



**STATE OF TENNESSEE**

**BOARD OF  
PROBATION AND PAROLE  
ANNUAL REPORT  
2009 - 2010**

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STATE OF TENNESSEE  
BOARD OF PROBATION AND PAROLE  
404 JAMES ROBERTSON PARKWAY, SUITE 1300  
NASHVILLE, TENNESSEE 37243-0850 (615) 741-1673

October 1, 2010

The Honorable Phil Bredesen, Governor  
General Assembly, State of Tennessee  
State Capitol Building  
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 2009-10.

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, 2010, there were 11,987 parolees (compared to 11,039 in 2009) and 51,766 probationers (compared to 49,718 in 2009) under the supervision of Probation and Parole Officers. Probation and parole supervision had an average cost during FY 2009-10 of \$3.01 per day, per offender. Comparatively, the Tennessee Department of Correction's (TDOC) FY 2009-10 average daily cost for incarceration was approximately \$65.00 per inmate. The Board of Probation and Parole had 1,171 positions in FY 2009-10 with a budget of \$74,644,600, not including Community Corrections positions and program funding.

BOPP also provides oversight for 19 Community Corrections grant programs statewide. In FY 2009-10, those programs had a combined state appropriation of \$12,657,800, not including fee collections. The Community Corrections offender population was 7,268 on June 30, 2010, with an average daily cost of \$4.65 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 we give them our heartfelt gratitude.

Respectfully Submitted,

A handwritten signature in blue ink, appearing to read "Charles M. Traughber".

Charles M. Traughber, 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 Commissioner of the Department of Institutions and Public Welfare chaired the Board.
- 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 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 the supervision of adult offenders from one participating state by another state, was 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 Global Positioning System (GPS) in program 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.
- 2009** BOPP and TDOC began implementation of the Joint Offender Management Plan to enhance offender success.

# BOARD MEMBERS



*The Board, 2010. Seated, left to right: Patsy Bruce, Charles Traughber and Lisa Jones.  
Standing, left to right: Yusuf Hakeem, Ronnie Cole, Joe Hill and Chuck Taylor.*

## 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.

## PATSY BRUCE

Patsy Bruce, a native of Nashville, was appointed to the Board of Probation and Parole in 2004 and was reappointed in 2010. 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.

# BOARD MEMBERS

## RONNIE COLE

Ronnie Cole was appointed to the Board of Probation and Parole in 2004, and was reappointed in 2010. 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 in January of 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 (now Bethel University) 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.

## CHUCK TAYLOR

Chuck Taylor's career spans over 30 years in executive positions in both the public and private sectors. A native Memphian, he attended the University of Memphis, where he majored in Business Administration. His experience includes serving as Director of the Office of Faith Based Initiatives for the City of Memphis, Deputy Property Assessor for Shelby County, Director of Human Resources for Omni Care of Tennessee, Assistant VP of SPL LEDIC and Senior VP of Amerithrift Financial. Taylor joined state government in 2003 as the Director of the Governor's Highway Safety Office and led the highway safety campaigns *Click It or Ticket* and *Booze It and Lose It*. While there, he received an Emmy Award from the Academy of Television Arts and Sciences for producing a GHSO public service announcement against drunk driving. In 2007 Taylor, who is a disabled Vietnam veteran, became the Assistant Commissioner of the Tennessee Department of Veterans Affairs. Taylor joined the Board of Probation and Parole in 2010.

# 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

### OFFENDER EMPLOYMENT INITIATIVE

*BOPP is working to prepare offenders under its supervision for futures as productive members of society. Four probation and parole officers (one each in Nashville, Memphis, Knoxville and in Chattanooga) are working full-time to prepare offenders for jobs and educate employers on the tax credits and other advantages of hiring offenders. Several officers in rural areas of the state also work part-time on offender employment as part of their duties.*



*A major success this year: BOPP secured slots for 10 offenders in Shelby County in the Department of Transportation's Career Express Program. All 10 of the offenders completed the training program successfully, and several have already found full-time jobs as a result of the new skills they gained.*

# SENIOR MANAGEMENT

The Executive Director has responsibility for the day-to-day functions 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 HUDGENS**  
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  
and Legislative Liaison

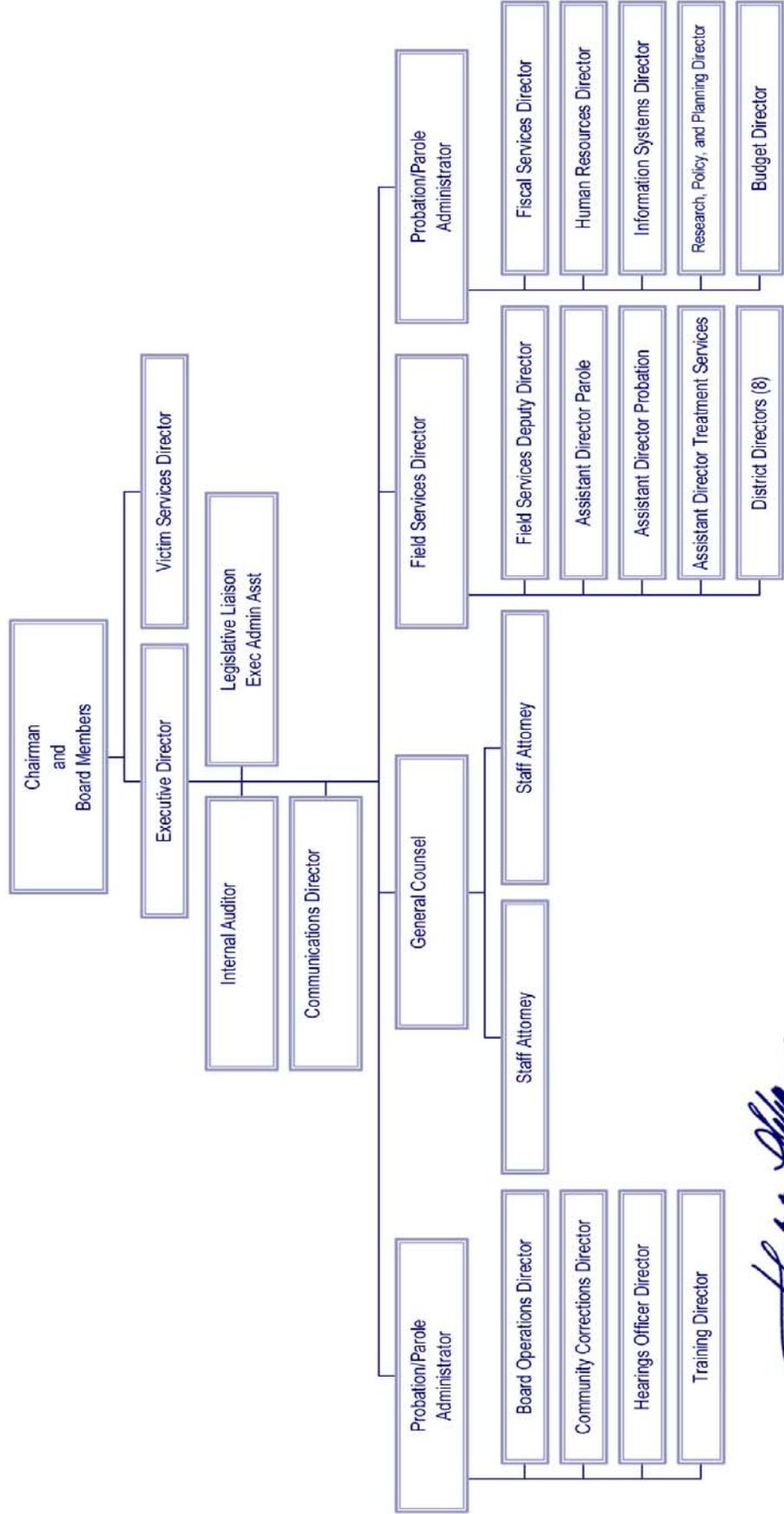


**COLUMBA McHALE**  
General Counsel

# BOPP ORGANIZATION CHART



STATE OF TENNESSEE  
**BOARD OF PROBATION AND PAROLE**  
 404 JAMES ROBERTSON PARKWAY, SUITE 1300  
 NASHVILLE, TENNESSEE 37243-0850  
 June 2010



APPROVED:   
**Charles M. Traugber, Chairman**

Approved by the Board on 6/16/2010

# PROBATION & PAROLE GLOSSARY

**Administrative Case Review Committee (ACRC):** A process involving progressive sanctioning, rather than immediate revocation, for offenders not complying with the terms of probation or parole via technical violations.

**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 incarcerated 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.

**Employment Specialists:** BOPP staff who assist offenders with job readiness and obtaining employment.

**Forensic Social Workers:** Master level social workers employed by BOPP who provide or arrange for offenders to receive treatment services as identified by the LS/CMI.

**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.

**Joint Offender Management Plan:** A joint venture between BOPP and the Department of Correction to cut expenses, increase offender accountability and effectively manage the offender population without the forced early releases occurring in some states due to budgetary issues. This plan provides the agencies with tools to reduce the risk of new offenses and to improve offender outcomes by using evidence-based practices already shown to be effective in other jurisdictions.

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

# PROBATION & PAROLE GLOSSARY

**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 the offender's prison or jail term. It is subject to conditions imposed by the Board, as well as supervision by a Probation/Parole Officer (PPO).

**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 state-ordered probation. PPOs report back to the court if offenders do not meet the terms of the probation. If an offender fails to follow these 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 supervision. 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 by 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 decision.

**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. Additionally, offenders may earn sentence credits for completing the General Educational Development (GED) program.

**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 and/or their families.

# 2009-10 AGENCY STATISTICS

## BOPP OFFENDER POPULATION

June 30, 2010

11,987	Parolees
51,766	Probationers
<hr/>	<hr/>
63,753	TOTAL
7,268	Community Corrections Offenders

## STATEWIDE OFFENDER PROFILE

### PROBATION:

<b>Population by Gender:</b>		<b>Population by Race:</b>	
Female:	12,878	Black:	17,851
Male:	38,888	White:	32,204
		Other:	1,711
		Unknown:	2

### PAROLE:

<b>Population by Gender:</b>		<b>Population by Race:</b>	
Female:	1,471	Black:	5,435
Male:	10,516	White:	6,215
		Other:	337

## POPULATION GROWTH

The size of the offender population under the supervision of the Board of Probation and Parole has shown substantial increases for the past several years. Below is a summary of that continued growth.

	June 30, 2006	June 30, 2007	June 30, 2008	June 30, 2009	June 30, 2010	% Increase from 2006
Probationers	42,731	45,741	47,850	49,718	51,766	21.1%
Parolees	9,148	10,163	10,617	11,039	11,987	31%
Total Offenders	51,879	55,904	58,467	60,757	63,753	22.9%

## HEARINGS

<b>Parole Hearings Completed:</b>	<b>16,649</b>	Cases heard by Board Members and Hearings Officers with decisions handed down by the Board
<b>Initial Parole Hearings:</b>	<b>7,713</b>	
<b>Parole Review Hearings:</b>	<b>6,148</b>	
<b>Paroles Granted:</b>	<b>5,134</b>	
<b>Release Plans Approved:</b>	<b>4,811</b>	
<b>Release Plans Denied:</b>	<b>1,723</b>	
<b>Revocation Hearings:</b>	<b>1,484</b>	
<b>Revocations &amp; Incarcerations:</b>	<b>1,144</b>	

# FIVE-YEAR STRATEGIC PLAN GOALS

## GOAL 1

*Through FY 2014, the Board of Probation and Parole will improve the offender success rate by decreasing the percentage of probationers whose community supervision is revoked to 5.2%.*

FY 2009 – 7.5%   FY 2010 – 5.2%   FY 2011 – 5.2%   FY 2012 – 5.2%   FY 2013 – 5.2%   FY 2014 – 5.2%

## GOAL 2

*Through FY 2014, the Board of Probation and Parole will improve the offender success rate by decreasing the percentage of parolees whose community supervision is revoked to 6.8%.*

FY 2009 – 9.9%   FY 2010 – 6.8%   FY 2011 – 6.8%   FY 2012 – 6.8%   FY 2013 – 6.8%   FY 2014 – 6.8%

## GOAL 3

*Through FY 2014, the Board of Probation and Parole will reduce the percentage of revoked offenders who are technical violators to 2.9%.*

FY 2009 – 4.4%   FY 2010 – 2.9%   FY 2011 – 2.9%   FY 2012 – 2.9%   FY 2013 – 2.9%   FY 2014 – 2.9%

## GOAL 4

*Through FY 2014, the Board of Probation and Parole will improve the offender success rate by decreasing the percentage of community corrections offenders whose community supervision is revoked to 8.9%.*

FY 2009 – 10.9%   FY 2010 – 8.9%   FY 2011 – 8.9%   FY 2012 – 8.9%   FY 2013 – 8.9%   FY 2014 – 8.9%

# PERFORMANCE MEASURES

1. Percent of total probation population served during the year whose community supervision status is revoked during the fiscal year.

Actual (FY 2008-2009): 7.5%  
Estimate (FY 2009-2010): 5.2%  
Target (FY 2010-2011): 5.2%

2. Percent of total parole population served during the year whose community supervision status is revoked during the fiscal year.

Actual (FY 2008-2009): 9.9%  
Estimate (FY 2009-2010): 6.8%  
Target (FY 2010-2011): 6.8%

3. Percent of community corrections offender population who are revoked from the program prior to successful discharge.

Actual (FY 2008-2009): 10.9%  
Estimate (FY 2009-2010): 8.9%  
Target (FY 2010-2011): 8.9%

# OFFICE OF VICTIM LIAISON SERVICES

## JENNIFER BRINKMAN, DIRECTOR

The Office of Victim Liaison Services responds to requests from victims of offenders under the BOPP's supervision. The office ensures victim notification in accordance with *TCA §40-28-505* and victim confidentiality in accordance with *TCA §40-38-110*. Fifteen District Victim Coordinators are located in the eight BOPP districts across the state. These coordinators provide information and referrals and attend hearings with victims.

The office is responsible for coordinating hearings on-site or through video-conferencing. Videoconferencing provides a needed service for victims, who are able to attend hearings without having to travel to the institutions. In FY 09-10, BOPP held 2,756 hearings via videoconference, with 188 victims attending those hearings.

The office served 15,358 victims in FY 09-10, and implemented three new programs in collaboration with the Field Services Division.

## VICTIM IMPACT

BOPP sponsored two trainings for 50 facilitators on Victim Impact. Victim Impact is a 12-week educational program that teaches offenders about the human consequences of crime. Offenders are taught how crime affects victims and the victims' families, friends and communities. The classes also demonstrate how crime also affects offenders and

*(continued on page 13)*

## HIGHLIGHT

### NATIONAL CRIME VICTIMS' RIGHTS WEEK

*For the second year, BOPP honored the strength and resilience of crime victims by planting trees during National Crime Victims' Rights Week. Eleven events were held in BOPP's eight districts across Tennessee. They were in Nashville, Knoxville, Memphis, Jackson, Chattanooga, Dyersburg, Union City, Murfreesboro, Clarksville, Johnson City and Lawrenceburg.*

*First Lady Andrea Conte was the keynote speaker at the kick-off event in Nashville. She is pictured at right with BOPP Board Members Chuck Taylor and Patsy Bruce, and two victim advocates honored by BOPP for their service to victims. They are Valerie Craig of You Have the Power...Know How to Use It, who received the statewide*

*award and Teresa Shearon of the Davidson County District Attorney's*

*Office, who received the award for her work with victims in Nashville.*



## **VICTIM IMPACT** *(CONTINUED)*

their own families, friends, and communities. Specific modules address property crimes, sexual assault, domestic violence, child abuse and neglect, elder abuse and neglect, drunk driving, drug-related crimes, gang violence and homicide.

## **DOMESTIC VIOLENCE**

BOPP has trained 32 facilitators on domestic violence, a two-part educational program for female offenders who are also victims of domestic violence. The class teaches the dynamics of domestic violence and sexual assault, as well as its impact on children. The goal of the program is to assist female offenders on probation or parole with re-entry issues stemming from family violence, and to link them with community resources that can provide services to ensure their safety.

## **BATTERERS' INTERVENTION**

BOPP has trained 37 officers to facilitate batterers' intervention classes in BOPP offices across the state. The 24-week program is an innovative and multi-disciplinary course with a curriculum that explores male violence against women, challenges men to take responsibility for their actions, and provides educational experiences to become allies in ending violence against women.

# FIELD SERVICES DIVISION

## GARY TULLOCK, DIRECTOR

The Field Services Division has made a major commitment to offering an array of programs and services under the umbrella of the Joint Offender Management Plan. These programs and services enhance the agency's ability to work with offenders and improve their chances of success. The plan and various aspects of this commitment are discussed below.

## JOINT OFFENDER MANAGEMENT PLAN

For more than a year, the Board of Probation and Parole and the Tennessee Department of Correction (TDOC) have worked closely on a Joint Offender Management Plan to cut expenses, increase offender accountability and effectively manage the offender population without the forced early releases occurring in some states due to budgetary issues. This plan provides the agencies with tools to reduce the risk of new offenses and improve offender outcomes by using evidence-based practices already shown to be effective in other jurisdictions.

The plan allows BOPP and TDOC to see that offenders returning to the community receive appropriate treatment for issues, such as substance abuse, that may have played a role in their criminal activity. It also provides a standard risk and needs assessment used by BOPP, TDOC and the various Community Corrections agencies statewide to ensure all offenders are evaluated by the same criteria. Referrals to treatment and other programs are provided based on these assessments. In other states, these strategies have been shown to be effective in preventing offenders from committing new crimes.

The plan includes a dedicated evaluation component to monitor and assess the results of the plan. Improvements will be made based on evaluations.

BOPP steps into its future using evidence-based practices and a victim-centered approach to ensure community safety. The joint offender management plan has increased the ability of both BOPP and TDOC to attain offender success and reduce the number of offenders who are revoked and incarcerated.

In recognition for its work on offender re-entry, the National Institute of Corrections chose Tennessee to receive one of only eight technical assistance grants awarded nationwide to further its work on re-entry issues.

## LS/CMI

During FY 09-10, BOPP Field Services, Community Corrections programs, and TDOC, began using the Level of Service Case Management Inventory (LS/CMI), a nationally recognized and validated risk and needs assessment and case management tool for adult offenders. The LS/CMI uses sound research to determine levels of supervision and levels and types of service/treatment, allowing officers to target supervision, services and treatment to the individual offender's criminogenic needs (those needs which show a direct correlation to criminal behavior). It is a gender-informed, culturally-informed, strength-focused instrument that identifies offenders at high risk of recidivism and offers guidance on treatment services to reduce that risk.



Because BOPP, TDOC, and Community Corrections programs now all use a common assessment instrument, offenders experience a continuity of services as they transition through the criminal justice system. Each agency's offender information is located in the same database, allowing the agencies access to information they need as an offender transfers from one agency to another.

# FIELD SERVICES DIVISION

## LS/CMI *(CONTINUED)*

During FY 09-10, more than 800 BOPP staff received training on administering the LS/CMI assessment, and approximately 19,000 LS/CMI assessments were completed. LS/CMI assessment training is now incorporated in the pre-service training for all new officers.

## MOTIVATIONAL INTERACTION

As part of the Joint Offender Management Plan, BOPP is using Motivational Interaction, an evidence-based practice that has been shown to improve offender success rates. Motivational Interaction is an interview style based on the principle that people have the capacity to change when there is a collaborative effort that respects their autonomy to make self improving choices.

Thirty-six Probation and Parole Officers and four Correctional Academy Instructors received training to prepare them to train others in Motivational Interaction. A total of 1,087 BOPP staff were trained in this technique during FY 09-10. Motivational Interaction is now part of pre-service training for all new officers.



## THINKING FOR A CHANGE

Thinking for a Change is an evidence-based, integrated cognitive behavior change program for offenders that includes reasoning restructuring, social skills development and development of problem-solving skills. The program teaches offenders to restructure their thinking patterns, leading to positive changes in behavior.

During FY 09-10, 18 BOPP staff and two Correctional Academy Instructors have been prepared to train others in how to teach Thinking for A Change to offenders during FY 09-10. Thinking for A Change has been incorporated into the pre-service training for all new officers. BOPP staff will begin offering this group treatment program in FY 10-11 to those offenders whose LS/CMI assessment indicates a need for this service.

## POSITIVE CHANGES

Positive Changes is a two-part educational program to teach female offenders who are also victims about the dynamics of domestic violence and sexual assault, including its impact on children. Classes are taught as part of BOPP's gender specific program, a specialized service for female offenders that assists this population in building self esteem and in overcoming barriers unique to women.

BOPP Forensic Social Workers facilitate voluntary groups for women who wish to continue their work on healthy relationships, or who have on-going issues arising from domestic violence. Women offenders are connected with community-based domestic violence programs so they can have ongoing support after their supervision ends.

# FIELD SERVICES DIVISION

## INTERACTIVE OFFENDER TRACKING

The use of an Interactive Offender Tracking System for low-risk offenders allows Probation and Parole Officers to center their attention and energy on medium and high-risk offenders. Officers use the LS/CMI to identify low-risk offenders who do not require traditional face-to-face reporting and close supervision.

The Interactive Offender Tracking System is a web-based phone-in program that allows offenders to phone in each month and answer a series of questions that are programmed specific to their cases. Offenders in the system pay a monthly fee presenting no cost to the state.

## FORENSIC SOCIAL WORKERS

Based on offenders' criminogenic risk factors, Probation and Parole Officers may make referrals to the agency's Forensic Social Workers. The social workers then determine whether needs can be met and make appropriate community referrals. Or, they may provide in-house services such as group or individual counseling. Common types of counseling include topics such as relapse prevention and anger management.

The program is budgeted to have 24 Forensic Social Workers located within the eight districts at assigned BOPP offices. At the end of FY 09-10, BOPP had hired 21 Forensic Social Workers.

## TREATMENT SERVICES NETWORK

In FY 09-10, BOPP entered into a collaborative agreement with the Tennessee Department of Mental Health and Developmental Disabilities to create a Treatment Services Network to address offenders' alcohol and drug-related problems. Research indicates that alcohol and drug problems are significantly related to criminal behavior and high risk for recidivism.

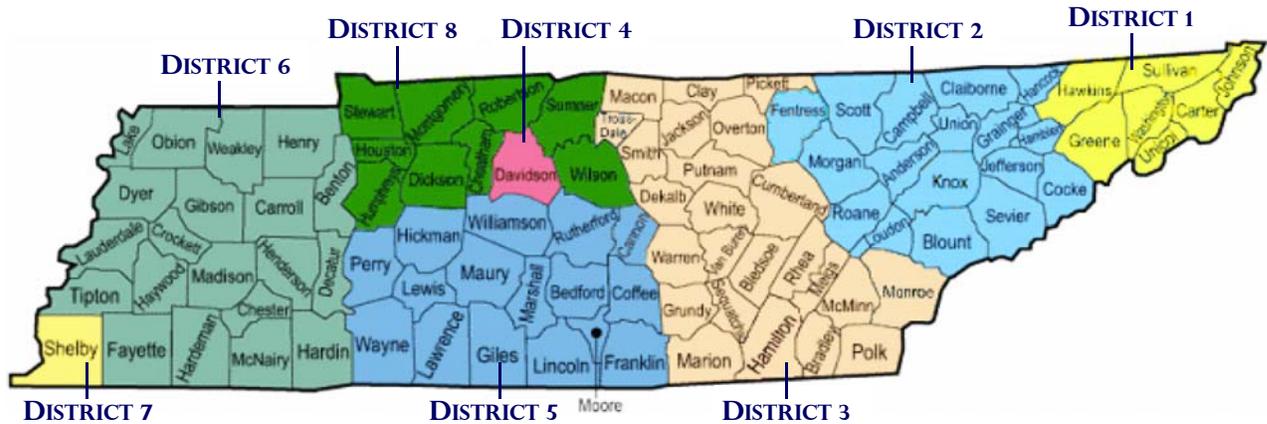
The LS/CMI provides Probation and Parole Officers an indication of the presence of any alcohol/drug-related concerns. Offenders who score in the medium to very high range are referred to Forensic Social Workers for further screening. Those in need of treatment are then referred to one of 40 local participating alcohol and drug treatment providers. The providers, located throughout the state, determine the appropriate level of treatment indicated. Treatment services available to BOPP offenders include assessment, outpatient, intensive outpatient, intensive inpatient treatments, halfway houses, all levels of residential treatment and all levels of detoxification.

During FY 09-10, BOPP referred 651 offenders to the Treatment Services Network for substance abuse treatment.

## EMPLOYMENT

Assisting probationers and parolees obtain full-time employment benefits the community, employers, the offenders themselves, and their families. In an effort to address the joblessness or under-employment of offenders, BOPP began an employment development initiative in November 2009 by placing employment specialists in four cities: Memphis, Nashville, Chattanooga and Knoxville. The Employment Specialists focus on employer development and development of a job-ready offender pool. Employment Specialists provide job readiness classes for offenders, as well as screening and referral for employers. They also work to develop local partnerships with other agencies to provide training and other employment-related services for offenders. Even though Employment Specialists are not located in all areas of the state, each BOPP district has staff serving as employment contacts who can provide employment-related assistance to employers and offenders.

# FIELD SERVICES DIVISION



## DISTRICT CONTACT INFORMATION

### DISTRICT 1

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

### DISTRICT 5

Frank Mabery, District Director  
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Phone: 615.898.8030

### DISTRICT 2

Vyviaan McCarthy, District Director  
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Knoxville, Tennessee 37921  
Phone: 865.582.2000

### DISTRICT 6

Jeff Barnett, District Director  
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Jackson, Tennessee 38305  
Phone: 731.948.9801

### DISTRICT 3

J. Gale Reed, District Director  
540 McCallie Avenue, Suite 250  
Chattanooga, Tennessee 37402  
Phone: 423.634.6333

### DISTRICT 7

Michelle Steward, 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 and 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 09-10, the PSU supervised 3,325 offenders, 304 of whom were on GPS monitoring.

## APPREHENSION UNIT

The Apprehension Unit, located in the Memphis and Jackson districts, 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 Peace Officers Standards and Training (POST) like other certified law enforcement officers.

## WORK PROJECT PROGRAM

The General Assembly 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 FY 09-10, offenders provided more than 282,927 hours of service to communities. Based on the minimum wage rate of \$7.25, this service saved agencies and organizations an estimated \$2,051,222.



*Above: Jackson PPO2/CSW Supervisor Terry White talks with a city official as community service workers prepare a house in a revitalization area for painting.*

# 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 PROGRAM**

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.

## **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 using 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 and processes executive clemency matters.

**Release Certificates** are issued when the Board grants parole to an offender. Upon the approval of release plans, the certificate section notifies interested parties and county officials as directed by statute prior to issuing the certificate. During FY 09-10, 4,904 parole certificates were issued. Probation certificates are issued for offenders completing boot camp, technical violator diversion programs and TDOC-certified determinate release 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, 477 applications for executive clemency were requested. The Board reviewed 190, and conducted one pardon hearing from the eligible applications. There were no commutation or exoneration hearings conducted during the year. When the Board conducts an executive clemency hearing, a summary of the hearing and a non-binding recommendation are submitted to the Governor.

**The File Room** manages, maintains and tracks active and inactive paper files, as well as audio, video and electronic files. An **Imaging Project** is currently under development using FileNet, that will allow agency files to be scanned, and a program is being developed to conduct parole hearings through a workflow process. This project will eventually eliminate paper files. A pilot project using this technology began in July 2010.

**The Docket Unit** prepares cases for parole hearings after the Department of Correction certifies that offenders are eligible for parole consideration. They also are responsible for sending notifications of parole hearings, decisions and release to supervision notices as specified by policy. These notifications are sent to victims, interested parties and officials. Psychological evaluations and other specific reports ordered by the Board or required by law are requested, tracked and placed in the offender's file for review at the parole hearing.

# 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

### OPERATION FALCON

*Almost 800 fugitives were apprehended in Middle and West Tennessee during the 2009 Operation FALCON, organized by the U. S. Marshals in each district. The goal of the operation is to remove as many violent offenders from streets and communities*

*as possible, while clearing backlogged warrants from law enforcement files.*

*BOPP has strong relationships with the U. S. Marshals in both Memphis and Nashville, including having a BOPP officer assigned to each of these offices on a regular basis. BOPP played an active role in the 2009 Operation FALCON in both of these districts.*

*On a regular basis, the BOPP liaison officers work cooperatively with other members of the Marshals' staffs to assist in locating and apprehending dangerous fugitives. Their joint efforts help keep Tennessee communities safe.*



*Left: BOPP Executive Director Bo Irvin; Kelly Morris, BOPP Liaison to the Middle Tennessee District of the U. S. Marshals' Service; Marshal Denny King and U. S. Attorney Ed Yarbrough at the Operation FALCON news conference in Nashville.*

# 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 09-10, Community Corrections agencies provided services to 90 counties in Tennessee. Three of the Community Corrections agencies and programs provided residential services, three provided day reporting services and 17 provided supervision services. Some agencies provided more than one service.

Community Corrections agencies provided a total of 286,413 community service hours performed by offenders under their supervision in FY 09-10. Calculating \$7.25 hourly minimum wage in FY 09-10, this translates to \$2,076,494 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 09-10 was 10.9 percent, with 1,089 offenders revoked out of 10,032 total offenders. Community Corrections successfully closed 1,242 cases, or 12.4 percent of the total offender population in FY 09-10. The average daily cost of supervision was \$4.65.

The Community Corrections Supervision Program offender population grew by 1.2 percent in FY 09-10. Over the last five years, the Community Corrections Program has grown 26.7 percent, from 5,735 in FY 03-04 to 7,268 in FY 09-10.

The Community Corrections Program's involvement in the Joint Offender Management Plan had three main goals: reduce recidivism by 2 percent, increase active supervision number by 535 and increase residential bed capacity by 50 percent. Community Corrections agencies will begin using the LS/CMI to assess offenders in FY 10-11. About 75 (50 percent) of community corrections case officers received LS/CMI training during FY 09-10.

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.

The Board provides each employee with training that supports and improves job performance. It is the responsibility of the Training Division to develop and implement training at a district/local level that will ensure adherence to policy, give staff knowledge and techniques to effectively perform their assigned job task, seek the input of line staff and supervisors in training issues and aid staff in personal and professional development.

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.

Each new full-time employee participates in 40 hours of pre-service orientation. Thereafter, full-time employees continue to receive annual training: 40 hours for specialized staff and 16 hours for support staff. New emergency or interim employees, volunteers and student interns who work less than 37.5 hours per week receive training appropriate to their assignments. Volunteers and students working the same schedule as full-time, paid staff are given the same training as staff. The number of training hours required is a minimum and additional hours may be given.

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

# FISCAL SERVICES DIVISION

## GAIL BEST, DIRECTOR

The Fiscal Services Division supports the agency 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 the procedures of BOPP. Compliance with the rules of the Tennessee Department of Finance and Administration, the Tennessee Comptroller of the Treasury and the Tennessee 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 2,300 items of property
- Printing, communications, records management and other miscellaneous responsibilities

## HIGHLIGHT

### EMPLOYMENT SPECIALISTS ASSIST OFFENDERS

*Helping offenders find and keep work is a key aspect of BOPP's reform efforts through the Joint Offender Management Plan with TDOC. Men and women who have jobs are less likely to commit crime than those who are not employed. BOPP is working to develop contacts and create tools to help the agency assist offenders under its supervision with job opportunities.*

*To assist offenders in finding jobs, BOPP moved four PPOs into Employment Specialist positions in the state's four largest cities: Memphis, Nashville, Chattanooga and Knoxville. They work to educate employers on federal bonding and tax credits for those who hire offenders, as well as BOPP programs to prepare offenders for the workplace. To be part of the employment pool, each offender must complete a job readiness class, have a Social Security card, have an ID or driver license, have been drug tested within the past 90 days and, as a general rule, have been convicted of a non-violent offense.*

*In rural areas of the state, several BOPP officers are also working on offender employment as part of their*

*duties, to increase offender job opportunities in those areas as well.*



*Above, front row: Three of BOPP's four Employment Specialists — Mark Hollis (Nashville), Ann Myers (Knoxville) and Lorraine Brown (Chattanooga). Back row: BOPP Assistant Field Services Director Lisa Helton, Board Chairman Charles Traughber and Deputy Field Services Director Helen Ford.*

# BUDGET DIVISION

## DEAN TAYS, 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 2009-10

Salaries	\$40,114,100
Longevity	1,309,500
Benefits	17,225,400
<b>Personnel Services and Benefits Total:</b>	<b>\$58,649,000</b>
<b>Other Expenditures:</b>	
Travel	\$ 1,855,700
Printing, Duplicating and Services	157,000
Utilities	1,000
Communications	242,400
Maintenance, Repairs and Service	11,000
Professional Services/Third Parties	5,007,600
Supplies and Materials	1,288,100
Rentals and Insurance	4,917,700
Motor Vehicle Management	1,000
Awards and Indemnities	9,800
Training	116,900
Interdepartmental	2,387,400
<b>Other Expenditures Total:</b>	<b>\$15,995,600</b>
<b>Total Expenditures:</b>	<b>\$74,644,600</b>
<b>Funding Sources:</b>	
State Appropriations	\$72,792,400
Current Services (Includes Diversion Fund Revenues)	200,000
Interdepartmental	594,500
Reserves	1,057,700
<b>Total Revenue:</b>	<b>\$74,644,600</b>

# HUMAN RESOURCES DIVISION

## BILL EVANS, DIRECTOR

The Human Resources Division of the Board of Probation and Parole provides a broad array of support services to all employees of the agency, including advice and assistance to employees on all personnel 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 are 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 Tennessee Department of Human Resources regulations, policies and procedures, civil service laws, leave and attendance rules, affirmative action guidelines, performance evaluation and of the Tennessee 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

### BOPP STAFF GIVE BACK TO COMMUNITIES

*District 7 (Shelby County) kicked off the 2009-2010 school year by providing school supplies for its adopted school, Delano Elementary. After the supplies were collected, they were distributed on September 4 to a group of eager students. The staff was generous in supplying the students with the tools necessary to start the school year.*

*District 1 Probation and Parole Officers Janet Burgess and Tracie Nelson Arnold of the Blountville office ran in the fourth annual Tri-Cities Race for the Cure in Kingsport, and helped their team raise almost \$4,000 for breast cancer research and education.*



*In District 5, several staff members from BOPP's Franklin office teamed up with colleagues from the District Attorney's office to support Andrea Walks for Tennessee Children in Williamson County. The annual walk, started by Tennessee First Lady Andrea Conte, benefits the Williamson County Child Advocacy Center.*

## THOMAS DOWDY, DIRECTOR

The information technology strategy for the Board of Probation and Parole is to increase the effective use of 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. 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:

- Promote and facilitate the effective integration of technology into the basic mission of the Board of Probation and Parole through planning, programming, training, consulting, and other support activities.
- Promote and facilitate the standardization of data creation and data use to ensure that data currency, data completeness and data veracity are the drivers in any process involving the creation, collection, manipulation, and/or dissemination of data used by the Board of Probation and Parole by identifying current data issues.
- Work with TDOC /TOMIS to identify changes to the functionality that will increase the usefulness of the system to BOPP.
- Provide leadership for effective strategic and tactical planning in the use of technology to the Board.

The division is comprised of two teams: Technical Support and Development. The Technical Support Team recorded 16,309 requests for assistance in the first 10 months of FY 2010. The Development Team provides business process analysis and modeling, application design, development and implementation for the agency.

## MARGARET ROSE, DIRECTOR

The Research, Policy and Planning Division provides statistical information to the agency. Research, Policy and Planning staff retrieve and analyze 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 and the 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.

During FY 09-10, the agency received over \$700,400 in grant dollars that provided training for staff and offenders, recovery support services and software. Additionally, a multi-year technical assistance grant from the National Institute of Corrections provides consultants to assist BOPP and the Tennessee Department of Correction with the state's Transition from Prison to the Community re-entry efforts.

## HIGHLIGHT

### BOPP STAFF VOLUNTEER TO LEAD WAY TO CHANGE

*The addition of new evidence-based practices has meant new training demands on staff. As BOPP has added programs and tools such as Victim Impact courses, Motivational Interaction techniques and LS/CMI, many staff members have stepped up and volunteered to deliver training to co-workers in their districts.*

*To prepare, these volunteer trainers have attended "train the trainer" courses to learn the programs and related material, in order to prepare themselves for the additional duty.*

*Right: Chairman Charles Traughber and Board Member Patsy Bruce address a group of staff attending a trainers' course.*





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