



STATE OF TENNESSEE

BOARD OF
PROBATION AND PAROLE

ANNUAL REPORT

2008 - 2009

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**STATE OF TENNESSEE
BOARD OF PROBATION AND PAROLE
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NASHVILLE, TENNESSEE 37243-0850 (615) 741-1673**

October 1, 2009

The Honorable Phil Bredesen, Governor
General Assembly, State of Tennessee
State Capitol
Nashville, Tennessee 37243

Governor Bredesen and Members of the General Assembly:

Pursuant to Tennessee Code Annotated 4-4-114, the Tennessee Board of Probation and Parole hereby transmits its Annual Report to you for fiscal year 2008-09.

To fulfill the agency's mission to minimize public risk and promote lawful behavior by the prudent, orderly release and community supervision of adult offenders, Board Members must determine whether to parole eligible felony offenders for community supervision or to continue incarceration in Tennessee Department of Correction or county facilities for complete sentence terms. The Board reviews all clemency requests and submits non-binding recommendations for consideration to the Governor.

The Field Services Division monitors and supervises offenders who are granted parole, and felony offenders who are placed on probation by criminal courts throughout the state. As of June 30, 2009, there were 11,039 parolees (compared to 10,617 in 2008) and 49,718 probationers (compared to 47,850 in 2008) under the supervision of Probation/Parole Officers. Probation and parole supervision had an average cost during FY 2008-09 of \$2.87 per day, per offender. Comparatively, the Tennessee Department of Correction's (TDOC) FY 2008-09 average daily cost for incarceration was \$64.36 per inmate. The Board of Probation and Parole had 1,117 positions in FY 2008-09 with a budget of \$70,439,000, not including Community Corrections positions and grant dollars.

BOPP also provides oversight for 19 Community Corrections grant programs statewide. In FY 2008-09, those programs had a combined state appropriation of \$11,993,100, not including monies collected as fees. The Community Corrections offender population was 6,910 on June 30, 2009, with an average daily cost of \$4.51 per offender.

The Board expresses its sincere appreciation to the members of Tennessee's Executive and Legislative branches for effectively overseeing our work and providing leadership. We are also indebted to the BOPP and Community Corrections staff who devote time, energy and skills to carrying out our mission and give them our heartfelt gratitude.

Respectfully Submitted,

A handwritten signature in blue ink, which appears to read "Charles M. Traugher".

Charles M. Traugher, Chairman

BOPP HISTORICAL TIMELINE

- 1929** A parole system, indeterminate sentences for adult offenders, and an Advisory Board of Pardons created.
- 1931** Advisory Board of Pardons created a system for parole eligibility.
- 1937** Board of Pardons and Paroles created by legislation; appointments made by the Governor; the Board was chaired by the Commissioner of the Department of Institutions and Public Welfare.
- 1955** Department of Institutions and Public Welfare name changed to Department of Correction (TDOC).
- 1957** Act established the Division of Juvenile Probation.
- 1961** Act established the Division of Adult Probation and Parole.
- 1963** Board of Pardons and Paroles set as five part-time members; first African-American member appointed.
- 1970** Act changed Board Chair from being the TDOC Commissioner to election by Board Members.
- 1972** Act changed Board to three full-time, professional members (one as Chair) appointed by the Governor.
- 1978** Board of Pardons and Paroles expanded to five full-time members.
- 1979** *Pardons and Paroles Reform Act of 1979* removed the Board from TDOC and established its autonomy. Parole officers and support staff were placed directly under the supervision of the Board through an Executive Director and Director of Paroles.
- 1985** Act gave emergency powers to reduce overcrowding. The Governor directed the Board to change eligibility dates of inmates, enabling enough releases to reduce the prison population to 90 percent.
- 1989** Act expanded Board from five to seven members and created limited internal appellate review upon denial, revocation or rescission of parole.
- 1992** Criminal Sentencing Reform Act altered sentencing and parole eligibility for all crimes.
- 1997** Tennessee Offender Management Information System (TOMIS) database project implemented.
- 1999** Legislative changes increased the number of votes necessary to finalize parole grant decisions involving the most serious criminal offenses. Interstate Compact strengthened by applying stricter standards for acceptance and supervision of offenders from other states by Tennessee.
- 2003** A new Interstate Compact on Probation and Parole, allowing supervision of adult offenders from one participating state by another state, enacted by the General Assembly.
- 2004** Legislation passed designating BOPP as a registering agency for sex offenders in cooperation with the Tennessee Bureau of Investigation and other law enforcement agencies.
- 2005** BOPP planned and implemented the largest, to date, Global Positioning System (GPS) in the U.S., and perhaps internationally, for monitoring of sex offenders.
- 2007** Legislation passed creating the first armed enforcement unit solely under BOPP jurisdiction.
- 2009** Legislation passed requiring trial courts, BOPP and TDOC to coordinate efforts, using a common validated assessment instrument, to prepare offenders for re-entry into society. It allows the Board to impose intermediate administrative sanctions, including mandated participation in treatment programs, unless otherwise directed by the courts.

BOARD MEMBERS



Tennessee Board of Probation & Parole, 2009. Seated, left to right: Patsy Bruce, Charles Traughber and Lisa Jones. Standing, left to right: James Austin, Ronnie Cole, Joe Hill and Yusuf Hakeem.

CHAIRMAN CHARLES TRAUGHBER

Mr. Traughber started his criminal justice career as an Institutional Counselor in the Department of Correction in 1969. In 1972, he was appointed Chairman of the Board of Paroles and served until June 1976. He served as a member of the Board from 1976 until July 1977, when he was re-appointed Chairman. He served in that capacity through June of 1979. He again served as a member until December 1985. From that date until December 1987, he worked as a consultant with a private correctional company. He was reappointed Chairman in January of 1988 and has served as Chairman since that date. He was reappointed to six-year terms on the Board in 2000 and again in 2006. A native of Chattanooga, Mr. Traughber is a graduate of Tennessee State University in Nashville. He is a member of the Tennessee Correctional Association, the American Correctional Association and serves as president of the Association of Paroling Authorities International. He has served on the Tennessee Sentencing Commission and on various other committees addressing prison capacity issues and the criminal justice system.

JAMES AUSTIN

Mr. Austin was appointed to the Board of Probation and Parole on January 22, 2004. He is a Gallatin native with an extensive background in law enforcement and state government. Having worked more than 36 years for the State of Tennessee, he was most recently manager of the Office of Civil Rights and Compliance in the Tennessee Department of Health. From 1987 to 1990, he worked for the Tennessee Department of Correction, first as a Director of County Programs and then as Executive Director of Youth and Community Services. From 1980 until 1987, Mr. Austin worked as a counselor and an Administrative Assistant for the Metropolitan Davidson County Sheriff's Department, serving as a liaison between the Sheriff's Department and the Tennessee Sheriffs' Association. Mr. Austin was graduated with a bachelor's degree in Industrial Arts from Mississippi Valley State University in Itta Bena, Mississippi, and earned a master's degree in educational psychology from Tennessee Technological University in Cookeville. He has also completed additional studies at Middle Tennessee State University in Murfreesboro toward a master's degree in criminal justice.

BOARD MEMBERS

PATSY BRUCE

Patsy Bruce, a native of Nashville, was appointed to the Board of Probation and Parole on March 26, 2004. Before that, she operated a number of entertainment and event management and marketing companies, including Patsy Bruce Productions, Inc., a film and television production company, and Events Unlimited, an award-winning event management company. In addition to her business endeavors, Ms. Bruce is heavily involved in neighborhood advocacy work, where she organized the West Nashville Presidents Council, a Nashville consortium of neighborhood presidents.

RONNIE COLE

Ronnie Cole was appointed to the Board of Probation and Parole on January 22, 2004. He was born in Milan, but has lived in Dyersburg for more than 30 years. He is a retired Vice President of the Ford Construction Company, a Dyersburg paving and bridge building contractor, where he worked for 34 years. He also served in the Tennessee House of Representatives in the 98th through 102nd General Assemblies. Mr. Cole earned a bachelor's degree in business administration from Memphis State University. He is a Past President of both the Tennessee Road Builders Association and the Contractor's Division of the American Road and Transportation Builders Association. He is also a former member of the Tennessee Board for Licensing Contractors.

YUSUF HAKEEM

Yusuf Hakeem was appointed to the Board of Probation and Parole on January 23, 2006. He is a graduate of Howard High School and Chattanooga State Technical Community College and is currently working toward a bachelor's degree from the University of Tennessee-Chattanooga. He served on the City Council of Chattanooga for 15 years as a representative of District 9 and was elected Council Chair in 1996, 2000 and 2001.

JOE HILL

Union City's Joe Hill was appointed to the Board of Probation and Parole in April of 2008. Mr. Hill came to BOPP following his retirement from the staff of Eighth District Congressman John Tanner. He is a native of Henry County, Tennessee. Mr. Hill is a 1964 graduate of Henry High School and earned his bachelor's degree from Bethel College in McKenzie in 1968. He served four years as Project Director of the Northwest Tennessee Development District. He was twice elected to the Henry County Commission. In 1973, Mr. Hill joined the staff of the late U.S. Representative Ed Jones as Field Assistant, and later served as District Director until Jones' retirement. In 1988, Mr. Hill managed Congressman Tanner's campaign for Congress and in 1989, joined Tanner's staff as District Director, where he served for almost two decades. When he retired in 2008, Mr. Hill was the longest-serving Congressional district aide in Tennessee history. He is an avid outdoorsman, a member of the Free and Accepted Masons, the Goodwill Shrine Club, the Elks Club, the Tennessee Wildlife Federation and the Methodist Church.

LISA JONES

Lisa Jones was appointed to the Board of Probation and Parole in March 2008. An educator, Ms. Jones' previous professional experience includes 12 years of teaching at Savannah High School. She also taught for two years at Jackson State University's Savannah campus and served a term as a member of the Unemployment Security Board of Review. Ms. Jones is a graduate of the University of North Alabama, where she earned a bachelor of science degree in education.

DUTIES, MISSION AND VISION

The Board of Probation and Parole is a full-time, independent Board composed of seven members appointed by the Governor.

BOARD DUTIES

The Board decides which eligible felony offenders will be granted parole and released from incarceration. The Board is then responsible for the supervision of parolees granted release and of felony offenders who are placed on probation by Criminal Courts (*TCA 40-28-103*).

The administrative duties of the Board include setting criteria for granting and revoking parole; developing a strategic plan, annual budget and staffing plans; and policies and procedures (*TCA 40-28-104*).

MISSION STATEMENT

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

VISION STATEMENT

The Board of Probation and Parole will be committed to a partnership with the citizens of Tennessee in promoting public safety and will be recognized as a leader in the area of probation and parole by:

1. Providing a continuum of services for offenders from pre-sentence investigation through the expiration of sentences.
2. Participating in cooperative efforts such as community policing, multi-purpose service centers, coordinated victim services and interagency efforts.
3. Providing employees with access to and training in the use of advanced technologies.
4. Fostering a highly professional staff that is proficient in offender management and support services.
5. Promoting effectiveness and efficiency through the use of outcome measures and innovative approaches to service delivery.

HIGHLIGHT

BOPP observed National Crime Victims Rights Week by planting trees honoring victims across Tennessee. Ten separate events were held, including one at Bicentennial Mall State Park in Nashville. Others were in Memphis, Knoxville, Chattanooga, Murfreesboro, Jackson, Clarksville, Lawrenceburg, Tullahoma and Limestone.

Tennessee First Lady Andrea Conte, a former victim of crime, was the keynote speaker for the Nashville event.

Right: Tennessee Attorney General Robert Cooper, BOPP Chairman Charles Traughber and Tennessee First Lady Andrea Conte work to plant a tree honoring crime victims in Nashville. Observing are Metro Nashville District Attorney Torry Johnson and Department of Correction Assistant Commissioner Jim Cosby.



SENIOR MANAGEMENT

The Executive Director has responsibility for day-to-day functioning of the agency, and assists the Board in the development and the implementation of policies, procedures, strategic plans, budgets and reports. The Executive Director also has the responsibility for recruitment and supervision of staff and for developing and maintaining communication and cooperation between the Department of Correction and the Board (TCA 40-28-104).

Two Probation and Parole Administrators assist the Executive Director, and along with the Directors of Field Services, Communications, Legal Services and an Executive Administrative Assistant, provide the senior level of management for the agency. Each Administrator is responsible for several divisions.



ROBERT "BO" IRVIN

Executive Director



EMILY WILSON

Probation & Parole Administrator
Management Resources Divisions
*(Fiscal; Budget; Research, Policy and
Planning; Information Services
and Human Resources)*



GARY TULLOCK

Director of Field Services



COLIS NEWBLE

Probation & Parole Administrator
Specialized Divisions
*(Board Operations; Community
Corrections; Hearings Officers
and Training)*



MELISSA McDONALD

Communications Director



JACK ELDER

Executive Assistant
& Legislative Liaison



COLUMBA McHALE

General Counsel

PROBATION & PAROLE GLOSSARY

Apprehension Unit: A unit comprised of armed BOPP officers that locate and apprehend offenders under BOPP supervision who are in warrant status or have absconded from supervision.

Average Time Served: The total number of years, months and days a selected group of people spent incarcerated, divided by the total number of people in that group.

Board of Probation and Parole (BOPP): The state agency that conducts parole hearings and makes release decisions. Its employees supervise parolees, as well as offenders sentenced to probation by the courts.

Community Corrections (CC): Instead of prison, judges may sentence offenders to a community-based program that emphasizes treatment.

Community Supervision for Life (CSL): An offender who has received a sentence of Community Supervision for Life will be monitored by BOPP for the rest of his/her life.

Declined Balance of Sentence: This means the offender will not be reviewed again by the Board, and will remain in prison until his/her sentence expires. The offender will not be on parole supervision.

Declined Parole: The Board declines to grant parole, but sets a future review month and year when they will consider the offender's case again.

Determinate Release: A release to probation granted by statute T.C.A. 40-35-50 that applies to all felons sentenced to two years or less. The determination of eligibility for such probation is based solely upon the length of sentence as imposed by the sentencing court.

Docket: List of offenders scheduled for various types of parole hearings.

Effective Future Date: The date on which the Board determines an offender will be paroled.

Global Positioning System (GPS): Satellite technology used by BOPP to continuously track the whereabouts of certain offenders.

Hearings Officials: Includes Board Members and Hearings Officers who conduct parole hearings.

Institutional Probation/Parole Officer (IPPO): The primary contact for information about a parole hearing. One or more IPPOs work at each prison.

Interstate Compact: A federal process by which an offender on supervision in one state can request to transfer his/her supervision to another state.

Level of Service/Case Management Inventory (LS/CMI): A case management tool that assists BOPP employees and Department of Correction staff in assessing offender rehabilitation needs by providing a comprehensive measure of the offender's risk and need factors, along with a case management plan to target those considerations during incarceration and supervision.

Mandatory Parole: Prior to 1982, the law required that an offender be automatically released on parole supervision 90 to 180 days prior to the expiration of the sentence, as determined by the length of the sentence. This requirement is no longer in effect.

Parole: The discretionary release of an offender to the community by the Board prior to the expiration of that offender's prison term. It is subject to conditions imposed by the Board, as well as supervision by a Probation/Parole Officer (PPO).

PROBATION & PAROLE GLOSSARY

Parole Board Members: Seven individuals, including a Chair, appointed by the Governor to serve six-year staggered terms. They are responsible for declining, granting and revoking the parole status of offenders. They also make non-binding recommendations to the Governor in clemency matters.

Probation: Only courts can place offenders on probation. Probation/Parole Officers with BOPP supervise offenders during their state-ordered probation. PPOs report back to the court if offenders do not meet the terms of their probation. If an offender fails to follow the probation guidelines, the judge can convert the sentence to jail or prison time.

Probation/Parole Officer (PPO): Offenders on probation or parole are supervised by Probation/Parole Officers, who meet with offenders regularly to check their progress and confirm that they are meeting the terms of their probation or parole. These officers may make home or employment visits, conduct searches or use other means to confirm that offenders are abiding by the rules set for them.

Programmed Supervision Unit (PSU): A BOPP work unit that provides supervision for sex offenders and violent offenders determined to need a more structured supervision program, as determined by BOPP assessment tools.

Recidivism: A relapse into criminal activity or failure to comply with rules of supervision. BOPP uses revocation rates to measure recidivism by dividing the number of offenders whose community supervision is revoked during a time period into the total number of offenders served during that same time period.

Release Certificate: Contract of agreement for supervision rules and special conditions to offenders, given by the Board or the courts.

Release Eligibility Date (RED): The date when an offender becomes eligible for his/her first parole hearing.

Rescission Hearing: Parole hearing held after an offender is granted parole, when the Board considers new information received that might change the parole grant.

Revocation Hearing: If a parolee is accused of violating the conditions of his/her parole, a revocation warrant will be filed. The Board will then conduct a revocation hearing to determine whether the offender's parole should be terminated. Such action must be consistent with due process rights mandated by the U. S. Supreme Court.

Risk/Needs Assessment Tool: An instrument used to determine the degree of risk an offender may present to the community, and to gauge the offender's needs for assistance and surveillance.

Safety Valve Date (SV): An early release date when offenders convicted of certain offenses can be considered for parole earlier than the Release Eligibility Date (RED).

Sentence Credits: Reduces the release eligibility (RED) and expiration dates. The Department of Correction awards offenders sentence credits for satisfactory program participation, work assignments and good institutional behavior, up to a maximum of 16 days in a TDOC facility. More credits can be earned at a local jail, up to a total of 41 days per month.

Time Served: The amount of time, day for day, served by the offender since the since the imposed sentence date, or date of incarceration on the last supervision revocation.

Victim/Witness Coordinator: A person who works exclusively with crime victims or their families.

2008-09 AGENCY STATISTICS

BOPP OFFENDER POPULATION

June 30, 2009

11,039	Parolees
49,718	Probationers
<hr/>	
60,757	TOTAL
6,910	Community Corrections Offenders

STATEWIDE OFFENDER PROFILE

PROBATION:

Population by Gender:		Population by Race:	
Female:	12,312	Black:	17,405
Male:	37,406	White:	30,656
		Other:	1,655
		Unknown:	2

PAROLE:

Population by Gender:		Population by Race:	
Female:	1,360	Black:	5,120
Male:	9,679	White:	5,610
		Other:	309

POPULATION GROWTH

Over the past few years, the size of the offender population under the supervision of the Board of Probation and Parole has increased substantially. Below is a summary of that continued growth.

	June 30, 2005	June 30, 2006	June 30, 2007	June 30, 2008	June 30, 2009	% Increase from 2005
Probationers	40,765	42,731	45,741	47,850	49,718	22%
Parolees	8,558	9,148	10,163	10,617	11,039	29%
Total Offenders	49,323	51,879	55,904	58,467	60,757	23.2%

HEARINGS

Parole Hearings Completed:	17,022	(Cases heard by Board Members and Hearings Officers with decisions handed down by the Board)
Initial Parole Hearings:	7,662	
Parole Review Hearings:	6,161	
Paroles Granted:	5,168	
Release Plans Approved:	4,589	
Release Plans Denied:	1,643	
Revocation Hearings:	1,769	
Revocations & Incarcerations:	1,344	

Parole Recidivism with Re-incarceration Rate: 8.6% (Number revoked and re-incarcerated divided by the number of parolees served during the year)

FIVE-YEAR STRATEGIC PLAN

GOAL 1

Through FY 2013, the Board of Probation and Parole will maintain an employee turnover rate of no more than eight percent.

FY 2009 – 8.0%
FY 2010 – 8.0%
FY 2011 – 8.0%
FY 2012 – 8.0%
FY 2013 – 8.0%

GOAL 2

Through FY 2013, the Board of Probation and Parole will improve the offender success rate by decreasing the percentage of probationers and parolees whose supervision is revoked to 10.3 percent.

FY 2009 – 11.0%
FY 2010 – 10.7%
FY 2011 – 10.5%
FY 2012 – 10.3%
FY 2013 – 10.3%

GOAL 3

By FY 2013, the Board of Probation and Parole will manage caseloads by increasing the successful offenders reclassified to lower risk levels to 9.8 percent (discounting offenders moved off of “intake” supervision level).

FY 2009 – 9.3%
FY 2010 – 9.5%
FY 2011 – 9.6%
FY 2012 – 9.8%
FY 2013 – 9.8%

GOAL 4

By FY 2013, the Board of Probation and Parole will reduce the number of grant hearings administratively continued to 5.1 percent.

FY 2009 – 5.4%
FY 2010 – 5.3%
FY 2011 – 5.2%
FY 2012 – 5.1%
FY 2013 – 5.1%

GOAL 5

By FY 2013, the Board of Probation and Parole will gather baseline data from six stakeholder groups regarding their satisfaction with the level of service received.

FY 2009 – 3
FY 2010 – 4
FY 2011 – 5
FY 2012 – 6
FY 2013 – 6

HIGHLIGHT



During the annual Unicoi County Apple Festival in 2008, BOPP officers from upper east Tennessee spent the weekend at a public information booth. They worked with the Unicoi County Sheriff's Department to promote community safety by increasing awareness of child and family safety issues, including anti-drug and alcohol behavior, domestic violence, suicide prevention, cyber awareness and safe bicycling tips. They fingerprinted more than 500 children and distributed public safety literature to people attending the festival.

Left: BOPP Officers Margie Collins and Kathy Connelly fingerprinting a child at the public information booth.

PERFORMANCE MEASURES

1. Percent of turnover for all Board of Probation and Parole employees, including voluntary and involuntary separations and retirements.

Actual (FY 2008-2009): 6.42%

Estimate (FY 2009-2010): 8%

Target (FY 2010-2011): 8%

2. Percent of total offender population (both probationers and parolees) whose community supervision status is revoked during the fiscal year (not including offenders in the Community Corrections program).

Actual (FY 2008-2009): 10.97%

Estimate (FY 2009-2010): 10.7%

Target (FY 2010-2011): 10.5%

3. Percent of total offender population (both probationers and parolees) who are reclassified to a lower risk level after exhibiting successful behavior.

Actual (FY 2008-2009): 6.0%

Estimate (FY 2009-2010): 9.5%

Target (FY 2010-2011): 9.6%

4. Percent of all initial parole, parole review, rescission (pre-parole) and custodial hearings that are continued for administrative reasons.

Actual (FY 2008-2009): 8.48%

Estimate (FY 2009-2010): 5.3%

Target (FY 2010-2011): 5.2%

5. Number of stakeholder groups for whom baseline data has been collected.

Actual (FY 2008-2009): 3

Estimate (FY 2009-2010): 4

Target (FY 2010-2011): 5

HIGHLIGHT

JOINT TACTICAL OPERATIONS

A manager and four officers from the Knoxville BOPP office joined with the Knoxville Police Department (KPD) in a tactical deployment/intelligence gathering, focused on enhanced probationers and parolees in Knox County. Together, they went on home visits, including detailed interviews and complete searches of the offenders' residences, persons and vehicles. The event resulted in 10 home visits, 16 field interviews, seven warrants served, one felony arrest, three misdemeanor citations, two violations of probation filed and the seizure of 25 grams of crack cocaine, \$1,730 in cash, one vehicle, a large amount of ammunition and a small amount of marijuana.

In another joint effort, officers from BOPP's Knoxville office and KPD focused on intensive probationers and parolees. During this endeavor, a manager and two officers conducted seven curfew checks, made three felony arrests and four misdemeanor citations or arrests, served two warrants, filed two violations of probation and recovered 3.4 grams of crack cocaine, 30 grams of marijuana, 27 pills and a large amount of electronic equipment.

FIELD SERVICES DIVISION

GARY TULLOCK, DIRECTOR

THINK BIG/JOINT OFFENDER MANAGEMENT PLAN

Think BIG is a change in philosophy and operations that is being implemented at BOPP. It focuses on offender success through behavior intervention goals (BIG) and case management.

Think BIG involves goals with strategies in four critical areas:

- Offender success through case management
- Changes allowing and encouraging officers to do more work in the field (outside of the office)
- Communications
- Staff safety



The Board of Probation and Parole has long been on the forefront of using the latest research in working with offenders. Tennessee began using validated assessment tools before many other states, and BOPP used community supervision strategies when other jurisdictions were still following older, outdated methods.

Think BIG is a continuation of Tennessee's work to take research, convert it to supervision standards and use these findings to increase community safety.

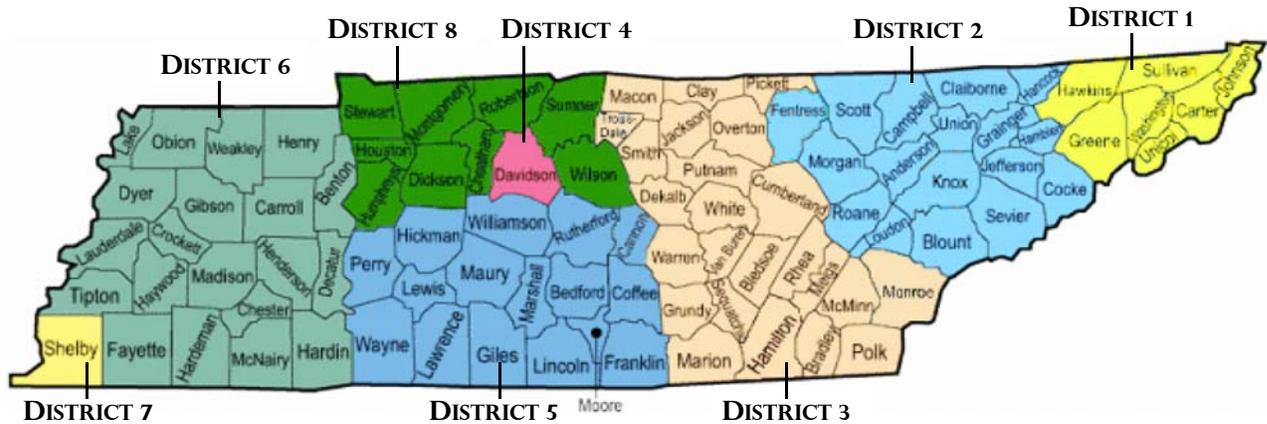
Think BIG is a process of change, not just an event. It involves weeks and months of planning, policy development, training and organizational development with input from all divisions and levels of BOPP.

Because unmet treatment needs result in recidivism, the Board established positions for new master social workers who refer offenders to services to address criminogenic needs (primarily alcohol/drug and mental health), and who also provide group treatment for offenders who cannot access services elsewhere.

The Board also worked closely with the Department of Correction (TDOC) on a joint offender management plan to cut expenses, increase offender accountability and effectively manage the offender population without the forced early releases that occurred in some other states because of budget issues. The plan, to be implemented during FY 09-10, provides tools to reduce the risk of new offenses and to improve offender outcomes to keep communities safe. It involves the use of evidence-based practices shown to be effective in other states.

The Board, Community Corrections agencies and TDOC will all use a common risk and needs assessment so that every offender is evaluated by the same criteria. Offenders will receive proven treatment interventions that have been successful in other jurisdictions, based on the assessments. The plan also provides additional master social workers and probation/parole officers to carry out its provisions.

FIELD SERVICES DIVISION



DISTRICT CONTACT INFORMATION

DISTRICT 1

Robert Henshaw, District Director
196 Montgomery Street
Johnson City, Tennessee 37604
Phone: 423.434.6800

DISTRICT 5

Frank Mabery, District Director
1711 Old Fort Parkway, Suite C
Murfreesboro, Tennessee 37129
Phone: 615.898.8030

DISTRICT 2

Vyvian McCarthy, District Director
1426 Elm Street
Knoxville, Tennessee 37921
Phone: 865.582.2000

DISTRICT 6

Mike Cole, District Director
1661 Hollywood Drive
Jackson, Tennessee 38305
Phone: 731.948.9801

DISTRICT 3

James Alsip, District Director
540 McCallie Avenue, Suite 250
Chattanooga, Tennessee 37402
Phone: 423.634.6333

DISTRICT 7

Helen Ford, District Director
170 North Main Street, 10th Floor
Memphis, Tennessee 38103
Phone: 901.543.7361

DISTRICT 4

Vivian Hill, District Director
220 Blanton Avenue
Nashville, Tennessee 37217
Phone: 615.253.7400

DISTRICT 8

Patrice Hannah, District Director
100 Providence Boulevard, Suite A
P.O. Box 442
Clarksville, Tennessee 37041-0442
Phone: 931.648.5550

FIELD SERVICES DIVISION

PROGRAMMED SUPERVISION UNIT

In July 2007, the Board began operating a statewide Programmed Supervision Unit (PSU) to supervise violent and sexual offenders. This expanded global positioning systems (GPS) use from the original pilot sites to a statewide endeavor throughout the course of the year. The specialized unit is comprised of probation/parole officers trained specifically in best practices for supervising this particular offender population. Its program includes targeted treatment strategies based on offender needs, such as sex offender treatment that includes aftercare and relapse plans and referrals to mental health, alcohol and drug treatment and anger management programs. Officers also use close supervision tactics, including frequent contact with the offenders, their employers, families, treatment providers and law enforcement. Offenders convicted of Rape of a Child, other serious violent felons, and/or sex offenders determined to be at high risk to re-offend are also monitored using GPS technology. Officers are responsible for monitoring PSU offenders' compliance with applicable requirements, including all the provisions of the Sex Offender Registration Law.

The PSU has a centralized statewide GPS Operation Center (GO Center) that is staffed and operated around the clock, triaging all GPS alerts. Each district has PSU officers on call 24 hours a day, year-round, who conduct home visits and other field work tasks, sometimes after business hours, as well as on weekends and holidays as needed.

At the end of FY 08-09, the PSU supervised 3,001 offenders, 305 of whom were on GPS monitoring.

OFFENDER WORKFORCE DEVELOPMENT PROGRAM

Job readiness, job placement and job retention contribute to the success of offenders when they return to the community. Officers receive training related to offender employment issues and assist offenders in job searches and provide Federal Bonding Program and Work Opportunity Tax Credit information to employers. They also make referrals to job readiness and other classes, and collaborate with other agencies to meet the needs of offenders. The other agencies include the departments of Correction, Labor and Workforce Development, Veterans' Affairs, Mental Health and Developmental Disabilities and the Tennessee Housing Development Agency.

APPREHENSION UNIT

The Apprehension Unit, located in the Memphis and Jackson offices, works with local law enforcement to locate and apprehend offenders under BOPP supervision who are absconders, or who are in warrant status for other reasons. Because these officers often find themselves in high-risk areas and situations, they are armed and receive the same training as Peace Officers Standards and Training (POST) certified law enforcement officers.

Right: BOPP's first Apprehension Unit, along with supervisors, pose at their graduation from the eight-week law enforcement training program at Walters State Community College in Morristown.



FIELD SERVICES DIVISION

WORK PROJECT PROGRAM

The Legislature established this program in 1984 as a special condition added to probation certificates. It requires probationers to complete a specified number of work project hours in the community at no expense to the public. Offenders perform community service work for non-profit and governmental agencies.

Parolees may also be ordered to perform community service as an intermediate sanction for technical violations in lieu of incarceration. In FY08-09, offenders provided more than 277,000 hours of service to communities.



Offenders on a community service work detail in the Knoxville area.

COMMUNITY SERVICE HIGHLIGHTS

Community service work performed by offenders under BOPP supervision provides needed services and savings to governments, schools, churches and communities. Some examples of work completed over the last year include:

- In District 5, offenders worked at the Smyrna Air National Guard Base, allowing troops to devote their time to training and other preparations for possible deployment to combat areas overseas.
- District 6 offenders distributed door hangers for Jackson's Neighborhood Association in designated areas of the city to inform property owners and landlords of a neighborhood sweep clean up project.
- In District 4, 36 offenders assisted with clean up after the annual Jefferson Street Festival, collecting 260 bags of trash.
- In District 1, 27 offenders assisted with the distribution of 1,600 food boxes and Christmas gifts for 3,200 children during the Salvation Army's 2008 annual Angel Tree campaign.
- District 6 offenders assisted the Jackson City Parks and Recreation Department by cleaning Jackson Oman Arena when the city hosted the 2009 NAIA Women's Basketball Tournament.
- District 2 offenders beautified and restored the lawn of a church in Knoxville by trimming tree limbs, removing debris, planting trees and flowers and building flowerbeds on the church grounds.
- District 6 offenders helped remodel the East Madison County Community Center by painting, moving appliances and assembling tables.



Offender on a work detail in Nashville.

FIELD SERVICES DIVISION

INSTITUTIONAL PROBATION/PAROLE OFFICERS

The Board established Institutional Probation/Parole Officers in July 1986. Prior to that, Department of Correction counselors coordinated parole hearings and provided release plan information. The title of Institutional Parole Officer was changed in 1999 to Institutional Probation/Parole Officer (IPPO) when TDOC's Division of Probation was moved to the Board of Probation and Parole.

The purpose of the IPPO program is to:

- Provide on-site Probation/Parole Officers to serve as liaisons to all TDOC prisons and metropolitan jails;
- Ensure that Board Members and Hearings Officers have necessary information required for parole hearings and
- Provide information about Board policies and procedures to inmates, jail and prison staff.

GENDER SPECIFIC PILOT PROJECT

The gender specific project, which began in April of 2009, works on the principle that most female offenders need community-based, comprehensive services. Comprehensive services and an approach to supervision that involves more than monitoring the offender for violations are fundamental components of the project. The pilot program serves offenders in Washington, Knox, Hamilton, Davidson, Montgomery, Rutherford, Madison and Shelby counties.

INTERSTATE COMPACT FOR ADULT OFFENDER SUPERVISION

The Interstate Compact (ISC) promotes public safety and protects the rights of victims by controlling the movement of offenders between states and providing effective tracking supervision and rehabilitation. Tennessee participates in this compact with 49 other states, Puerto Rico and the U. S. Virgin Islands. The compact encourages member states to cooperate and to mutually assist each other in the prevention of crime.

ADMINISTRATIVE CASE REVIEW COMMITTEE (ACRC)

ACRC is one of many approaches the Board is implementing to reduce recidivism. Offenders on probation or parole are expected to comply with the conditions of supervision, which set behavior expectations and limitations. Non-compliant offenders face the possibility of revocation and re-incarceration. Non-compliant behavior may consist of new criminal acts, or may be a failure to meet the requirements of supervision (commonly known as technical violations), such as failure to report, failure to pay fees or restitution, traveling without permission, etc. These offenders are called technical violators.

A committee made up of three officers in each district meets with technical violators in an effort to correct the behavior without revocation through a progressive intervention process involving sanctions. Depending on the nature of the violation, sanctions include, but are not limited to, increased drug testing, mandatory participation in treatment programming, curfews, community service work, electronic monitoring, oral or written reprimands and/or travel restrictions.

BOARD OPERATIONS DIVISION

GAYLE BARBEE, DIRECTOR

Board Operations schedules parole hearings, issues release certificates, creates and maintains the Board's offender files, obtains psychological evaluations, processes executive clemency matters, provides victim services and coordinates video conferencing.

Release Certificates are issued when the Board grants an offender parole. Upon the approval of release plans, the certificate section notifies interested parties and county officials as directed by statute and issues the certificate. During FY 08-09, 3,851 parole certificates were issued. Probation certificates are issued for offenders completing boot camp, technical violator diversion programs and TDOC certified determinate release of offenders who are serving one-to-two year sentences.

Executive Clemency includes commutation, pardon and exoneration, which only the Governor has the power to grant. During this fiscal year, 100 applications for Executive Clemency were requested. The Board reviews the applications and makes non-binding recommendations to the Governor.

Victims Services assists victims and their family members by providing the following services:

- Notification of parole hearings
- Informational brochure to explain the process
- Referrals to other agencies
- Answering questions about offenders and the judicial system
- Providing adult and child victim impact statement forms
- Web pages with interactive forms and victim services information
- District coordinators across the state
- Video conferencing
- In person hearing testimony
- Email address specifically for victims
- Toll-free telephone number

The File Room manages, maintains and tracks active and inactive paper files, as well as audio and video electronic files. **The Docket Unit** prepares cases for parole hearings after the Department of Correction certifies that offenders are eligible for parole consideration. Psychological evaluations are requested, tracked and received for parole hearings upon request of Board Members and as required by law.

Videoconferencing technology is used for Board-level hearings, training, staff meetings statewide, personnel interviews through the district offices and remote access to parole hearings for victims.

PAROLE HEARINGS OFFICERS DIVISION

BILL PARSONS, DIRECTOR

The Parole Hearings Officers Division represents the Board of Probation and Parole by following established law and policy in order to gather information and make recommendations that assist the Board Members in their decision making process.

Parole Hearings Officers are assigned to four parole hearing regions. The Chair of the Board, in accordance with TCA 40-28-105, appoints Hearings Officers. This work group is responsible for conducting parole hearings at state penal institutions and local jails to gather information, take testimony and make non-binding recommendations that assist Board Members in determining which eligible offenders will be granted parole and placed under community supervision.

Hearings Officers also conduct parole revocation hearings to gather information, take testimony and make non-binding recommendations that assist the Board in determining when offenders under community supervision have violated the conditions of parole. As the final authority for parole hearing decisions, Board Members may adopt, modify or reject recommendations submitted by Hearings Officers. Courtesy parole hearings are also conducted for other states upon request.

TCA 40-28-105(D)(11) mandates an appeal review process for offenders whose parole has been denied, revoked or rescinded and establishes criteria for appellate reviews. Responsibility for managing the parole hearing appellate review process is assigned to the Parole Hearings Officers Division's Central Office work unit.

HIGHLIGHT



Left: Anita Gates, BOPP's liaison to the U. S. Marshal in West Tennessee, with an offender being taken into custody in Memphis.

Right: At the Operation Falcon news conference in Nashville, BOPP Executive Director Bo Irvin and Kelly Morris, BOPP's liaison to the U. S. Marshal in Middle Tennessee, are pictured with Marshal Denny King and U. S. Attorney Ed Yarbrough.



For the sixth year, the Board of Probation and Parole teamed with the U.S. Marshal's Service and other law enforcement agencies in middle and west Tennessee to take part in **Operation Falcon** (Federal and Local Cops Organized Nationally), an annual event taking place each June to apprehend fugitives.

Activities targeted fugitives wanted for crimes of violence, sex offenses and narcotics violations. As a result of the operation, 994 warrants were closed in the Middle and West Tennessee districts.

COMMUNITY CORRECTIONS DIVISION

TERESA THORNHILL, DIRECTOR

The Community Corrections Program was created with the passage of the Tennessee Community Corrections Act of 1985 (TCA 46-36-101). Its intent is to provide services and programs in local jurisdictions for eligible felony offenders in lieu of incarceration in state penal institutions or local jails. Independent local agencies provide these services, with BOPP providing broad oversight. Such alternatives include non-custodial community corrections options, short-term community residential treatment options and individualized evaluation and treatment services as provided in TCA 40-36-302.

During FY 08-09, Community Corrections agencies provided services to 89 counties in Tennessee. Three of the Community Corrections agencies and programs provided residential services, four provided day reporting services and 17 provided supervision services. Some agencies provided more than one service.

Community Corrections agencies provided a total of 303,113 community service hours performed by offenders under their supervision in FY 08-09. Calculating \$5.85 hourly minimum wage in FY 08-09, this translates to \$1,773,211 in labor provided to local communities.

The Community Corrections recidivism rate is defined as the number of offenders revoked and sentenced back to either local jail or a state prison facility. The recidivism rate in FY 08-09 was 11%, with 1,029 offenders revoked out of 9,624 total offenders.

Community Corrections successfully closed 1,296 cases, or 14% of the total offender population, in FY 08-09.

The Community Corrections Program Supervision Program offender population grew by 1.2 percent in FY 08-09. Over the last five years, the Community Corrections Program has grown 20.5%, from 5,735 in FY 03-04 to 6,910 in FY 08-09.

The Community Corrections Program continues to be a successful program providing an alternative sentencing option to the local courts. The availability of treatment services for alcohol and drug problems and mental health issues are key to the success of this program.

TRAINING DIVISION

SANDRA BROWN-ANDERSON, DIRECTOR

The BOPP Training Division recognizes that state employees are the greatest asset to the agency and government. The development of each employee and the creation of an organizational culture for full use of employee talents are high priorities. Management uses training as a tool to develop employee abilities to accomplish agency goals by improving performance and skill levels and by generating team effort.

The Training Division works to provide staff with professional development through relevant, effective courses. Training delivered or arranged by the division has prepared new officers to work with offenders, and has helped employees learn the state's new Edison system. The agency's work force has also received training on other important topics such as workplace harassment, ethical standards and the mission and values of BOPP. To provide the most comprehensive learning opportunities, the training staff consults with colleges, universities, resource agencies and with local, federal and state law enforcement agencies for out-service training needs.

The Training Division works to promote learning opportunities in a diverse work environment, utilizing training in person, online and through video conferencing. Its efforts focus on empowerment through employee participation, involvement and input.

HIGHLIGHT

BOPP and local law enforcement agencies work together regularly to search offenders arriving at BOPP offices and to make contact with offenders in their homes.

During a search in Murfreesboro, BOPP and Murfreesboro Police officers arrested several offenders and issued citations for felony reckless endangerment, driving on a suspended license, felony possession of Schedule VI drugs, felony driving on a revoked license, habitual motor vehicle offender, and violation of probation warrants. Another search in Murfreesboro yielded weapon possession charges (brass knuckles), drug paraphernalia (drug scales) and



Schedule II drug charges, as well as arrests for violation of parole.

Searches at Nashville's Dickerson Road office resulted in the seizure of a handgun, 15 misdemeanor driver license citations and an arrest for no driver license. A search at the Blanton Avenue office in Nashville resulted in several misdemeanor citations for driving on suspended/revoked licenses, possession of marijuana, possession of drug paraphernalia and possession of drugs without a prescription.



Left and above: BOPP officers conducting searches of offenders' vehicles.

FISCAL SERVICES DIVISION

GAIL BEST, DIRECTOR

The Fiscal Services Division supports the BOPP mission by providing a variety of services to agency staff. Fiscal Services staff members hold themselves to high standards of accountability for state resources and compliance with state rules and regulations; they also work to promote those standards throughout the agency. The primary goal of the division is to provide accurate information and services to all staff as timely and as efficiently as possible.

The work of the Fiscal Services Division is governed by many outside sources, as well as the policies and procedures of BOPP. Compliance with the rules of the Department of Finance and Administration, the Comptroller of the Treasury and the Department of General Services is critical. In addition, governmental accounting standards must also be considered in many of Fiscal Services' operations.

The responsibilities of the Fiscal Services Division are varied and include:

- General accounting and payables for BOPP and the Community Corrections agencies
- Offender fee accounting
- Purchasing
- Contract management
- Facility and property management, including 49 leases and approximately 2,800 items of property
- Printing, communications, records management and other miscellaneous responsibilities

BUDGET DIVISION

JACQUELYN BAKER, DIRECTOR

Within the Board of Probation and Parole, the Budget Division is responsible for budget development, in conjunction with the Board and senior management, and budget training and monitoring. Budget preparation, deliberation, execution and monitoring is a continual process.

After a new fiscal year begins and the agency budget is received for the current year, the Budget Division will develop cost center budgets for each cost center within the agency. As well as starting the new fiscal year, Budget must also close the past fiscal year by reporting the expenditures and revenues of the various programs within the agency.

BOPP BUDGET, FY 2008-09

Salaries	\$39,758,900
Longevity	1,370,000
Benefits	16,648,300
Personnel Services and Benefits Total:	\$57,777,200
Other Expenditures:	
Travel	\$ 1,652,300
Printing, Duplicating and Services	150,000
Utilities	1,000
Communications	242,400
Maintenance, Repairs and Service	11,000
Professional Services/Third Parties	2,099,300
Supplies and Materials	1,211,200
Rentals and Insurance	4,909,200
Motor Vehicle Management	1,000
Awards and Indemnities	9,800
Training	81,500
Interdepartmental	2,293,100
Other Expenditures Total:	\$12,661,800
Total Expenditures:	\$70,439,000
Funding Sources:	
State Appropriations	\$69,152,600
Current Services (Includes Diversion Fund Revenues)	200,000
Interdepartmental	1,000
Reserves	1,085,400
Total Revenue:	\$70,439,000

HUMAN RESOURCES DIVISION

BILL EVANS, DIRECTOR

The Human Resources Division of the Board of Probation and Parole provides a broad base of support services to all employees of the agency, including advice and assistance to employees on all human resources matters.

Human Resources staff administer, monitor and process employee programs that involve payroll and civil service transactions. This includes position classifications and accurate compensation, attendance, sick leave, sick leave bank, Family Medical Leave Act, donated leave, workers compensation, employee assistance programming, Americans with Disabilities Act compliance, insurance, regular and disability retirement, performance evaluations, disciplinary and grievance actions, human rights and EEOC issues.

Employee relations is a major responsibility of the Human Resources Division. The staff provides guidance and answers to employee concerns and assists in resolving problems and issues that could affect employees' performance of duties.

BOPP's Human Resources Division maintains and makes available manuals of state Department of Human Resources regulations, policies and procedures, civil service laws, leave and attendance rules, affirmative action guidelines, performance evaluation and of the Department of Finance and Administration's payroll policies and procedures. These manuals are available to all employees while at work on the BOPP intranet web site and on the agency network drive.

HIGHLIGHT

Offenders who are employed have a better chance of being successful in society. BOPP Offender Resources Director Lisa Helton works to build relationships with community leaders and potential employers as part of BOPP's efforts to help offenders become productive taxpayers. Helton also focuses on educating potential employers on the tax advantages of hiring former offenders and shares stories from employers who hire them.

In December, BOPP Offender Resources Director Lisa Helton (above, at podium) and District 5 Deputy Director Bob Duffey (seated, second from right) took part in a workshop in Murfreesboro. It focused on offender employment issues and solutions.



INFORMATION SYSTEMS DIVISION

THOMAS DOWDY, DIRECTOR

The information technology strategy for the Board of Probation and Parole is to increase the use of technology in a cost effective manner, consistent with the statewide information technology strategy. Based upon an analysis of the agency's business strategy, Tennessee's information technology strategy, the impact of new technology and the current technology environment of the Board, several objectives and strategies were developed to support the business of the agency. These objectives are broadly categorized into the following areas: hardware replacement, Project Edison implementation at BOPP, application development, imaging of paper files, computer literacy, coordination and collaboration with TDOC, streamlining information technology costs and business process reengineering.

The division is comprised of two teams: Technical Support and Development. The Technical Support Team recorded 16,617 requests for assistance in FY 2009. The Development Team provides business process analysis and modeling, application design, development and implementation for the agency.

HIGHLIGHT

BOPP employees give back to the community through both individual and group efforts. Over the past year, some of the efforts have included:

- *Gifts for Nashville nursing home residents provided by Central Office staff.*
- *Johnson County officers took part in a joint sobriety checkpoint sponsored by ACTION (Alliance for Citizens Together Improving our Neighborhoods) Coalition. They completed surveys and distributed anti-drug and alcohol brochures and bracelets.*
- *Thanksgiving meals for 120 homeless persons in Nashville, provided by staff at the Blanton Avenue office.*



RESEARCH, POLICY & PLANNING DIVISION

MARGARET ROSE, DIRECTOR

The Research, Policy and Planning Division provides statistical information to the agency. Research, Policy and Planning retrieves and analyzes data to provide regular and special reports for Board Members, agency management and other agency staff. This division also conducts research on a variety of criminal justice topics and oversees other research conducted by external parties that involves BOPP.

Research, Policy and Planning provides internal and external compliance reviews of all BOPP offices, including Central Office, as well as Community Corrections programs. The compliance staff reviews program activities and analyzes fiscal management. The division is also responsible for policy and forms development, as well as grants writing and administration.

HIGHLIGHT



Two BOPP executives, Board Operations Director Gayle Barbee and Director of Field Services Director Gary Tullock, were honored in 2008 by the Tennessee Correctional Association.

Barbee received the Mary R. Walker Award, which recognizes service to the community and demonstrated leadership. Tullock received the Charles Traughber, Sr. Award, acknowledging contributions to the field of criminal justice.

Left: Gayle Barbee, BOPP Chairman Charles Traughber, Jr., and Gary Tullock.



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