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State of Tennessee Board of Parole Annual Report 2017-18

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Annual Report
2017-18

Table of Contents

Letter of Transmittal	1
Frequently Asked Questions About Parole	2
The Parole Process in Tennessee	3
Significant Events in FY 2017-18	4
Parole Hearings Division	6
The Board	8
Victim Services Division	10
Board Operations Division	12
Budget	14
Other Divisions & Offices	15



*Our mission is to minimize public risk
and maximize lawful behavior
by the prudent, orderly release of adult offenders.*



STATE OF TENNESSEE
BOARD OF PAROLE
404 JAMES ROBERTSON PARKWAY, SUITE 1300
NASHVILLE, TENNESSEE 37243-0850 (615) 741-1150

October 1, 2018

The Honorable Bill Haslam, Governor
General Assembly, State of Tennessee
State Capitol Building
Nashville, Tennessee 37243

Governor Haslam and Members of the General Assembly:

It is my pleasure to present to you the Board of Parole's Annual Report for fiscal year 2017-18.

To fulfill the agency's mission to minimize public risk and promote lawful behavior by the prudent, orderly release of adult offenders, Board Members must determine whether to parole eligible felony offenders for community supervision, or to continue incarceration in Department of Correction (TDOC) or county facilities for complete sentence terms. Toward that mission, the Board conducted 16,481 parole hearings in FY 2017-18. In addition, the Board reviews all clemency requests and submits non-binding recommendations to the Governor for his consideration. The Board of Parole plays a major role in community safety, in keeping with its motto: "*Safe communities, fewer victims, successful reentry.*"

The Board of Parole also provides cost avoidance for state government. For example, offenders placed on parole are supervised in the community at a cost far lower than that of incarceration. In addition, the Board of Parole continues to invest in new technology including, but not limited to, video conferencing and web cameras. More hearings are being conducted via live video conferencing. The result is that travel to state prisons or local jails for hearings is reduced, decreasing travel costs and increasing productive work hours. The agency is also continuing with implementation of its paperless parole file system that has sharply decreased the need to ship paper files between offices. Paperless parole also reduces the time it takes to finalize parole decisions.

The Board of Parole had 83 staff positions in FY 2017-18 with a budget of \$8,218,790. The Board expresses its sincere appreciation to the members of Tennessee's Executive and Legislative branches for effectively providing leadership. We are also indebted to the BOP staff who devoted time, energy and skills to carrying out our mission, and we give them our sincere gratitude.

Respectfully Submitted,

Richard Montgomery, Chairman

Frequently Asked Questions About Parole

What is the Parole Board?

The Parole Board is an independent, seven-member board whose members are appointed by the Governor.

What are the Board's responsibilities?

The Parole Board makes decisions on which eligible offenders will be granted parole and placed on community supervision for the remainder of their sentences. The Board also has the power to revoke the parole of those offenders who do not abide by the conditions of their supervision. In addition, the Board reviews applications for executive clemency and makes non-binding recommendations to the Governor.

What is the Tennessee Board of Parole?

This is the agency that includes the Parole Board and its support staff. The staff is managed by an Executive Director, who oversees the day-to-day operations of the agency. Support staff include the Hearings Officers, Board Operations Division, Victim Services Division, a General Counsel, a Communications Director and a Legislative Liaison. It also includes staff who maintain business functions, such as the Fiscal Division, Human Resources Division, the Research, Policy and Planning Division and the Training Division.

What is parole?

Parole is community supervision granted to an offender after he/she has served a percentage of his/her sentence, as determined by statute. Many offenders serve their sentences to expiration without ever receiving parole. If released to parole, offenders are supervised by officers employed by the Tennessee Department of Correction.

The Board may order a parolee who does not comply with the supervision rules to be revoked and returned to prison.

What factors does the Board consider in making parole decisions?

The Board considers many factors, including seriousness of the offense, time served, the offender's institutional record, victim input, and the statements of the offender

and other interested parties, in determining whether to grant parole to an eligible offender. The complete criteria is part of BOP Rule 1100-01-01-.07 located online at: <https://publications.tnsosfiles.com/rules/1100/1100.htm>

How does someone in prison get a parole hearing?

An offender's initial parole eligibility is calculated by the Tennessee Department of Correction, the official timekeeper for all offenders in state custody. TDOC then notifies the Board, and the Board schedules a hearing. If the offender does not receive parole, the Board may set the date for the next hearing, not to exceed 10 years. More details are included in the chart on page 3.

What is probation?

Probation is granted by the courts, normally in lieu of jail or prison time. The court of record may revoke the probation of any offender who does not comply with the rules of supervision. **The Board of Parole has no role in probation cases.** However, if an offender violates probation conditions, the judge may revoke probation and send the offender to prison. He or she might then become eligible for parole consideration at a future date.

What is Community Supervision for Life (CSL)?

An offender on Community Supervision for Life has completely served his/her sentence, but due to the nature of the crime, is required to remain under supervision of TDOC officers after the sentence expires. **The offender is not released by the Parole Board.**

The Parole Process

The Department of Correction, the official timekeeper for all offenders in state custody, certifies an offender as eligible for parole consideration and notifies the Board of Parole.

Board of Parole staff schedule a hearing for the offender. Notification of the hearing date and time are sent to the offender and to registered interested parties in the case. The hearing takes place at the institution where the offender is incarcerated. Either a Board Member or a BOP Hearings Officer conducts the hearing.

At the hearing, the hearing official reviews the case and other documents pertinent to it, asks questions of the offender and interested parties in attendance and gives the offender an opportunity to speak. If a Hearings Officer is conducting the hearing, he/she will conclude the proceeding by making a non-binding recommendation to the Board.

The file then goes to other Board Members, who review it and cast their votes in the case. The Board's enabling statute provides for the requisite number of votes required for a decision in a particular case.

Once a decision is reached, the offender and interested parties are notified. There are two possible outcomes:

Parole Granted:

The offender completes any programs ordered by the Board prior to release and submits a release plan for approval. Once the release plan is approved, the parole certificate is issued and the offender is released to supervision by Department of Correction officers in

Parole Denied:

When parole is denied, it is for a period not to exceed 10 years. During this time, the Board may ask the offender to complete programs that may contribute to his/her success once the offender returns to the community. The Board may also deny parole for the balance of the offender's sentence, should it be less than 10 years.

Significant Events in FY 2017-18

During Fiscal Year 2017-18:

- Executive Director David Liner retired. Liner joined the Board of Parole in 2012, and had served as Executive Director since 2013.
- Parole Administrator for Management Resources Jim Purviance was promoted to Executive Director. Purviance has been with the Board of Parole since 2010.
- The Board of Parole's Victim Services Director, Tina Fox, was one of 18 victim professionals from across the nation to be honored with a National Crime Victim Service Award from the U. S. Department of Justice for providing extraordinary services to victims of crime. She traveled to Washington, D. C. to accept the award.



Tina Fox and Gov. Haslam

- The Board honored 16 members of the BOP staff with awards for reaching milestones in state service. Collectively, these staff members have given 215 years in service to the people of Tennessee.
- The Board conducted 16,481 parole hearings across the state. Hearings are conducted both by Board Members and by Parole Hearings Officers, but only Board Members may cast binding votes to reach parole decisions.
- During National Crime Victims' Rights Week, the Board of Parole and three partner agencies planted 10 trees to honor the strength and resiliency of victims of crime. In the past decade, this effort has placed almost 100 trees with markers in communities across Tennessee.

Purple with a Purpose Day

Many staff at BOP's Central Office wore purple on a day in October, to show their support for the battle against domestic violence. October is Domestic Violence Awareness Month.



Significant Events in FY 2017-18

During Fiscal Year 2017-18:

- Board of Parole Communications Director Melissa McDonald has served as Chair of the Tennessee Government Executive Institute (TGEI). Research, Policy and Planning Director Cynthia Taylor has served as Vice-Chair of the Tennessee Government Management Institute (TGMI). Both of these state-sponsored programs focus on developing leadership among state employees.



- Parole Hearings Supervisor Geneva Nash was graduated from the Tennessee Government Management Institute. Parole Hearings Officer Amber Lineberry and Statistical Programmer Specialist Teresa Rohling are attending LEAD Tennessee, another state-sponsored program to develop leadership among state employees.
- The Board of Parole provides opportunities for its staff to grow and develop professionally while attaining new skills and knowledge that may impact their work. To that end, BOP staff received more than 3,500 hours of training in FY 17-18. Training topics offered during the past fiscal year include webinars and/or seminars in change management, workplace etiquette, self-management, setting goals, creating a career plan, work/life balance, managing tasks and maximizing productivity. Additional professional knowledge was transferred through courses on criminal justice topics including domestic violence, human trafficking, issues surrounding the use of methamphetamines and others.



Tennessee Season to Remember - December, 2017.

Parole Hearings Division

Parole hearings officers and board members conduct parole hearings for all eligible offenders in Tennessee. During the past fiscal year, hearings officers conducted 15,603 hearings and made non-binding recommendations regarding offenders' parole sentences. Board members conducted 878 hearings. They also reviewed all hearings conducted by parole hearings officers and either adopted, modified or rejected the officers' recommendations.

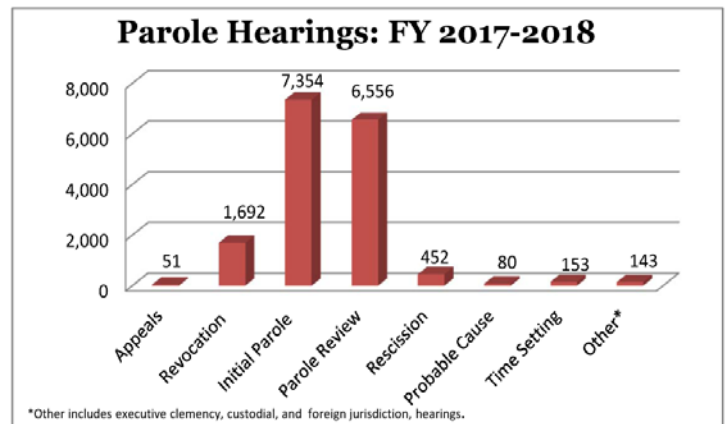
Hearings officers function as an extension of the board in the parole hearing process and assist in carrying out its statutory mandate to conduct parole hearings. Hearings officers are vital to the board's prudent and orderly release of adult offenders. In accordance with TCA 40-28-105 (d)(2), hearings officers are appointed by the Chair of the Board of Parole, and are empowered to conduct parole hearings. Hearings take place in local jails, detention facilities and Department of Correction institutions across the state for all eligible offenders who come under the purview of the Board. Hearings officers travel to all 95 counties in Tennessee to conduct parole hearings.

Offenders, public officials and interested parties receive advance notification of the date, time and location of the parole hearing. Hearings are open to the public, subject to security restrictions of the facility or institution. Interested parties in support or opposition who are unable to attend may submit written statements in advance to be included in the offender's file.

To reach a parole hearing decision, essential information is reviewed and considered. The information may include, but is not limited to, the following:

- Social and criminal history.
- Prior supervision history in the criminal justice system.
- Circumstances of the current offense(s).
- Institutional record and program participation.
- Statements and/or testimony of the offender.
- Recommendations and statements from family members, institutional staff and members of the community in support or opposition.
- Testimony of interested parties in support or opposition.
- Evidence and testimony pertaining to parole revocation.
- Proposed release plan provided by the offender or institutional staff.
- Other information deemed relevant to the hearing.

Advisory instruments are used and considered in the hearing process. These include a validated risk and needs assessment and parole revocation guidelines.



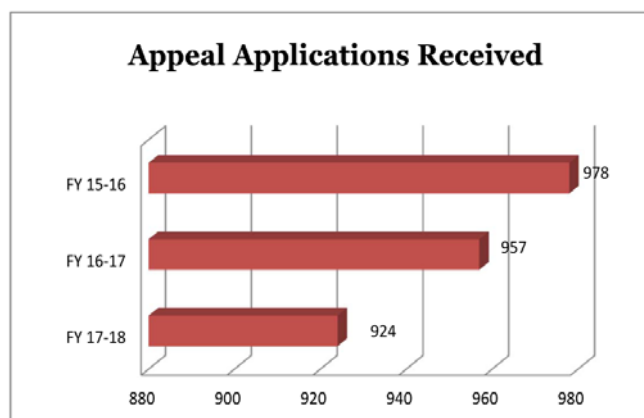
Parole Hearings Division



During the annual training for the Parole Hearings Division, staff attended sessions on various relevant topics, including legal training from the board's General Counsel, a presentation on the opioid crisis from the Knoxville Police Department, gang information, and parole hearing process training from the board's Hearings Management team. They attended additional training sessions presented by the board's Human Resources Director, Board Operations Director, the board's Information Systems Manager, and Department of Correction staff.

Appeals

The Parole Hearings Division processes appeal applications under TCA 40-28-105 (d)(11) for the Board. Every appeal application is reviewed, and a determination is made as to whether the appeal meets the criteria for filing, or whether a new hearing will be granted, according to statute. TCA 40-28-105 (d)(11) mandates an appeal review process for offenders whose parole has been denied, revoked, or rescinded. During FY 2017-18, the Board received 924 appeal applications related to this statute.



Accomplishments

- Hearings officials conducted more than 4,000 parole hearings by use of video conferencing equipment and webcam facilities at facilities that have video capability and availability. This reduces staff travel time and associated expenses.
- Two Parole Hearings Division staff members were selected for state government leadership programs during this fiscal year. Parole Hearings Supervisor Geneva Nash was graduated from the Tennessee Government Management Institute, and Parole Hearings Officer Amber Lineberry is attending LEAD Tennessee.

Board Members

Chairman Richard Montgomery

Richard Montgomery, a native of East Tennessee, was appointed to the Board of Parole in January, 2013. Since becoming Chairman in July of that year, he has been appointed to the Governor's Task Force on Public Safety, the Governor's Task Force on Sentencing and Recidivism and the Tennessee Council for Interstate Adult Offender Supervision.

Montgomery is a former state representative from Sevier County, serving in the General Assembly for 14 years (1998-2012). A graduate of Hiwassee Junior College and the University of Tennessee, he is retired from Oak Ridge National Laboratory, where he was Operations Manager for UT-Battelle for 27 years. He was elected and served 16 years on the Sevier County Board of Education, and served as Chairman for six years. He was recognized in 2012 with the Gordon Fee Leadership in Education Award, presented by the Tennessee Business Roundtable and was named as Legislative Official of the Year by the Tennessee School Board Association. The Tennessee Hospitality Association named him Legislator of the Year in 2010. He was honored by the Tennessee County Officials Association as Legislator of the Year in 2002.

As a lawmaker, Montgomery served as Chairman of the House Education Committee and worked on other key committees during his term in office. He also served on several joint committees, including the Select Committee on Corrections Oversight, the Joint Lottery Scholarship Committee, the Joint Education Oversight Committee, the Joint Workers Compensation Committee and the Select Committee on Children and Youth.

Zane Duncan

Zane Duncan, a native of Knoxville, is a graduate of Lincoln Memorial University in Harrogate, Tennessee, where he earned a bachelor's degree in Kinesiology. Prior to his 2016 appointment to the Parole Board, he worked as Public Relations Manager for the R. J. Corman Group in Nicholasville, Kentucky. He has also served as an appraiser for the Knox County Property Assessor and worked in public affairs at the Air Transport Association in Washington, D. C. He is an active member of the Association of Paroling Authorities International (APAI), and has completed board member training through the National Institute of Corrections. He volunteers as a youth basketball coach, and is a member of Cedar Springs Presbyterian Church in Knoxville.

Gary Faulcon

Gary M. Faulcon, a native of Tennessee, was appointed to the Board of Parole in October of 2013 after serving with the Metropolitan Nashville Police Department for 25 years. As a member of MNP, he was assigned to numerous divisions, including Background and Recruitment, Criminal Investigations Division, Vice Division, and the Special Weapons and Tactics Team (S.W.A.T). Immediately prior to his appointment, Faulcon was Metro's Bomb Squad Commander. Mr. Faulcon received a bachelor's degree in Criminal Justice from Tennessee State University and a master's degree in Public Service Management from Cumberland University.



The Board. First row: Gay Gregson, Richard Montgomery (seated) and Roberta Kustoff. Second row: Tim Gobble, Barrett Rich, Zane Duncan and Gary Faulcon.

Board Members

Tim Gobble

Tim Gobble was appointed to the Board of Parole in July of 2013. He started his career as a police officer in Cleveland, Tennessee, in 1988. In 1989, he joined the U. S. Secret Service as a special agent and supervisor, serving in Nashville, Houston, Washington, D.C. and Chattanooga. In 2004, he became director of the Cleveland/Bradley County Emergency Management Agency. He was elected sheriff of Bradley County in 2006, and served until 2010. He was Deputy Chief of the Hamilton County Sheriff's Office from 2010-2011; then worked as City Manager of East Ridge from April 2011 until February of 2013. He rejoined the Hamilton County Sheriff's Office as Interim Deputy Chief in February of 2013, and served there until his appointment to the Board. Gobble earned a bachelor's degree in Government and Public Administration from David Lipscomb College (now Lipscomb University) in 1986.

Gay Gregson

A career educator, Gay Gregson spent more than 22 years in the field of Special Education. She worked with school aged children with moderate to severe cognitive/physical challenges, provided speech therapy and communication to deaf children and traveled the state as a Career Ladder Evaluator for the Department of Education. Gregson's volunteer work has been recognized with numerous awards. She is a past recipient of the Sterling Award, which honors the 20 most influential women in West Tennessee outside Shelby County. She was recognized with a Jefferson Award for community service, and has served on the boards of several non-profit organizations. Gregson earned a Bachelor of Science in Special Education from Memphis State University (now the University of Memphis) and a Bachelor of Science in Speech Therapy at the University of Tennessee Speech and Hearing Center in Memphis. She also earned a Master of Science in Educational Administration and Supervision from Memphis State. She was appointed to the Board of Parole in 2014.

Roberta Kustoff

Roberta Nevil Kustoff is an attorney who has practiced law since earning her Juris Doctor in 1998. She spent several years in private practice before joining the Shelby County Trustee's Office in 2010, where she served as the Delinquent Tax Attorney. In that role, she represented county government in Chancery, Circuit and General Sessions Courts. A native of Chattanooga, Kustoff is a graduate of Bellarmine University in Louisville, Kentucky, and earned her J. D. at the University of Memphis. She has been a member of the Tennessee and Memphis Bar Associations, the Association of Women Attorneys of Memphis, and the Memphis Estate Planning Council. She has also volunteered through Subsidium and the Salvation Army Women's Auxiliary. She was appointed to the Board of Parole in January of 2016.

Barrett Rich

Barrett Rich, a native of Fayette County, served three terms in the Tennessee General Assembly prior to his appointment to the Board of Parole in 2014. He is a former State Trooper, working first as a Road Trooper, and later on the Governor's Security Detail for former Governors Bredesen and Sundquist. His other professional experience includes work as an insurance agent for the Tennessee Farm Bureau. Rich is a graduate of Bethel College (now Bethel University) in McKenzie, and received his Juris Doctor from the Nashville School of Law. In 2008, Rich was elected to the Tennessee House of Representatives from the 94th District. He was chosen by his colleagues as Freshman Class President and Republican Assistant Floor Leader in the 106th General Assembly. His terms in the 107th and 108th General Assemblies included service as Republican Majority Whip, Vice Chairman of the Government Operations Committee and Chairman of the Health Sub-Committee. He was a member of the Judiciary Committee, the Health Committee, the Criminal Justice Committee and the Ethics Committee. He has also served as a member of the state POST (Peace Officers Standards and Training) Commission.

Victim Services Division

The Board of Parole's Victim Services Division is proud to assist crime victims in Tennessee, and is dedicated to helping crime victims navigate, understand and participate in the parole hearing process. Becoming a victim of crime is an experience for which most people are unprepared. Victims may experience intense fear, helplessness or horror, and can even develop post-traumatic stress disorder.

The Board of Parole's Victim Services Division works to achieve several important goals:

- To lessen victim concerns by providing direct and indirect assistance, education, and support throughout the parole process.
- To fulfill the laws that protect victims' rights.
- To address immediate public safety concerns.

Efforts are made to ensure the voices of victims and survivors of crime are heard, valued and included in a collective effort to prevent future harm and enhance community safety.

Parole hearings are held in TDOC prisons, CoreCivic facilities and county jails throughout the state. It is not uncommon for an inmate to be housed in a prison some distance from the county where the crime occurred. To help victims take part in the parole process, video-conferencing equipment is accessible at the Board's Central Office and at seven probation/parole offices across the state to ease. This is in order to ease the travel burden on victims.

Victims and their families have a right to voice opposition to an offender's release. They may participate in the parole hearing by attending in person (or by video-conferencing), or by submitting a victim impact statement, letter of opposition, confidential testimony or videotaped testimony.

Services Provided to Crime Victims by BOP in FY 2017-18:



TENNESSEE BOARD OF PAROLE
VICTIM SERVICES DIVISION

- Victim Services staff took 2,359 calls from crime victims, an average of 197 calls per month.
- The Victim Services Director and/or district Victim Coordinators attended parole hearings with a total of 706 victims.
- Victim Services staff received and processed a total of 4,140 letters of opposition, victim impact statements, petitions, etc., in FY 17-18, an increase of 129% from the previous year.
- Victim Services staff registered 662 crime victims/family members for notifications of hearings, decisions, and releases, an increase of 18% from the previous year.

Victim Services Division

Tennessee Season to Remember

Tennessee Gov. Bill Haslam hosted the 15th annual *Tennessee Season to Remember* event on December 7, 2017, to honor victims of homicide. He joined approximately 350 families from across the state who placed ornaments on memorial wreaths in honor of their loved ones. The state's District Attorneys General Conference, the Chiefs of Police and the Sheriffs Association also placed ornaments on the wreaths in honor of fallen officers and the victims and survivors they assisted throughout the year.

This was the eighth consecutive year that the Board of Parole has worked on this holiday memorial for families of homicide victims. *The Tennessee Season to Remember* was organized by the Board of Parole in cooperation with the Secretary of State's Office, the Department of Safety and Homeland Security, the Tennessee Bureau of Investigation, the Department of Correction, the Department of Finance and Administration's Office of Criminal Justice Programs, the Office of Attorney General and Reporter, the Tennessee District Attorneys General Conference and the Tennessee Rehabilitative Initiative in Correction (TRICOR).



Tennessee Season to Remember wreaths on display in the State Capitol - December, 2017.



Above: Zenobia Dobson (center), mother of murder victim Zaeavion Dobson, was honored with the Knoxville area Voice for Victims Award for 2018. Since the 2015 death of her son, a high school student who was killed shielding friends from a random drive-by shooting, Ms. Dobson has spent time advocating for justice for him, as well as for other crime victims. In addition, she has concentrated efforts on establishing a center for teens, to give them somewhere safe to go and opportunities to take part in constructive activities.

National Crime Victims' Rights Week

For the 10th consecutive year, the Tennessee Board of Parole observed National Crime Victims' Rights Week (April 8th – 14th, 2018) with a series of 10 tree plantings in cities across the state. The events were attended by more than 1,000 persons. The Board partnered with TBI, TRICOR and TDOC to plan these events.

Victim advocates in local communities were honored at each local ceremony for their work in assisting victims of crime in their areas.

The statewide Voice for Victims honoree for 2018 was Mark Gwyn, then-director of the Tennessee Bureau of Investigation. Although Gwyn has since retired, he was recognized for several advances during his term, including the establishment of TBI's first Victim Services Unit, the agency's work in human trafficking, and the creation of the state's Fusion Center.

Board Operations Division

The Board Operations Division continues to support the work of the agency in transitioning to electronic case files and using automated programs to accomplish routine work. This division has the sole responsibility for the preparation, scanning and verification of historical paper files for paperless parole hearings to be conducted. This division has found ways to utilize programs to streamline information workflows that allow the redistribution of work hours in order to accomplish more with current resources. Technicians have been trained to use programs that create better work documentation, tracking and enhanced transparency.

Major Responsibilities of the Board Operations Division

- During FY 17-18, docket technicians continued to prepare and scan additional files for parole hearings.
- Board Operations staff scheduled parole hearings for offenders certified eligible. They also reviewed and verified that all required case information was current for all hearings.
- Board Operations staff reviewed and verified that all required case information was current for all parole grant hearings.
- Board Operations staff sent notifications of upcoming parole hearings to crime victims and other interested parties.
- Board Operations staff issued 3,029 parole release certificates based on decisions made by the Board, and sent release notifications to the interested parties.
- Board Operations staff requested, tracked and verified the receipt of psychological evaluations for 146 offenders.
- Board Operations staff received executive clemency applications, and prepared materials for board members to review. When formal hearings were conducted, Board Operations forwarded the recommendations to the Governor for consideration.
- Board Operations staff fulfilled public requests for copies of BOP hearing records.
- Board Operations staff pulled files for offenders who expired their sentences, and prepared and scanned them prior to storage.
- Board Operations staff pulled and stored files for deceased offenders.

Board Operations Division



Board Operations staff enjoyed learning a variety of new information during their annual professional development event. Topics included public records requests, hearing procedures, parole eligibility, time set issues, TDOC programming, computer technology and self-development.

Executive Clemency

Executive clemency includes commutation, pardon and exoneration, which only the Governor has the power to grant. The Board of Parole reviews executive clemency applications for the Governor. When the Board conducts an executive clemency hearing, a summary of the hearing and a non-binding recommendation are submitted to the Governor. In FY 2017-18, the agency received 215 applications for executive clemency: 135 commutation applications, 59 pardon applications, and 21 exoneration applications. Of those, 68 met the initial screening criteria for the Board to review. Fifty-five of those were for commutations, 12 were for pardons, and one was for an exoneration. The Board conducted three executive clemency hearings: one for commutation, and two for pardons.

Budget

The Board of Parole works diligently to use the taxpayers' money wisely. The agency's Fiscal Division oversees and maintains the budget.

BOP Budget, Fiscal Year 2017-18

Salaries & Benefits

Salaries	3,949,145
Longevity	187,637
Employee Benefits	1,819,389
Personnel Services & Benefits Total:	<u>\$5,956,171</u>

Operational Expenditures

Travel	\$123,057
Communications	14,231
Maintenance & Repairs	956
Professional Services/Third Party	14,893
Supplies & Materials	11,962
Rentals & Insurance	18,563
Awards & Indemnities	956
Unclassified	1,200
Training	12,089
Data Processing	31,113
Professional Services by State Agencies	<u>1,533,063</u>
Total Personnel & Expenses	<u>\$7,719,234</u>

Funding

State Appropriations	\$8,316,100
Current Services Revenue	2,690
Total Funding	<u>\$8,318,790</u>
Required Reversion FY 17-18	100,000
Total Budget Less Reversion	\$8,218,790

Other Divisions & Offices

Fiscal Services: The Fiscal Services Division supports the BOP mission by providing a variety of services to agency staff. The responsibilities of the Fiscal Services Division include preparing and managing the agency's budget, procurement of goods and services, and all general accounting functions. In addition, the division manages vehicles, contracts, leasing, assets and records in conjunction with other state departments. The work of the Fiscal Services staff is governed by outside sources, as well as the policies and procedures of BOP. Compliance with the rules and directives of the Department of Finance & Administration, the Comptroller of the Treasury and the Department of General Services is critical to maintaining a strong fiscal reputation within state government. Fiscal Services staff members hold themselves to high standards of accountability for state resources and compliance with state rules and regulations and work to promote those standards throughout the agency.

Human Resources: This division is responsible for the most critical resource of the agency, which is its workforce. HR plays a strategic role in managing people and the workplace culture and environment. The division oversees and manages all human resources activities. This includes ensuring compliance with the Department of Human Resources' rules, policies, and procedures regarding recruitment, selection, terminations, leave and attendance, performance management, affirmative action, and employee relations. In conjunction with the Legal Division, the division is responsible for responding to information requests brought forth from the Equal Employment Opportunity Commission and/or the Human Rights Commission. HR assists managers and employees with programs such as the sick leave bank, donated leave, employee assistance (EAP), mediation, and retirement, as well as all processes related to Family Medical Leave, Benefits Administration, workers' compensation and other state or federal employee programs. Additionally, the division is responsible for the following agency items: ensuring payroll processes are timely and accurate according to state payroll instructions, managing all HR system transactions, conducting/coordinating job studies, and administering the employee service awards. Finally, the HR Division offers strategic consultation to agency leadership regarding position classifications, compensation, new title establishments and salary structures.

Information Systems: There are four Strategic Technology Solutions (STS) staff located on site at the Board of Parole. STS staff are responsible for providing applications, systems, and technical support to meet the agency's business goals. STS staff are also responsible for the creation, development, and maintenance of the paperless parole system.

Legal: The General Counsel's duties include providing legal support to the Board to revise policies, procedures and regulations to ensure they are consistent with court decisions, statutes and state rules; reviewing parole hearing decisions for legal sufficiency and working with the Office of the Attorney General for defense of the Board in litigation. The General Counsel provides real-time assistance to hearing officials as legal issues arise in hearings and advises them on compliance with court orders regarding inmate hearings. The General Counsel assists in training hearing officials in the conduct of parole hearings and provides legal updates as necessary. Duties also include review of all proposed legislation and fiscal notes, and responding on the Board's behalf to communications from inmates, victims, victims' advocates, attorneys, district attorneys, legislators and other stakeholders.

Research, Policy and Planning: This division provides information and data analysis to support the Board of Parole. RPP ensures accurate and timely data is available to Board Members, Hearings Officers and senior staff in order to promote data-driven decision making and the Board's strategic planning process. RPP responds to requests for information from stakeholders outside of BOP, including the state Attorney General's office, legislators, the media and the general public. In addition, RPP is responsible for policy development, monitoring current criminal justice trends, form development and maintenance, conducting any research requested by the Board and reviewing outside research proposals.

Other Divisions & Offices

Training: The Board of Parole provides each employee with training that supports and improves job performance. It is the responsibility of the training unit and management to develop and implement training that will ensure compliance with agency policies and allow employees to gain knowledge and techniques to effectively perform their assigned job tasks. Training is used to promote learning opportunities in a diverse work environment. Training is provided in person, through Outlook Web Application, DVDs and webinars, as well as through videoconferencing.

Communications Office: The Communications Office serves as the agency's primary media contact. Staff of this office respond to media requests for information and issue positive communications about agency work through traditional media, as well as the Board's social media sites. Communications Office staff also work to develop newsletters, presentations and reports, plan and develop special events and support materials, process public records requests and respond to consumer inquiries through the agency's webmail account.

Internal Auditor: BOP's Internal Auditor prepares an annual internal audit plan/schedule, performs audits and reviews of agency operations to determine compliance with statute, state guidelines and Board policy; prepares and issues written reports and performs follow-up to determine whether any recommended corrective action has been implemented.

Legislative Liaison: Staff of this office attend legislative meetings, respond to government and constituent requests, monitor bills that may affect the agency's operations and advise the General Counsel of any relevant matters.



**Safe Communities,
Fewer Victims,
Successful Reentry.**



Tennessee Board of Parole

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