



2018 ~ 19 Annual Report



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



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

October 1, 2019

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

Governor Lee and Members of the General Assembly:

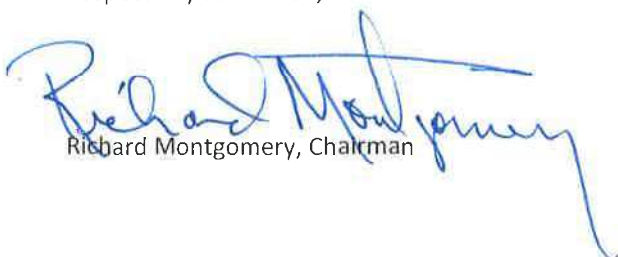
It is my pleasure to present to you the Board of Parole's Annual Report for fiscal year 2018-2019.

To fulfill the agency's mission to minimize public risk and promote lawful behavior by the prudent, orderly release of adult offenders, Board Members must determine whether to parole eligible felony offenders to community supervision, or to continue incarceration in Department of Correction (TDOC) or county facilities. To achieve that mission, the Board conducted 16,645 parole hearings in FY 2018-2019. In addition, the Board reviews all clemency requests and submits non-binding recommendations to the Governor for his consideration. The Board of Parole plays a major role in community safety, in keeping with our motto: "*Safe communities, fewer victims, successful reentry.*"

The Board of Parole also provides cost avoidance for state government. Offenders placed on parole are supervised in the community at a cost far lower than that of incarceration. In addition, the Board of Parole continues to utilize technology including, but not limited to, video conferencing and web cameras. The result is that travel to state prisons or local jails for hearings is reduced, decreasing travel costs and increasing productive work hours.

The Board of Parole had 83 staff positions in FY 2018-19 with a budget of \$8,544,100. The Board expresses its sincere appreciation to the members of Tennessee's Executive and Legislative branches for effectively providing leadership. We are also indebted to the BOP staff who devoted time, energy and skills to carrying out our mission, and we give them our sincere gratitude.

Respectfully Submitted,


Richard Montgomery, Chairman

Frequently Asked Questions About Parole

What is the Parole Board?

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

What are the Board's responsibilities?

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

What is the Tennessee Board of Parole?

This is the agency that includes the Parole Board, hearings & support staff, and administrative offices. With the exception of the Board Members, staff is managed by an Executive Director who oversees the day-to-day operations of the agency. Support and Hearings staff include Hearings Officers; Board Operations; Victim Services; General Counsel's Office; and the Research, Policy, and Planning. Administrative offices include staff who maintain operational business functions, such as Fiscal, Human Resources, Communications, and Training.

What is parole?

Parole is the privilege of community supervision granted to an offender after he/she has served a percentage of his/her sentence, as determined by statute. Many offenders serve their sentences to expiration without ever receiving parole. If released to parole, offenders are supervised by officers employed by the Tennessee Department of Correction. The Board may revoke this privilege and order a parolee who does not comply with the supervision rules to be returned to prison.

What factors does the Board consider in making parole decisions?

The Board considers many factors, including seriousness of the offense, time served, a risk/needs assessment, the offender's institutional record, victim input, and the statements of the offender and other interested parties, in determining whether to grant parole to an eligible offender. The complete criteria is part of BOP Rule 1100-01-01-.07 located online at:

<https://publications.tnsosfiles.com/rules/1100/1100.htm>

How does someone in prison get a parole hearing?

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

What is probation?

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

What is Community Supervision for Life (CSL)?

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

The Parole Process

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

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

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

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

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

Parole Granted:

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

Parole Denied:

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

Board Members

Chairman Richard Montgomery

Richard Montgomery, a native of East Tennessee, was appointed to the Board of Parole in January, 2013.

Montgomery is a former state representative from Sevier County, serving in the General Assembly for 14 years (1998-2012). A graduate of Hiwassee Junior College and the University of Tennessee, he is retired from Oak Ridge National Laboratory, where he was Operations Manager for UT-Battelle for 27 years. He was elected and served 16 years on the Sevier County Board of Education, and served as Chairman for six years. He was recognized in 2012 with the Gordon Fee Leadership in Education Award, presented by the Tennessee Business Roundtable and was named as Legislative Official of the Year by the TN School Board Association. He is on the Advisory Board of East Tennessee State University and serves on the Foundation Board of the Helen Ross McNabb Center. The Tennessee Hospital Association named Montgomery Legislator of the Year in 2010. He was honored by the TN County Officials Association as Legislator of the Year in 2002. As a lawmaker, Montgomery served as Chairman of the House Education Committee and worked on other key committees during his term in office. He also served on several joint committees, including the Select Committee on Corrections Oversight, the Joint Lottery Scholarship Committee, the Joint Education Oversight Committee, the Joint Workers' Compensation Committee, and the Select Committee on Children and Youth.



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

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

Zane Duncan

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

Gary Faulcon

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

Tim Gobble

Tim Gobble has completed 31 years of public service in the areas of law enforcement, criminal investigations, homeland security, corrections, city management/leadership and parole. He began his career in 1988, as a police officer in Cleveland, TN. In 1989, he was commissioned as a special agent with the United States Secret Service and served in offices located in Nashville, Houston, Washington, D.C. and Chattanooga, until 2004. In 2002, Gobble was elected city councilman at-large in Cleveland, TN. From 2004-06, he served as director of the Cleveland/Bradley County Emergency Management Agency, and was elected Sheriff of Bradley County, TN in 2006. Gobble also served as Deputy Chief over Corrections with the Hamilton County Sheriff's Office and city manager of the City of East Ridge, TN. In July 2013, Gob-

Board Members

ble was appointed to the Board of Parole by Governor Haslam. Gobble holds a Bachelor of Science degree in Government and Public Administration from Lipscomb University and has regularly participated in in-service training and professional development programs throughout his career. He is an active member of the Association of Paroling Authorities International and the Association of Former Agents of the United States Secret Service. He is married to his wife of 31 years, has three grown children and is an active member of the East Brainerd Church of Christ in Chattanooga, TN.

Gay Gregson

A career educator, Gay Gregson spent more than 22 years in the field of Special Education. She worked with school-aged children with moderate to severe cognitive/physical challenges, provided speech therapy and communication services to deaf children, and traveled across the state as a Career Ladder Evaluator for the Department of Education. Gregson's volunteer work has been recognized with numerous awards. She was in the first group of women to receive a Sterling Award which annually honors the 20 most influential women in West Tennessee outside of Shelby County. She was recognized with a Jefferson Award for community service. In addition to being the founding member of the non-profit Parents of the West TN School for the Deaf, Gregson initiated and operated the Vacation Bible School weekend summer camp for deaf students. She has served on boards of several non-profit organizations including the Jackson Center for Independent Living (JCIL) and the West TN Speech and Hearing Center. Gregson received training at the National Institute of Corrections Academy in Denver, Colorado and is a member of the Association of Paroling Authorities International. She has participated in the National Crime Victims' Rights Week ceremonies. Gregson earned a Bachelor of Science in Special Education from Memphis State University (now the University of Memphis) and a Bachelor of Science in Speech Pathology at the University of Tennessee Speech and Hearing Center in Memphis. She also earned a Master of Science in Educational Administration and Supervision from Memphis State. She was appointed to the Board of Parole in 2014.

Roberta Kustoff

Roberta Nevil Kustoff is an attorney who has practiced law since earning her Juris Doctor in 1998. She spent several years in private practice before joining the Shelby County Trustee's Office in 2010, where she served as the Delinquent Tax Attorney. In that role, she represented county government in Chancery, Circuit and General Sessions Courts. A native of Chattanooga, Kustoff is a graduate of Bellarmine University in Louisville, Kentucky, and earned her J. D. at the University of Memphis. Roberta has trained, in part, at the National Institute of Corrections Academy and is an active member of the Association of Paroling Authorities International. Mrs. Kustoff has presented to numerous groups including the FBI Memphis Citizens Academy Alumni and participated in National Crime Victims' Rights Week ceremonies. Governor Lee appointed Mrs. Kustoff to the Tennessee Criminal Justice Investment Task Force in 2019. She is a member of the Tennessee and Memphis Bar Associations, was involved in the Association of Women Attorneys of Memphis, and the Memphis Estate Planning Council. She has also volunteered through Subsidium and is a current Board Member of the Salvation Army Women's Auxiliary. She was appointed to the Board of Parole in January of 2016.

Barrett Rich

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

Significant Events in FY 2018-19

- As the fiscal year started, Research, Policy, and Planning Director Cyndi Taylor was promoted to Parole Administrator for Management Resources. Ms. Taylor has been with the Board of Parole since 2013.
- Richard O'Bryan was promoted from Parole Hearings Assistant Director to Parole Administrator for Specialized Divisions. Richard has been with the Board for 27 years.
- The year included four staff retirements:
 - ◇ Training Director Sandra Anderson retired after 40 years of state service.
 - ◇ Tina Fox, Victim Services Program Director, retired after 30 years with the State of Tennessee.
 - ◇ Parole Administrator for Specialized Divisions, Helen Ford, retired after 34 years of state service.
 - ◇ Accounting Technician Bipin Butala was the last to leave this year and had worked 19 years for the state.



Tina Fox giving her farewell address.



Helen Ford at her retirement celebration.

- The Board brought in three new faces to fill Director positions:
 - ◇ Ryan Baird joined as our new Legislative Liaison.
 - ◇ Diana Davis is the new Research, Policy, and Planning Director.
 - ◇ Doreisha Davis is our new Victim Services Program Director.
- The Board honored 15 members of the BOP staff with awards for reaching milestones in state service. Collectively, these staff members have given 310 years in service to the people of Tennessee.

Significant Events in FY 2018-19

- The Board conducted 16,645 parole hearings across the state. Hearings are conducted both by Board Members and by Parole Hearings Officers, but only Board Members cast binding votes to reach parole decisions.
- During National Crime Victims' Rights Week, the Board of Parole and three partner agencies held special ceremonies across the state to honor victims of crime.



- 100% of BOP staff completed all mandatory training courses. Mandatory classes included Title VI, Workplace Discrimination & Harassment, Code of Ethics, Public Records & Open Meetings, and Information Security Awareness. There were also mandatory DOHR statewide policy review and acknowledgments that were 100% completed. These included Social Media, Violence in the Workplace, Acceptable Use, Abusive Conduct in the Workplace, Worker's Compensation, Political Activity, and Operation of a Motor Vehicle. Additional BOP training topics offered during the past fiscal year included Change Management, Abduction & Recovery through the Eyes of a Child, Compassion Fatigue, Human Trafficking in America's Schools, Methamphetamine Update, and Using Technology & Media for Effective Community Policing. Board Members, their support staff, and some Board Operations staff were offered and logged several hours of training on Clemency.
- The Board of Parole provides opportunities for its staff to grow and develop professionally while attaining new skills and knowledge that may impact their work. This year, Parole Hearings Regional Supervisor Amber Lineberry and Statistical Programmer Specialist Teresa Rohling both graduated from the LEAD Tennessee program.

Teresa Rohling and Amber Lineberry at graduation

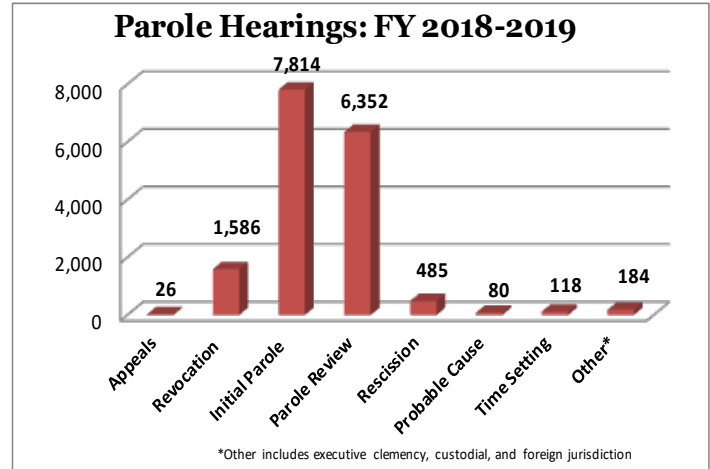


- Parole Administrator Cyndi Taylor and Communications Director Melissa McDonald served on the Tennessee Government Leadership (TGL) Council this year. Members of the TGL Council devote time to promote leadership development at every level of state government.

Parole Hearings Division

Parole hearings officers and Board Members conduct parole hearings for all eligible offenders in Tennessee. During the past fiscal year, hearings officers conducted 15,816 hearings and made non-binding recommendations regarding offenders' parole sentences. Board Members conducted 829 hearings. They also reviewed all hearings conducted by parole hearings officers and either adopted, modified or rejected the officers' recommendations.

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



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

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

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

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

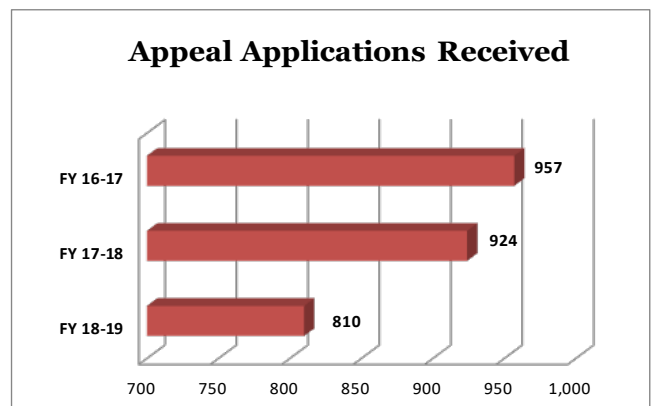
Parole Hearings Division



In the spring of 2019, the Parole Hearings Division attended their annual training. Staff attended sessions on various topics, including legal training from the Board's General Counsel and staff attorney, a presentation on the opioid crisis from Helen Ross McNabb Center staff, and parole hearing process training from the Board's Hearings management team. They attended additional training sessions presented by the Board's Human Resources Director, the Tennessee Consolidated Retirement Systems, UT Institute for Public Service, and staff from the Department of Correction.

Appeals

TCA 40-28-105 (d)(11) mandates an appeal review process for offenders whose parole has been denied, revoked, or rescinded. The Parole Hearings Division processes appeal applications for the Board. Every appeal application is reviewed, and a determination is made as to whether the appeal meets the criteria for filing, or whether a new hearing will be granted, according to statute. During FY 2018-19, the Board received 810 appeal applications related to this statute.



Accomplishments

- Hearings officials continue to use video-conferencing equipment and webcams in conducting parole hearings, which reduces staff travel time and associated expenses.
- The Hearings Division continues to collaborate with staff at county jails to improve connectivity and reduce man hours.
- The Hearings Division continues to collaborate with Dept. of Correction field staff by facilitating roundtable meetings/discussions regarding parole revocation processes.

Victim Services Division

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

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

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

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

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

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

Services Provided to Crime Victims by BOP in FY 2018-19:



TENNESSEE BOARD OF PAROLE
VICTIM SERVICES DIVISION

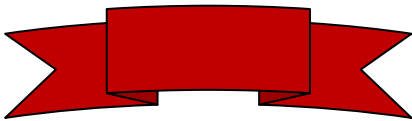
- Victim Services staff took 2,217 calls from crime victims, an average of 185 calls per month.
- The Victim Services Director and/or district Victim Coordinators attended parole hearings with a total of 814 victims.
- Victim Services staff received and processed a total of 3,648 letters of opposition, victim impact statements, petitions, etc.
- Victim Services staff registered 392 crime victims/family members for notifications of hearings, decisions, and releases.

Victim Services Division

National Crime Victims' Rights Week



From left to right: Brad Nelson, TDOC Deputy Director; Tony Parker, TDOC Commissioner; Glen Funk, 20th District Attorney General; Jeff Bledsoe, Dickson County Sheriff; Verna Wyatt, TN Voices for Victims; Richard Montgomery, BOP Chairman; and David Hart, TRICOR CEO.



The 16th Annual Tennessee Season to Remember was held on December 6, 2018 to honor victims of homicide. Approximately 350 families from across the state placed ornaments on memorial wreaths in honor of their loved ones. The TN District Attorneys General Conference (DAGC), the TN Highway Patrol, the Chiefs of Police Association and the Sheriffs' Association also placed ornaments on the wreaths in honor of fallen officers and the victims and survivors they assisted throughout the year. Special music was performed by CeCe Winans and Holly Bobo's mother, Karen Bobo, was the keynote speaker for the ceremony.

The Tennessee Season to Remember was organized by the Board of Parole in cooperation with the Secretary of State's office, the Department of Safety and Homeland Security, the TN Bureau of Investigation, the Department of Correction, the Department of Finance and Administration's Office of Criminal Justice Programs, the Office of Attorney General and Reporter, DAGC, TRICOR, and the State Treasurer's office.

Crime victims all around the country were honored during the week of April 7-13, 2019. In Tennessee, the Board of Parole, Tennessee Bureau of Investigation, Department of Correction and the TN Rehabilitative Initiative in Correction (TRICOR) worked together to hold a special ceremony each day. This year, ceremonies were held in Nashville, Chattanooga, Memphis, Jackson and Johnson City. This year's events included an Honor Guard presentation and buglers, bell-ringing for victims, a dove release, a tree planting, and a candle-lighting ceremony. Each event held special significance for those in attendance.

Victim advocates in local communities were honored for their work in assisting victims of crime in their areas. This year's statewide Voice for Victims honoree was Jeff Bledsoe, Sheriff of Dickson County. He was recognized for his exceptional leadership and ability while leading his department and county through the ongoing search for missing 5-year old Joe Clyde Daniels, and the murder of Dickson County Deputy Daniel Baker.

Tennessee Season to Remember 2018



Karen Bobo, 2018 TSTR Keynote Speaker

Board Operations Division

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

Major Responsibilities of the Board Operations Division:

- During FY 18-19, docket technicians continued to prepare and scan files for parole hearings.
- Board Operations staff scheduled parole hearings for offenders certified eligible. They also reviewed and verified that all required case information was current for all hearings.
- Board Operations staff sent notifications of upcoming parole hearings to crime victims and other interested parties.
- Board Operations staff issued 2,327 parole release certificates based on decisions made by the Board, and sent release notifications to the interested parties.
- Board Operations staff requested, tracked and verified the receipt of psychological evaluations for 105 offenders.
- Board Operations staff received executive clemency applications, and prepared materials for Board Members to review. When formal hearings were conducted, Board Operations forwarded the recommendations to the Governor for consideration.
- Board Operations staff fulfilled public requests for copies of BOP hearing records.
- Board Operations staff pulled, scanned, and stored files for deceased offenders.
- Board Operations staff scanned and verified 16 cubic feet of Executive Clemency records to prepare for those records to be sent to State Library and Archives.
- Board Operations staff pulled, scanned, and verified 152 cubic feet of offender files that were then sent to storage.

Board Operations Division



Board Operations staff participated in an annual training where each staff member prepared and presented information on a specialized function of the division, including: docketing procedures, executive clemency, time set hearings, foreign jurisdiction hearings, certificates, and several other topics. The training was extremely successful and enriching for all who participated.

Executive Clemency

Executive clemency includes commutation, pardon and exoneration, which only the Governor has the power to grant. The Board of Parole reviews executive clemency applications for the Governor. When the Board conducts an executive clemency hearing, a summary of the hearing and a non-binding recommendation are submitted to the Governor.

In FY 2018-19, the agency received 308 applications for executive clemency: 176 commutation applications, 110 pardon applications, and 22 exoneration applications. Of those, 83 met the initial screening criteria for the Board to review. Fifty-seven of those were for commutations, 23 were for pardons, and three were for exoneration. The Board conducted 18 executive clemency hearings: five commutations, twelve pardons, and one exoneration.

Budget

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

BOP Budget, Fiscal Year 2018-19

Personnel Expenditures

Salaries	4,095,800
Longevity	183,600
Employee Benefits	<u>1,843,900</u>
Total Personnel Services and Benefits	<u>\$6,123,300</u>

Operational Expenditures

Travel	137,500
Communications	16,600
Maintenance & Repairs	2,200
Professional Services/Third Party	15,300
Supplies and Materials	9,300
Rentals & Insurance	16,200
Motor Vehicles	100
Awards & Indemnities	1,200
Unclassified	1,200
Training	6,300
Data Processing	28,900
Professional Services by State Agencies	<u>1,570,100</u>
Total Operational Expenditures	<u>\$1,804,900</u>

Total Personnel and Operational **\$7,928,200**

Other Divisions & Offices

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

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

Human Resources: The Human Resources (HR) Division is responsible for the agency's most valuable asset – its workforce. The division manages a wide range of human resources functions and activities. This includes workforce planning and employment, compensation and payroll, benefits, employee relations, family medical and special leave, training and development, and performance management. HR assists employees with other state administered programs such as employee assistance (EAP), mediation, worker's compensation, sick leave bank, and retirement. The division is further responsible for ensuring agency and state policy compliance, as well as compliance for Title VI and Title VII reporting requirements set by the TN Human Rights Commission and Department of Human Resources. This division also offers strategic consultation to leadership regarding position, classification, and salary structures. HR strives to be proactive in assisting the agency in effectively managing its workforce, maintaining a positive work culture and environment, while serving as an essential resource for all employees.

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

Internal Auditor: The BOP's Internal Auditor helps to ensure that proper controls, governance, and risk management processes are in place. It is an independent activity that can report objective findings and recommend measures for corrective action.

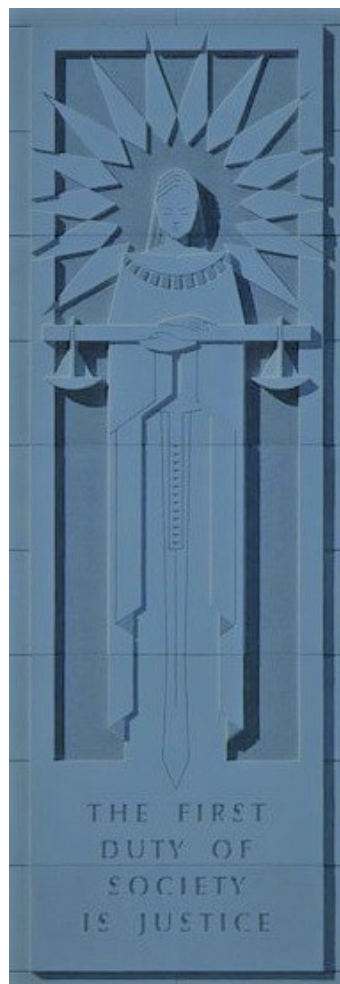
Legal: The General Counsel's duties include providing legal support to the Board to revise policies, procedures and regulations to ensure they are consistent with court decisions, statutes and state rules; reviewing parole hearing decisions for legal sufficiency and working with the Office of the Attorney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

Other Divisions & Offices

Legislative Liaison: Staff of this office attend legislative meetings, advise the General Counsel of any relevant matters, respond to government and constituent requests, represent the BOP on state boards, monitor bills that may affect the agency's operations, and prepare fiscal notes and bill analysis upon request by the General Assembly.

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

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







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

Tennessee Board of Parole

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