak for itself. Treat everyone right, and the fruit of your labor will stand out."

involvement in the field operations while enjoying the more routine schedule of an office job. After hours, he was the primary contact for his formerly fellow Extradition Agents, law enforcement personnel, and many others. And his wealth of in-the-field experience came in handy every single night. Charles quickly cemented the trust of both the field teams and the office staff.

Realizing that his career potential could still be further developed, Charles began soliciting his own network of mentors from within TransCor. He reached out to former wardens and company leaders, and many agreed to take part in his development. He would recruit a mentor, and meet with them regularly over 30 days, absorbing their wisdom, shadowing them on the job, and learning how they had been successful.

Over those next few years, Charles' exceptional skill, reputation, and now strong relationships throughout the organization earned him a range of promotions. He first moved up to Director of Trip Management. A couple of years later, he was recruited to serve as Director of Training

CORRECTIONS TIP FROM CHARLES WESTBROOK:

"You have to control you. Respect the inmates, but never let them have control over you."

— a position he was nervous to take, as he had never considered himself to be an expert at HR, on-boarding, or corporate education.



It was while he was contemplating the offer to serve as Director of Training that Charles received the advice of one of his mentors: “Trust the process.” With that advice came a new perspective on how growth can occur within a healthy organization. Instead of seeing the diverse systems and disparate experiences of the organization as a hindrance to overcome, he began to understand how all the parts work together to advance the entire mission, including the interests of those people who work within the organization — people like him. So Charles accepted the new position, moved into a new department, and used it to learn as much as he could about TransCor.

“They want you to succeed, so that we can all succeed,”

Charles said. “In order for you to get to a certain level, you have to trust your trainers, supervisors, mentors, SOPs, and policies. Take the direction and opportunities they offer. They’re here for you.”

After serving in Training for a few years, Charles was invited to make another move in the company. This time, it was back to his passion: Operations. To this day, Charles serves as the Director of Operations. He is part of TransCor’s leadership team and directly involved in helping the TransCor Team accomplish their mission.

Charles has been with TransCor for 24 years. During that time, his six children have grown; now they range in ages from their mid-30s down to 10 years old, and they have even given him two grandchildren. Throughout his career, he’s developed an ever-increasing sense of his own personal priorities, realizing that he performs better when he’s properly attending to all aspects of his life.

“I love operations. In the early days. I would wrap myself so hard in my job that I would sometimes

CORRECTIONS TIP FROM CHARLES WESTBROOK:

“Instinct and stories are great, but always prove it. Get it in writing or find the data, without just relying on word of mouth or what seems like a good idea at the time.

lose sight of other aspects of my life,” Charles explained. “It took me a minute — and some counseling — to figure out work/life balance. Now I realize it’s all about collaboration. To be truly successful, I need to bring my wife, Kimberly, and my family into the collaboration of my life.”

Next steps for Charles? Despite last year’s retirement of his long-time friend Ron Graham, Charles plans on sticking around TransCor for the foreseeable future. His love for the company runs deep:

“The culture, team, and environment at TransCor make all the difference. They allow me to show my purpose and continue to keep serving. And they recognize and appreciate my work,” he said. If and when the time comes to make a change, either within TransCor or beyond, Charles simply shrugs, “I’m just going to follow the good Lord’s lead.” ■

CORRECTIONS TIP FROM CHARLES WESTBROOK:

“Know your skillset and where it stops. You have to know the limits of how far you can go. For instance: In technology, I know I can only lead and carry us so far. Beyond that, we’re going to have to go as a team and learn together.”

Employees of the Quarter

FIELD OFFICES:

Doug Mullen, LPCC Supervisor

Doug has a willingness to complete all missions and tasks at high standards and with a positive attitude. He is professional and always has innovative ideas. Doug is reliable and leads from the front on every mission, 7-days a week, on weekends, and holidays.



Mullen

"It is always a pleasure working side-by-side with Doug, a Supervisor with a can-do attitude who brings solutions to confront the issues," says Charles Westbrook, Director of Operations.

CENTRAL OFFICE:

Kristen Rembert, Transportation Coordinator

Kristen steps up every time she is needed. She is always professional. She completes her tasks and assists others. Her positive attitude fuels her high expectations of her team.



Rembert

"I have learned a lot from her by observing how she performs. It is a pleasure working with her," says Pam Fritz, Sr. Transportation Coordinator. ■

Leadership Promotions

Cornelius Love, TCCF Supervisor

TransCor is pleased to announce that Cornelius Love is the new Transportation Supervisor at Tallahatchie County Correctional Facility in Tutwiler, MS. He started his new role on April 30. Cornelius joined the TransCor family in July 2021 and we recently promoted to Assistant Supervisor in March.



Love

Jamiyal Robinson, SDC Assistant Supervisor

Jamiyal has been a part of Team TransCor since November 2020 and has been one of TransCor's shining stars. She was promoted to Assistant Supervisor at Stewart Detention Center in Lumpkin, GA. She began in this new role on April 16. ■



Robinson

Please join us in congratulating our new leaders!

Service Awards

TransCor is honored to recognize the members of our team who are celebrating employment milestone anniversaries. In the *Road Report*, we recognize those celebrating anniversaries at one, three, and every five years. The following list includes the employees at such milestones during Q2 of this year.

On behalf of our entire team, we salute the following TransCor employees for their years of dedicated service:

CELEBRATING 3 YEARS OF SERVICE:

- Ruth Davis (5/6/2019)
- Edwin Scott, Jr. (5/6/2019)
- Susan Chancellor (6/10/2019)
- Richard Jolliff (6/10/2019)
- Frank Lopez (6/10/2019)
- Dana Navarro (6/10/2019)

CELEBRATING 1 YEAR OF SERVICE:

- Willie Clark, Jr. (4/11/2021)
- Mark Gardner (4/11/2021)
- Patrick Moore (5/31/2021)
- Chrysanthemum Brunson (6/23/2021) ■

TransCor In Action

ROLLING WHEELS

Inmates at Torrance County Correctional Facility recently painted this awesome new package cart!



NEW SPACE IN TEXAS

The team at Eden Detention Center are working from a new office. Their new space includes offices and a conference room for online classes.



SHOOTING STRAIGHT

The April/May Pre-Service class enjoyed a successful day at the range. This is always a favorite part of the intensive three-week training process. This class saw nine new members join Team TransCor!



Got a photo or story?

Share your TransCor perspective for consideration in an upcoming issue of the Road Report. Send it to:

 Melissa.Liddle@TransCor.com

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