



STATE OF TENNESSEE

*BOARD OF
PROBATION & PAROLE
ANNUAL REPORT
2010 - 2011*

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

October 1, 2011

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

Governor Haslam 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 2010-11.

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, as well as felony offenders placed on probation by criminal courts throughout the state. As of June 30, 2011, there were 12,429 parolees (compared to 11,987 in 2010) and 54,235 probationers (compared to 51,766 in 2010) under the supervision of BOPP Probation and Parole Officers. Probation and parole supervision had an average cost during FY 2010-11 of \$2.96 per day, per offender. Comparatively, the Tennessee Department of Correction's FY 2010-11 average daily cost for incarceration was approximately \$64.73 per state inmate in a TDOC facility, or \$44.36 per day per state inmate in a local jail (*Preliminary cost as of September 9, 2011 based on state appropriations; does not include indirect cost*). The Board of Probation and Parole had 1,147 positions in FY 2010-11 with a budget of \$72,935,800, not including Community Corrections positions and program funding.

BOPP also provides oversight for 19 Community Corrections grant programs statewide. In FY 2010-11, those programs had a combined state appropriation of \$13,674,000, not including fee collections. The Community Corrections offender population was 7,584 on June 30, 2011, with an average daily cost of \$4.71 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,

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) 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.



The Board. 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 began 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 then served as a Board member 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 then. 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 currently serving his second term as president of the Association of Paroling Authorities International. He is a member of the Tennessee Sub-Cabinet Public Safety Work Group, the state's Criminal Justice Coordinating Council and the Board of Directors of the Memphis/Shelby County Crime Commission. He also holds membership in the Tennessee Correctional Association and the American Correctional Association, and has served on the Tennessee Sentencing Commission and various other committees addressing prison capacity issues and the criminal justice system. He has consistently worked to continue his professional development through participation in numerous training conferences, as well as state and national meetings.

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.

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 then-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

DOMESTIC VIOLENCE TRAINING

*During the 2010-11 fiscal year, BOPP conducted domestic violence training for its entire staff, including both those who work with offenders **and** those who do not. "Domestic violence is a serious issue in Tennessee," said Board Chairman Charles Traugher. "The Violence Policy Center's 'When Men Murder Women Report' shows Tennessee is fifth in the nation in homicides where men kill women."*

The agency conducted the training for all staff because of the importance of raising public awareness on the issues surrounding domestic violence. People who possess good information on the topic may be better equipped to help someone else who is facing the problem.



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 and Legal Services, provide the senior level of management for the agency. Each Administrator is responsible for several divisions.



Bo IRVIN

Executive Director



PATRICIA MERRITT

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



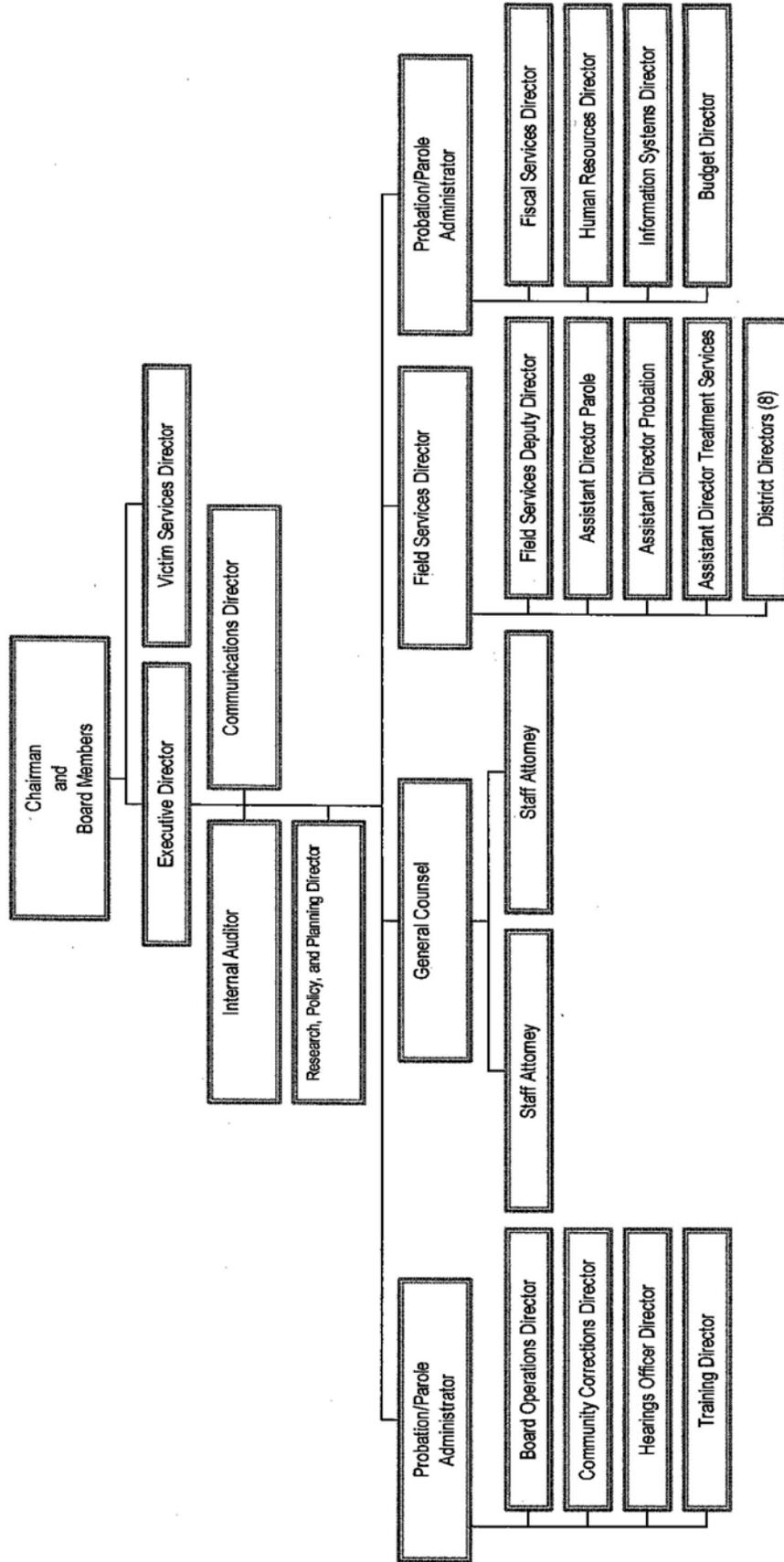
COLUMBA McHALE

General Counsel

BOPP ORGANIZATION CHART



STATE OF TENNESSEE
BOARD OF PROBATION AND PAROLE
 404 JAMES ROBERTSON PARKWAY, SUITE 1300
 NASHVILLE, TENNESSEE 37243-0850
 JUNE 2011



APPROVED: 
 Charles M. Traugher, Chairman

Approved by the Board June 30, 2011

BOPP OFFENDER POPULATION

June 30, 2011

12,429 Parolees + 54,235 Probationers = 66,664 Total Offenders

7,584 Community Corrections Offenders

STATEWIDE OFFENDER PROFILE

PROBATION:

Population by Gender:		Population by Race:	
Female:	13,617	Black:	18,402
Male:	40,618	White:	34,061
		Other:	1,772

PAROLE:

Population by Gender:		Population by Race:	
Female:	1,559	Black:	5,692
Male:	10,870	White:	6,371
		Other:	366

POPULATION GROWTH

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

<i>June 30th Population</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>Increase from '07</i>
Probationers	45,741	47,850	49,718	51,766	54,235	18.6%
Parolees	10,163	10,617	11,039	11,987	12,429	22.3%
Total Offenders	55,904	58,467	60,757	63,753	66,664	19.2%

HEARINGS

Parole Hearings Completed: 16,690

Cases heard by Board Members and Hearings Officers with decisions handed down by the Board

Initial Parole Hearings:	8,153	Parole Review Hearings:	5,967
Paroles Granted:	4,698	Release Plans Approved:	4,576
Release Plans Denied:	1,414	Revocation Hearings:	1,503
Revocations & Incarcerations:	1,222		

FIVE-YEAR STRATEGIC PLAN GOALS

GOAL 1 *Through FY 2016, 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 2011 – 5.2% FY 2012 – 5.2% FY 2013 – 5.2% FY 2014 – 5.2% FY 2015 – 5.2% FY 2016 – 5.2%

GOAL 2 *Through FY 2016, 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 2011 – 6.8% FY 2012 – 6.8% FY 2013 – 6.8% FY 2014 – 6.8% FY 2015 – 6.8% FY 2016 – 6.8%

GOAL 3 *Through FY 2016, the Board of Probation and Parole will reduce the percentage of revoked offenders who are technical violators to 2.9%.*

FY 2011 – 2.9% FY 2012 – 2.9% FY 2013 – 2.9% FY 2014 – 2.9% FY 2015 – 2.9% FY 2016 – 2.9%

GOAL 4 *Through FY 2016, 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 2011 – 8.9% FY 2012 – 8.9% FY 2013 – 8.9% FY 2014 – 8.9% FY 2015 – 8.9% FY 2016 – 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 2010-2011): 8.7%

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 2010-2011): 10.5%

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 2010-2011): 15.6%

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 victim attendance at parole hearings on-site or through video-conferencing. Video-conferencing provides a needed service for victims, who are able to attend hearings without having to travel to the institutions. In FY 10-11, BOPP held 2,903 hearings via video-conference, with 528 victims attending those hearings.

During FY 10-11, the office provided the following services to the public:

- Responded to 3,997 telephone inquiries from community members requesting information on parole status, supervision and/or attending a hearing;
- Distributed victim impact statements to 1,884 victims of crime as part of the pre-sentence investigation or parole hearing process;
- Directed 5,571 pieces of correspondence, such as victim impact statements, letters of opposition and/or notification requests to the Board Members for their review when considering candidates for parole;
- Referred victims who contacted BOPP victim coordinators to 578 community agencies for assistance and
- Engaged with 1,209 victims in agency field offices for parole hearings, to take confidential statements and testimony for hearings and/or to gather information to aid in the supervision of offenders.

HIGHLIGHT

NATIONAL CRIME VICTIMS' RIGHTS WEEK

For the third year, BOPP planted trees in communities across Tennessee during National Crime Victims' Rights Week. The events honored the strength and

resilience of crime victims. Twelve events were held in BOPP's eight districts. They were in Nashville, Knoxville, Memphis, Chattanooga, Murfreesboro, Cookeville, Paris,

Jackson, Clinton, Clarksville, Johnson City and Columbia.

Tennessee House Speaker Beth Harwell was the keynote speaker at the kick-off event in Nashville. She is pictured at left with Chairman Traughber.

At each event, local victim advocates were honored with a Voice for Victims award by BOPP for their service to victims. More than 600 persons attended the 12 events, including victims, victim advocates, criminal justice and law enforcement officials and numerous representatives of local government. The events were covered by scores of electronic and print media across the state.



Left: Tennessee House Speaker Beth Harwell delivers the keynote address at BOPP's Nashville event.

OFFICE OF VICTIM LIAISON SERVICES

VICTIM IMPACT

Victim Impact is a 12-week evidence-based 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 affects offenders and their own families and friends. Specific lessons address property crimes, sexual assault, domestic violence, child abuse and neglect, elder abuse and neglect, drunk driving, drug-related crimes, gang violence and homicide. In its first full year of implementation, 141 individuals participated in the Victim Impact Program.

As a part of National Crime Victims' Rights Week, BOPP staff worked with participants to bring the *Making Amends* chapter of the curriculum to life. To honor National Crime Victims' Rights Week and demonstrate that participants understood the impact of their actions, activities such as the ones below provide a sample of activities that occurred throughout Tennessee:

- In Clinton, participants built a bench (*pictured at right*) to be placed in a victims' garden, so those who come there to remember lost loved ones will have a place to rest.
- In Nashville, participants spent an afternoon volunteering at a local food bank.
- In Chattanooga, participants prepared the space for a tree to be planted in honor of crime victims.



COURAGE TO CHANGE

BOPP provides a batterers' intervention program for offenders in its offices across the state. The 24-week program is an innovative, 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 assist men in becoming allies in ending violence against women. In its first full year of implementation, 148 individuals participated in the *Courage to Change* program.

National experts from Men Stopping Violence trained BOPP staff to serve as facilitators for the classes. Sixty BOPP staff are trained facilitators. Following are sample comments from offenders who completed the program:

When I first came to this class, I didn't think that it was for me. What this class has taught me is to analyze a situation before I commit myself. There are usually warning signs in every situation. My job is to understand them and not get put in a situation such as the one that got me in this class. I have learned that women have as much rights as a man and a man is responsible for his own actions.

— Bobby R., Tullahoma

I am a proud student in Courage to Change. This class refreshed my thinking about life and its outcomes. The officers are great! I have made a greater change in my life through this program.

— Timothy B., Memphis

The course was very educational. It taught me to handle my anger in better ways.

— John S., Jackson

I've been in this Courage to Change class for about 14 weeks and since I've been in it I have learned how to control my train of thoughts. I've also learned how to talk to people without them feeling that I'm trying to control them and what they want to do. Overall, this class has taught me to be a more mature young man!!

— Hosie P., Memphis

GARY TULLOCK, DIRECTOR

The Field Services Division made a major commitment to offering an array of programs and services under the umbrella of the Joint Offender Management Plan, and the implementation is now largely complete. 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 two years, the Board of Probation and Parole and the Tennessee Department of Correction (TDOC) 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 provided 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 allowed BOPP and TDOC to see that offenders returning to the community receive timely and appropriate treatment for factors, such as substance abuse, mental health, destructive thinking patterns and unhealthy social activities, that may have played a role in their criminal activity. It also provides a validated 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 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

In 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. This allows 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.



LS/CMI (CONTINUED)

During FY 10-11, more than 800 trained BOPP staff administered the LS/CMI assessment to over 50,000 offenders. LS/CMI assessment training is now incorporated in the pre-service training for all new officers, and refresher training is provided annually for existing staff.

MOTIVATIONAL INTERACTION

As part of the Joint Offender Management Plan, BOPP uses Motivational Interaction, an evidence-based practice 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. Motivational Interaction is now part of pre-service training for all new officers, and refresher training is provided annually for existing staff.

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, which consists of 22 sessions spread over several weeks, teaches offenders to restructure their thinking patterns, leading to positive changes in behavior.

Thinking for a Change has been met with great reviews by staff and offenders who recognize they must be accountable for their behavior, and that their behavior is dictated by the way they think about the choices they make in their lives. BOPP will expand the number of classes available through additional staff training and collaboration community-based partners. BOPP also offers facilitator training free to agencies that work with offenders supervised by the agency.



The Wall of Fame at BOPP's South Nashville Office highlights the achievements of offenders who are making progress.

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, in use in many jurisdictions across the country, that allows offenders to phone in each month and answer a series of questions that are programmed specific to their cases. It has the capacity to allow officers to force calls to an offender at any time, modify the questions asked and notify offenders to report to the officer when needed. Offenders in the system pay a monthly fee for the program, and there is 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 statewide.



Above: BOPP Forensic Social Worker Megumi Britt poses with graduates of a relapse prevention group she guided.

TREATMENT SERVICES NETWORK

In FY 09-10, BOPP entered into a collaborative agreement with the Tennessee Department of Mental Health 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 referred to one of 40 local participating alcohol and drug treatment providers throughout the state. The providers determine the appropriate level of treatment. 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. Since its inception, more than 3,000 offenders have been referred 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.

GENDER SPECIFIC PROGRAM

The gender specific project, which began in April of 2009, applies gender responsive strategies to the supervision of women. Evidence-based practices support the need for community-based, comprehensive services and the application of relational theory concepts in working with women for successful reentry. Staff working these caseloads receive specialized training and support to give them tools to assist female offenders with their unique problems and needs.

PROGRAMMED SUPERVISION UNIT

Since July 2007, the Board has operated a statewide Programmed Supervision Unit (PSU) to supervise violent and sexual offenders. This expanded global positioning systems (GPS) use from a pilot program to a statewide endeavor. The PSU 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 with aftercare and relapse plans, and referrals to mental health, alcohol and drug treatment and anger management programs. Officers use close supervision tactics, including frequent contact with offenders, their employers, families, treatment providers and law enforcement. Offenders convicted of rape of a child, other serious violent felonies, and/or sex offenders determined to be at high-risk to re-offend, are monitored using GPS technology. Officers monitor PSU offenders' compliance with applicable requirements, including all the provisions of the Sex Offender Registration Law.

In mid-2011, the PSU program began expansion by merging with the Enhanced Supervision Program. This broadened the number of officers monitoring sex offender without adding new staff. The agency also selected a new vendor for GPS equipment.

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 10-11, offenders provided more than 200,000 hours of service to communities.

Based on the minimum wage rate of \$7.25, this service saved agencies and organizations an estimated \$1,450,600. Activities such as the ones below provide a sample of activities that occurred during the year throughout Tennessee:

- In the Chattanooga area, community service workers (CSWs) assisted with storm clean-up (*pictured at right*) after tornadoes struck several counties in late April.
- In Memphis, CSWs bagged sand to hold back Mississippi River floodwaters that threatened the community in May. Similar work was performed by CSWs in the Clarksville area.
- In Johnson City, CSWs assisted the Salvation Army with its annual Christmas giveaway of food and toys to underprivileged families.
- In several areas, CSWs provided clean-up services that defrayed the cost of maintaining historic sites and cemeteries.



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 in 1999.

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.

With the opening of TDOC Re-entry Centers, BOPP established IPPOs in those facilities with the additional duties of working more intensively with inmates and officers in the field to plan each offender's return to the community. The IPPOs help implement better, more comprehensive release plans to improve inmates' chances for success following release.

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, the District of Columbia, Puerto Rico and the U. S. Virgin Islands. The compact requires 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 minor 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.

Tennessee Code Annotated 41-1-413 allows the Board to impose sanctions for technical violations in order to promote improved behavior and aid in the rehabilitation of the offender. A committee, usually made up of three officers and/or managers 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, referrals to other intervention programs, curfews, community service work, electronic monitoring, oral or written reprimands and/or travel restrictions. The committee can also recommend violation proceedings be initiated.

BOARD OPERATIONS DIVISION

GAYLE BARBEE, DIRECTOR

Board Operations schedules parole hearings, issues release certificates, creates and maintains the Board's offender files, responds to agency correspondence, 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 10-11, 4,521 parole certificates were issued. There were 2,530 determinate release certificates issued, and 116 certificates were issued for offenders completing boot camp.

Executive Clemency includes commutation, pardon and exoneration, which only the Governor has the power to grant. During this fiscal year, 458 applications for executive clemency were requested. The Board reviewed 148 applications as follows:

- Commutation: 85
- Exoneration: 3
- Pardon: 60

The Board conducted two pardon hearings and one exoneration hearing from the eligible applications. There was no commutation hearing 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. It will allow agency files to be scanned, and will eventually eliminate paper files. Included in the Imaging Project is the development of a program to conduct parole hearings through a paperless workflow process. A pilot project using this technology began in July 2010 and included a testing period during FY 10-11. The Imaging Project is projected to roll out in phases beginning the first quarter of FY 11-12.

The Docket Unit prepares cases for parole hearings after the Department of Correction certifies that offenders are eligible for parole consideration. During FY 10-11 there were 15,592 parole hearings scheduled by the docket staff. The unit is also 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

GPS-STG PROJECT

BOPP collaborated with the Metro Nashville Police Department to provide increased supervision for persons with suspected gang associations. In March, the two agencies held a news conference to discuss the initiative with media.

Ten offenders in the pilot were fitted with GPS tracking devices provided by BOPP for the project. BOPP has used GPS statewide since 2007 to strengthen supervision of sex offenders and other high-risk offenders. The pilot will determine whether GPS monitoring of persons with suspected gang associations can have an effect on gang activity.

Metro Nashville police officers taking part in the pilot have been trained to use the same software BOPP uses to monitor offenders on GPS, and will respond to any alerts involving offenders in this program.



Left: Chairman Charles Traughber discusses the GPS-STG project with reporters, as Metro Nashville Police Chief Steve Anderson observes.

COMMUNITY CORRECTIONS DIVISION

DONNA BURKE, DIRECTOR

The Community Corrections Program was created by 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 deliver these services, with BOPP providing broad oversight. 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 10-11, Community Corrections agencies provided services to 90 counties in Tennessee. Three of the programs provided residential services, three provided day reporting services and 17 provided supervision services. Some agencies provided more than one service.

The Community Corrections Program's involvement in the Joint Offender Management Plan has resulted in an increase in active supervision, as well as an increase in residential bed capacity. During FY 10-11, all Community Corrections Supervision Programs have completed training on Level of Service/Case Management Inventory (LS/CMI) and Motivational Interaction (MI) assessment tools.

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

Offenders under Community Corrections supervision delivered a total of 269,695 community service work hours in FY 10-11. Calculating by the \$7.25 hourly minimum wage in FY 10-11, this translates to \$1,955,228 in labor provided to local communities.

The Community Corrections Supervision Program population served grew by 3.6 percent during FY 10-11, rising from 10,082 to 10,449. During the last two years, the Community Corrections Program population served has grown overall by 5.97 percent, increasing from 9,860 in FY 09-10 to 10,449 by the end of FY 10-11.

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 10-11 was 15.5 percent, with 1,626 total offenders revoked out of an offender population totaling 10,449. Community Corrections successfully closed 1,135 cases, or 10.8 percent of the total offender population, in FY 10-11. The average daily cost of supervision was \$4.83.

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 components to the success of this program.

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.

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 more than 2,700 items of property and
- Printing, communications, records management and other miscellaneous responsibilities.

HIGHLIGHT

WOMEN'S TRANSITION CENTER

The Board of Probation and Parole is a partner, along with the Tennessee Department of Correction and non-profit transitional program The Next Door, in a new women's release center in Chattanooga. The center, which opened in late May, provides residential, on-site case management services and release readiness programming to assist female offenders in making a successful transition from prison to society.

U. S. Attorney General Eric Holder, who spoke at the event, said, "By developing effective, evidence-based re-entry programs like the Release Center, we can provide critical assistance to those returning to society, while improving public safety and community well-being." White House Drug Control Policy Director Gil Kerlikowske also attended the opening event.



Above: Chairman Traugber speaks at the opening of the Release Center for female offenders in Chattanooga. Seated to his right are U. S. Attorney General Eric Holder and White House Drug Control Policy Director Gil Kerlikowske.

JOHN COWLEY, 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 2010-11

Salaries	\$38,521,800
Longevity	1,355,600
Benefits	17,474,300
Personnel Services and Benefits Total:	\$57,351,700
Other Expenditures:	
Travel	\$ 1,678,300
Printing, Duplicating and Services	150,000
Utilities	1,000
Communications	242,400
Maintenance, Repairs and Service	11,000
Professional Services/Third Parties	4,518,400
Supplies and Materials	1,304,200
Rentals and Insurance	4,977,600
Motor Vehicle Management	3,000
Awards and Indemnities	9,800
Training	135,800
Interdepartmental	2,552,600
Other Expenditures Total:	\$15,584,100
Total Expenditures:	\$72,935,800
Funding Sources:	
State Appropriations	\$71,613,000
Current Services (includes Diversion Fund Revenues)	200,000
Interdepartmental	565,100
Reserves	557,700
Total Revenue:	\$72,935,800

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, civil service transactions and retirement. This includes position and staff job classifications and 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 and 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 containing Tennessee Department of Human Resources regulations, policies and procedures, civil service laws, leave and attendance rules, affirmative action guidelines and performance evaluations. It also maintains copies 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

Opportunities to give back to the community occur regularly, and BOPP staff respond. In October, Nashville and Central Office staff participated in a "No More Victims" walk. Also in October, staff in District 1 promoted awareness of the need for breast cancer screenings. And in Memphis, staff supported Delano Elementary School in encouraging students to achieve during the school's annual "Think Show."



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 and
- 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 17,293 requests for assistance in the first 10 months of FY 2011. The Development Team provides business process analysis and modeling, application design, development and implementation for the agency.

RESEARCH, POLICY & PLANNING DIVISION

JIM PURVIANCE, 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 10-11, BOPP utilized more than \$780,000 in federal grant funding for a wide range of programming to improve agency business processes and outcomes. Funding was used to provide substance abuse treatment services for 448 offenders through the Treatment Services Network (TSN), a program developed collaboratively between BOPP and the Tennessee Department of Mental Health (TDMH). The TSN allows BOPP Forensic Social Workers (FSW) to refer offenders under supervision to a network of licensed treatment providers across the state.

Another program was created to enhance BOPP's ability to collect, analyze and report on agency business data. A business intelligence software program was purchased and implemented during FY 2011 that makes agency business data accessible in an online dashboard format for viewing by agency management. This software allows for the evaluation of data that is both more current and customizable than was previously possible.

Finally, funding was used to continue BOPP's movement toward the increased use of evidence-based programming as part of its supervision strategy. Forty BOPP officers were trained as facilitators in the Batterers Intervention (BI) curriculum, increasing the total number of facilitators on staff to almost 70. BI is an innovative curriculum designed to explore male violence against women, challenge men to take responsibility for their actions and provide educational experiences to become allies in ending violence against women.

HIGHLIGHT

TENNESSEE FUSION CENTER HONORED AS NATION'S BEST

Tennessee's Fusion Center was named Fusion Center of the Year in 2011 by the U. S. Department of Homeland Security (DHS). The Board of Probation and Parole is one of several state partner agencies that assist in operating the center.

Federal Homeland Security Secretary Janet Napolitano presented the award to Tennessee at the National Fusion Center Conference in Denver. Tennessee's center was singled out among the 72 fusion centers across the country for its progress in analyzing and sharing terrorism

and criminal information among law enforcement agencies across Tennessee at both the tactical and strategic levels.



Fusion centers were created in response to the intelligence failures of September 11, 2001. The fusion

center in Tennessee was established in 2007. The collaborative effort of the partner agencies provides resources, expertise and information with the goal of maximizing the ability to detect, prevent, apprehend and respond to criminal and/or terrorist activity. It provides a central location for the collection and analysis of law enforcement related information and produces a continuous flow of information to the law enforcement community. It also forecasts and identifies emerging crime trends and assist law enforcement in various criminal investigations.

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 *TCA 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 on 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 the 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 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 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: May reduce 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 in TDOC facilities may earn sentence credits for completing the General Educational Development (GED) program or a vocational certificate while in custody.

Time Served: The amount of time, day for day, served by the offender 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 their families.



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