

**2024-25 FY**  
**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  
500 JAMES ROBERTSON PARKWAY  
DAVY CROCKETT TOWER, FOURTH FLOOR  
NASHVILLE, TENNESSEE 37243-0850 (615) 741-1150**

October 1, 2025

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 2024-25.

To fulfill the agency's mission to minimize public risk and promote lawful behavior by the prudent, orderly release of adult offenders, Board Members must determine whether to parole eligible felony offenders for community supervision, or to continue incarceration in Department of Correction (TDOC) or county facilities. To achieve that mission, the Board conducted 12,820 hearings in FY 2024-25. The Board also reviews all clemency requests and submits non-binding recommendations to the Governor for his consideration. The Board of Parole plays a major role in community safety, in keeping with its motto: *"Safe communities, fewer victims, successful reentry."*

The Board of Parole also provides cost avoidance for state government. For example, offenders placed on parole are supervised by TDOC in the community at a cost far lower than that of incarceration. In addition, the Board of Parole continues to invest in new technology including, but not limited to, video conferencing and web cameras, which has been critical to completing our mission. 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 84 staff positions in FY 2024-25 with a budget of \$12,844,000. 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,

*Roberta Kustoff*

Roberta Kustoff, 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?

The agency includes the Parole Board, hearings and 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 division. 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 (TDOC). 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 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 six years in most cases. 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 (TDOC), 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 TDOC officers in the community.

## Parole Denied:

When parole is denied, it is for a period not to exceed six years in most cases. 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.

# Board Members

## Summary

The Board Members were individually appointed by the Governor to serve. Collectively, the seven-member Board has 63 years of experience serving on the Board and many serve on various criminal justice-related associations. The Board has a wealth of experience and diverse backgrounds, consisting of former state legislators, law enforcement officers, a secret service agent, a public relations/affairs manager, and a legal attorney.



*First row (L – R): Mae Beavers, Roberta Kustoff and Robert Waggoner.  
Second row: Tim Gobble, Zane Duncan, Gary Faulcon and Barrett Rich.*

## Chairman Roberta Kustoff

Roberta Nevil Kustoff has served as the Board’s Chairman since Governor Bill Lee appointed her to her new role in December 2023. Prior to her appointment to the Parole Board in January 2016, Kustoff practiced law in Tennessee since 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 capacity, she represented county governments in Chancery, Circuit and General Sessions Courts.

A native of Chattanooga, Kustoff is a graduate of Bellarmine University in Louisville, Kentucky, and earned her Juris Doctorate at the University of Memphis. Kustoff has trained, in part, at the National Institute of Corrections Academy and is an active member of the Association of Paroling Authorities International. Kustoff has spoken and presented to numerous groups, including the FBI Memphis Citizens Academy, and participated in National Crime Victims’ Rights Week ceremonies. In 2019, Governor Lee appointed Kustoff to the Tennessee Criminal Justice Investment Task Force that made several policy recommendations to reduce recidivism and improve public safety.

A member of the TN and Memphis Bar Associations, Kustoff was involved in the Association of Women Attorneys of Memphis and the Memphis Estate Planning Council. She has also volunteered through Subsidium, the Salvation Army Women’s Auxiliary and LeBonheur Club, Inc. Kustoff is married to U.S. Congressman David Kustoff, who serves Tennessee’s 8th Congressional District.

# Board Members

## Mae Beavers

Mae Beavers, a resident of Mt. Juliet, was appointed to the Board of Parole by Governor Lee in December 2019 with her six-year term beginning in February 2020. The Trevecca Nazarene University graduate served as a former court reporter, paralegal and securities broker prior to launching her extensive political career in 1990 when she was elected to the Wilson County Commission.

In 1994, Beavers was elected to the 57th District House of Representatives, a seat which included parts of Wilson, Rutherford and Marshall counties. In 2002, she was elected to the 17th District Senate Seat where she served until September 2017. As a lawmaker, she served as the Chairman of Senate Judiciary Committee, Chair of Joint Government Operations Judiciary and Government Subcommittee and as First Vice Chair of the Transportation Committee.

## Zane Duncan

Zane Duncan, a native of Knoxville, was appointed to the Board by Governor Bill Haslam in 2016. Duncan is an active member of the Association of Paroling Authorities International (APAI), serving on the Public Relations Committee, and has completed extensive criminal justice training through both the Department of Justice National Institute of Corrections and the American Probation and Parole Association since joining the Board. His training has focused on many of the most critical aspects of parole decision making, including evidence-based practices in a correctional setting, examining risk assessments, structured and ethical parole decision making, and victims' rights.

Prior to joining the Board, Duncan worked as a public relations manager for the R.J. Corman Group in Nicholasville, Kentucky. He has also served the community in a prior role with Knox County Government and worked in public affairs at the Air Transport Association in Washington, D.C. He is a graduate of Lincoln Memorial University in Harrogate, Tennessee, where he earned a bachelor's degree in kinesiology. In August 2021, Duncan was reappointed by Governor Lee to serve another six-year term through 2027.

## Gary Faulcon

Gary M. Faulcon is a distinguished criminal justice professional with 38 years of dedicated service. He was appointed to the Board in October 2013 by Governor Haslam and recently reappointed by Governor Bill Lee in 2023 to serve an additional six-year term, extending through 2029. Mr. Faulcon served 25 years with the Metropolitan Nashville Police Department (MNPd), where he held a broad range of assignments across Patrol, Background and Recruitment, Criminal Investigations, Vice Division, and Special Operations. He received numerous commendations throughout his career and served 16 years as a member of the Special Weapons and Tactics (SWAT) Team, primarily with the Marksmen Unit and was the assistant team leader. In addition, he held the position of Bomb Squad Commander prior to his appointment to the Board.

Since 2014, Mr. Faulcon has been an active member of the Association of Paroling Authorities International (APAI), a global organization committed to advancing public safety and effective offender reentry through education, training, and evidence-based practices. He also maintains membership in the American Probation and Parole Association (APPA). Mr. Faulcon holds a Bachelor of Science degree in Criminal Justice from Tennessee State University and a Master of Science degree in Public Service Management from Cumberland University.

# Board Members

## Tim Gobble

Tim Gobble, a former Secret Service agent, was appointed to the Board by Governor Bill Haslam in July 2013. Gobble, who has 37 years of service in the criminal justice field, began his career in 1988, as a police officer in Cleveland, Tennessee. In 1989, he joined the United States Secret Service, where he worked as a special agent and supervisor for 15 years, serving in offices located in Nashville, Houston, Washington, D.C., and Chattanooga. In 2006, he was elected sheriff of Bradley County and served until 2010. He's also served stints as Deputy Chief of Hamilton County's Sheriff's Office, City Manager of East Ridge and rejoined Hamilton County Sheriff's Office as Interim Deputy Chief prior to joining the Board.

The Tennessee native holds a Bachelor of Science degree in government and public administration from Lipscomb University. 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 and his wife have been married 37 years and have three grown children. Gobble is a member of the East Brainerd Church of Christ in Chattanooga. Gobble was reappointed to the Board for another six-year term by Governor Bill Lee in 2021.

## Barrett Rich

Barrett Rich, a native of Fayette County, served three terms in the Tennessee General Assembly prior to his appointment to the Board in 2014 by Governor Haslam. He is a former State Trooper, working first as a Road Trooper, and later on the Governor's Security Detail for former Governors Phil Bredesen and Don 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.

Rich's political career began in 2008 when was elected to the Tennessee House of Representatives from the 94th District. He was chosen by his colleagues as Freshman Class President and Republican Assistant Floor Leader in the 106th General Assembly. His terms in the 107th and 108th General Assemblies included service as Republican Majority Whip, Vice Chairman of the Government Operations Committee and Chairman of the Health Sub-Committee. He was 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. Rich was reappointed to the Board for another six-year term by Governor Lee in 2020.

## Robert Waggoner

Robert Waggoner, a native of Knox County, has spent his entire career working in law enforcement, prior to Governor Lee appointing him to the Board in January 2024. Beginning in 1969, Waggoner joined the Southern Railway Police Department in Birmingham, Alabama and eventually served as the Division Chief/Special Agent in Charge with the Norfolk Southern Railroad Police Department until 2000. Unlike local law enforcement agencies, railroad police officers work across state lines.

After moving to Knoxville in 2001, Waggoner began working with the Knox County Sheriff's Office as Assistant Chief Deputy/Admin. In 2007, he was appointed Chief of Detectives for Knox County, the position he held for more than six years. Recently, Waggoner served as a member of the state POST (Peace Officers Standards and Training) Commission from 2019 to 2023. Waggoner earned a bachelor's degree in social/behavioral science from the University of Alabama at Birmingham and a master's degree in public admin./criminal justice from Columbus State University in Columbus, Georgia.

# Significant Events in FY 2024-25

## Tennessee Season to Remember

The Board of Parole, along with other public safety agencies, hosted the 22nd annual Tennessee Season to Remember ceremony to honor and remember victims of homicide at the First Baptist Church in downtown Nashville on Dec. 5, 2024. Families from across Tennessee came to Nashville to place ornaments on memorial wreaths in honor of their loved ones.

*BOP Administrator Cynthia Taylor placed an ornament on a memorial wreath to honor loved ones lost to homicide at the 22nd annual Tennessee Season to Remember in Nashville on Dec. 5, 2024.*



## Staff Promotions

The Board of Parole has a group of dedicated and committed employees and the agency is proud to announce the following promotions. **Michelle Frierson** was promoted to Sentence/Docketing Tech 3 after one year of service. **Shea Crain** was promoted to Executive Admin. Assistant 2 after nearly 10 years in service. **Sonya Roberson** was promoted to Sentence/Docketing Analyst 2 after 29 years of service. **Ebony Trammell** was promoted to Legal Assistant after more than six years of service.

## Staff Additions

The Board made several key staff additions, including Sentence/Docketing Tech 1 **Koltier Ryan** and Sentence/Docketing Tech 1 **Ashley Matthews**. Sentence/Docketing Tech 1 **April Root** also joined the Board after working with the Tennessee Department of Correction (TDOC).



*The Board honored one of its most dedicated public servants at the January 22, 2025 administrative board meeting at the Davy Crockett Tower, recognizing Executive Administrative Assistant Cheryl L. Johnson (pictured center) for her 45 years of service to the great state of Tennessee.*

## Milestones/Training

The Board honored 22 BOP staff members with service awards for reaching milestones in state service. Collectively, these staff members have given 390 years in service to the citizens of Tennessee.

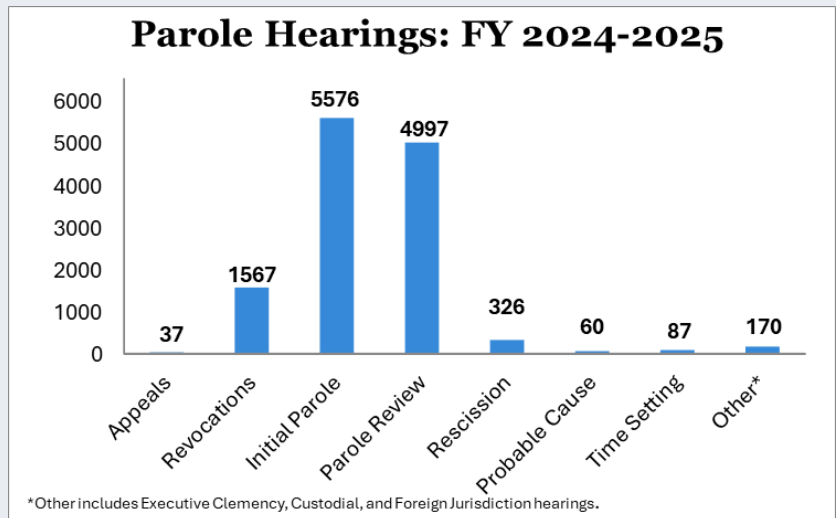
## Retirements

After years of dedicated service to the state, Admin. Services Assistant 4 **Marilyn Walker** retired with 25 years of service and Executive Admin. Assistant 2 **Cheryl Johnson** retired with 45 years of service.

# 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 12,099 hearings and made non-binding recommendations regarding offenders' parole sentences. Board members conducted 721 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 (TDOC) institutions across the state for all eligible offenders who come under the purview of the Board.



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, parole revocation guidelines and release decision making guidelines.

# Parole Hearings Division

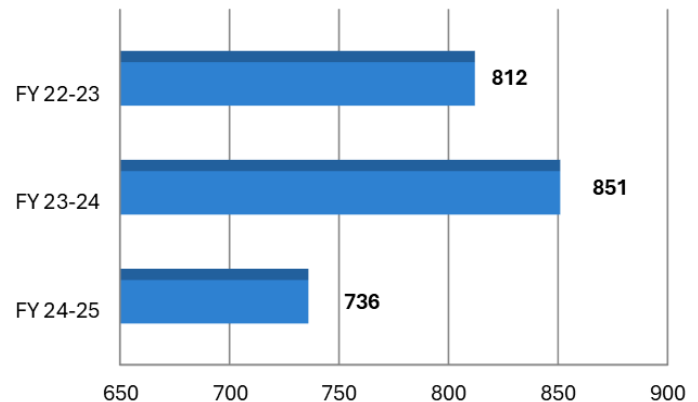


The Parole Hearings Division held their annual training at the Fall Creek Falls State Park in April 2025. Staff attended training sessions presented by the Board's Legal, Legislative, Human Resources, and Board Operations staff, as well as Department of Correction Sentence Management.

## 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 2024-25, the Board received 736 appeal applications related to this statute.

### Appeal Applications Received



## Accomplishments

- To enhance staff safety and reduce travel costs, hearing officers conducted TDOC prison parole hearings via video/virtual connection.
- To further enhance safety and reduce travel costs, the division's jail video hearing coordinator, along with the assistance from hearing officers, continues to work to increase the use of video/virtual hearings at county jail facilities. Currently hearing officers are conducting hearings virtually for 34 of the 95 Tennessee county jails.
- The division began piloting public registration to provide a virtual attendance option for interested parties at participating county jails.

# 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 14 probation/parole offices across the state.



*Victims Services (L-R): Victim Services Director Doreisha Davis, Ebony Trammell, Mandy Tenpenny and Tiffany Johnson*

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, video impact statement letter of opposition or confidential testimony.

## Services Provided to Crime Victims by BOP in FY 2024-25:



- Victim Services staff took 1,565 calls from crime victims, an average of 130 calls per month.
- The Victim Services staff and/or district Victim Coordinators attended parole hearings with a total of 589 victims.
- Received and processed a total of 3,116 letters of opposition, victim impact statements, petitions, etc.
- Registered an additional 254 crime victims/family members for notifications of hearings, decisions, and releases.
- Assisted 49 victims/interested parties with recorded Victim Impact Video statements for parole hearings.

# Victim Services Division

## Tennessee Season to Remember 2024



*Tennessee Highway Patrol Lieutenant and TSTR keynote speaker Angelia Jeffers-Smith (left) is congratulated by Department of Public Safety and Homeland Security Commissioner Jeff Long.*

The 22nd annual Tennessee Season to Remember was held on Dec. 5, 2024, at First Baptist Church in downtown Nashville to honor victims of homicide.

The keynote speaker was Tennessee Highway Patrol Lieutenant **Angelia Jeffers-Smith**, whose law enforcement career started shortly after her sister **Sandy Jeffers** was violently killed in 2003, just days before she was set to graduate from the University of Tennessee.

Pastor **Travis Duke** from Murfreesboro provided musical tribute.

Families from across Tennessee hung ornaments on memorial wreaths in honor of their loved ones. The wreaths were later displayed in the Tennessee State Capitol throughout the holiday season.

Tennessee Season to Remember was organized by the Board of Parole in cooperation with the Bureau of Investigation, TDOC, TRICOR, Secretary of State's office, Department of Public Safety and Homeland Security, Department of Finance and Administration's Office of Criminal Justice Programs, and District Attorneys General Conference.

## National Crime Victims' Rights Week Observed in April 2025

The Board of Parole's Victim Services Division supported crime victims and victim advocates during National Crime Victims' Right Week by attending and providing services to victims at various ceremonies across the state from April 19-25, 2025.

This year's theme KINSHIP was a call to action to recognize that shared humanity should be at the center of supporting all survivors and victims of crime. KINSHIP is a state of being with survivors that drives vital connections to services, rights, and healing. KINSHIP is where victim advocacy begins.



*BOP Victim Services Manager Mandy Tenpenny (center) was one of several victim advocates who provided services to crime victims and survivors during National Crime Victims' Rights Week (April 19-25, 2025).*

# Board Operations Division

The Board Operations Division continues to support the work of the agency after successfully 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.



*Board Operations Assistant Director Karen Cox gives a clemency presentation to staff members that participated in the annual training at Paris Landing State Park in Henry County in May 2025.*

## Major Responsibilities of the Board Operations:

- Board Operations staff scheduled parole hearings for all offenders certified eligible. They also reviewed and verified that all required case information was current for all hearings.
- Board Operations staff sent notifications of upcoming parole hearings to crime victims and other interested parties.
- Board Operations staff issued 2,448 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 53 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 Division

## Executive Clemency

Executive clemency includes commutations, pardons and exonerations, 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 Fiscal Year 2024-25, the agency received 432 applications for executive clemency: 240 commutation applications, 173 pardon applications, and 19 exoneration applications. Of those, 184 met the initial screening criteria for the Board to review, including 108 commutations, 72 pardons, and four exonerations. The Board conducted 34 executive clemency hearings: two commutations, 31 pardons, and one exoneration.

On December 20, 2024, Governor **Bill Lee** announced the granting of executive clemency to 43 individuals who demonstrated a successful path to rehabilitation.

# Budget

Board of Parole staff work diligently to use the taxpayers' money wisely.

The agency's Management Resources Parole Administrator oversees and manages the budget.

## BOP Budget Fiscal Year 2024-25

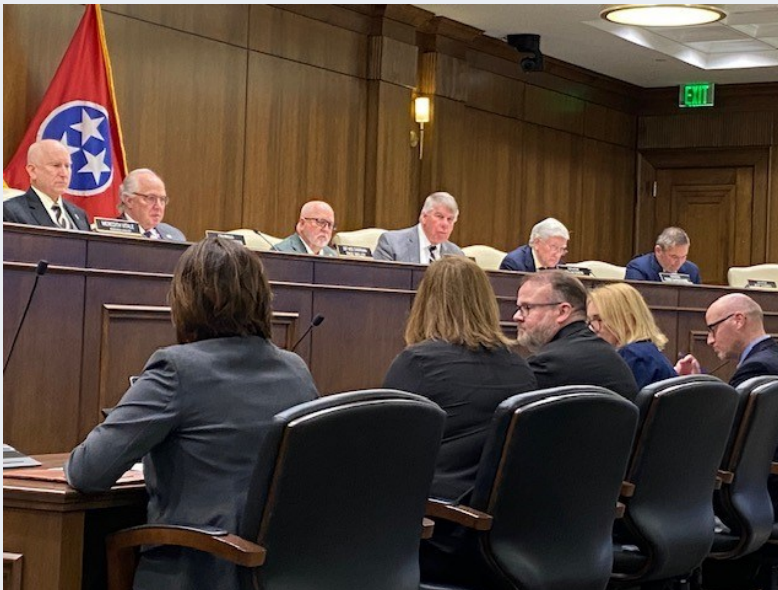
### Personnel Expenditures

Salaries	7,085,800
Longevity	291,600
Employee Benefits	<u>2,693,800</u>
Total Personnel Services and Benefits	<u>\$10,071,200</u>

### Operational Expenditures

Total Operational Expenditures	<u>\$2,772,800</u>
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<b>Total Personnel and Operational</b>	<b><u>\$12,844,000</u></b>
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*Senior leadership with the Board of Parole met with state senate representatives on March 4, 2025 for a budget hearing at the Tennessee General Assembly and shared the agency's critical mission in keeping communities safe by minimizing public risk and promoting lawful behavior by the prudent, orderly release of offenders in the state.*

## Other Divisions & Offices

**Communications Office:** The Communications Office serves as the agency's primary media contact. The Communications Officer responds to media requests for information and issues positive communications about agency work through traditional media, as well as the Board's social media sites and maintaining the agency website. The officer also works to develop presentations and reports, plan and develop special events and support materials, process public records requests and respond to constituent inquiries in a timely manner through the agency's email account (BOP.Webmail@tn.gov).

**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, time and labor payroll, employee health benefits, employee relations, family medical and special leave, and performance management. HR assists employees with other state administered programs, such as the employee wellness solutions program (EWS, formerly EAP), worker's compensation, sick leave bank, and retirement. The division is further responsible for ensuring agency and state policy compliance, as well as compliance with Title VI and Title VII reporting requirements set by the 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 dedicated to 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.

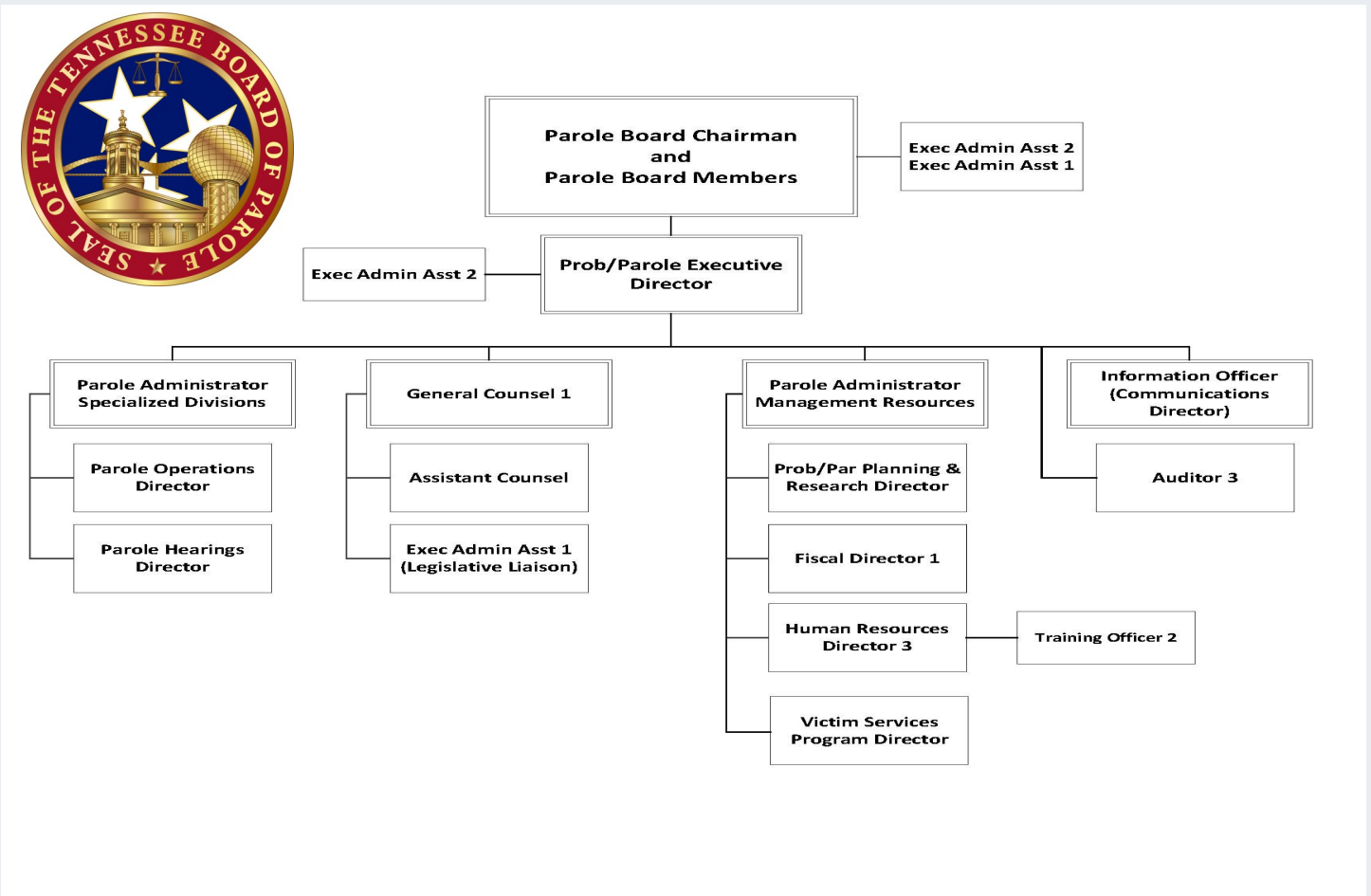
**Legal:** The General Counsel's duties include providing legal support to the Board to revise policies, procedures and regulations to ensure they are consistent with court decisions, statutes and state rules; reviewing parole hearing decisions for legal sufficiency and working with the Office of the 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 & Organization Chart

**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 (RPP):** This division ensures accurate and timely data is available to Board members, management, hearings officers, and staff in order to promote data-driven decision making and support the Board’s strategic planning process. RPP provides consistent reports on a weekly and monthly basis, as well as more in-depth data analyses on a quarterly and/or annual basis. RPP works with directors and senior management to develop and update BOP policies and agency forms to meet current legal requirements and provide best practice guidance for staff. In addition, this division monitors current criminal justice research and provides in-depth data as available when requested by stakeholders or in response to public record requests.

**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

Authorization number 324009. 180 copies.  
October 2025. This public document was  
promulgated at a cost of \$4.04 per copy.