



# Annual Report — 2016-17

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## Tennessee Board of Parole

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

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STATE OF TENNESSEE  
BOARD OF PAROLE  
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October 1, 2017

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 2016-17.

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 16,259 parole hearings in FY 2016-17. 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 will end the need to ship paper files between offices. Paperless parole has also reduced the time it takes to finalize parole decisions.

The Board of Parole had 81 staff positions in FY 2016-17 with a budget of \$7,688,018. The Board expresses its sincere appreciation to the members of Tennessee's Executive and Legislative branches for its leadership that makes our work possible. 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,

A handwritten signature in blue ink that reads "Richard Montgomery".

Richard Montgomery, Chairman

# FAQs on Parole

## What is the Parole Board?

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

## What does the Board do?

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 Information Systems 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.

## How does the Board make 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 list is part of BOP Rule 1100-01-01-.07 located online at: <http://publications.tnsosfiles.com/rules/1100/1100.htm>

## How does someone in prison get a parole hearing?

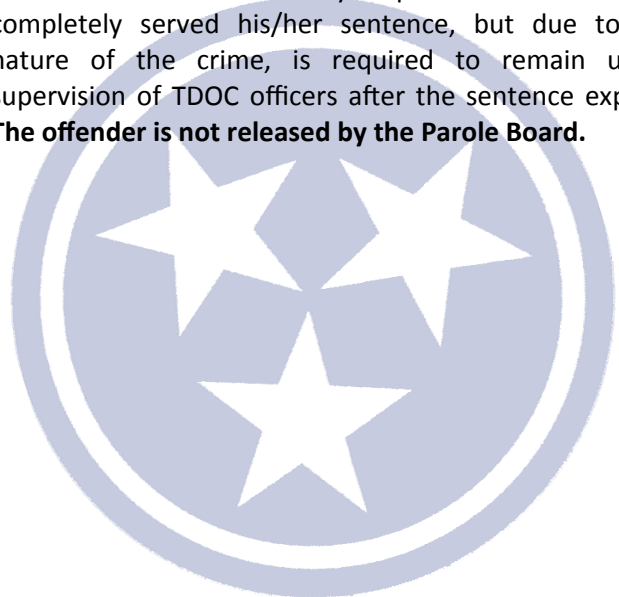
An offender's initial parole eligibility is calculated by the Tennessee Department of Correction, the official timekeeper for all offenders in state custody. TDOC then notifies the Board, and the Board schedules a hearing. If the offender does not receive parole, the Board may set the date for the next 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.**





# How Tennessee's Parole Process Works

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. If the hearing official is a Board Member, he/she will cast the first vote in the case.



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 the community.



## 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.

# BOP Accomplishments & Significant Events

## During Fiscal Year 2016-17, the Board of Parole:

- Added revocation hearings to the paperless parole processes, which cuts costs and time for shipment of files. The agency also continued work to convert appeals hearings to the paperless process.
- Planned the 14th annual *Tennessee Season to Remember* event honoring homicide victims, in cooperation with other state criminal justice agencies.
- Presented certificates of appreciation to every jail in Tennessee in recognition of their cooperation in assisting BOP with conducting parole hearings in their facilities.



Above: Parole Hearings Officers Don Fox (far left) and Sherilyn Walls (far right) present Cumberland County Sheriff Casey Cox and Captain Tim Coflin with a certificate of appreciation for the county's assistance in helping the Board of Parole conduct hearings at the jail.

- Planted ten trees in cities across the state to honor victims of crime, and honored local victim advocates across the state for their work. Over the past nine years, BOP and its partners have planted more than seven dozen trees in communities statewide. Each tree recognizes the strength and resiliency of victims of crime.



*Tennessee Season to Remember - December, 2016.*

- Honored 12 members of the BOP staff with awards for reaching milestones in state service. Collectively, these staff members have given 170 years in service to the People of Tennessee.



*National Crime Victims' Rights Week, Cookeville event — April, 2016.*

# BOP Accomplishments & Significant Events

## During Fiscal Year 2016-17, the Board of Parole:

- Held “Purple with a Purpose Day” in recognition of victims of domestic violence in the state and nation, as well as the high number of crimes in Tennessee where men kill women. The awareness effort took place in October, which is Domestic Violence Month.



Above: Central Office staff wearing the color purple to honor victims of domestic violence - October, 2016.



Above: Board Member Zane Duncan and Board Assistant Candy Rainey also supported the effort from Knoxville, as did Board Assistant Sabrina Samuels and Board Member Roberta Kustoff in Memphis.



- Continued to increase the use of webcams and video conferencing to conduct parole hearings, thereby reducing staff and Board travel time and associated expenses.

Left: Using technology to improve processes.

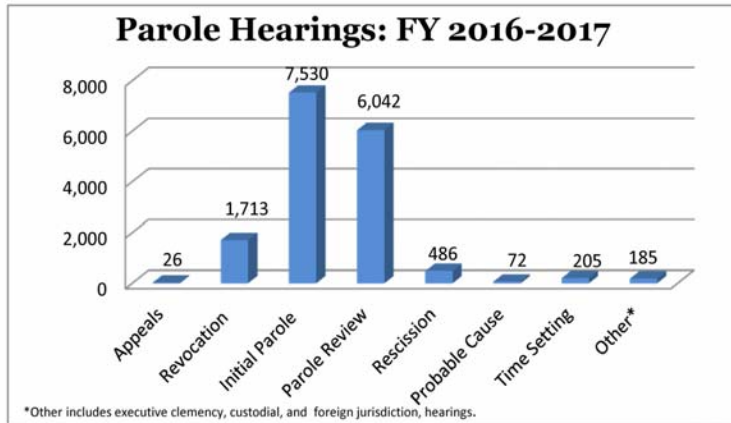
- The Tennessee Government Executive Institute, one of the state’s top professional development programs for employees, named Communications Director Melissa McDonald its Vice-Chair. Fiscal Director Gail Best served as Treasurer. Research, Policy & Planning Director Cynthia Taylor served on the Steering Committee for the Tennessee Government Management Institute, another of the state’s top professional development programs.





# Parole Hearings Division

Board Members and Parole Hearings Officers conduct parole hearings in Tennessee. During the past fiscal year, Parole Hearing Officers conducted 15,369 hearings. Board Members conducted 890 hearings. However, Board Members must also review each file and cast votes to reach a final decision in every case. Board Members may adopt, modify or reject the non-binding recommendations made by Hearings Officers.



A staff of 22 Parole Hearings Officers assist the Board in managing the large number of cases it must review each year. These officers function as a support element to the Board to carry out its statutory mandate to conduct parole hearings. They are vital to the Board's prudent and orderly release of adult offenders. Hearing Officers function as an extension of the Board in the parole hearing process. In accordance with TCA 40-28-105(d)(2), the officers are appointed by the Chair of the Board of Parole and are

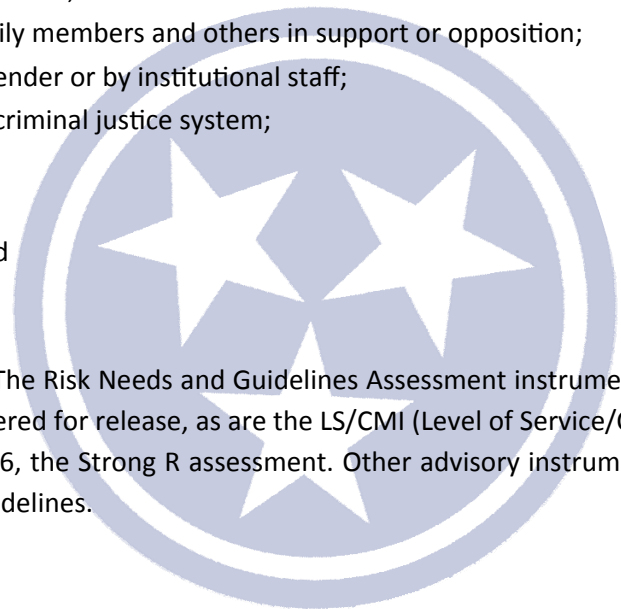
empowered to conduct parole hearings. Hearings take place in local jails, detention facilities and Department of Correction institutions for all eligible offenders who come under the purview of the Board. Hearing officers travel to all 95 counties in Tennessee to conduct parole hearings.

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 at the facility or institution. Interested parties in support or opposition of the offender who are unable to attend may submit written statements in advance. These documents are included in the offender's file.

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

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

Several advisory instruments are used in the hearing process. The Risk Needs and Guidelines Assessment instrument is one means of assessing the risk level of offenders being considered for release, as are the LS/CMI (Level of Service/Case Management Inventory), and, per the Public Safety Act of 2016, the Strong R assessment. Other advisory instruments are the Grant Prediction Scale and Guidelines & Revocation Guidelines.





# Parole Hearings Division



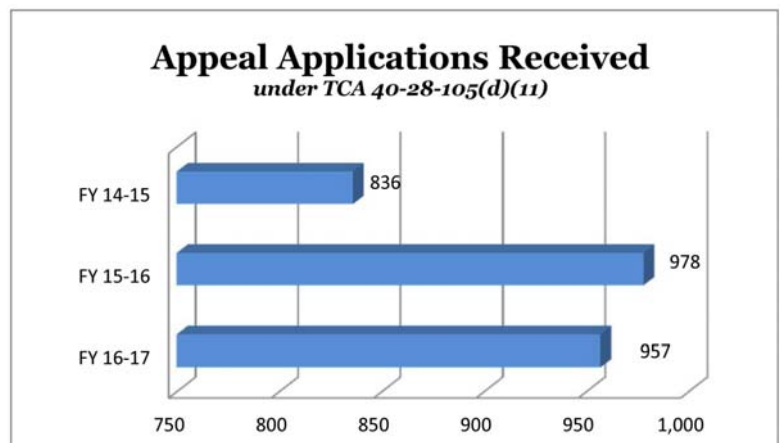
Above: During the annual training for Parole Hearings Officers, staff attended sessions on various relevant topics, including legal training from the BOP General Counsel; Domestic Violence training presented by Safe Place and the Sevier County District Attorney, Re-entry Services presented by the Director of Shelby County Corrections, plus training from TRICOR. They also attended additional sessions on other specialized training, including Strong R Assessments.

## Accomplishments:

- BOP continues to use video-conferencing and webcams in conducting parole hearings, as well as to reduce staff travel time and associated expenses.
- The division continues to collaborate with county jails to improve connectivity and reduce man hours.
- The Paperless Parole System continues to reduce the cost of shipping files.
- In addition to conducting 15,369 hearings, Parole Hearings Division staff continue to meet annual training requirements.

## Appeals:

The Parole Hearings Division processes all appeal applications for the Board. Every appeal application filed 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.



# Board Members

## Chairman Richard Montgomery

Richard Montgomery, a native of East Tennessee, was appointed to the Board of Parole in January of 2013. He was appointed Chairman in July of that year, and was reappointed in 2016. He is a former state representative from Sevier County, serving in the General Assembly for 14 years (1998-2012). He served as Chairman of the House Education Committee from 2011-2012 and worked on other key committees, such as the House Commerce Committee and the Calendar and Rules Committee, 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.



*The Board, 2017. First row: Gay Gregson, Richard Montgomery and Roberta Kustoff. Second row: Tim Gobble, Barrett Rich, Zane Duncan and Gary Faulcon.*

Montgomery, a graduate of Hiwassee Junior College and the University of Tennessee, is retired from Oak Ridge National Laboratory, where he was Operations Manager for UT-Battelle for 27 years. He has also served on the Sevier County Board of Education and other local boards. He was recognized in 2012 with the Gordon Fee Leadership in Education Award, presented by the Tennessee Business Roundtable. The Tennessee Hospitality Association named him Legislator of the Year in 2010, and the Tennessee County Officials Association named him Legislator of the Year in 2002.

## 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 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 on the Metropolitan Nashville Police Department for 25 years. As a member of MNPDP, 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.

# 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.

## 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 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 parole board 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 had also served as a member of the state POST (Peace Officers Standards and Training) Commission.



# Victim Services Division

BOP'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 thrusts a person into an abrupt and chaotic atmosphere for which he or she is unprepared. Victims may experience intense fear, helplessness or horror, and can even develop post-traumatic stress disorder.

The primary goals of BOP's Victim Services Division are:

- 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.

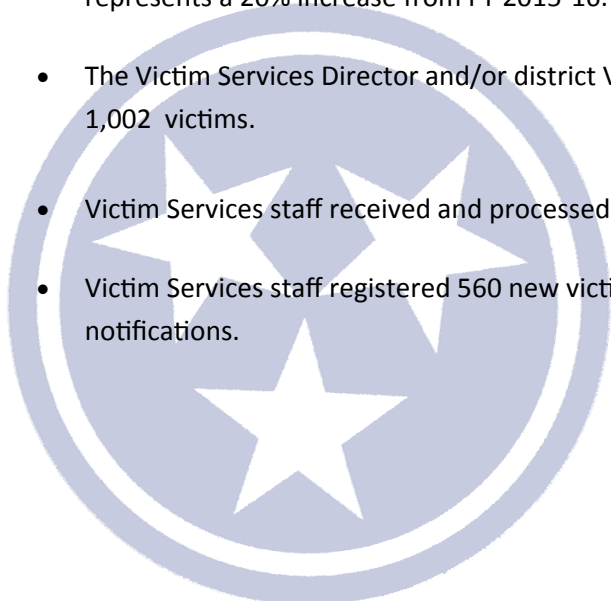
Efforts are made to ensure the voices of victims and survivors of crime are heard, valued and included in a collective effort to prevent future harm and enhance community safety.

Parole hearings are held in various TDOC prisons, CCA facilities and county jails throughout the state, and it is not uncommon for an inmate to be housed in a prison some distance from the county where the crime occurred. Victim Services Coordinators frequently attend parole hearings to provide support to victims of crime.



## Services Provided to Crime Victims by BOP in FY 2016-17:

- Victim Services staff received 2,485 victim-related telephone calls, an average of 207 calls per month. This represents a 20% increase from FY 2015-16.
- The Victim Services Director and/or district Victim Coordinators attended parole hearings with a total of 1,002 victims.
- Victim Services staff received and processed a total of 1,810 pieces of correspondence.
- Victim Services staff registered 560 new victims/family members for hearing, decisions and release notifications.



# Victim Services Division

## National Crime Victims' Rights Week

For the ninth consecutive year, the Tennessee Board of Parole observed National Crime Victims' Rights Week with a series of 11 tree plantings in cities across the state. The events were attended by more than 1,000 persons. The Board partnered with the Tennessee Bureau of Investigation, the Department of Correction and TRICOR for these events. Victim advocates in local communities were honored at each ceremony for their work with victims of crime.

The 2017 tree planting events were held in Nashville, Memphis (pictured at right), Knoxville, Chattanooga, Jackson, Columbia, Cookeville, Clarksville, Morristown and Tullahoma.



*Planting the tree in Memphis, above: Shannon Frazier, widow of slain TBI Agent De'Greau Frazier, TBI Victim Coordinator Cathy Blakely, Memphis PD Deputy Chief Michael Hardy, BOP Victim Services Director Tina Fox, TRICOR's Patricia Merritt, Parole Board Member Roberta Kustoff and Memphis PD Sharonda Hampton help plant a tree honoring victims of crime in T. O. Fuller State Park, Memphis.*

## Tennessee Season to Remember



*Above: The annual Tennessee Season to Remember memorial service.*

*Tennessee Season to Remember* is organized by the Board of Parole in cooperation with the Secretary of State's Office, the Tennessee Bureau of Investigation, Department of Correction, Department of Safety and Homeland Security, 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).

*Right: After the service, the wreaths are displayed in the State Capitol through the holidays so all who pass can view them. Each ornament represents a Tennessee homicide victim.*

Gov. Bill Haslam hosted the 14<sup>th</sup> annual *Tennessee Season to Remember* event on December 1, 2016, to honor victims of homicide. He joined almost 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 Tennessee Highway Patrol, the Chiefs of Police and the state Sheriffs Association also placed ornaments on the wreaths in honor of fallen officers, as well as the victims and the survivors they assisted throughout the year.



# 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 16-17, docket technicians continued to prepare and scan additional files for parole hearings.
- Board Operations staff scheduled parole hearings for all offenders certified eligible. They also reviewed and verified that all required case information was current for all hearings.
- Board Operations staff sent notifications of upcoming parole hearings to crime victims and other interested parties.
- Board Operations staff issued 2,831 parole release certificates based on decisions made by the Board, and sent release notifications to interested parties.
- Board Operations staff requested, tracked and verified the receipt of psychological evaluations for 99 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.



Initial parole and review hearings are already part of the paperless parole system. During this year, the agency added paperless revocation hearings to the system. The agency continues work to convert appeal hearings to the paperless process.

Paper and electronic files, as well as Offense Reports, are tracked by Board Operations staff. All paper files are prepped, scanned, and verified prior to a hearing. Paper files for offenders who expire their sentences are pulled, prepared and scanned prior to being placed in storage. Paper files for deceased offenders are pulled and placed in storage.



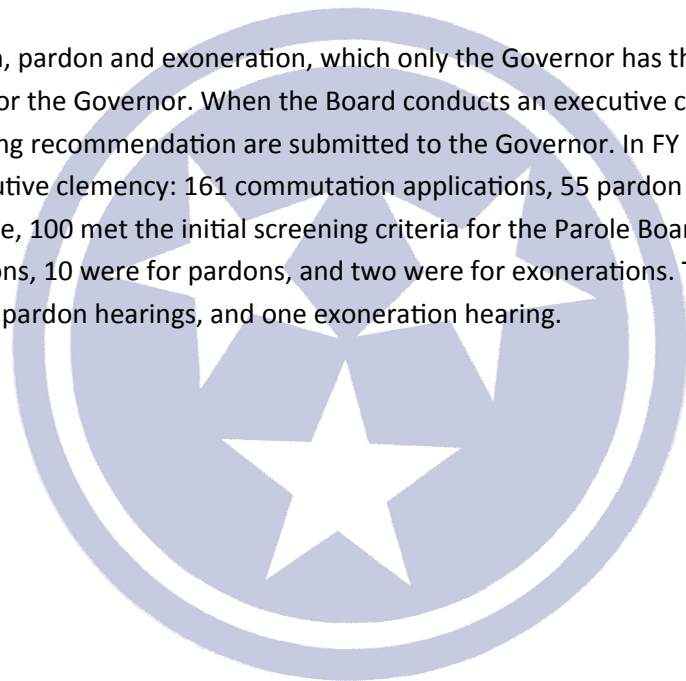
# Board Operations Division



Above: The Board Operations staff paused long enough to pose for a photo during their annual professional development event. Staff members received training on topics including sentence management, parole eligibility, parole hearings preparation, expungements and other subjects relevant to their jobs.

## Executive Clemency:

Executive Clemency includes commutation, pardon and exoneration, which only the Governor has the power to grant. The Board of Parole reviews 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 2016-17, the agency received 225 applications for executive clemency: 161 commutation applications, 55 pardon applications, and nine exoneration applications. Of those, 100 met the initial screening criteria for the Parole Board to review. Eighty-eight of those were for commutations, 10 were for pardons, and two were for exoneration. The Board conducted one commutation hearing, five pardon hearings, and one exoneration hearing.



# Budget

The Board of Parole is conscious of the value of taxpayer dollars, and works diligently to use the taxpayers' money wisely. The agency's Budget Division oversees and maintains the budget.

## BOP Budget, Fiscal Year 2016-17

### Salaries & Benefits

Salaries	\$ 3,916,344
Longevity	187,721
Employee Benefits	<u>1,654,446</u>
Personnel Services & Benefits Total:	<u>\$ 5,758,512</u>

### Operational Expenditures

Travel	\$97,589
Communications	20,000
Maintenance & Repairs	919
Professional Services/Third Party	13,033
Supplies & Materials	9,363
Rentals & Insurance	18,820
Motor Vehicle Operation	54
Awards & Indemnities	704
Unclassified	1,200
Training	4,250
Data Processing	34,123
Professional Services by State Agencies	<u>1,349,298</u>
Total Operational Expenditures	<u>\$1,549,355</u>
Total Personnel & Expenses:	<u>\$7,307,867</u>

### Funding

State Appropriations	\$7,786,600
Current Services Revenue	<u>1,418</u>
Total Funding:	<u>\$7,788,018</u>
Required Reversion FY 16-17	100,000
Total Budget Less Reversion	\$7,688,018

# Other Divisions & Offices

## **Fiscal Services Division:**

The work of the Fiscal Services Division is governed by outside sources, as well as the policies and procedures of BOP. Compliance with rules of the Department of Finance and Administration, the Comptroller of the Treasury and the Department of General Services is critical. Governmental accounting standards must also be considered in many of Fiscal Services' operations. The responsibilities of the Fiscal Services Division include general accounting (including payables), purchasing, contract management, leasing and asset management.

## **Human Resources Division:**

This division is responsible for overseeing compliance with Department of Human Resources' policies and procedures, attendance and leave rules, Affirmative Action guidelines, performance management processes, Department of Finance and Administration payroll policies and procedures, Insurance Administration rules and other programs mandated by federal law. It administers, monitors and processes employee programs including the sick leave bank, donated leave, FMLA, workers compensation, the Employee Assistance Program and retirement. The Human Resources Division is also responsible for employee relations, conducting job analysis studies, evaluating position classification and compensation, coordinating disciplinary actions, processing grievance actions and, in conjunction with the Legal Division, responding to EEOC and human rights issues.

## **Information Systems Division:**

The information technology strategy for the Board of Parole is to increase the effective technology in a cost-effective manner by providing the necessary applications, infrastructure, office automation tools, systems and technical support to meet the agency's business goals, consistent with the statewide information technology strategy. This division is largely responsible for the creation and development of the paperless parole system.

## **Legal Division:**

The Legal Division provides legal support to the Board to revise policies, procedures and regulations to ensure they are consistent with court decisions, statutes and state rules; reviews parole hearing decisions for legal sufficiency and works with the Office of the Attorney General for defense of the Board in litigation. The division provides real-time assistance to hearing officials as legal issues arise in hearings and advises them on compliance with court orders regarding inmate hearings. It also provides legal training to hearing officials in the conduct of parole hearings and supplies legal updates as necessary. Duties also include review of all proposed legislation and fiscal notes, and consulting with staff on legal issues which may arise in communications from inmates, victims, victims' advocates, attorneys, district attorneys, legislators and other stakeholders.

## **Research, Policy and Planning Division:**

This division provides information and data analysis to support the Board of Parole. RPP ensures that 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, and conducting any research requested by the Board.



## Other Divisions & Offices

### **Communications Office:**

The Communications Office serves as the agency's primary media contact. Staff in 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.

### **Legislative Liaison:**

The Legislative Liaison attends legislative committee meetings, responds to government and constituent requests, monitors bills that may affect the agency's operations and advises the General Counsel of any relevant matters.

### **Training Office:**

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, webinars, and Adobe Acrobat Connect Pro, as well as through videoconferencing.

### **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.







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



Tennessee Board of Parole

Authorization number 324009. 200 copies.  
September 2017. This public document was  
promulgated at a cost of \$2.57 per copy.

