

**Legislative Oversight Committee**

South Carolina House of Representatives

Post Office Box 11867

Columbia, South Carolina 29211

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# **Restructuring & Seven-Year Plan Report**

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# COMMITTEE INFORMATION

## *Committee Information*

### **House Legislative Oversight Committee**

Post Office Box 11867

Columbia, South Carolina 29211

**Telephone**            803-212-6810

**Fax**                    803-212-6811

# RESTRUCTURING & SEVEN-YEAR PLAN

## *Probation, Parole and Pardon*

Date of Submission: *March 31, 2015*

Please provide the following for this year's Restructuring and Seven-Year Plan Report.

	Name	Date of Hire	Email
Agency Director	Jerry B. Adger	01/12/2015	Jerry.adger@ppp.sc.gov
Previous Agency Director	Kela E. Thomas	02/24/2011	

	Name	Phone	Email
Primary Contact:	Sonya T. Bookard	803-734-9047	<a href="mailto:Sonya.bookard@ppp.sc.gov">Sonya.bookard@ppp.sc.gov</a>
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Is the agency vested with revenue bonding authority? (re: Section 2-2-60(E))	No
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I have reviewed and approved the enclosed 2015 Restructuring and Seven-Year Plan Report, which are complete and accurate to the extent of my knowledge.

**Current Agency Director**

(Sign/Date):

(Type/Print Name):


Jerry B. Adger

**If applicable, Board/Commission Chair**

(Sign/Date):

(Type/Print Name):


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# EXECUTIVE SUMMARY

## *I. Executive Summary*

### *A. Historical Perspective*

- **2014 Emma's Law-Ignition Interlock Device Program (IID)**
  - This law greatly enhances the existing Ignition Interlock Device (IID) Program by 1) Requiring DUI first offenders with a Breath Alcohol Content (BAC) of .15 or greater to complete the program; 2) Requiring a camera be installed on all IIDs; 3) Removing the hard suspension period associated with DUI second and subsequent offenders; 4) Removing the option of non-participation in the IID Program; requiring completion of the program before obtaining a non-restrictive license; and 5) Providing stiff penalties for driving a vehicle without the IID.
- **2010 Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010**
  - Sentencing reform mandates have enabled the Department to implement alternative strategies to incarceration in order to reduce the state's reliance on prisons. The overall goal of the SRA was to reduce crime in cost effective ways. The major goals of sentencing reform are to 1) Ensure fairness and certainty in sentencing as well as make certain justice for crime victims; 2) Improve release practices through the implementation of cost-effective reentry strategies; 3) Strengthen probation and parole by shifting limited resources to supervise high risk-offenders using evidence-based practices while implementing new supervision strategies geared towards those offenders least likely to re-offend; and 4) Establish ongoing oversight through the formation of the Sentencing Reform Oversight Committee.
- **2007 Ignition Interlock Device Program (IID) - Prevention of Underage Drinking and Access to Alcohol Act**
  - "Prevention of Underage Drinking and Access to Alcohol Act" into law in June of 2007 which mandated an Ignition Interlock Device Program in South Carolina. The new program is administered by SCDPPPS, the South Carolina Department of Motor Vehicles and the South Carolina Department of Alcohol and Other Drug Abuse Services, with SCDPPPS as the lead Agency.
- **2006 Jessie's Law-Sex Offender Accountability and Protection of Minors Act of 2006.**
  - A bill aimed at protecting the state's children through tougher penalties for sexual predators. The legislation imposed a mandatory minimum of 25 years in prison for sexual predators, and mandated Global Positioning Satellite (GPS) monitoring for sex offenders convicted of certain offenses.

## B. Purpose, Mission and Vision

### Purpose:

The South Carolina Department of Probation, Parole and Pardon Services is charged with the community supervision of offenders placed on probation by the Courts and paroled by the State Board of Pardons and Paroles, as well as offenders supervised under other conditional release programs such as Supervised Reentry, Community Supervision and Youthful Offender Release from the South Carolina Department of Corrections. We also supervise offenders through a number of evidence-based case management strategies in efforts to ensure they meet specific conditions of supervision.

### Mission:

- To prepare offenders under our supervision toward becoming productive members of the community;
- To provide assistance to the victims of crimes, the courts and the Parole Board; and
- To protect public trust and safety.

### Vision:

Our vision is to be recognized nationally as a catalyst for positive change in the lives of offenders, a force for public safety, a leader in victim services and a responsible steward of public funds.

Division	Mission Responsibilities
<b>Director's Office</b>	The Director's Office includes the Offices of Executive Programs, Community Affairs, Grants Management, Recruitment and Volunteer/Intern Services, Victim Services and External Affairs and Public Information. Each office serves as liaisons to the community, state government, national agencies and local coalitions. All victim related concerns, media requests, legislative issues, mentoring programs and speaking engagements are arranged through this section. All grant requested funding and monitoring are housed here. Designated and concentrated recruitment and volunteer services operate through this office.
<b>Field Operations</b>	This Division is responsible for the direct supervision and monitoring of offenders according to level of supervision, standards, and evidence-based practices in all 46 counties. As First Responders, we participate in all activities and events that require augmentation of special operations. All Research and Evaluation analysis projects are managed here. The Ignition Interlock Device Program participants are monitored for statutory requirements.
<b>Administration</b>	This Division is responsible for oversight of Training Compliance and Professional Development, Human Resources, Records Management, Fiscal and Materials Management, Budget Services and Strategic Development and Information Technology.
<b>Paroles and Pardons</b>	The Paroles and Pardons Division addresses all legal matters, interprets policies, advises management on issues having legal implications to the Department, provides investigative and functional support to the Board of Pardons and Paroles, and operates the Department's Administrative Hearings process and Internal Audits functions.

## C. Key Performance Measure Results

### Mission Effectiveness

- In FY2010, probation supervision had a successful completion rate of 65%; and in FY2014, this rate increased to 77%. The national average for probation successful completion was 68% in 2012, the most recent data available.
- In FY2010, parole supervision had a successful completion rate of 81%; and in FY2014, this rate increased to 90%. The national average for parole successful completion was 58% in 2012, the most recent data available.
- In FY2010, the total number of compliance revocations was 4,783; and in FY2014, this rate was reduced by 46%, for a total of 2,605 compliance revocations.
- In FY2010, the total number of new offense revocations was 880; and in FY2014, this rate was reduced by 17%, for a total of 733 new offense revocations.
- In FY2010, the total number of compliance and new offense revocations was 5,663; and in FY2014, this rate was reduced by 41%, for a total of 3,338 compliance and new offense revocations.

### Mission Efficiency

- In FY2010, the total number of admissions to the South Carolina Department of Corrections based on compliance revocations was 3,293; and in FY2014 this rate resulted in a 47% change with a reduction of 1,543 and 1,750 compliance admissions to SCDC.
- The total cost avoidance based on a reduction in compliance revocation admissions to SCDC are as followed:
  - FY2011 Total cost avoidance = \$4,229,456
  - FY2012 Total cost avoidance = \$2,993,340
  - FY2013 Total cost avoidance = \$5,276,329
  - FY2014 Total cost avoidance = \$6,205,528
- In FY2014, 24,933 assessments were completed; with 19,951 total offenders assessed.
- In FY2014, total successful closures by risk/needs assessment findings was 6,550; the total unsuccessful closures was 1,551.
- In FY2014, the total number of closures by risk/needs assessment tool findings was 8,101 with a rate of 81% for successful closures.
- In FY2010, the total number of administrative sanctions used was 42,677; and in FY2014 an increase of 51% in the use of administrative sanctions was achieved, with a total number of 64,341 used to address compliance violations.

### Quality (Customer Satisfaction)

#### **Key Program Area: Parole Board Operations**

- Decision-Making Processes
- Parole and Pardon Decisions
- Pardon Process

**Key Program Area: Administration**

- Employee Satisfaction
- Integrating Organizational Values into Organizational Culture
- Victim Restitution Disbursements

**Key Program Area: Offender Services**

- Victim Services
- Videoconferencing at Parole and Pardon Hearings
- Converting Victim-Related Forms to Spanish
- Surveying Victim Satisfaction with Hearings Process

**Workforce Engagement**

- To create a work environment and organizational culture that promotes high performance, employee satisfaction, innovation, empowerment, equality, diversity, health, safety and security.
- To apply comprehensive workforce planning strategies that will help recruit and retain competent and qualified employees.
- To apply comprehensive workforce planning strategies that will help recruit and retain competent and qualified employees.
- To support and encourage opportunities for professional growth.
- To employ an effective and systematic approach for recognizing and rewarding employee achievement and excellence.
- To identify and support our own “Internal Experts and Consultants” to enable the Department to impact local, state and national agendas.

**Operational /Work System Performance**

- To effectively support special and emergency public safety operations.
- Participate in the South Carolina Emergency Preparedness Operation as mandated by the Governor in three specific areas: Mass Care (ESF-6), Law Enforcement Services (ESF-13), and Evacuation Traffic Management (ESF-16).
- Provide Department personnel and equipment to augment and support the primary agency in carrying out all related special and emergency service duties as mandated.
- Track the number of personnel and employee hours provided by type of event supported.
- Standardize and maintain Special and Emergency Operations standard operating procedures.
- Conduct “after action” reviews to assess the effectiveness of all Special and Emergency Operations deployments within 30 days of completion.
- Business system availability
- Data integrity
- Innovative technology implementations

# ORGANIZATIONAL PROFILE

## II. Organizational Profile

This section asks for a fact based description of the agency. Please provide information in the stated Excel template. If an Excel template is not referenced, provide the information in bullet style.

1. The agency's main deliverables (i.e., products or services) and the primary methods by which these are provided;

Key Services	Method Delivered
<b>Director's Office</b>	The Office of Executive Programs serves as the Department's liaison to the community, state government, and other local agencies and coalitions. This is accomplished through the Speaker's Bureau, career fairs, civic meetings, and workshops. Victim Services staff ensure that notifications of Board Hearings, Board administrative support, and payments of victim restitution is dispersed. The Office of External Affairs serves as the central point of contact for all media and other public information requests. Public information is circulated through the website and media releases.
<b>Field Operations</b>	Field Agents monitor offender's adjustment according to level of supervision, standards, and evidence-based practices. Designated Agents provide augmentation for special operations and events: Governor's Open House Holiday, Martin Luther King Day, Myrtle Beach and Memorial Day Bike Festival. In addition, assistance is provided for security, traffic evacuation, and support during natural and man-made disasters. IID's are monitored for compliance. Research and Evaluation Analysts coordinate research and data management projects through the use of statistical models for short-term and long-term processes and program evaluations.
<b>Administration</b>	The Office of Fiscal and Materials Management is responsible for the pay out of victim restitution and collection of debt set-off. This section also prepares reports for dissemination to the Legislature and other concerned entities. The Human Resources office appraises staff of state guidelines and policies via email; administers the reading comprehension tests for potential employees. The Strategic Development and Information Technology section utilizes the Department's network to deliver data, safety protocols and other information. Records Management Services (RMS) manages, coordinates and direct a comprehensive system for the management and maintenance of all Department records under RMS control.
<b>Paroles and Pardons</b>	The Office of General Counsel represents the Department in all legal matters, distributes written case updates or legislation affecting the Department via e-mails and interactive annual Legals update for C-1 staff. The Office of Internal Audit conducts audit of fiscal policy compliance and provide feedback to internal stakeholders regarding audit results. Parole case summaries are downloaded to each Parole Board member's iPad prior to hearings. The Administrative Hearings section offers annual training.

## 2. The agency's key customers and their requirements and expectations.

Section	Key Customers	Key Services
Field Operations	Offenders, Law Enforcement, General Public; Employees, Victims	Home visits; intervention; process service; residence verifications; fee collection; GPS, Live Scan; training; offender documentation
Interstate Compact	Offenders, Employees, General Public, All Law Enforcement entities	Timely and accurate processing of Interstate Compact requests; correspondence; special case inquiries; assistance requests
Special Operations	Employees; Other Law Enforcement entities, Federal and State Agencies	Special operations training; fugitive apprehension and extraditions, safety and emergency planning; program and maintain 800Mhz radio, safety training (firearms, defensive tactics, arrest scenario)
Victim Services	Victims; other Criminal Justice Agencies, Employees	Correspondence and other communications; documentation in support of parole hearings, victim awareness training
Field Programs	Employees; Law Enforcement Federal, State, and Local Agencies	Supervision technology (EM, GPS, Field Search), specialized supervision, compliance monitoring, creation of community resources, and offender sanctions
Office of General Counsel	Employees, Judiciary, Legislature & Attorneys, General Public; Offenders	Training; legal advisement and representation; detail summaries; court presentations; seminars; Respond to inquiries and correspondence
Office of Internal Audit	EMT, Divisional Managers, staff Offenders, General Public	Assure adherence to Agency and State fiscal policy, regulation and laws; provide feedback to management and staff for quality improvement; indicate training needs
Hearings Section	Employees, Board of Parole and Pardons, Judiciary, Offenders, SCDC	Training; Continuation Orders; Administrative Sanctions; Detailed summaries; Revocation findings; Hearings; Revocation Orders; Ignition Interlock Appeals, Case Inquiry Responses & Correspondence
Parole Board Support Services	Parole Board, Attorneys, Current and Former Offenders	Parole and Pardon Case Coordination; Support to Board of Paroles & Pardons; detailed summaries, investigation reports, recommendation requests, training, video site coverage, notification of hearing results, interviews with inmates, releases; respond to inquiries and correspondence; Provide hearing notification
Executive Programs	EMT, Employees, General Public, Federal, State, and Local Agencies	Strategic planning; division support; annual reporting and implementation; program facilitation; performance improvement/ business excellence consultation/training
Public Information	Media; General Public; Federal, State, and Local Agencies Employees	Respond to media and public inquiries; provide offender information on parole hearing dates and results; FOIA requests; web-site support
Community Affairs	EMT, Employees, General Public, Federal, State, and Local Agencies	Community liaison; market department's initiatives and projects, cultivate and enhance partnerships, conduct statewide seminars on expungements and pardons, support S.P.I.C.E. initiatives
Grants Management	EMT, Employees, Legislature, State Agencies	Grant Administration; Provide research and statistical reporting; provide executive support for key departmental initiatives
Human Resources	Employees, General Public, SC State Human Resources Division, Budget & Control Board, State Agencies	Job applicant screening; applicant data base reporting; drug testing; classification and compensation; benefits counseling/services; EPMS management and reporting; disciplinary/ grievance processing and reporting; training, recertification; Job applicant support processes; benefits information; HR data reporting;; EEO reporting, NEOGOV;
Administration	Employees, Legislature, Comptroller General, Victims, General Public, Other State Agencies	Financial reporting, records management ,employee training, C-1 certification tracking, materials and supplies management; payment of restitution monies
Ignition Interlock Device Program	SC Drivers, State Agencies, Law Enforcement, Highway Safety Groups, Attorneys	Implement and monitor the Ignition Interlock Device Program (IID)
Evidence Based Practices Programs	Employees, Offenders, Victims, Federal, State, and Local Agencies, Law Enforcement, Legislature	Release and Reentry Programs; pre-release residence plan investigations, case reviews; release certificates; violation hearings; research & evaluation; internal and external data requests; continuous quality assurance of offender programs and supervision strategies
Strategic Dev. & Inform. Technology	EMT, Employees, Federal, State, and Local Agencies	Offender Management System, information technology, Parole Information Center, network security, forms management
Training Compliance and Professional Development	EMT, Employees, Other State Agencies	In-service and Professional Development Training, C-1 certification tracking, records management for employee training, conference and external training coordination, hurricane deployment lodging

3. The agency's key stakeholders (other than customers).

Key Stakeholders	Requirements/Expectations
Citizens of South Carolina	Home visits; intervention; process service; residence verifications; fee collection; GPS, Live Scan; training; offender documentation; Timely and accurate processing of Interstate Compact requests; correspondence; special case inquiries; assistance requests; Training; legal advisement and representation; detail summaries; court presentations; seminars; Respond to inquiries and correspondence; Assure adherence to Agency and State fiscal policy, regulation and laws; provide feedback to management and staff for quality improvement; indicate training needs; Strategic planning; division support; annual reporting and implementation; program facilitation; performance improvement/ business excellence consultation/training; Respond to media and public inquiries; provide offender information on parole hearing dates and results; FOIA requests; web-site support; Community liaison; market department's initiatives and projects, cultivate and enhance partnerships, conduct statewide seminars on expungements and pardons, support S.P.I.C.E. initiatives; Job applicant screening; applicant data base reporting; drug testing; classification and compensation; benefits counseling/services; EPMS management and reporting; disciplinary/ grievance processing and reporting; training, recertification; Job applicant support processes; benefits information; HR data reporting;; EEO reporting, NEOGOV.
Victims	Home visits; intervention; process service; residence verifications; fee collection; GPS, Live Scan; training; offender documentation; Correspondence and other communications; documentation in support of parole hearings, victim awareness training; Financial reporting, records management ,employee training, C-1 certification tracking, materials and supplies management; payment of restitution monies; Release and Reentry Programs; pre-release residence plan investigations, case reviews; release certificates; violation hearings; research & evaluation; internal and external data requests; continuous quality assurance of offender programs and supervision strategies.
Offenders	Home visits; intervention; process service; residence verifications; fee collection; GPS, Live Scan; training; offender documentation; Timely and accurate processing of Interstate Compact requests; correspondence; special case inquiries; assistance requests; Training; legal advisement and representation; detail summaries; court presentations; seminars; Respond to inquiries and correspondence; Training; Continuation Orders; Administrative Sanctions; Detailed summaries; Revocation findings; Hearings; Revocation Orders; Ignition Interlock Appeals, Case Inquiry Responses & Correspondence; Parole and Pardon Case Coordination; Support to Board of Pardons & Pardons; detailed summaries, investigation reports, recommendation requests, training, video site coverage, notification of hearing results, interviews with inmates, releases; respond to inquiries and correspondence; Provide hearing notification.

Local/State/National Professional Law Enforcement Organizations	Home visits; intervention; process service; residence verifications; fee collection; GPS, Live Scan; training; offender documentation; Timely and accurate processing of Interstate Compact requests; correspondence; special case inquiries; assistance requests; Special operations training; fugitive apprehension and extraditions, safety and emergency planning; program and maintain 800Mhz radio, safety training (firearms, defensive tactics, arrest scenario); Correspondence and other communications; documentation in support of parole hearings, victim awareness training; Supervision technology (EM, GPS, Field Search), specialized supervision, compliance monitoring, creation of community resources, and offender sanctions; Implement and monitor the Ignition Interlock Device Program (IID); Release and Reentry Programs; pre-release residence plan investigations, case reviews; release certificates; violation hearings; research & evaluation; internal and external data requests; continuous quality assurance of offender programs and supervision strategies.
Local/State/National Partnerships	Special operations training; fugitive apprehension and extraditions, safety and emergency planning; program and maintain 800Mhz radio, safety training (firearms, defensive tactics, arrest scenario); Supervision technology (EM, GPS, Field Search), specialized supervision, compliance monitoring, creation of community resources, and offender sanctions; Strategic planning; division support; annual reporting and implementation; program facilitation; performance improvement/ business excellence consultation/training; Respond to media and public inquiries; provide offender information on parole hearing dates and results; FOIA requests; web-site support; Community liaison; market department's initiatives and projects, cultivate and enhance partnerships, conduct statewide seminars on expungements and pardons, support S.P.I.C.E. initiatives; Grant Administration; Provide research and statistical reporting; provide executive support for key departmental initiatives; Job applicant screening; applicant data base reporting; drug testing; classification and compensation; benefits counseling/services; EPMS management and reporting; disciplinary/ grievance processing and reporting; training, recertification; Job applicant support processes; benefits information; HR data reporting;; EEO reporting, NEOGOV; Release and Reentry Programs; pre-release residence plan investigations, case reviews; release certificates; violation hearings; research & evaluation; internal and external data requests; continuous quality assurance of offender programs and supervision strategies; Offender Management System, information technology, Parole Information Center, network security, forms management; In-service and Professional Development Training, C-1 certification tracking, records management for employee training, conference and external training coordination, hurricane deployment lodging.
Legislators/Governor's Office	Training; legal advisement and representation; detail summaries; court presentations; seminars; Respond to inquiries and correspondence; Training; Continuation Orders; Administrative Sanctions; Detailed summaries; Revocation findings; Hearings; Revocation Orders; Ignition Interlock Appeals, Case Inquiry Responses & Correspondence; Grant Administration; Provide research and statistical reporting; provide executive support for key departmental initiatives; Financial reporting, records management ,employee training, C-1 certification tracking, materials and supplies management; payment of restitution monies; Release and Reentry Programs; pre-release residence plan investigations, case reviews; release certificates; violation hearings; research & evaluation; internal and external data requests; continuous quality assurance of offender programs and supervision strategies.



Employees	<p>Home visits; intervention; process service; residence verifications; fee collection; GPS, Live Scan; training; offender documentation; Timely and accurate processing of Interstate Compact requests; correspondence; special case inquiries; assistance requests; Special operations training; fugitive apprehension and extraditions, safety and emergency planning; program and maintain 800Mhz radio, safety training (firearms, defensive tactics, arrest scenario); Correspondence and other communications; documentation in support of parole hearings, victim awareness training; Supervision technology (EM, GPS, Field Search), specialized supervision, compliance monitoring, creation of community resources, and offender sanctions; Training; legal advisement and representation; detail summaries; court presentations; seminars; Respond to inquiries and correspondence; Assure adherence to Agency and State fiscal policy, regulation and laws; provide feedback to management and staff for quality improvement; indicate training needs; Training; Continuation Orders; Administrative Sanctions; Detailed summaries; Revocation findings; Hearings; Revocation Orders; Ignition Interlock Appeals, Case Inquiry Responses &amp; Correspondence; Strategic planning; division support; annual reporting and implementation; program facilitation; performance improvement/ business excellence consultation/training; Respond to media and public inquiries; provide offender information on parole hearing dates and results; FOIA requests; web-site support; Community liaison; market department's initiatives and projects, cultivate and enhance partnerships, conduct statewide seminars on expungements and pardons, support S.P.I.C.E. initiatives; Grant Administration; Provide research and statistical reporting; provide executive support for key departmental initiatives; Job applicant screening; applicant data base reporting; drug testing; classification and compensation; benefits ; counseling/services; EPMS management and reporting; disciplinary/ grievance processing and reporting; training, recertification; Job applicant support processes; benefits information; HR data reporting; EEO reporting, NEOGOV; Financial reporting, records management ,employee training, C-1 certification tracking, materials and supplies management; payment of restitution monies; Offender Management System, information technology, Parole Information Center, network security, forms management; In-service and Professional Development Training, C-1 certification tracking, records management for employee training, conference and external training coordination, hurricane deployment lodging.</p>
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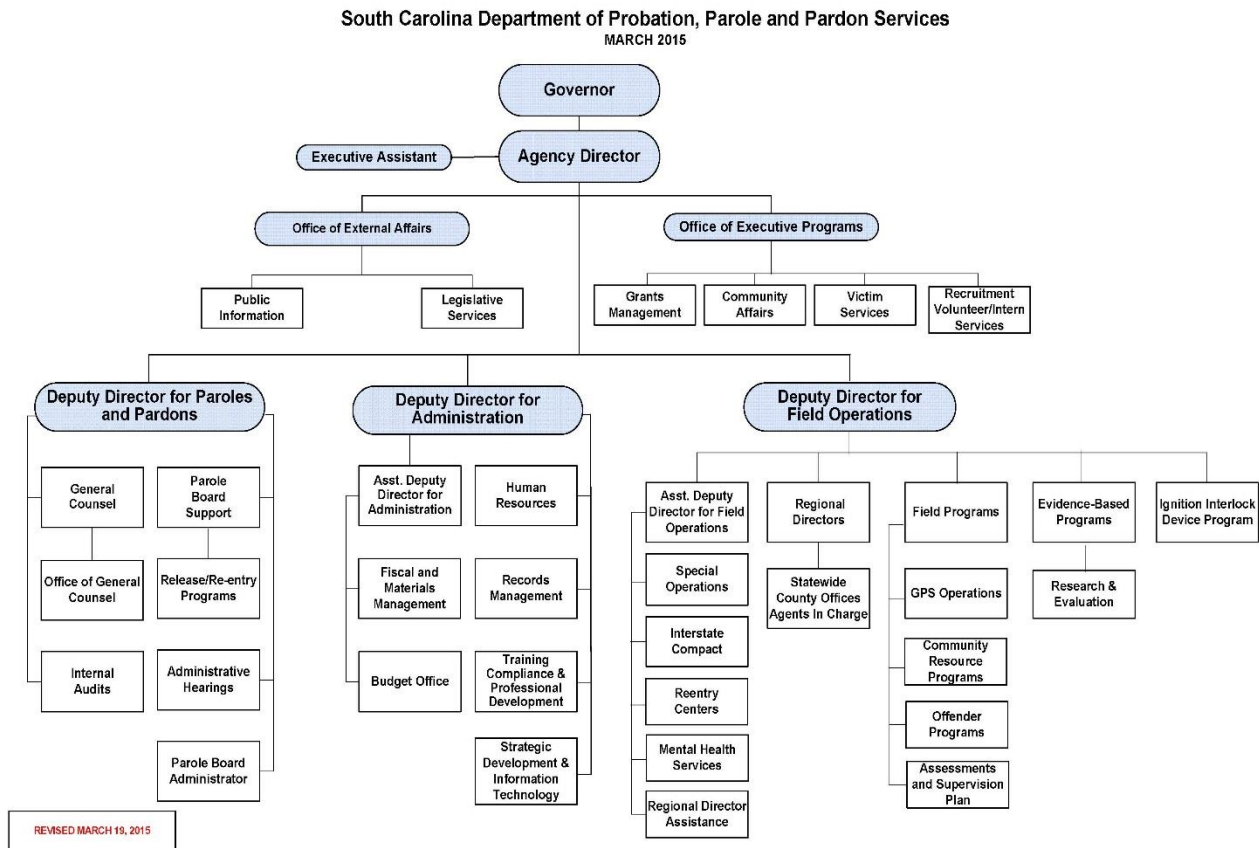
4. Other state agencies which have the biggest impact on the agency's mission success.

State Law Enforcement Division	S.C. Department of Vocational Rehabilitation
S.C. Department of Public Safety	S.C. Budget and Control Board
S.C. Department of Juvenile Justice	S.C. Commission for the Blind
S.C. Department of Corrections	S.C. School for the Deaf and Blind
S.C. Department of Mental Health	State Office of Victim Assistance (SOVA)
S.C. Department of Disabilities and Special Needs	S.C. Department of Employment and Workforce
S.C. Department of Social Services	S. C. African American HIV/Aids Council
S.C. Department of Education	University of South Carolina
S.C. Department of Alcohol and Other Drugs Services	S.C. Army National Guard
S.C. Technical Colleges	SC Statistical Analysis Center

5. The agency's performance improvement system(s).

Performance Measure	Current Value	Target Value	Associated Strategic Objective
Decrease Number of Compliance Revocations	2,605	2550	Implement the Data Analysis to Reduce Recidivism. Develop and track a defined set of key performance indicators (measures) related to supervision effectiveness and offender accountability.
Increase the Number of Actuarial Risk and Needs Assessments	24,933	N/A	Implement all components of Correctional Officers Management Profiling for Alternative Sanctions (COMPAS)
Complete Records Automation Process for Closed Offender Files	33,500	35,500	Complete automatic records system for housing of all offender files.
Conduct Annual review of Agency Policies and Revise Accordingly	21	30	Implement a formal and systematic process for the development, change and review of the Department's policies and procedures. Include a formal process for employee participation in the development and change process.
To use the annual Accountability Report as a tool for setting improvement priorities.	2 Team Meeting	8 Team Meetings	Within 60 days of completion of the Department's annual Accountability Report, form a team to assess the key strengths and opportunities for improvement based on information contained in the report.
Brief All New Employees on the Department's Values during Orientation Classes	100%	100%	Include briefing on the Department's values in all new employee orientation programs. Values should be presented by the Director or a member of the Executive Management Team (EMT).
Track the Number and Types of Grants Pursued and Awarded	Awarded 5 out of 9	Awarded 6 out of 6	Track information on the number and type of grants applied for, awarded, and related funding, and operations and/or service enhancements achieved.
Develop and Implement a Supervisory Leadership Academy	27	25	Incorporate emphasis on the Department's values into its leadership development initiatives.
Invite Line Staff to the SCDPPPS Leadership Management Meetings	35	40	Incorporate emphasis on the Department's values into its leadership development initiatives.
Recruit and Retain Employees	100	100	Ensure a comprehensive methodology for recruiting and retaining employees. Link efforts to the Department's Marketing Plan.

6. The agency's organizational structure in flow chart format.



7. Details about the body to whom the Agency Head reports.

**Not Applicable. Probation, Parole and Pardon is a Cabinet Agency of the Governor.**

## 8. Major Program Areas Chart

Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Key Performance Measures Cross Reference	Legal Standards Cross References
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL		
		% of Total Budget:	% of Total Budget:	% of Total Budget:	% of Total Budget:	% of Total Budget:	% of Total Budget:	% of Total Budget:	% of Total Budget:		
Remainder of Programs: List any programs not included above and show the remainder of expenditures by source of funds.											
Offender Services	OFFENDER SUPERVISION- To supervise offenders under the Department's jurisdiction.	\$ 9,517,209	\$ 13,409,612	\$ 327,487	\$ 23,254,308	\$ 9,376,800	\$ 15,602,531	\$ 267,701	\$ 25,247,032	Mission Effectiveness, 19, Chapter 13, Quality Customer Satisfaction Operation 66.2, 66.3, 66.4, 66.5, allWork System Performance	Chapter 21, Chapter 19, Chapter 13, Chapter 23, Provides 66.2, 66.3, 66.4, 66.5, 66.6
Offender Services	OFFENDER SUPERVISION- VICTIM SERVICES- To provide crime victim with information and notification concerning offenders on probation, parole and appearing before the Parole Board.		\$ 209,856	\$ 4,580	\$ 214,436		\$ 156,423	\$ 1,013	\$ 157,436	Mission Effectiveness, 19, Chapter 13, Quality Customer Satisfaction Operation 66.2, 66.3, 66.4, 66.5, allWork System Performance	Chapter 21, Chapter 19, Chapter 13, Chapter 23, Provides 66.2, 66.3, 66.4, 66.5, 66.6
Offender Services	SEX OFFENDER MONITORING- To place offenders ordered by the Court to GPS monitoring under the Sex Offender Accountability and Protection of Minors Act of 2006.	\$ 3,900,698	\$ -	\$ -	\$ 3,900,698	\$ 3,834,466	\$ 133,380	\$ -	\$ 3,967,846	Mission Effectiveness, 19, Chapter 13, Quality Customer Satisfaction Operation 66.2, 66.3, 66.4, 66.5, allWork System Performance	Chapter 21, Chapter 19, Chapter 13, Chapter 23, Provides 66.2, 66.3, 66.4, 66.5, 66.6
Offender Services	SENTENCING REFORM- The Omnibus Crime Reduction and Sentencing Reform Act of 2010 for the purpose to reduce recidivism, provide fair and effective sentencing options, employ evidence-based practices for smarter use of correctional funding, and improve public funding.	\$ 2,211,265	\$ -	\$ -	\$ 2,211,265	\$ 3,350,394	\$ -	\$ -	\$ 3,350,394	Mission Effectiveness, 19, Chapter 13, Quality Customer Satisfaction Operation 66.2, 66.3, 66.4, 66.5, allWork System Performance	Chapter 21, Chapter 19, Chapter 13, Chapter 23, Provides 66.2, 66.3, 66.4, 66.5, 66.6
Offender Services	RE ENTRY CENTERS- To provide life skills training and employment for high risk offenders under a highly structured-entry setting.	\$ -	\$ 174,842	\$ -	\$ 174,842	\$ -	\$ 369,892	\$ -	\$ 369,892	Mission Effectiveness, 19, Chapter 13, Quality Customer Satisfaction Operation 66.2, 66.3, 66.4, 66.5, allWork System Performance	Chapter 21, Chapter 19, Chapter 13, Chapter 23, Provides 66.2, 66.3, 66.4, 66.5, 66.6
Offender Services	AGENT SAFETY EQUIPMENT- Parole Agent Safety Equipment	\$ -	\$ 299,271	\$ -	\$ 299,271	\$ -	\$ 38,170	\$ -	\$ 38,170	Mission Effectiveness, 19, Chapter 13, Quality Customer Satisfaction Operation 66.2, 66.3, 66.4, 66.5, allWork System Performance	Chapter 21, Chapter 19, Chapter 13, Chapter 23, Provides 66.2, 66.3, 66.4, 66.5, 66.6
Administration	Total Offender Services	\$ 15,629,172	\$ 14,093,581	\$ 332,667	\$ 30,054,820	\$ 16,561,660	\$ 16,300,395	\$ 268,714	\$ 33,130,769	Quality Customer Satisfaction; Operational/Work System Performance	Provides 66.1, 66.2, 66.3, 66.4, 66.5, 66.6
Parole Board	PAROLE BOARD OPERATIONS- The Board has the sole responsibility for granting or denying parole and pardons, revoking, modifying or re-hearing paroles and making recommendations on petitions for reprieves and commutations referred by the Governor.	\$ 510,094	\$ 632,720	\$ -	\$ 1,142,814	\$ 582,827	\$ 580,638	\$ -	\$ 1,163,465	Mission Effectiveness, 19, Chapter 13, Quality Customer Satisfaction Operation 66.2, 66.3, 66.4, 66.5, allWork System Performance	Chapter 21, Chapter 19, Chapter 13, Chapter 23, Provides 66.2, 66.3, 66.4, 66.5, 66.6
Employer Contributions	STATE EMPLOYER CONTRIBUTIONS	\$ 4,668,993	\$ 3,404,134	\$ 28	\$ 8,073,155	\$ 4,752,198	\$ 4,142,464	\$ -	\$ 8,894,662	Quality Customer Satisfaction; Operational/Work System Performance	Provides 66.1, 66.2, 66.3, 66.4, 66.5, 66.6
	Total All Other Programs	\$ 6,137,568	\$ 5,157,543	\$ 28	\$ 11,294,939	\$ 6,212,706	\$ 5,823,806	\$ -	\$ 12,036,512		
	Total of Expenditures	\$ 21,766,541	\$ 19,251,124	\$ 332,695	\$ 41,349,759	\$ 22,774,367	\$ 22,124,201	\$ 268,714	\$ 45,167,282		
	Total of Budget	\$ 21,766,541	\$ 31,227,032	\$ 1,049,560	\$ 54,043,135	\$ 22,774,368	\$ 31,226,900	\$ 878,920	\$ 54,880,190		

Remainder of Expenditures:	100.00%	61.65%	31.64%	76.51%	100.00%	70.85%	30.57%	82.30%
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9. Please identify any emerging issues the agency anticipates may have an impact on its operations in the upcoming five years.

- Since 2012, the collection of supervision fees have had a steady decline. FY14 collections decreased by \$820,957 from the previous year, and supervision fee collections are projected in FY 2015 to decrease an additional \$385,225. In the FY14-15 Appropriation Act, SCDPPPS has been authorized to spend up to \$32,347,831 in its Other Funds budget. However, the Agency must collect this revenue and have the cash on hand to spend this authorization.

The Agency only retained \$20,290,719 of the \$32,347,831 in FY 2014 (62%). Thus SCDPPPS has a budgeted revenue shortfall of \$(12,057,112). However, in 2015, the Agency is projected to collect \$19,004,128. SCDPPPS does not anticipate an increase in Other Funds; therefore we must increase our authorized recurring general funds in order to avoid a shortfall. All Other Fund revenue streams have remained consistent (i.e. court fine and filing fee collections) since 2012 EXCEPT supervision fees.

- The Department has experienced significant growth in its offender population since implementation of the Sentencing Reform Act of 2010. This impact can be seen both in our reduction of compliance revocations and the new or modified alternative sentencing programs (Supervised Reentry, Administrative Monitoring, Conditional Discharge, etc.).

The National Institute of Corrections recommends an agent to offender ratio of 1:50. The Department's current levels are at 1:82 or higher. Manageable caseload size is key to achieving successful offender supervision. To that end, the agency has implemented a plan to reduce individual probation and parole agent caseload size through effective supervision strategies, as well as aggressive hiring and retention strategies. The ultimate goal of the hiring and retention initiatives is to reduce average caseloads from a 1:82 ratio, to 1:50 over the next five years.

- In order for the Department to remain vigilant against cyber security threats, additional IT staff and resources will have to be allocated to assist in managing and protecting the Department's IT infrastructure. These additional resources will help to ensure stronger controls are in place for data management, disaster recovery, and network equipment continuity.

# ORGANIZATIONAL PROFILE

## *III. Laws (Statutes, Regulations, Provisos)*

This section asks for state and federal statutes, regulations and provisos (“Laws”) which apply to the agency.

### 1. Legal Standards Chart.

Legal Standard	Statue/Regulation/Proviso
Chapter 21 – Probation, Parole and Pardon	Section 24-21-5 through Section 24-21-1330
Chapter 19 – Correction and Treatment of Youthful Offenders	Section 21-19-10 through Section 24-19-160
Chapter 13 – Article 9 – Furloughs	Section 24-13-710 through Section 24-13-730
Chapter 13 – Article 13 – Shock Incarceration Program	Section 24-13-1310 through Section 24-13-1330
Chapter 13 – Article 15 – Home Detention Act	Section 24-13-1510 through 24-13-1590
Chapter 13 – Article 20 – Offender Employment Preparation Program	Section 24-13-2110 through 24-13-2140
Title 23 Law Enforcement and Public Safety – Article 7 Sex Offender Registry	Section 23-3-540 through Section 23-3-555
Proviso 66.1	DPPP: Sale of Equipment
Proviso 66.2	DPPP: Interstate Compact Application Fee
Proviso 66.3	DPPP: GED Learn and Earn Program
Proviso 66.4	DPPP: Sex Offender Monitoring Carry Forward
Proviso 66.5	DPPP: Offender Drug Testing Fee
Proviso 66.6	DPPP: Public Service Employment Set-up Fee

## IV. Reports and Reviews

### 1. Agency Reporting Requirements Chart

Report Name	Legislative Entity Requesting Report	Law Requiring Report	Stated Intent of Report
Restructuring Report and Cost Savings Plan-Senate	The Governor and General Assembly	1-30-10(G)(1)	Increased Efficiency - directs agencies to submit an annual report no later than the first day of the 2015 legislative session to the Governor and General Assembly "giving detailed and comprehensive recommendations for the purposes of merging or eliminating duplicative or unnecessary divisions, programs, or personnel within each department to provide a more efficient administration of government services."
Agency Restructuring and Seven-Year Plan Report	House Legislative Oversight Committee	Section 1-30-10(G)(2)	Increased Efficiency - further requires agencies to submit a report no later than the first day of the 2015 legislative session that contains "a seven-year plan that provides initiatives and/or planned actions that implement cost savings and increased efficiencies of services and responsibilities within the projected seven-year period."
Accountability Report	Executive Budget Office	1-1-810 & 117.31 (FY15)	Provides the Governor and General Assembly with information that supports their analysis of the budget and also ensure that the Agency Head Salary Commission has a basis for its decisions.
Agency Budget Plans	The Governor and the Executive Budget Office	11-11-30	Each of the several state departments, bureaus, divisions, officers, commissions, institutions and other agencies and undertakings receiving or asking financial aid from the State shall report to the Governor, on official estimate blanks furnished for such purpose, an estimate in itemized form showing the amount needed for the year beginning with the first day of July thereafter.
Agency Budget Plans	Senate and House Subcommittees	11-11-90	The standing committees of the House of Representatives and of the Senate in charge of appropriation measures shall sit jointly in open sessions while considering the budget and shall begin such joint meetings within five days after the budget has been submitted to the General Assembly by the Governor. This joint committee may cause the attendance of heads or responsible representatives of the departments, institutions and all other agencies of the State to furnish such information and answer such questions as the joint committee shall require and to these sessions shall be admitted, with the right to be heard, all persons interested in the estimates under consideration. The Governor, or her representatives, and the Governor-elect shall have the right to sit at these public hearings and be heard on all matters coming before the joint committee.
Sentencing Reform Oversight Report	Sentencing reform Oversight Committee	24-21-10	Sentencing Reform performance for the previous fiscal year and plans for the upcoming year. The department must collect and report all relevant data in a uniform format of both board decisions and field services and must annually compile a summary of past practices and outcomes to submit to the Sentencing Reform Oversight committee.
Fines and Fees Report	Chairman of the Senate Finance Committee and the Chairman of the House Ways and Means Committee	Proviso 117.79	Detail of Fees collected.
Debt Collection Report	Executive Budget Office for Chairmen of the Senate Finance and House Ways and Means Committees and the Inspector General	Proviso 117.37	Details the amount of its outstanding debt and all methods it has used to collect that debt.

GPS Monitoring Report	General Assembly	Proviso 117.64 (FY15)	The departments are directed to submit a report to the General Assembly by January fifteenth each year accounting for the expenditure of the funds including any carry-forward funding; the total costs and per-day costs for equipment, supervision, and monitoring; the total number of staff assigned to the activity and the average agent case loads; the amount of funds collected from sex offenders for both intensive supervision and electronic monitoring; and the anticipated fiscal needs for the upcoming fiscal year. The report shall also include, but not be limited to, data regarding the number of offenders sentenced to electronic monitoring, including the number sentenced for life; the number of alert notifications received, investigated, and prosecuted; and the number of offenders returned to prison as a result of electronic monitoring violations.
Travel Report	Comptroller, Senate Finance Committee, the House Ways and Means Committee, and the Statehouse Press Room	Proviso 117.28 (FY15)	Report on travel expenditures for the prior fiscal year.
Other Funds Survey	The Revenue and Fiscal Affairs Office and the Executive Budget Office for the Governor's Office and the House Ways and Means and Senate Finance Committees	None	Agency's other funds authorization and the amount of other funds cash that is being retained. Detail of revenue by collections by source, enabling statute and detail of how revenue is generated.

## 2. Internal Audit Chart – Attached.



# RESTRUCTURING REPORT

## V. Key Performance Measurement Processes

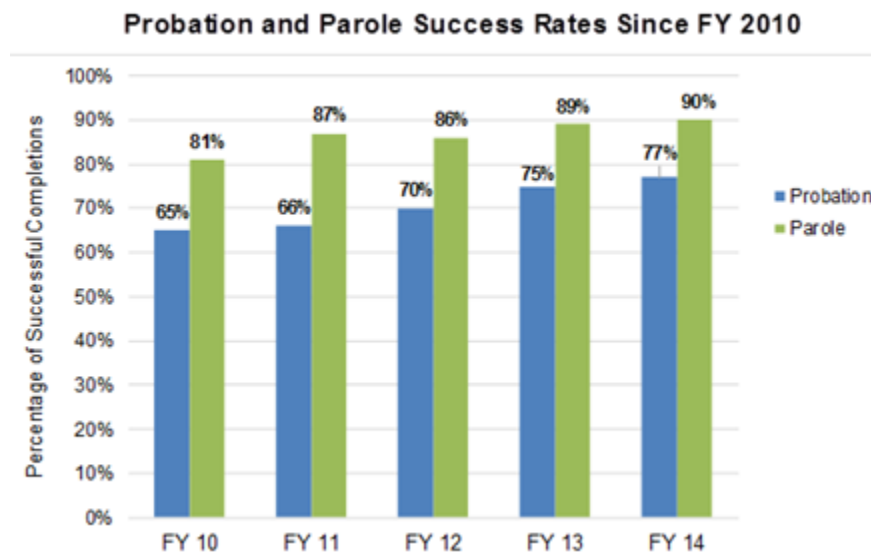
### A. Results of Agency's Key Performance Measurements

#### Mission Effectiveness

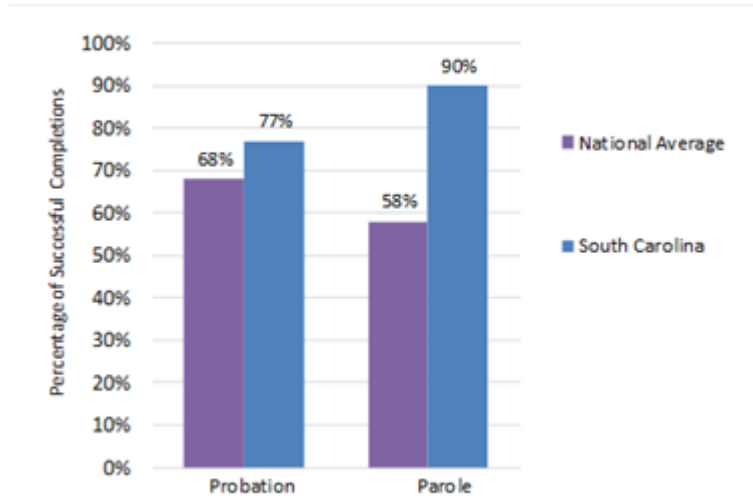
1. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission effectiveness (i.e., a process characteristic indicating the degree to which the process output (work product) conforms to statutory requirements (i.e., is the agency doing the right things?))?

In part, the agency's mission is to prepare offenders under our supervision toward becoming productive members of the community; and through our efforts to implement evidence-based strategies, it is our mission to be effective in the reduction of recidivism to protect the public's trust and safety.

The agency's key performance measures for mission effectiveness are: (1) Successful Completions for Probation and Parole Supervision, (2) Compliance Revocations Rates (3) New Offense Revocations Rates; and (4) Supervision Revocation Rates. The agency is statutorily required to report these outcomes to the Sentencing Reform Oversight Committee annually due to the passage of the Omnibus Crime Reduction and Sentencing Reform Act of 2010.



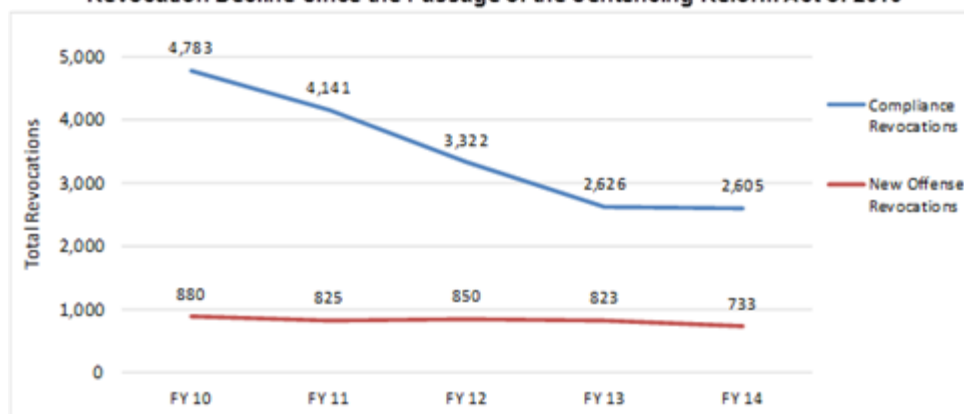
### Probation and Parole Success Rates Compared to the National Average



\* National Average represents the most recent data available from calendar year 2012.

(Revised April, 2014) Bureau of Justice Statistics' Report: Probation and Parole in the United States, 2012.

### Revocation Decline Since the Passage of the Sentencing Reform Act of 2010



a. There have been key milestones achieved by the agency for the abovementioned performance measures. The following reductions from the FY2010 baseline data have been achieved for FY2014:

- 1) Successful Completions for Probation and Parole Supervision
  - In FY2010, probation supervision had a successful completion rate of 65%; and in FY2014, this rate increased to 77%. The national average for probation successful completion was 68% in 2012, the most recent data available.
  - In FY2010, parole supervision had a successful completion rate of 81%; and in FY2014, this rate increased to 90%. The national average for parole successful completion was 58% in 2012, the most recent data available.

2) Compliance Revocations Rates

- In FY2010, the total number of compliance revocations was 4,783; and in FY2014, this rate was reduced by 46%, for a total of 2,605 compliance revocations.

3) New Offense Revocations Rates

- In FY2010, the total number of new offense revocations was 880; and in FY2014, this rate was reduced by 17%, for a total of 733 new offense revocations.

4) Overall Supervision Revocation Rates

- In FY2010, the total number of compliance and new offense revocations was 5,663; and in FY2014, this rate was reduced by 41%, for a total of 3,338 compliance and new offense revocations.

The three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process is the Travis County (TX) Community Supervision and Corrections Department (CSCD); the Crime and Justice Institute (CJI) and Vera Institute of Justice. These agencies are nationally recognized entities for using evidence-based practices to strengthen probation and improve community supervision outcomes/processes. Travis County CSCD, in partnership with the Justice Center of the Council of State Government, used a realignment strategy known as Travis Community Impact Supervision to change adult supervision operations in support of more effective supervision practices. CJI's Crime and Justice Institute, based out of Boston, MA, in partnership with the National Institute of Corrections (NIC) developed the Integrated Model to reduce offender recidivism. This model is comprised of three components: evidence-based principles, organizational development and collaboration, at was at the core of the Sentencing Reform Act implementation efforts championed by the agency. Vera Institute of Justice, based out of New York, provides technical assistance to help agencies improve their systems for delivering justice. Vera is instrumental in assisting organizational decision-makers in crafting viable solutions for policy implementation and sustainability.

The agency's performance measures were developed in response to the Omnibus Crime Reduction and Sentencing Reform Act of 2010. The agency developed an evaluation plan specifically for the Sentencing Reform Act (SRA) mandates. The primary goal of the SRA is to reduce compliance revocations resulting in admission to the South Carolina Department of Corrections (SCDC) while increasing the likelihood of successful completion of supervision. The goals and benchmarks selected were different based on the eleven programmatic areas to assist the agency with fulfilling the overall goals of the SRA. The benchmarks developed for compliance and new offense revocations were based modest annual reductions based on the implementation of SRA mandates.

## Mission Effectiveness Cont.

The following individuals who are not employed by the agency whom the agency considers an expert in the field of community corrections are as followed:

- Edward Latessa, Ph.D-University of Cincinnati: [Edward.latessa@uc.edu](mailto:Edward.latessa@uc.edu)
  - Mario Paparozzi, Ph.D-University of North Carolina  
Pembroke:[mario.paparozzi@uncp.edu](mailto:mario.paparozzi@uncp.edu)
  - Becki Ney, Principal-Center for Effective Public Policy: [bney@cepp.com](mailto:bney@cepp.com)
  - Faye Taxman, Ph.D-George Mason University [ftaxman@gmu.edu](mailto:ftaxman@gmu.edu)
  - Kristy Pierce-Danford, Project Manager, Crime and Justice Institute:  
[kdanford@crj.org](mailto:kdanford@crj.org)
- b. The senior leaders who review the key performance measures are Acting Deputy Director of Field Operations, Clift Howle and Deputy Director of Paroles and Pardon, Robert Mitchell, Deputy Director of Administration, Sonya Bookard, and Agency Director Jerry B. Adger. These key performance measures are reviewed quarterly by senior leaders.
- c. The agency continues to see trends in which compliance and new offense revocations continue to decline based on the FY2010 baseline data. Trends are monitored through the use of the DARR model. DARR is an acronym for Data Analysis to Reduce Recidivism; and it consists of quarterly meetings with Field Operations management staff to review trends related to community supervision and case management strategies.
- d. The agency does have reasonable control over the results, of the identified performance measures, through the use of evidence-based case management/supervision strategies in efforts to modify offender behavior. However, resources (e.g. staffing, training) will continue to be a need in order to be successful at fulfilling the goals of the SRA. The overall goal is to reduce offender recidivism and improve supervision outcomes. For those offenders not responsive to the efforts to reduce risk, the agency may use administrative sanctions in efforts to gain compliance. In most cases, once all efforts have been exhausted to work with an offender in the community, the Department may use other strategies such as revocations, which is removal from the community and placement in an institutional correctional setting due to non-compliance.

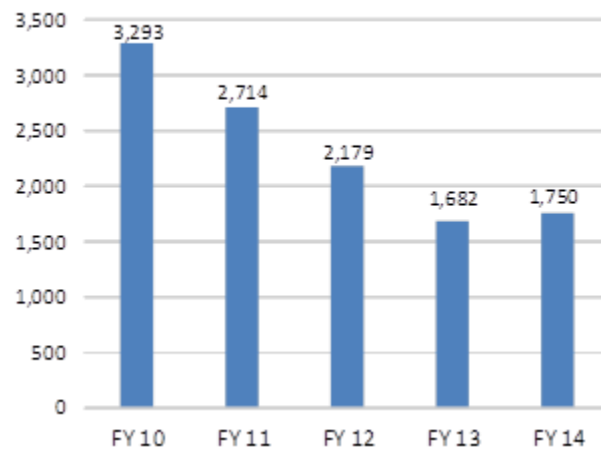
## Mission Efficiency

2. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission efficiency including measures of cost containment, as appropriate?

In part, the agency's mission is to prepare offenders under our supervision toward becoming productive members of the community; and through our efforts to implement evidence-based strategies, it is our mission to be effective in the reduction of recidivism to protect the public's trust and safety.

The agency's key performance measures for mission efficiency are: (1) Number of Compliance Revocations Admissions to South Carolina Department of Corrections, (2) Number of Risk/Needs Assessments Completed, and (3) Number of Administrative Sanctions Used to Address Compliance Violations. The agency is statutorily required to report these outcomes to the Sentencing Reform Oversight Committee annually due to the passage of the Omnibus Crime Reduction and Sentencing Reform Act of 2010.

**Reduction in Compliance Revocation Admissions to SCDC**



There have been key milestones achieved by the agency for the abovementioned performance measures. The following reductions from the FY2010 baseline data have been achieved for FY2014:

Number of Compliance Revocations Admissions to South Carolina Department of Corrections

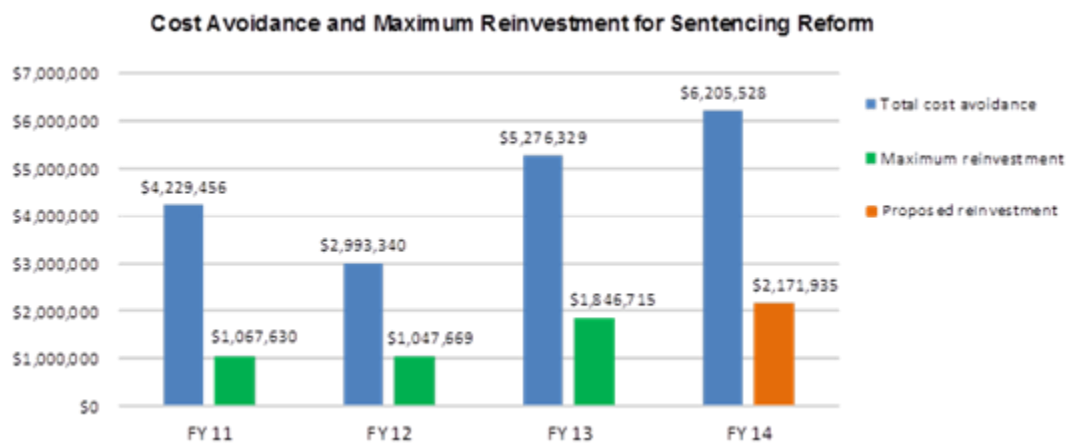
- In FY2010, the total number of admissions to the South Carolina Department of Corrections based on compliance revocations was 3,293; and in FY2014 this rate resulted in a 47% change with a reduction of 1,543 and 1,750 compliance admissions to SCDC.

## Mission Efficiency Cont.

- The total cost avoidance based on a reduction in compliance revocation admissions to SCDC are as followed:
  - FY2011 Total cost avoidance = \$4,229,456
  - FY2012 Total cost avoidance = \$2,993,340
  - FY2013 Total cost avoidance = \$5,276,329
  - FY2014 Total cost avoidance = \$6,205,528

## Mission Efficiency Cont.

This cost avoidance calculation is based on avoided bed-days, variable costs avoidance, and step-fixed cost avoidance.



**Number of Risk/Needs Assessments Completed:** The agency was statutorily required to adopt a validated actuarial risk/needs assessment tool that is consistent with evidence-based practices. This tool shall include a screener, which shall be used as a triage tool and a comprehensive version.

- In FY2014, 24,933 assessments were completed; with 19,951 total offenders assessed.
- In FY2014, total successful closures by risk/needs assessment findings was 6,550; the total unsuccessful closures was 1,551.
- In FY2014, the total number of closures by risk/needs assessment tool findings was 8,101 with a rate of 81% for successful closures.

**Number of Administrative Sanctions Used to Address Compliance Violations:** The agency was statutorily required to identify, develop and implement alternative sanctions to address compliance violations.

- In FY2010, the total number of administrative sanctions used was 42,677; and in FY2014 an increase of 51% in the use of administrative sanctions was achieved, with a total number of 64,341 used to address compliance violations.

Administrative sanctions were calculated on offenders in active status and with at least one violation to be addressed. Administrative sanctions included financial account restructures, public service employment conversions, fee exemptions, home visits, and verbal or written reprimands.

## Mission Efficiency Cont.

The three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process is the Travis County (TX) Community Supervision and Corrections Department (CSCD); the Crime and Justice Institute (CJI) and Vera Institute of Justice. These agencies are nationally recognized entities for using evidence-based practices to strengthen probation and improve community supervision outcomes/processes. Travis County CSCD, in partnership with the Justice Center of the Council of State Government, used a realignment strategy known as Travis Community Impact Supervision to change adult supervision operations in support of more effective supervision practices. CJI's Crime and Justice Institute, based out of Boston, MA, in partnership with the National Institute of Corrections (NIC) developed the *Integrated Model* to reduce offender recidivism. This model is comprised of three components: evidence-based principles, organizational development and collaboration, at was at the core of the Sentencing Reform Act implementation efforts championed by the agency. Vera Institute of Justice, based out of New York, provides technical assistance to help agencies improve their systems for delivering justice. Vera is instrumental in assisting organizational decision-makers in crafting viable solutions for policy implementation and sustainability.

The agency's performance measures were developed in response to the Omnibus Crime Reduction and Sentencing Reform Act of 2010. The agency developed an evaluation plan specifically for the Sentencing Reform Act (SRA) mandates. The primary goal of the SRA is to reduce compliance revocations resulting in admission to the South Carolina Department of Corrections (SCDC) while increasing the likelihood of successful completion of supervision. The goals and benchmarks selected were different based on the eleven programmatic areas to assist the agency with fulfilling the overall goals of the SRA. The benchmarks developed for compliance and new offense revocations were based modest annual reductions based on the implementation of SRA mandates.

The following individuals who are not employed by the agency whom the agency considers an expert in the field of community corrections are as followed:

- Edward Latessa, Ph.D-University of Cincinnati: [Edward.latessa@uc.edu](mailto:Edward.latessa@uc.edu)
  - Mario Paparozzi, Ph.D-University of North Carolina  
Pembroke: [mario.paparozzi@uncp.edu](mailto:mario.paparozzi@uncp.edu)
  - Becki Ney, Principal-Center for Effective Public Policy: [bney@cepp.com](mailto:bney@cepp.com)
  - Faye Taxman, Ph.D-George Mason University: [ftaxman@gmu.edu](mailto:ftaxman@gmu.edu)
  - Kristy Pierce-Danford, Project Manager, Crime and Justice Institute:  
[kdanford@crj.org](mailto:kdanford@crj.org)
  - Christian Henrichson, Cost-Benefit Analysis Unit Manager, Vera Institute of  
Justice: [chenrichson@vera.org](mailto:chenrichson@vera.org)
- b. The senior leaders who review the key performance measures are Acting Deputy Director of Field Operations, Clift Howle and Deputy Director of Paroles and Pardon, Robert Mitchell, Deputy Director of Administration, Sonya Bookard, and Agency Director Jerry B. Adger. These key performance measures are reviewed quarterly by senior leaders.

## Mission Efficiency Cont.

- c. The agency continues to see trends in which compliance and new offense revocations continue to decline based on the FY2010 baseline data. Trends are monitored through the use of the DARR model. DARR is an acronym for Data Analysis to Reduce Recidivism; and it consists of quarterly meetings with Field Operations management staff to review trends related to community supervision and case management strategies.
- d. The agency has does have reasonable control over the results through the use of evidence-based case management/supervision strategies in efforts to modify offender behavior. However, resources (e.g. staffing, training) will continue to be a need in order to be successful at fulfilling the goals of the SRA. The overall goal is to reduce offender recidivism and improve supervision outcomes. For those offenders not responsive to the efforts to reduce risk, the agency uses administrative sanctions in efforts to gain compliance. Once all efforts have been exhausted to work with an offender in the community, the Department may use other strategies such as revocations, which is removal from the community and placement in an institutional correctional setting.



## Quality (Customer Satisfaction)

3. What are the agency's actual performance levels for two to four of the agency's key performance measurements for quality meets customer requirements and expectations for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

Major Program Areas include Administration, Offender Services, and Parole Board Operations. Customers are identified through legislation that defines and supports the Department's mission, goals and objectives. Key customers include offenders, victims, SCDPPPS employees, criminal justice organizations, the Parole Board, partner organizations, local, state, and federal government agencies, judicial system members, service providers, individuals affected by the Interstate Compact statute, and all citizens who are direct recipients of the Department's services. Customers for the Department are more precisely segmented as related to the type of services provided by each section. Close partnerships are maintained with county, state, and federal law enforcement, the criminal justice system, the Legislature, South Carolina's educational institutions and service provider organizations.

The senior leadership supports and encourages staff to make contact with constituents and groups to understand their concerns and expectations. This is addressed through several modalities.

### **Key Program Area: Parole Board Operations**

#### **a. Decision-Making Processes Performance Goal: To increase the level of high-quality decision making in parole and pardon decisions.**

##### **Customer: Inmates/Offender**

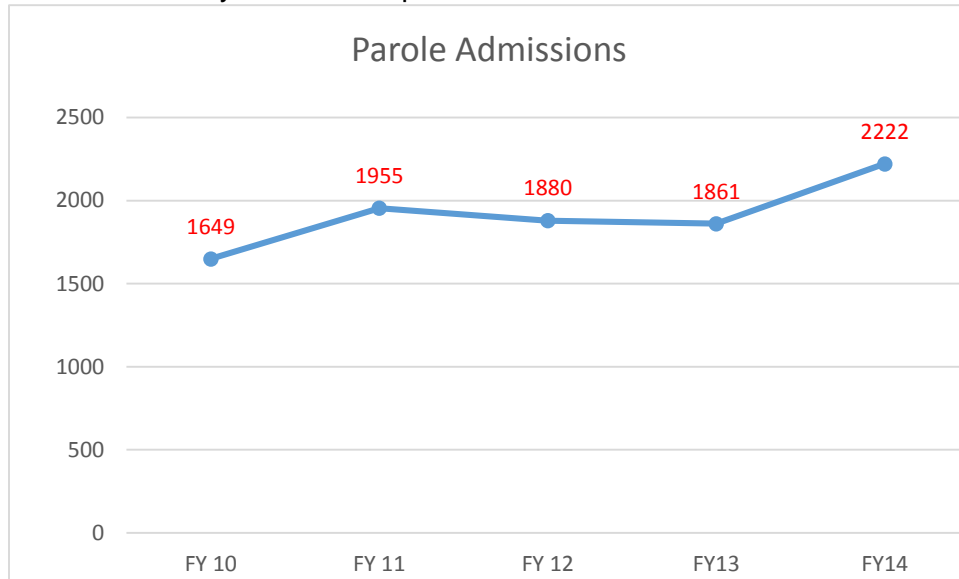
- i. Sources for benchmarking the decision-making process for parole and pardon decisions include the American Correctional Association, National Institute of Justice, and Carleton University Criminal Justice Decision-Making Laboratory. In addition, three states are cited in the report on Structured Decision-Making Framework Training that the Department is examining for possible implementation and best practices were Ohio, Connecticut, and Kansas.
- ii. This Structured Decision-Making Framework could be utilized or adapted by the Board in both its parole and pardon processes. We are currently reviewing this material.
- iii. Experts in the field include persons who have collaborated with the Department on accreditation processes for the Parole Board and the decision-making framework.

Parole Board Accreditation: Kathy Dennis Black, American Correction Association, [Kathyd@aca.org](mailto:Kathyd@aca.org)

Structured Decision-Making Framework: Robbye Braxton, U. S. Department of Justice, National Institute of Corrections, 202-514-4562, [rbraxtonmintz@bop.gov](mailto:rbraxtonmintz@bop.gov)

- b. This process will be reviewed by SCDPPPS Director, Jerry B. Adger on a quarterly basis.  
Robert Mitchell, Deputy Director for Paroles and Pardons will also review this process quarterly.

- c. The five-year trend for parole admissions are indicated in the chart below:



As a result of the Sentencing Reform Act of 2010, parole admissions have shown an increase due to the implementation of an actuarial risks/needs assessment tool during the pre-parole investigation process.

- d. The agency has no control over the decision-making process of the Parole Board.

**a. Pardon Process Performance Goal: To reduce the pardon process (from investigation to hearing)**

**Customer: Ex-offenders**

- i. Source for Benchmarking: The Department has not established a benchmark for this service. South Carolina is unique in that the Parole Board makes pardon decisions, whereas the task is reserved for the Governor in most states.
- ii. This goal was determined by senior leaders after a careful review of our Strategic Plan.
- b. This process will be reviewed by SCDPPPS Director Jerry B. Adger on a quarterly basis. In addition, Robert Mitchell, Deputy Director for Paroles and Pardons will review this process monthly.

- c. The following chart shows an eight-year trend of the number of pardon cases heard compared to the of pardon granted. Data indicates a steady increase in pardons being granted.

FY	# Cases Heard	% Pardons Granted
2014	847	64.11 %
2013	830	64.10 %
2012	869	63.75 %
2011	505	64.36 %
2010	638	72.26 %
2009	568	54.58 %
2008	600	42.33 %
2007	406	79.56 %

- d. The Department does not have control over this result. While the Department determines pardon eligibility, the South Carolina Board of Paroles and Pardons determines who is granted a pardoned.

### **Key Program Area: Administration**

**Employee Satisfaction Performance Goal: Conduct an annual employee survey to determine the integration of the organizational values into the organization's culture.**

**Customer: SCDPPPS Employees**

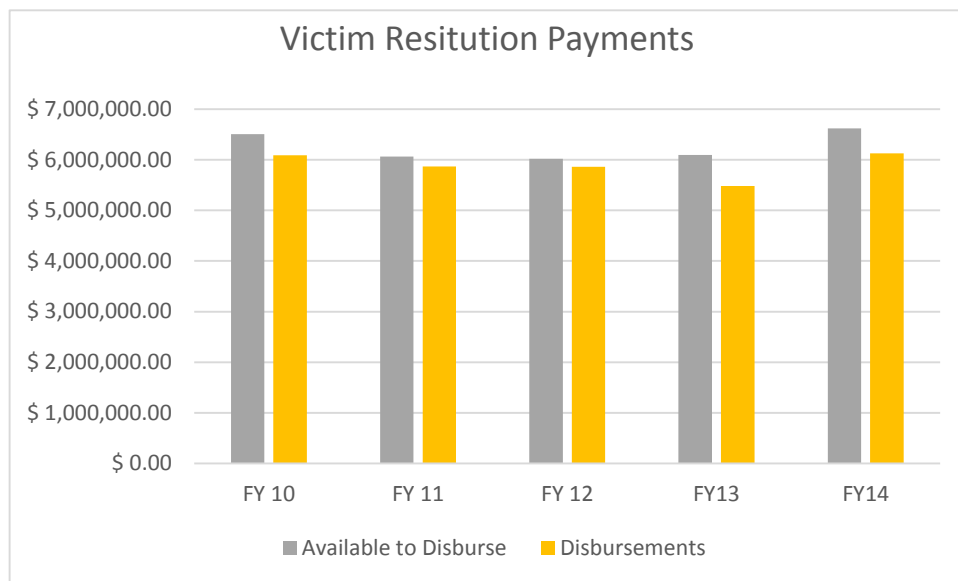
- a. The actual performance level is not complete, however data has been compiled that rates the Department's values. A survey was conducted in January 2015 to determine several factors, including perception of the Department's values. The graph indicates which of the Department's values employees believe need improvement.
- The Department considers the following entities as the best in the country for identifying processes for determining agency/organizational values: SC Budget and Control Board, California Department of Corrections and Rehabilitation, and the SC Department of Corrections.
  - The Department did follow guidelines as set forth by the SC Budget and Control Board to develop its values.
  - An expert in the field on employee satisfaction who has guided our processes is author David Maister, who wrote, "True Professionalism: The Courage to Care About People, Your Clients, and Your Career."
- b. Senior leaders who review this performance measure at least annually include:  
SCDPPPS Director Jerry B. Adger;  
Robert Mitchell, Deputy Director for Paroles and Pardons;  
Sonya Bookard, Deputy Director for Administration; and  
Clift Howle, Acting Deputy Director for Field Operations.
- c. Trends: In an attempt to identify trends, we have begun the process of surveying employees on their perception of the Department's values and overall employee satisfaction annually.



- d. The agency has control over this result, in that it will continue to track responses and develop strategies to improve employee perceptions.

**Restitution Disbursement Performance Goal: Disburse collected restitution to victims of crime.**

- a. The performance goal for the overall process is to disburse 100% of collected restitution. Over the last five fiscal years, restitution payments have ranged between 93% and 97% of the amount available to be disbursed.
- i. The Department has collaborated with the State Office of Victim Assistance to implement best practices for restitution disbursement in South Carolina. In addition, the Victim Assistance Program at the Minnesota Department of Corrections has been a leader in developing processes for collecting court ordered restitution. National Center for Victims of Crime offers comprehensive training on a crime victim's right for restitution.
  - ii. The Department uses these entities as a guide for best practices in the area of restitution disbursement. The Department provides this service as mandated by statute.
  - iii. One expert in the field of victim services and, specifically, restitution is Anne Seymour, Co-founder and Senior Advisor of Justice Solutions, a non-profit organizations specializing in criminal and juvenile justice, crime victims' rights and services, and community safety. Contact Information: Justice Solutions, 720 7<sup>th</sup> St., N.W., Suite 300, Washington, SC 20001, 202-448-1710, [info@justicesolutions.org](mailto:info@justicesolutions.org).
- b. Senior leaders who review restitution disbursements include:  
SCDPPPS Director Jerry B. Adger (Monthly);  
Sonya Bookard, Deputy Director for Administration (Monthly); and  
Cheryl Mack Thompson, Assistant Deputy Director for Administration (Weekly).
- c. Trends for restitution disbursement shows an annual fluctuation over the past several years. These trends are analyzed based on several factors that affect restitution collection, including: the decrease in collections, returned payments, incomplete victim information, and legislative changes.



d. The agency has reasonable control over this result.

### Key Program Area: Offender Services – Victim Services

#### Customer: Victims of Crime

a. Victim Services Performance Goal: To maximize our support and services to the victims of crime, the Department will:

1. Maintain remote video conference capabilities at parole/pardon hearings for all victims of crime;
2. Implement conversion of victim related forms from English to Spanish; and
3. Enhance methodology for obtaining information regarding victim satisfaction with the services provided by the Department.

- i. South Carolina is unique in this performance goal of providing services to victims of crime, as the process allows for victim impact directly before the Parole Board. This process is not a common practice across the country. As a leader in providing services to victims during the hearings process, the Department has provided guidance to other states, including Oklahoma and Florida.
- ii. This goal was determined by senior leaders after a careful review of our Strategic Plan.
- iii. An expert in the field of victim services is Aurelia Sands Belle with the Executive Director of the Durham Crisis Response Center in Durham, North Carolina. She also is a founding member of Justice Solutions and a former member of the Georgia Commission on Family Violence: 919-403-9425, 206 North Dillard Street, Durham, NC 27701. Other Experts include:  
Trudy Gregorie, US Department of Justice, Office for Victims of Crime, tgregorie@att.net  
Viki Sharp, Administrative Director of Social Services/Director of Victim Services, New York Department of Corrections, viki.sharp@doc.ny.gov

- b. Senior leader who review this process include:  
SCDPPPS Director Jerry B. Adger (Monthly);  
Jodi Gallman, Director of Executive Programs (Bi-weekly)
- c. The Department's Office of Victim Services contact random surveys on customer satisfaction following hearings viewed from the remote videoconferencing sites in Charleston and Spartanburg. As a result of these surveys, we continue to maintain services at these sites and have responded to notes areas needing improvement. The chart below shows average response rates for the survey by victims from each site. Plans are in place to restructure the methods by which victims are selected to complete the survey.

**1 is Strongly Disagree, 5 is Strongly Agree**

<b>Statement</b>	<b>Average Score Charleston</b>	<b>Average Score Spartanburg</b>
I received a notification letter advising of the parole hearing.	4.95	4.57
The Charleston Videoconferencing Site flyer enclosed with the notification letter was helpful to me.	4.95	4.71
The directions to the Charleston Videoconferencing Site provided by the Victim Services Staff were useful to me.	4.80	4.71
I was greeted promptly and courteously by Victim Services Staff upon my arrival for the hearing.	4.85	5
The hearing process was explained to me by Victim Services Staff prior to my speaking to the Parole Board.	4.75	5
Any questions I asked were answered adequately by Victim Services staff.	4.85	4.93
I waited longer than expected before my case was called.	2.05	2.86
I was treated courteously and professionally by the Parole Board.	4.05	5
I was given a chance to speak to the Parole Board.	4.75	5
I was advised of the outcome of the hearing before I left that day.	4.75	5
If the inmate was paroled, I was given follow-up information by Victim Services staff.	N/A	2
If the inmate was rejected, it was explained to me when the case would be heard again.	3.70	4.86
I was able to see and hear the Parole Board clearly through the videoconferencing equipment.	4.55	4.77
I found the Charleston Videoconferencing Site to be convenient to attend.	4.75	5
It would have been a hardship for me to travel to Columbia for the hearing.	4.75	4.07

- d. The Department has control over this result.

## Workforce Engagement

4. What are the agency's actual performance levels for two to four of the agency's key performance measurements for workforce engagement, satisfaction, retention and development of the agency's workforce, including leaders, for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

A Strategic Planning Committee was tasked to: Create a multi-year Strategic Plan based on our interaction with staff through an anonymous survey to obtain information from current SCDPPPS' employees in the following areas:

- Explore challenges that Department is facing
- Analyze the work performance of various sections
- Examine Employees' perceptions of the Department's values and the support received from management.

**Findings of Survey:** The following were identified as primary concerns

- 54% indicated reducing caseloads/workloads as the best strategy to increase offender successful completions.
- 46% of those surveyed stated that retention of staff was the most pressing challenge to the Department
- Salaries are a challenge to the Department (Agent starting salary is \$29,754 - low pay that requires a 4-year college degree)
- 66% of those responding to the survey reported that they felt valued or extremely valued by the Department

In the interest of continuous quality assurance, the Department continues to improve recruitment and hiring practices as recommended by the Hiring Practices Task Force. In order for any law enforcement agency to be effective it must have the ability to attract and retain quality people. Below are some strategies implemented to improve recruitment and retention of staff:

- The Department established a recruiter position; this staff member is responsible for recruiting qualified applicants and developing community partnerships in the recruitment process.
- In August 2014, the Department coordinated its first employment fair for potential agent candidates, which included representatives from a variety of Department divisions and criminal justice professional organizations.
- In July 2014, the Department streamlined its hiring process by implementing a centralized interview protocol to ensure efficiency in filling probation and parole agent vacancies.
- In FY 14, 118 FTEs were hired (89 agents/29 non-agents) and 63 FTE separations occurred (53 agents/10 non-agents).

**The agency also implemented the following strategies to address staff concerns:**

- Re-implementation of the Agent Pay Step Plan
  - Re-implementation of the HHS pay plan
  - Implementation of a 5 year plan in 2013 to increase the entry-level salary of an agent every year until the target salary of \$33,000 is obtained
  - Implementation of a Supervisory Leadership Academy to grow leadership and enhance organizational culture
  - Implementation of a Speakers Bureau to develop ambassadors to assist with the Department messaging and community outreach
- a. To Provide for Organizational Growth and a Capable, Satisfied and Diverse Workforce.
- To create a work environment and organizational culture that promotes high performance, employee satisfaction, innovation, empowerment, equality, diversity, health, safety and security.
  - To apply comprehensive workforce planning strategies that will help recruit and retain competent and qualified employees.
  - To apply comprehensive workforce planning strategies that will help recruit and retain competent and qualified employees.
  - To support and encourage opportunities for professional growth.
  - To employ an effective and systematic approach for recognizing and rewarding employee achievement and excellence.
  - To identify and support our own “Internal Experts and Consultants” to enable the Department to impact local, state and national agendas.
- i. The SCDPPPS Human Resources Office consults with the State Office of Human Resources in Georgia, North Carolina and Florida due to their similar missions and proximity to SC.
- ii. Not Applicable
- iii. The SCDPPPS Human Resources considers Professor Bob Lavigna with the University of Wisconsin to be an expert in this area. Professor Lavigna authored, Engaging Government Employees.
- b. Senior Leadership to include SCDPPPS Director Jerry B. Adger, Deputy Director for Paroles and Pardons Robert Mitchell, Deputy Director for Administration Sonya T. Bookard, Acting Deputy Director for Field Operations Clift Howle Divisional Managers and Regional Directors review these measures on a regular basis but at least annually.



### Workforce Engagement Cont.

- c. Trends the agency has seen include:
  - Agent caseloads have increased due to sentencing reform.
  - Retention has decreased from 93.13% in 2011 to 88.18% in 2014.
  - Employee satisfaction has increased
- d. The department has reasonable control over this result.

## Operational/Work System Performance

5. What are the agency's actual performance levels for two to four of the agency's key performance measurements for operational efficiency and work system performance or the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

Key measures are determined by the Director in consultation with the Executive Management Team. These measures are related to key mission requirements, special operations, financial performance, customer service, and Agent workload distribution.

Other measures are based on performance tracking requirements, and include those levied by Departmental policies and procedures, laws and regulations including the S.C. Code of Laws, and the published procedures and practices of the Board of Pardons and Paroles.

### Special Operations:

- As first responders, the Department participated in and assisted with ten special operation/security details. The Special Operations Section planned and coordinated the effort for 96 Agents (with a total of 1820 hours worked and 16,546 miles driven in agency vehicles). The Department also deployed 54 Agents to seven hurricane/natural disaster hazmat exercises for a total of 582.25 hours worked and 12,100 miles driven in agency vehicles.
  - The Special Operations section also coordinates the emergency drill and safety plans for all offices located in the 46 counties, reentry centers, and central office. Special guidelines are included for staff with special needs or disabilities.
- a) The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.
- To effectively support special and emergency public safety operations.
  - Participate in the South Carolina Emergency Preparedness Operation as mandated by the Governor in three specific areas: Mass Care (ESF-6), Law Enforcement Services (ESF-13), and Evacuation Traffic Management (ESF-16).
  - Provide Department personnel and equipment to augment and support the primary agency in carrying out all related special and emergency service duties as mandated.
  - Track the number of personnel and employee hours provided by type of event supported.
  - Standardize and maintain Special and Emergency Operations standard operating procedures.
  - Conduct "after action" reviews to assess the effectiveness of all Special and Emergency Operations deployments within 30 days of completion.

## Operational/Work System Performance Cont.

- i. SCDPPPS serves as a secondary/assisting agency related to Special and Emergency Public Safety Operations with requesting agencies by providing Department personnel and equipment to augment and support the primary agency in carrying out all related special and emergency service duties as mandated.
  - ii. The performance goals and benchmarks utilized to measure these processes are from findings by industry leaders of research and advisories.
  - iii. Not Applicable
- b. Senior Leadership to include SCDPPPS Director Jerry B. Adger, Deputy Director for Paroles and Pardons Robert Mitchell, Deputy Director for Administration Sonya T. Bookard, Acting Deputy Director for Field Operations Cliff Howle Divisional Managers and Regional Directors review these measures on a regular basis but at least annually
  - c. The trends identified by the agency indicates that since C-1 certification, our duties have increased to participate and perform special operations, disasters and emergency assistance throughout the state.
  - d. SCDPPPS only provides a supporting role for special and emergency public safety operations therefore the requesting agency will have the most influence other the measure.

Key performance measures for operational efficiency and work system performance includes measuring:

- Business system availability
- Data integrity
- Innovative technology implementations

These measures are vital processes that drive efficiencies and business impacts. The importance of these processes are critical, as it determines the output of internal customers and their abilities to deliver services and activities to external stakeholders for the agency as a whole.

### **Business System Availability**

- a. The availability of current business systems are maintained at 99% (two-nines) uptime, and impact the activities of process output. These business systems are related to key areas, such as operations of offender caseloads, administration of financial resources, workforce management, customer service quality, and the ability to support partnerships.
- ii. The performance goals and benchmarks utilized to measure these processes are from findings by industry leaders of research and advisories. These entities includes Gartner, Forrester, and best practices for selected technologies currently deployed from various industry vendors of products implemented within the agency. Other

## Operational/Work System Performance Cont.

measures are based on performance tracking requirements, and include those levied by Departmental policies and procedures, laws and regulations including the S.C. Code of Laws, and the published procedures and practices of the Board of Pardons and Paroles.

- b. These performance measures are generated daily by operational staff, and reviewed annually by the following senior staff:  
Agency Director Jerry B. Adger  
Deputy Director for Pardons and Paroles Robert Mitchell  
Deputy Director for Administration Sonya T. Bookard  
Acting Deputy Director for Field Operations Clift Howle  
Divisional Managers and Regional Directors
- c. The trends identified by the agency indicates that staff will need greater business system availability when away from the office to conduct business under mobile requirements. Additionally, the business system availability must have continuity to endure local, state, and regional incidents that could impact availability.
- d. The agency does have some reasonable control over the continuity trend of business system availability. However, the agency does not have reasonable control over the quantitative trend of allocating the mobile hardware necessary to better supplement staff in accessing the available business systems when away from the office.

### **Data integrity**

- a. The integrity of data is critical when data driven decisions are being made by executive management, officers managing offender caseloads, and staff providing customer service. All agency data must be accurate, dependable, and complete with the necessary business content to meet staff needs agency-wide. Data input processes are reviewed and validated to ensure results yield reliable outputs. Data backup methodologies provide reliable data protection measures to ensure data inputs are not lost.
  - ii. The performance goals and benchmarks utilized to measure these processes are composed of concerted efforts utilizing state audit units to ensure data input and output processes are effective. Various evaluation methods are conducted for several business operations to ensure the process output are properly verified. Technology tools to measure data integrity includes Gartner, Forrester, and best practices for selected technologies currently implemented within the agency.
- b. These performance measures are reviewed annually by the following senior staff:  
Agency Director Jerry B. Adger  
Deputy Director for Pardons and Paroles Robert Mitchell  
Deputy Director for Administration Sonya T. Bookard  
Acting Deputy Director for Field Operations Clift Howle  
Divisional Managers and Regional Directors

- c. The trends identified by the agency indicates that data integrity are being enhanced by streamlining data backup technologies to ensure data deduplication, cloud integrated data recovery, and disaster recovery solutions. Additionally, more effective internal audit functions and methodologies are being define to identify data input and output inefficiencies.
- d. The agency does have reasonable control over the implementation methods of internal audit trends and best practices.

**Innovative technology implementations**

- a. The identifications of innovative technology implementations are generated agency-wide to improve performance and value added services to customers. The business impacts of these innovations on improvement results are benchmarked by quantitative measures. These measures are based on new supervision strategies, essential public services in support of the Department's mission, and related public safety initiatives.
  - ii. The performance goals and benchmarks utilized to measure these processes are composed of evidence-based practices, close collaboration and enhanced partnerships with local, state, and federal agencies, non-profit organizations, the Legislature, and the Governor's office. To achieve the following goals, we implemented several staff-oriented initiatives:
    - Leadership and Professional Development
    - Cyber security Enhancements and Training for All Staff
    - Officer Safety and Security Improvements
    - Recruitment and Retention Strategies for All Staff; and
    - Strengthening our Community Partnerships
- b. These performance measures are reviewed with monthly progress reports by the following senior staff:  
Agency Director Jerry B. Adger  
Deputy Director for Paroles and Pardons Robert Mitchell  
Deputy Director for Administration Sonya T. Bookard  
Acting Deputy Director for Field Operations Clift Howle  
Divisional Managers and Regional Directors
- c. The trends identified by the agency has revealed innovation needs to implement technology solutions identified by analysis of current workflows that are manual, involve paper driven processes, relies on legacy based automation systems, or requires enhancements based on modified business rules. An example, is the following innovation will improve work system performance:

**Pardon Process Automation:**

SCDPPPS currently manages Pardon applications with manual, paper driven processes. This has led to a number of shortcomings, which this project will attempt to correct.

## Operational/Work System Performance Cont.

- Because current workflows are manual, it is possible to mistakenly skip steps, or not complete steps in a timely fashion
- A manual process makes auditing difficult
- Where applicable, steps in the workflow should be automated or simplified based on already existing data in order to save user time, and reduce the total amount of time required to complete a Pardon

Implementation of the automatic pardon process will:

- Decrease the mark of errors in processing cases
  - Increase the number of cases that can be heard before the Board in a timely manner
  - Enhance productivity while strengthening the work process
- d. The agency does have reasonable control over the implementation methods of innovative technology improvements.

# RESTRUCTURING REPORT

## *V. Key Performance Measurement Processes (cont.)*

### B. Most Critical Performance Measures

1. Of the key performance measurement processes listed in Subsection A., which are the three most critical to achieving the overall mission of the agency?
  - Filling critical need positions while imploring efforts to address retention of staff.
  - Reducing Recidivism of Offenders
  - Meeting the needs of victims unrelated to restitution

### C. Databases/Document Management

1. List all electronic databases/document management/business intelligence systems or programs utilized by the agency, including, but not limited to all relational database management systems.

The Department conducts business with a variety of suppliers/vendors who provide business intelligence systems, services, and supplies. They include:

- Team IA: software solutions for document and records management
- WestLaw: National case and statutory law research website;
- NorthPoint/Institute for Public Management Corporation: Scientific innovations for risk assessment development and reentry strategies
- Medtox and FirstLab: drug testing supplies and services;
- BI Inc.: global positioning satellite equipment and offender tracking services;
- HP: computer, printers and supplies;
- State of South Carolina: state telephone system, fleet, liability insurance, and rent;
- Verizon: Mobile platform

# RESTRUCTURING REPORT

The following systems or programs are needed to perform daily and routine duties:

Acronym	Name of Program
ACADIS	Advanced Cooperative Arctic Data and Information Service
AIMS	Information System (HR- Files, Fleet Management, and Records)
Applicant Registry	Applicant Database for Agent candidates
COMPAS	Correctional Offender Management Profiling for Alternative Sanctions
Human Resources System	Personnel Records
IA Folder	Records Management Data Base
ICOTS	Interstate Commission for Adult Supervision
IID	Ignition Interlock Device Program
Livescan	Digital fingerprinting and Photo Imaging
MySQL	System Provides data to SCDC for Vine System
NCIC	National Crime Information Center
NIMS	National Incident Management System (FEMA)
NLETS	National Law Enforcement Telecommunications System
OMS	Offender Management System
PEBA	Public Employees Benefits Association
PIC	Parole Information Center
Power DMS	Learning Management Systems
SCEIS	South Carolina Enterprise Information Systems
Service Desk Express	IT Help Desk Software
SPSS	Statistical Package for the Social Sciences



# RESTRUCTURING REPORT

## D. Recommended Restructuring

Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report ("Process").

1. Yes or No, based on the information obtained and analysis performed during the Process, does the agency have any recommendations for restructuring (either that it could do internally or that would need the assistance of revised or new legislation) that would merge or eliminate duplicative or unnecessary divisions, programs, or personnel within each department of the agency to provide a more efficient administration of government services?
  - a. If yes, please provide the agency's suggestions.

Currently, no restructuring of divisions, programs, or personnel are recommended. All of the activities and programs operated and administered by the SC Department Probation, Parole and Pardon Services (SCDPPPS) are mandated through legislation and support the criminal justice activities of the Judicial (Courts) and the Executive branches of state government. These activities are all tied to either supervision or monitoring of criminal offenders in the community, as an alternative to institutional incarceration of criminal offenders. Through supervision and intervention services designed to modify criminogenic behavior, SCDPPPS provides state government and the citizenry with cost savings in both the direct costs of such incarceration, as well as the societal costs which accompany incarceration. These include family financial support, earned wages, productivity, and taxes paid by offenders, who would otherwise not be contributing members of the community in the absence of those services.

In addition, SCDPPPS supervision and monitoring services provide a level of public safety by holding offenders accountable to change criminal behavior, maintain employment, and become productive members of society, through intervention to address criminogenic needs and behavior, as well as law enforcement activities to return the non-compliant, persistent criminal offender to the releasing authority for determination whether partial or total removal from participation is warranted. This mission is distinct and unique when compared to conventional containment and security activities of institutional incarceration, requiring different skill-sets and strategies to work within the community. The strategies proven to work in supervision in the community require dynamic and adaptive interaction with individual offenders to address undesirable behaviors and personal needs or challenges which contribute to criminal behavior.

Each of SCDPPPS' three Divisions, and the various Offices within those Divisions, are tasked with relative missions to support the overall, mandated Agency Mission. SCDPPPS operates under relatively lean fiscal conditions and duplication of services is minimal, if it exists at all. The Agency continually examines and evaluates its practices, structure and procedures, in the light of "what works" in meeting its mission.

# SEVEN-YEAR PLAN

## VI. *Seven-Year Plan*

### A. General

1. Yes or No, does the agency have a plan that provides initiatives and/or planned actions the agency will take during the next seven fiscal years that implement cost savings and increased efficiencies of services and responsibilities in order to continually improve its ability to respond to the needs of the state's citizens?

If yes, go to Current/Recommended Actions Section.

If no, skip Current/Recommended Actions Section and go to Additional Questions.

**YES.**

### B. Current/Recommended Actions

1. Describe all of the actions the agency is currently taking and plans it has for initiatives and actions during the next seven fiscal years to work to achieve greater efficiency in its operations in order to continually improve its ability to respond to the needs of the state's citizens? In this description, provide the names of all personnel who are responsible for overseeing the actions and plans.

The Executive Management Team (EMT), consisting of Agency Director Jerry B. Adger, Deputy Director for Paroles and Pardons Robert Mitchell, Deputy Director for Administration Sonya T. Bookard, and Acting Deputy Director for Field Operations Clift Howle are responsible for overseeing actions and plans relating to the overall agency vision, management and continuity plans. SCDPPPS continues to explore, implement and operate using evidence-based practices to support its mission of offender supervision. To that end, the agency seeks to reduce individual probation and parole agent caseload size through effective supervision strategies, as well as aggressive hiring and retention strategies. The agency also continues to explore the use of available technologies and tools to more safely and efficiently supervise offenders.

These plans include continued development and updating of information management systems, to include:

#### Offender Management System

- Executive Management Team
- Quincy Williams, Director of SD&IT

#### Parole Information System

- Executive Management Team
- Quincy Williams, Director of SD&IT

# SEVEN-YEAR PLAN

## Automated Pardon Application

- Executive Management Team
- Quincy Williams, Director of SD&IT

## Actuarial Risk and Needs Assessment

- Executive Management Team
- Quincy Williams, Director of SD&IT
- Shaunita Grase, Director of Evidence Based Practices

In addition, the agency plans to improve its recruitment and retention of quality staff to implement its goals through:

## Recruitment in area institutions of higher learning

- Executive Management Team
- Jodi Gallman, Director of Executive Programs
- Natarsha Adams, Coordinator of Recruitment and Volunteer Services

## Streamlined hiring processes

- Executive Management Team
- Patrice Boyd, Director of Human Resources
- Regional Directors

## Seeking legislative support during the annual appropriations process for additional staff to reduce individual caseload size

- Executive Management Team
- Deborah Parker, Director of External Affairs

## Graduated rank and compensation structure

- Executive Management Team
- Patrice Boyd, Director of Human Resources
- Cheryl M. Thompson, Assistant Deputy Director for Administration
- Tracie Branham, Budget Manager

2. What are the anticipated cost savings and/or efficiencies that would be achieved by each action?

By implementing the Sentence Reform Act of 2010 and the associated use of evidence-based practice, SCDPPPS has thus far provided a total cost savings to the State of South Carolina of \$6,205,528.

Streamlined hiring practices, caseload reduction, and a graduated rank and compensation structure will provide savings in training cost, productivity and efficiency through procurement and retention of quality staff. As the agency mission is a core function of government, specific dollar savings amounts are difficult to calculate. The ultimate goal of the hiring and retention initiatives is to reduce average caseloads from a 1:82 ratio, to 1:50 over the next five years.

## SEVEN-YEAR PLAN

3. Is legislative action required to allow the department/agency to implement the current or recommended actions?

Yes. Continued fiscal support from the General Assembly is needed to hire, retain and equip qualified agency personnel, as SCDPPPS works to reduce criminal recidivism in its supervised populations. In addition to fiscal support, the agency plans to explore possible legislation that empowers staff to employ additional offender sanctions in response to violations, in lieu of revocation action.

4. If legislative action is required, please explain the constitutional, statutory or regulatory changes needed.

Primary legislative action will be in the form of fiscal support of the General Assembly through the annual Appropriations Bill and statutory authorization for additional offender sanctions to address violations, as requested.

5. Describe the agency actions that will be implemented to generate the desired outcomes for each recommendation.

SCDPPPS continues to review data and outcomes to determine whether implemented strategies produce the desired outcomes. As reported to the Sentence Reform Oversight Committee, the Agency has reduced the number of offender revocations for compliance violations by implementing administrative sanctions and other evidence-based responses from 4,783 in 2010 to 2,178 in 2014, a more than 46 % reduction. All of this has been accomplished with an accompanying reduction of new offense revocations.

6. What is the timeline for implementation of the change and realization of the anticipated benefits for each recommended action/change?

Timelines for these changes is variable, based on budgetary support for these initiatives, however, as stated earlier, all of these goals could be accomplished over the next five years, with adequate funding through the Annual Appropriations Act.

# SEVEN-YEAR PLAN

## *VI. Seven-Year Plan (cont.)*

### C. Additional Questions

1. What top three strategic objectives of the agency will have the biggest impact on the agency's effectiveness in accomplishing its mission?

SCDPPPS strives to become recognized as one of the top Probation and Parole Agencies in the country. In doing so, the agency sets the goals of:

- a. Enhancing public safety by preventing offender recidivism
  - b. Employing hiring strategies to seek professionals that can employ an approach to offender supervision that balances the dual role law enforcement and social/case work to effectively modify offender behavior
  - c. Implement technologies to enhance offender supervision efficiency
- 
2. What are the fundamentals required to accomplish the objectives?
    - a. Continued reliance on evidence-based practices to reduce offender violations and recidivism by employing:
      - i. administrative sanctions to respond to violations appropriately and swiftly
      - ii. rewards incentives to encourage offender compliance and behavior change
      - iii. effective use of graduated incarcerative sanctions to address more severe violations
    - b. Public Safety is the measure to determine the effectiveness of these strategies. To make this determination, the Department will continue to employ and develop statistical evidence in determining what works in offender supervision and rely on those strategies to impact offender behavior. To accomplish this, the Department plans to continue its use of Data Analysis to Reduce Recidivism (DARR). This data/evidence driven approach includes tracking offender program revocations for compliance (technical) and new offense violations, as well as ongoing review of administrative sanctions and their effectiveness in achieving offender success goals.
    - c. Achieving appropriate staffing levels to accomplish meaningful offender supervision. The National Institute of Corrections recommends an agent to offender ratio of 1:50. Current levels are at 1:82 or higher. Manageable caseload size is key to achieving successful offender supervision. This goal also includes hiring and training staff to recognize and understand the balance between the dual role of law enforcement officer and caseworker.

## SEVEN-YEAR PLAN

- d. The agency must continue to explore the ever-changing world of technology to meet its mission. Constant developments in information management, offender surveillance, as well as supervision and law enforcement tool technologies are crucial components to staff's ability to supervise growing and changing offender populations in the most efficient, effective and safe manner.
3. What links on the agency website, if any, would the agency like listed in the report so the public can find more information about the agency?
  - a. [www.dppps.sc.gov](http://www.dppps.sc.gov)
  - b. [www.dppps.sc.gov/About-PPP/Facts-Figures](http://www.dppps.sc.gov/About-PPP/Facts-Figures)
4. Is there any additional information the agency would like to provide the Committee or public?

Not at this time.

5. Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report and Seven-Year Plan ("Process"). State the total amount of time taken to do the following:
  - a. Complete the Process
  - b. Complete this Report

The completion of this process and report primarily involved seven (7) agency employees, with additional input from twelve (12) other subject matter expert employees. The entire process involved in excess of 197 employee hours.

6. **Personnel Involved Chart - Attached.**

# CHARTS APPENDIX

## *VII. Excel Charts*

Please send an electronic copy of the entire Excel Workbook and print hard copies of each of the Charts to attach here. Please print the charts in a format so that all the columns fit on one page. Please insert the page number each chart begins on below.

Similar Information Requested Chart _____	48
Historical Perspective Chart _____	49
Purpose, Mission Chart _____	51
Key Products Chart _____	52
Key Customers Chart _____	53
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Agency Name: Probation, Parole and Pardon  
 Agency Code: N080  
 Agency Section: 66

## Similar Information Requested Chart

INSTRUCTIONS: Please provide details about other reports which investigate the information requested in the Restructuring Report. This information is sought in an effort to avoid duplication in the future. In the columns below, please list the question number in this report, name of the other report in which the same or similar information is requested, section of the other report in which the information is requested, name of the entity that requests the other report and frequency the other report is required. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Restructuring Report Question #	Name of Other Report	Section of Other Report	Entity Requesting Report	Freq. Other Report is Required
Probation, Parole and Pardon	Section V: D 1.	Restructuring Report and Cost Savings Plan-Senate	Restructuring	Office of Senate Oversight	Annual
Probation, Parole and Pardon	Section I,II V	Agency Accountability Report	Referenced majority of report	Budget Office	Annual
Probation, Parole and Pardon	Section V.A:1&2; Section VI	SROC-Sentencing Reform Oversight Committee Report	Referenced majority of report	Sentencing Reform Oversight Committee	Annual



Agency Name: Probation, Parole and Pardon  
 Agency Section: 66  
 Agency Code: N080

## Historical Perspective Chart

**INSTRUCTIONS:** Please provide information about any restructuring or major changes in the agency's purpose or mission **during the last ten years**. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Year	Description of Restructuring that Occurred	Description of Major Change in Agency's Purpose or Mission
Probation, Parole and Pardon	2014	Emma's Law-Ignition Interlock Device Program (IID)	This law greatly enhances the existing Ignition Interlock Device (IID) Program by 1) Requiring DUI first offenders with a Breath Alcohol Content (BAC) of .15 or greater to complete the program; 2) Requiring a camera be installed on all IIDs; 3) Removing the hard suspension period associated with DUI second and subsequent offenders; 4) Removing the option of non-participation in the IID Program; requiring completion of the program before obtaining a non-restrictive license; and 5) Providing stiff penalties for driving a vehicle without the IID.
Probation, Parole and Pardon	2010	Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	Sentencing reform mandates have enabled the Department to implement alternative strategies to incarceration in order to reduce the state's reliance on prisons. The overall goal of the SRA was to reduce crime in cost effective ways. The major goals of sentencing reform are to 1) Ensure fairness and certainty in sentencing as well as make certain justice for crime victims; 2) Improve release practices through the implementation of cost-effective reentry strategies; 3) Strengthen probation and parole by shifting limited resources to supervise high risk-offenders using evidence-based practices while implementing new supervision strategies geared towards those offenders least likely to re-offend; and 4) Establish ongoing oversight through the formation of the Sentencing Reform Oversight Committee.

## Historical Perspective Chart

Agency Name: Probation, Parole and Pardon  
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2007	Ignition Interlock Device Program (IID) - Prevention of Underage Drinking and Access to Alcohol Act	"Prevention of Underage Drinking and Access to Alcohol Act" into law in June of 2007 which mandated an Ignition Interlock Device Program in South Carolina. The new program is administered by SCDPPPS, the South Carolina Department of Motor Vehicles and the South Carolina Department of Alcohol and Other Drug Abuse Services, with SCDPPPS as the lead Agency.
2006	Jessie's Law-Sex Offender Accountability and Protection of Minors Act of 2006.	A bill aimed at protecting the state's children through tougher penalties for sexual predators. The legislation imposed a mandatory minimum of 25 years in prison for sexual predators, and mandated Global Positioning Satellite (GPS) monitoring for sex offenders convicted of certain offenses.

Agency Name: Probation, Parole and Pardon  
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## Purpose/Mission/Vision Chart

INSTRUCTIONS: Provide information about the date the agency, in its current form, was initially created and the present purpose, mission and vision of the agency, with the date each were established in parentheses. The Legal Standards Cross Reference column should link the purpose, mission and vision to the statutes, regulations and provisions listed in the Legal Standards Chart, which they satisfy.

Agency Submitting Report	Date Agency created	Purpose	Mission	Vision	Legal Standards Cross References
Probation, Parole and Pardon	1941	The South Carolina Department of Probation, Parole and Pardon Services is charged with the community supervision of offenders placed on probation by the Courts and paroled by the State Board of Pardons and Pardon, as well as offenders supervised under other conditional release programs such as Supervised Reentry, Community Supervision and Youthful Offender Release from the South Carolina Department of Corrections. We also supervise offenders through a number of evidence-based case management strategies in efforts to ensure they meet specific conditions of supervision.	To prepare offenders under our supervision toward becoming productive members of the community. To provide assistance to the victims of crimes, the courts and the Parole Board; and To protect public trust and safety. (2004)	Our vision is to be recognized nationally as a catalyst for positive change in the lives of offenders, a force for public safety, a leader in victim services and a responsible steward of public funds. (2004)	Purpose: Title 24, Chapter 23/24 Mission: Title 24, Chapter 23/24 Vision: Title 24, Chapter 23/24

Agency Name: Probation, Parole and Pardon  
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**INSTRUCTIONS:** Provide information about the agency's key deliverables (i.e. products or services), primary methods by which these are delivered, and, as applicable, actions that may reduce the general public and/or other agencies initial or repetitive need for the deliverable. List each deliverable on a separate line. If there are multiple deliverables, list the deliverable multiple times with each delivery method on a separate line. In the "Three Greatest Crosses" column, indicate and rank the three most significant deliverables the agency brings to the people of South Carolina with #1 being the most significant. For the deliverables which are not one of three most significant, do not put anything in this column. The Major Program Areas Column should link the deliverable to the major program area, in the Major Program Areas Chart, within which that product or service is provided. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item / Deliverable (i.e. product or service)	Times Most Significant (#1, #2, #3)	Primary Method of Delivery	What can be done to reduce the agency's burden to deliver this deliverable? (i.e. preventive measures before the citizen or agency needs to come to the agency)	What can be done to reduce the agency's burden to deliver this deliverable? (i.e. preventive measures to ensure they do not need to come back to the agency for the same product after already receiving it)	If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more?	How Program Affects Cross Agency Coordination
Probation, Parole and Pardon	1 Director's Office	#2	The Office of Executive Programs serves as the Department's liaison to the community, state government, and other agencies. The Department's programs are accomplished through the Speaker's Bureau, career fairs, civic meetings, and workshops. Victim Services staff ensure that notifications of Board Hearings, Board administrative support, and payments of victim restitution is dispersed. The Office of External Affairs serves as the central point of contact for all media and other public information requests. Public information is circulated through the website and media releases.	Core functions of the agency which we do not want to reduce the public and/or other agencies need.	Not applicable.	Continue to ensure that victims are notified of Board hearings and that restitution payments in a timely manner.	Administration; Offender Services;
Probation, Parole and Pardon	2 Field Operations	#1	Field Agents monitor offender's adjustment according to the Department's policies and procedures, and best practices. Designated Agents provide augmentation for special operations and events: Governor's Open House Holiday, Martin Luther King Day, Myrtle Beach and Memorial Day Bike Festival. In addition, assistance is provided for security, traffic evacuation, and support during natural and man-made disasters. I/O's are monitored for compliance. Research and Evaluation Analysts coordinate research and analysis to develop evidence-based practices and program models for short-term and long-term processes and program evaluations.	Core functions of the agency which we do not want to reduce the public and/or other agencies need.	Not applicable.	Continue to monitor offenders and rehabilitate them to become productive citizens in society; increased agent salaries would improve retention of staff and reduce caseloads.	Offender Services
Probation, Parole and Pardon	3 Administration		The Office of Fiscal and Materials Management is responsible for the pay out of victim restitution and collection of debt set-off. This section also prepares reports for dissemination to the Legislature and other concerned agencies. The Department's website provides state guidelines and policies via email, administers the reading comprehension tests for potential employees. The Strategic Development and Information Technology section utilizes the Department's network to deliver data, safety protocols and other information. Records Management Services (RMS) manages, coordinates and direct a comprehensive system for the management and maintenance of all Department information.	Core functions of the agency which we do not want to reduce the public and/or other agencies need.	Not applicable.		Administration; Offender Services;
Probation, Parole and Pardon	4 Pardons and Pardons	#3	The Department is responsible for the management of all legislation affecting the Department via e-mails and interactive annual Legals update for C-1 staff. The Office of Internal Audit conducts audit of fiscal policy compliance and provide feedback to internal stakeholders regarding audit results. Parole case summaries are downloaded to each Parole Board member's iPad prior to hearings. The Administrative Hearings section offers annual training.	Core functions of the agency which we do not want to reduce the public and/or other agencies need.	Not applicable.	Ensure that the Board of Pardons and Parole hearings are scheduled and heard by the Board as required.	Parole Board Support
	5						

Agency Name: Probation, Pardon and Pardon  
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## Key Customers Chart

INSTRUCTIONS: Provide information about the key customer segments identified by the agency and each segment's key requirements/expectations. A customer is defined as an actual or potential user of the agency's deliverables. Please be as specific as possible in describing the separate customer segments (i.e. do not simply put "public.") The Deliverables Cross References column should link customer groups to the deliverable listed in the Key Deliverables Chart, which they utilize. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Customer Segments	Requirements/Expectations	Deliverables Cross References
Probation, Pardon and Pardon	1	Offenders, Law Enforcement, General Public; Employees, Victims	Home visits; intervention; process service; residence verifications; fee collection; GPS, Live Scan; training; offender documentation	Field Operations
Probation, Pardon and Pardon	2	Offenders, Employees, General Public, All Law Enforcement entities	Timely and accurate processing of interstate Compact requests; correspondence; special case inquiries; assistance requests	Field Operations
Probation, Pardon and Pardon	3	Employees; Other Law Enforcement entities, Federal and State Agencies	Special operations training; fugitive apprehension and extraditions, safety and emergency planning; program and maintain 800Mhz radio, safety training (firearms, defensive tactics, arrest scenario)	Field Operations
Probation, Pardon and Pardon	4	Victims, other Criminal Justice Agencies, Employees	Correspondence and other communications; documentation in support of parole hearings, victim awareness training	Field Operations
Probation, Pardon and Pardon	5	Employees; Law Enforcement Federal, State, and Local Agencies	Supervision technology (EMI, GPS, Field Search), specialized supervision, compliance monitoring, creation of community resources, and offender sanctions	Field Operations
Probation, Pardon and Pardon	6	Employees, Judiciary, Legislature & Attorneys, General Public; Offenders	Training, legal advice and representation; detail summaries; court presentations; seminars; Respond to inquiries and correspondence	Field Operations
Probation, Pardon and Pardon	7	EMI, Divisional Managers, staff Offenders, General Public	Assure adherence to Agency and State fiscal policy, regulation and laws; provide feedback to management and staff for quality improvement; indicate training needs	Field Operations
Probation, Pardon and Pardon	8	Employees, Board of Pardon and Pardons, Judiciary, Offenders, SCDC	Training; Continuation Orders; Administrative Sanctions; Detailed summaries; Revocation findings; Hearings; Revocation Orders; Ignition Interlock Appeals; Case Inquiry Responses & Correspondence	Field Operations
Probation, Pardon and Pardon	9	Parole Board, Attorneys, Current and Former Offenders	Parole and Pardon Case Coordination; Support to Board of Pardons & Pardons; detailed summaries, investigation reports, recommendation requests, training, video site coverage, notification of hearing results, interviews with inmates, releases; respond to inquiries and correspondence; Provide hearing notification	Field Operations
Probation, Pardon and Pardon	10	EMI, Employees, General Public, Federal, State, and Local Agencies	Strategic planning, division support; annual reporting and implementation; program facilitation; performance improvement/ business excellence consultation/training	Field Operations

## Key Customers Chart

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Probation, Parole and Pardon	11	Media, General Public, Federal, State, and Local Agencies Employees	Respond to media and public inquiries; provide offender information on parole hearing dates and results; FOIA requests; web-site support.	Field Operations
Probation, Parole and Pardon	12	EMT, Employees, General Public, Federal, State, and Local Agencies	Community liaison; market department's initiatives and projects; cultivate and enhance partnerships, conduct statewide seminars on expungements and pardons, support S.P.I.C.E. initiatives	Paroles and Pardon
Probation, Parole and Pardon	13	EMT, Employees, Legislature, State Agencies	Grant Administration; Provide research and statistical reporting; provide executive support for key departmental initiatives	Field Operations
Probation, Parole and Pardon	14	Employees, General Public, SC State Human Resources Division, Budget & Control Board, State Agencies	Job applicant screening; applicant data base reporting; drug testing; classification and compensation; benefits counseling/services; EPMS management and reporting; disciplinary grievance processing and reporting; training; recertification; Job applicant support processes; benefits information; HR data reporting; EEO reporting; NEOGOV;	Administration
Probation, Parole and Pardon	15	Employees, Legislature, Comptroller General, Victims, General Public, Other State Agencies	Financial reporting, records management, employee training, C-1 certification tracking, materials and supplies management; payment of restitution monies	Field Operations
Probation, Parole and Pardon	16	SC Drivers, State Agencies, Law Enforcement, Highway Safety Groups, Attorneys	Implement and monitor the Ignition Interlock Device Program (IID)	Field Operations
Probation, Parole and Pardon	17	Employees, Offenders, Victims, Federal, State, and Local Agencies, Law Enforcement, Legislature	Release and Reentry Programs; pre-release residence plan investigations, case reviews; release certificates; violation hearings; research & evaluation; internal and external data requests; continuous quality assurance of offender programs and supervision strategies	Field Operations
Probation, Parole and Pardon	18	EMT, Employees, Federal, State, and Local Agencies	Offender Management System, information technology, Parole Information Center, network security, forms management	Director's Office
Probation, Parole and Pardon	19	EMT, Employees, Other State Agencies	In-service and Professional Development Training, C-1 certification tracking, records management for employee training, conference and external training coordination, hurricane deployment lodging	Field Operations

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## Key Stakeholder Chart

**INSTRUCTIONS:** Provide information about the agency's key stakeholder groups and their key requirements and expectations. A stakeholder is defined as a person, group or organization that has interest or concern in an agency. Stakeholders can affect or be affected by the agency's actions, objectives and policies. Please be as specific as possible in describing the separate stakeholder groups (i.e. please do not simply put "the public.") The Deliverables Cross References column should link stakeholder groups to the deliverable, listed in the Key Deliverables Chart, for which they group has the most interest or concern. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Stakeholder Group	Requirements/Expectations	Deliverables Cross References
Probation, Parole and Pardon	1	Citizens of SC	Home visits; intervention; process service; residence verifications; fee collection; GPS, Live Scan; training; offender documentation; Timely and accurate processing of Interstate Compact requests; correspondence; special case inquiries; assistance requests; Training; legal advisement and representation; detail summaries; court presentations; seminars; Respond to inquiries and correspondence; court adherence to Agency and State fiscal policy, regulation and laws; provide feedback to management and staff for quality improvement; indicate training needs; Strategic planning; division support; annual reporting and implementation; program facilitation; performance improvement/ business excellence consultation/training; Respond to media and public inquiries; provide offender information on parole hearing dates and results; FOIA requests; web-site support; Community liaison; market department's initiatives and projects, cultivate and enhance partnerships, conduct statewide seminars on expungements and pardons, support S.P.I.C.E. initiatives; Job applicant screening; applicant data base reporting; drug testing; classification and compensation; benefits counseling/services; EPMS management and reporting; disciplinary/ grievance processing and reporting; training, recertification; Job applicant support processes; benefits information; HR data reporting;; EEO reporting, NEOGOV;	Field Operations; Directors Office; Parole and Pardons; Administration
Probation, Parole and Pardon	2	Victims	Home visits; intervention; process service; residence verifications; fee collection; GPS, Live Scan; training; offender documentation; Correspondence and other communications; documentation in support of parole hearings, victim awareness training; Financial reporting, records management, employee training, C-1 certification tracking, materials and supplies management, payment of restitution monies; Release and Reentry Programs; pre-release residence plan investigations, case reviews; release certificates; violation hearings; research & evaluation; internal and external data requests; continuous quality assurance of offender programs and supervision strategies	Field Operations; Directors Office; Parole and Pardons; Administration

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## Key Stakeholder Chart

Probation, Parole and Pardon	3	Offenders	Home visits; intervention; process service; residence verifications; fee collection; GPS, Live Scan; training; offender documentation; timely and accurate processing of interstate Compact requests; correspondence; special case inquiries; assistance requests; Training; legal advisement and representation; detail summaries; court presentations; seminars; Respond to inquiries and correspondence; Training; Continuation Orders; Administrative Sanctions; Detailed summaries; Revocation findings; Hearings; Revocation Orders; Ignition Interlock Appeals, Case Inquiry Responses & Correspondence; Parole and Pardon Case Coordination; Support to Board of Pardons & Pardons; detailed summaries, investigation reports, recommendation requests, training, video site coverage, notification of hearing results, interviews with inmates, releases; respond to inquiries and correspondence; Provide hearing notification;	Field Operations; Directors Office; Parole and Pardons; Administration
Probation, Parole and Pardon	4	Local/State/National Professional Law Enforcement Organizations	Home visits; intervention; process service; residence verifications; fee collection; GPS, Live Scan; training; offender documentation; timely and accurate processing of interstate Compact requests; correspondence; special case inquiries; assistance requests; Special operations training; fugitive apprehension and extraditions, safety and emergency planning; program and maintain 800Mhz radio, safety training (firearms, defensive tactics, arrest scenario); Correspondence and other communications; documentation in support of parole hearings, victim awareness training; Supervision technology (EM, GPS, Field Search), specialized supervision, compliance monitoring, creation of community resources, and offender sanctions; Implement and monitor the Ignition Interlock Device Program (IID); Release and Reentry Programs; pre-release residence plan investigations, case reviews; release certificates; violation hearings; research & evaluation; internal and external data requests; continuous quality assurance of offender programs and supervision strategies	Field Operations; Directors Office; Parole and Pardons; Administration



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## Key Stakeholder Chart

Probation, Parole and Pardon	5	Local/State/National Partnerships	Special operations training; fugitive apprehension and extractions, safety and emergency planning; program and maintain 800Mhz radio, safety training (firearms, defensive tactics, arrest scenario); Supervision technology (EM, GPS, Field Search), specialized supervision, compliance monitoring, creation of community resources, and offender sanctions; Strategic planning, division support; annual reporting and implementation; program facilitation; performance improvement/business excellence consultation/training; Respond to media and public inquiries; provide offender information on parole hearing dates and results; FOIA requests; web-site support; Community liaison; market department's initiatives and projects, cultivate and enhance partnerships, conduct statewide seminars on expungements and pardons, support S.P.I.C.E. initiatives; Grant Administration; Provide research and statistical reporting; provide executive support for key departmental initiatives; Job applicant screening; applicant data base reporting; drug testing; classification and compensation; benefits counseling/services; EPMS management and reporting; disciplinary/ grievance processing and reporting; training, recertification; Job applicant support processes; benefits information; HR data reporting; EEO reporting, NEOGOV; Release and Reentry Programs; pre-release residence plan investigations, case reviews; release certificates; violation hearings; research & evaluation; internal and external data requests; continuous quality assurance of offender programs and supervision strategies; Offender Management System, information technology, Parole Information Center, network security, forms management; In-service and Professional Development Training, C-1 certification tracking, records management for employee training, conference and external training coordination, hurricane deployment lodging	Field Operations; Directors Office; Parole and Pardons; Administration
Probation, Parole and Pardon	6	Legislators/Governor's Office	Training, legal advisement and representation; detail summaries; court presentations; seminars; Respond to inquiries and correspondence; Training; Continuation Orders; Administrative Sanctions; Detailed summaries; Revocation findings; Hearings; Revocation Orders; Ignition Interlock Appeals; Case Inquiry Responses & Correspondence; Grant Administration; Provide research and statistical reporting; provide executive support for key departmental initiatives; Financial reporting, records management, employee training, C-1 certification tracking, materials and supplies management; payment of restitution monies; Release and Reentry Programs; pre-release residence plan investigations, case reviews; release certificates; violation hearings; research & evaluation; internal and external data requests; continuous quality assurance of offender programs and supervision strategies	Field Operations; Directors Office; Parole and Pardons; Administration

## Key Stakeholder Chart

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Probation, Parole and Pardon	7	Employees	<p>Home visits; intervention; process service; residence verifications; fee collection; GPS, Live Scan; training; offender documentation; Timely and accurate processing of Interstate Compact requests; correspondence; special case inquiries; assistance requests; Special operations training; fugitive apprehension and extraditions, safety and emergency planning; program and maintain 800Mhz radio, safety training (firearms, defensive tactics, arrest scenario); Correspondence and other communications; documentation in support of parole hearings, victim awareness training; Supervision technology (EM, GPS, Field Search), specialized supervision, compliance monitoring, creation of community resources, and offender sanctions; Training; legal advisement and representation; detail summaries; court presentations; seminars; Respond to inquiries and correspondence; Assure adherence to Agency and State fiscal policy, regulation and laws; provide feedback to management and staff for quality improvement; indicate training needs; Training; Continuation Orders; Administrative Sanctions; Detailed summaries; Revocation findings; Hearings; Revocation Orders; Ignition Interlock Appeals; Case Inquiry Responses &amp; Correspondence; Strategic planning; division support; annual reporting and implementation; program facilitation; performance improvement/business excellence consultation/training; Respond to media and public inquiries; provide offender information on parole hearing dates and results; FOIA requests; web-site support; Community liaison; market department's initiatives and projects, cultivate and enhance partnerships, conduct statewide seminars on expungements and pardons, support S.P.I.C.E. initiatives; Grant Administration; Provide research and statistical reporting; provide executive support for key departmental initiatives; Job applicant screening; applicant data base reporting; drug testing; classification and compensation; benefits ; counseling/services; EPMS management and reporting; disciplinary/grievance processing and reporting; training, recertification; Job applicant support processes; benefits information; HR data reporting; EEO reporting, NEOGOV; Financial reporting, records management, employee training, C-1 certification tracking, materials and supplies management; payment of restitution monies; Offender Management System, information technology, Parole Information Center, network</p>	<p>Field Operations:            Directors Office; Parole and Pardons;            Administration</p>
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Agency Name: Probation, Parole and Pardon  
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## Key Partner Agencies Chart

**INSTRUCTIONS:** List the names of the other state agencies which have the biggest impact on the agency's mission success (list a minimum of three); partnership arrangements established and performance measures routinely reviewed with the other entity. The Major Program Areas Cross References Column should link the Partner Agency to the major program area, in the Major Program Areas Chart, on which it has the biggest impact. NOTE: Responses are not limited to the number of rows below that have borders around them; please list all that are applicable and a minimum of three.

Agency Submitting Report	Agency w/ Impact on Mission Success	Partnership Arrangement Established	Performance Measures Routinely Reviewed Together	Major Program Areas Cross Reference
Probation, Parole and Pardon	S. C. African American HIV/Aids Council	> 10 years	Annually	Field Operations
Probation, Parole and Pardon	S.C. Army National Guard	> 10 years	Annually	Field Operations
Probation, Parole and Pardon	S.C. Budget and Control Board	> 10 years	Annually	Administration
Probation, Parole and Pardon	S.C. Commission for the Blind	> 10 years	Annually	Field Operations
Probation, Parole and Pardon	S.C. Department of Alcohol and Other Drugs Services	> 10 years	Annually	Field Operations
Probation, Parole and Pardon	S.C. Department of Corrections	> 10 years	Annually	Field Operations
Probation, Parole and Pardon	S.C. Department of Disabilities and Special Needs	> 10 years	Annually	Field Operations
Probation, Parole and Pardon	S.C. Department of Education	> 10 years	Annually	Field Operations
Probation, Parole and Pardon	S.C. Department of Employment and Workforce	> 10 years	Annually	Field Operations
Probation, Parole and Pardon	S.C. Department of Juvenile Justice	> 10 years	Annually	Field Operations
Probation, Parole and Pardon	S.C. Department of Mental Health	> 10 years	Annually	Field Operations
Probation, Parole and Pardon	S.C. Department of Public Safety	> 10 years	Annually	Field Operations
Probation, Parole and Pardon	S.C. Department of Social Services	> 10 years	Annually	Field Operations
Probation, Parole and Pardon	S.C. Department of Vocational Rehabilitation	> 10 years	Annually	Field Operations
Probation, Parole and Pardon	S.C. School for the Deaf and Blind	> 10 years	Annually	Field Operations
Probation, Parole and Pardon	S.C. Technical Colleges	> 10 years	Annually	Field Operations
Probation, Parole and Pardon	SC Statistical Analysis Center	> 10 years	Annually	Field Operations
Probation, Parole and Pardon	State Law Enforcement Division	> 10 years	Annually	Field Operations
Probation, Parole and Pardon	State Office of Victim Assistance (SOVA)	> 10 years	Annually	Director's Office
Probation, Parole and Pardon	Glemson University	2013	Annually	Field Operations
Probation, Parole and Pardon	University of South Carolina	> 10 years	Annually	Field Operations

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## Overseeing Body - General Chart

INSTRUCTIONS: Provide information about the body that oversees the agency and to whom the agency head reports including what the overseeing body is (i.e. board, commission, etc.), total number of individuals on the body, whether the individuals are elected or appointed, who elects or appoints the individuals; the length of term for each individual; whether there are any limitations on the total number of terms an individual can serve; whether there are any limitations on the number of consecutive terms an individual can serve; and any other requirements or nuances about the body which the agency believes is relevant to understanding how the agency performs and its results.

Agency Submitting Report	Type of Body (i.e. Board, Commission, etc.)	# of Times per Year Body Meets	Total # of Individuals on the Body	Are Individuals Elected or Appointed?	Who Elects or Appoints?	Length of Term	Limitations on Total Number of Terms	Limitations on Consecutive Number of Terms	Challenges imposed or that Agency staff and the Body have faced based on the structure of the overseeing body	Other Pertinent Information
Probation, Parole and Pardon	Not Applicable									Governor's Office - Cabinet Agency

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## Overseeing Body - Individual Members Chart

**INSTRUCTIONS:** Provide information about the individual members on the body that oversees the agency including their name, contact information, length of time on the body, profession and whether they are a Senator or House Member. The Major Program Areas Cross References Column should link the individual to the major program area, in the Major Program Areas Chart, in which the individual has a particular influence, if any, by way of serving on a subcommittee within the body, task force, etc. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name of Individual on Body	Contact Information	Profession	Date First Started Serving on the Body	Last Date Served on the Body	Length of Time on the Body (in years)	Senator or House Member? (put Senate or House)	Major Program Areas Cross Reference
Probation, Parole and Pardon	Governor's Office - Cabinet Agency							

[illegible]

**Note:** Key Performance Measures Cross References Column links major programs to the charts/graphs in the Key Performance Measurement Processes Section of the Restructuring Report. Legal Standards Cross References Column links major programs to the statutes, regulations and provisions they satisfy, which are listed in the Laws Section of the Restructuring Report.

Agency Submitting Report	Program Title	Purpose	FY 2023-24 Expenditures			FY 2023-24 Expenditures			Legal Standards Cross References
			General	Other	Federal	General	Other	Federal	
Procision, Paine and Patten			% of Total Budget.	% of Total Budget.	% of Total Budget.	% of Total Budget.	% of Total Budget.	% of Total Budget.	Key Performance Measures: CUSIS Reporting

**Remainder of Programs: List any programs not included above and show the remainder of expenditures by source of funds**

[illegible]

**Remainder of Expenditures:**

## Legal Standards Chart

**INSTRUCTIONS:** List all state and federal statutes, regulations and provisos that apply to the agency ("Laws") and a summary of the statutory requirement and/or authority granted in the particular Law listed. Included below is an example, with a partial list of Laws which apply to the Department of Juvenile Justice and Department of Transportation. The agency will see that a statute should be listed again on a separate line for each year there was an amendment to it. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Statute/Regulation/Provisos	State or Federal	Summary of Statutory Requirement and/or Authority Granted
Probation, Parole and Pardon	1	Section 24-21-10	State	Department of Probation, Parole and Pardon Services; Board of Probation, Parole and Pardon Services; board members; term; appointment; filing vacancies.
Probation, Parole and Pardon	2	SECTION 24-21-11	State	Removal of director or member.
Probation, Parole and Pardon	3	SECTION 24-21-12	State	Compensation of board members.
Probation, Parole and Pardon	4	SECTION 24-21-13	State	Director to oversee department; development of written policies and procedures; board's duty to consider cases for parole, etc.
Probation, Parole and Pardon	5	SECTION 24-21-30	State	Meetings; parole and pardon panels.
Probation, Parole and Pardon	6	SECTION 24-21-32	State	Reentry supervision; revocation.
Probation, Parole and Pardon	7	SECTION 24-21-35	State	Administrative recommendations available to victim prior to parole hearing.
Probation, Parole and Pardon	8	SECTION 24-21-40	State	Record of proceedings
Probation, Parole and Pardon	9	SECTION 24-21-50	State	Hearings, arguments, and appearances by counsel or individuals.
Probation, Parole and Pardon	10	SECTION 24-21-55	State	Hearing fee.
Probation, Parole and Pardon	11	SECTION 24-21-60	State	Cooperation of public agencies and officials; surveys.
Probation, Parole and Pardon	12	SECTION 24-21-70	State	Records of prisoners.
Probation, Parole and Pardon	13	SECTION 24-21-80	State	Probationers and parolees to pay supervision fee; intensive supervision fee; hardship exemption; delinquencies; substitution of public service.
Probation, Parole and Pardon	14	SECTION 24-21-85	State	Electronic monitoring fees
Probation, Parole and Pardon	15	SECTION 24-21-87	State	Extradition and maintenance polygraph fees.
Probation, Parole and Pardon	16	SECTION 24-21-90	State	Account and receipt for fee payments; deposit of funds.
Probation, Parole and Pardon	17	SECTION 24-21-100	State	Administrative monitoring when fines outstanding, fee.
Probation, Parole and Pardon	18	SECTION 24-21-110	State	Administrative sanctions
Probation, Parole and Pardon	19	SECTION 24-21-220	State	Powers and duties of director
Probation, Parole and Pardon	20	SECTION 24-21-221	State	Notice of hearing to consider parole; to whom required.
Probation, Parole and Pardon	21	SECTION 24-21-230	State	Employment of probation agents and other staff; employment and duties of hearing officers.
Probation, Parole and Pardon	22	SECTION 24-21-235	State	Issuance of duty clothing to department employees.
Probation, Parole and Pardon	23	SECTION 24-21-237	State	Employee meals.
Probation, Parole and Pardon	24	SECTION 24-21-240	State	Oath of probation agents.
Probation, Parole and Pardon	25	SECTION 24-21-250	State	Pay and expenses of probation agents.
Probation, Parole and Pardon	26	SECTION 24-21-260	State	Probation agents' assignment locations.
Probation, Parole and Pardon	27	SECTION 24-21-270	State	Offices for probation agents.
Probation, Parole and Pardon	28	SECTION 24-21-280	State	Duties and powers of probation agents; authority to enforce criminal laws.
Probation, Parole and Pardon	29	SECTION 24-21-290	State	Information received by probation agents privileged.
Probation, Parole and Pardon	30	SECTION 24-21-300	State	Issuance of citation to person released pursuant to Offender Management Systems Act for violation of release terms.
Probation, Parole and Pardon	31	SECTION 24-21-410	State	Power to suspend sentence and impose probation; exceptions; search and seizure.
Probation, Parole and Pardon	32	SECTION 24-21-420	State	Report of probation agent on offense and defendant
Probation, Parole and Pardon	33	SECTION 24-21-430	State	Conditions of probation

Legal Standards Chart

Probation, Parole and Pardon	34	SECTION 24-21-440	State	Period of probation: The period of probation or suspension of sentence shall not exceed a period of five years and shall be determined by the judge of the court and may be continued or extended within the above limit.
Probation, Parole and Pardon	35	SECTION 24-21-450	State	Arrest for violation of terms of probation; bond.
Probation, Parole and Pardon	36	SECTION 24-21-460	State	Action of court in case of violation of terms of probation.
Probation, Parole and Pardon	37	SECTION 24-21-480	State	Restitution Center program; distribution of offenders' salaries.
Probation, Parole and Pardon	38	SECTION 24-21-485	State	Authority of Department of Probation, Parole, and Pardon Services with respect to establishment and maintenance of restitution centers.
Probation, Parole and Pardon	39	SECTION 24-21-490	State	Collection and distribution of restitution; (A) The Department of Probation, Parole and Pardon Services shall collect and distribute restitution on a monthly basis from all offenders under probationary and intensive probationary supervision. B) Notwithstanding Section 14 17 725, the department shall assess a collection fee of twenty percent of each restitution program and deposit this collection fee into a separate account. The department shall maintain individual restitution accounts that reflect each transaction and the amount paid, the collection fee, and the unpaid balance of the account.
Probation, Parole and Pardon	40	SECTION 24-21-510	State	Development and operation of system; basic elements. The department shall develop and operate a comprehensive community control system if the General Assembly appropriates sufficient funds. The system shall include community control centers and sentencing options as a condition of probation, and utilize all sentencing options set forth in Chapter 21 of Title 24.
Probation, Parole and Pardon	41	SECTION 24-21-540	State	Community Control Centers for higher risk offenders; guidelines for placement.
Probation, Parole and Pardon	42	SECTION 24-21-550	State	Probation terms involving fines, costs, assessments, or restitution.
Probation, Parole and Pardon	43	SECTION 24-21-560	State	Community supervision program; eligibility; time periods, supervision, and determination of completion; violations; revocation; notification of release to community supervision.
Probation, Parole and Pardon	44	SECTION 24-21-610	State	Eligibility for parole. In all cases cognizable under this chapter the Board may, upon ten days' written notice to the solicitor and judge who participated in the trial of any prisoner, parole a prisoner convicted of a crime and imprisoned in the state penitentiary, in any jail, or upon the public works of any county who if: (1) sentenced for not more than thirty years has served at least one third of the term; (2) sentenced to life imprisonment or imprisonment for any period in excess of thirty years, has served at least ten years.
Probation, Parole and Pardon	45	SECTION 24-21-615	State	Review of case of prisoner convicted of capital offense by Parole Board restricted. The board may not review the case of a prisoner convicted of a capital offense for the purpose of determining whether the person is entitled to any of the benefits provided in this chapter during the month of December of each year.
Probation, Parole and Pardon	46	SECTION 24-21-620	State	Review by Board of prisoner's case after prisoner has served one fourth of sentence.
Probation, Parole and Pardon	47	SECTION 24-21-630	State	Effect of time served while awaiting trial upon determination of time required to be served for eligibility for parole. For the purpose of determining the time required to be served by a prisoner before he shall be eligible to be considered for parole, notwithstanding any other provision of law, all prisoners shall be given benefit for time served in prison in excess of three months while awaiting trial or between trials.
Probation, Parole and Pardon	48	SECTION 24-21-635	State	Earned work credits. For the purpose of determining the time required to be served by a prisoner before he shall be eligible to be considered for parole, notwithstanding any other provision of law, all prisoners shall be given benefit of earned work credits awarded pursuant to Section 24 13 230.
Probation, Parole and Pardon	49	SECTION 24-21-640	State	Circumstances warranting parole; search and seizure; criteria; reports of parolees; records subject to Freedom of Information Act.
Probation, Parole and Pardon	50	SECTION 24-21-645	State	Parole and provisional parole orders; search and seizure; review schedule following parole denial of prisoners confined for violent crimes.



## Legal Standards Chart

Probation, Parole and Pardon	51	SECTION 24-21-650	State	Order of parole. The board shall issue an order authorizing the parole which must be signed by at least a majority of its members with terms and conditions, if any, but at least two thirds of the members of the board must sign orders authorizing parole for persons convicted of a violent crime as defined in Section 16-1-60. The director, or one lawfully acting for him, then must issue a parole order which, if accepted by the prisoner, provides for his release from custody. Upon a negative determination of parole, prisoners in confinement for a violent crime as defined in Section 16-1-60 must have their cases reviewed every two years for the purpose of a determination of parole.
Probation, Parole and Pardon	52	SECTION 24-21-660	State	Effect of parole. Any prisoner who has been paroled is subject during the remainder of his original term of imprisonment, up to the maximum, to the conditions and restrictions imposed in the order of parole or by law imposed. Every such paroled prisoner must remain in the jurisdiction of the board and may at any time on the order of the board, be imprisoned as and where therein designated.
Probation, Parole and Pardon	53	SECTION 24-21-670	State	Term of parole. Any prisoner who may be paroled under authority of this chapter shall continue on parole until the expiration of the maximum term or terms specified in his sentence without deduction of such allowance for good conduct as may be provided for by law.
Probation, Parole and Pardon	54	SECTION 24-21-680	State	Violation of parole. Upon failure of any prisoner released on parole under the provisions of this chapter to do or refrain from doing any of the things set forth and required to be done by and under the terms of his parole, the parole agent must issue a warrant or citation charging the violation of parole, and a final determination must be made by the board as to whether the prisoner's parole should be revoked and whether he should be required to serve any part of the remaining unserved sentence. But such prisoner must be eligible to parole thereafter when and if the board thinks such parole would be proper. The board shall be the sole judge as to whether or not a parole has been violated and no appeal therefrom shall be allowed; provided, that any person arrested for violation of terms of parole may be released on bond, for good cause shown, pending final determination of the violation by the Probation, Parole and Pardon Board. No bond shall be granted except by the presiding or resident judge of the circuit wherein the prisoner is arrested, or, if there be no judge within such circuit, by the judge, presiding or resident, in an adjacent circuit, and the judge granting the bond shall determine the amount thereof.
Probation, Parole and Pardon	55	SECTION 24-21-690	State	Release after service of full time less good conduct deduction. Any person who shall have served the term for which he has been sentenced less deductions allowed therefrom for good conduct shall, upon release, be treated as if he had served the entire term for which he was sentenced.
Probation, Parole and Pardon	56	SECTION 24-21-700	State	Special parole of persons needing psychiatric care. Any prisoner who is otherwise eligible for parole under the provisions of this article, except that his mental condition is deemed by the Probation, Pardon and Parole Board to be such that he should not be released from confinement may, subject to approval by the Veterans Administration, be released to the custody of the Veterans Administration or to a committee appointed to commit such prisoner to a Veterans Administration Hospital. Such a special parole shall be granted in the sole discretion of the Board and, when so paroled, a prisoner shall be transferred directly from his place of confinement to a Veterans Administration Hospital which provides psychiatric care. When any prisoner paroled for psychiatric treatment is determined to be in a suitable condition to be released, he shall not be returned to penal custody except for a subsequent violation of the conditions of his parole.
Probation, Parole and Pardon	57	SECTION 24-21-710	State	Film, videotape, or other electronic information may be considered by board in parole determination.
Probation, Parole and Pardon	58	SECTION 24-21-715	State	Parole for terminally ill, geriatric, or permanently disabled inmates.
Probation, Parole and Pardon	59	SECTION 24-21-910	State	Petitions for reprieve or commutation of death sentence; recommendation to governor.
Probation, Parole and Pardon	60	SECTION 24-21-920	State	Clemency in other cases. In all other cases than those referred to in Section 24-21-910 the right of granting clemency shall be vested in the Board.
Probation, Parole and Pardon	61	SECTION 24-21-930	State	Order of pardon. An order of pardon must be signed by at least two thirds of the members of the board. Upon the issue of the order by the board, the director, or one lawfully acting for him, must issue a pardon order which provides for the restoration of the pardon applicant's civil rights.
Probation, Parole and Pardon	62	SECTION 24-21-950	State	Guidelines for determining eligibility for pardon.

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Probation, Parole and Pardon	63	SECTION 24-21-960	State	Pardon application fee; re-application after denial.
Probation, Parole and Pardon	64	SECTION 24-21-970	State	Pardon considered in cases of terminal illness. Consideration shall be given to any inmate afflicted with a terminal illness where life expectancy is one year or less.
Probation, Parole and Pardon	65	SECTION 24-21-980	State	Pardon obtained through fraud. Once delivered, a pardon cannot be revoked unless it was obtained through fraud. If a pardon is obtained through fraud, it is void.
Probation, Parole and Pardon	66	SECTION 24-21-990	State	Civil rights restored upon pardon.
Probation, Parole and Pardon	67	SECTION 24-21-1000	State	Certificate of pardon. For those applicants to be granted a pardon, a certificate of pardon shall be issued by the Board stating that the individual is absolved from all legal consequences of his crime and conviction, and that all of his civil rights are restored.
Probation, Parole and Pardon	68	SECTION 24-21-1120	State	Interstate Commission for Adult Offender Supervision; state council; creation; commissioners and noncommissioner members; quorum; meetings; Executive Committee.
Probation, Parole and Pardon	69	SECTION 24-21-1130	State	Powers. The Interstate Commission shall have the following powers: (1) to adopt a seal and suitable by laws governing the management and operation of the Interstate Commission; (2) to promulgate rules which shall have the force and effect of statutory law and shall be binding in the compacting states to the extent and in the manner provided in this compact; (3) to oversee, supervise, and coordinate the interstate movement of offenders subject to the terms of this compact and any by laws adopted and rules promulgated by the compact commission; (4) to enforce compliance with compact provisions, Interstate Commission rules, and bylaws using all necessary and proper means including, but not limited to, the use of the judicial process;
Probation, Parole and Pardon	70	SECTION 24-21-1140	State	Adoption of by-laws. The Interstate Commission, by a majority of the members, within twelve months of the first Interstate Commission meeting, shall adopt bylaws to govern its conduct as may be necessary or appropriate to carry out the purposes of the compact.
Probation, Parole and Pardon	71	SECTION 24-21-1150	State	Conduct of business; voting; public access to meetings and official records; closed meetings; minutes; interstate movement of offender data collection.
Probation, Parole and Pardon	72	SECTION 24-21-1160	State	Promulgation of rules and amendments; emergency rules.
Probation, Parole and Pardon	73	SECTION 24-21-1170	State	Oversight of interstate movement of adult offenders; enforcement of compact; resolution of disputes among states; mediation.
Probation, Parole and Pardon	74	SECTION 24-21-1180	State	Establishment and operating costs; assessments from compacting states; accounting.
Probation, Parole and Pardon	75	SECTION 24-21-1190	State	Compact membership eligibility; effective date; amendments.
Probation, Parole and Pardon	76	SECTION 24-21-1200	State	Withdrawal; termination and other penalties for performance default by compacting state; legal actions; dissolution.
Probation, Parole and Pardon	77	SECTION 24-21-1210	State	Severability. (A) The provisions of this compact must be severable, and if a phrase, clause, sentence, or provision is considered unenforceable, the remaining provisions of the compact must be enforceable. (B) The provisions of this compact must be liberally construed to effectuate its purposes.
Probation, Parole and Pardon	78	SECTION 24-21-1220	State	Construction and application. A)(1) Nothing in this article prevents the enforcement of another law of a compacting state that is consistent with this compact. (2) All compacting states' laws conflicting with this compact are superseded to the extent of the conflict.

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Probation, Parole and Pardon	79	SECTION 24-21-1300	State	<p>Definitions. (A) The Department of Probation, Parole and Pardon Services may develop and operate day reporting centers within the State.</p> <p>(B) "Day reporting center" means a state facility providing supervision of inmates or offenders placed on supervision, which includes, but is not limited to, mandatory reporting, program participation, drug testing, community service, and any other conditions as determined by the Department of Corrections and the Department of Probation, Parole and Pardon Services.</p>
Probation, Parole and Pardon	80	SECTION 24-21-1310	State	<p>Development and operation; inmate eligibility. (A) Notwithstanding another provision of law, the Department of Probation, Parole and Pardon Services may develop and operate day reporting centers for eligible inmates and eligible offenders, if the General Assembly appropriates funds to operate these centers. The Department of Probation, Parole and Pardon Services shall develop policies, procedures, and guidelines for the operation of day reporting centers. The period of time an eligible inmate or offender is required to participate in a day reporting program and the individual terms and conditions of an eligible inmate's or offender's placement and participation are at the joint discretion of the Department of Corrections and the Department of Probation, Parole and Pardon Services.</p>
Probation, Parole and Pardon	81	SECTION 24-21-1320	State	<p>Conditions of placement; removal. (A) An eligible inmate or offender placed in a day reporting center must agree to abide by the conditions established by the Department of Corrections and the Department of Probation, Parole and Pardon Services.</p>
Probation, Parole and Pardon	82	SECTION 24-21-1330	State	<p>Pilot project day reporting center program; termination. The pilot project day reporting center program terminates twelve months from its opening, unless extended by the General Assembly.</p>
Probation, Parole and Pardon	83	Proviso 66.1	State	<p>Proviso # 66.1 (DPPP: Sale of Equipment) All revenue generated by the Department of Probation, Parole and Pardon Services from the sale of various equipment in excess of \$575, less the cost of disposition incurred by the Budget and Control Board, Division of Operations, may be retained and carried forward into the current fiscal year and expended for the purpose of purchasing like items.</p>
Probation, Parole and Pardon	84	Proviso 66.2	State	<p>Proviso # 66.2 (DPPP: Interstate Compact Application Fee) The department may charge offenders an application fee set by the department, not to exceed \$100, to offenders applying for transfers out of state under the Interstate Compact Act. The application fee shall be retained by the department to offset the cost of the Interstate Compact Act. All unexpended funds at year-end may be retained and carried forward by the department to be expended for the same purpose.</p>
Probation, Parole and Pardon	85	Proviso 66.3	State	<p>Proviso # 66.3 (DPPP: GED Learn and Earn Program) The department may enter into agreements with statewide colleges, technical colleges, and school districts for the purpose of providing GED and GED Prep education to offenders. Offenders of the department enrolled in the program must repay the department the cost of the course and materials within six months of obtaining their GED.</p>
Probation, Parole and Pardon	86	Proviso 66.4	State	<p>Proviso # 66.4 (DPPP: Sex Offender Monitoring Carry Forward) The Department of Probation, Parole and Pardon Services is authorized to carry forward any unexpended funds in the Sex Offender Monitoring program. These funds must be used for the sex offender monitoring program. For the purpose of calculating the amount of funds which may be carried forward by the department, Sex Offender Monitoring program funds carried forward by this provision shall be excluded from the calculation of the carry forward authorized by provision elsewhere in this act.</p>
Probation, Parole and Pardon	87	Proviso 66.5	State	<p>Proviso # 66.5 (DPPP: Offender Drug Testing Fee) The department may charge offenders a fee set by the department, not to exceed \$50, for the purpose of having a drug test analyzed by a lab for offenders challenging the findings of a drug test administered by the department. If it is determined that the offender is indigent, this filing fee must be waived. The fee shall be retained by the department to offset the cost of the lab test. All unexpended funds at year-end may be retained and carried forward by the department to be expended for the same purpose.</p>

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Probation, Parole and Pardon	88	Proviso66.6	State	Proviso #66.6 (DPPP: Public Service Employment Set-Up Fee) In addition to any other fee, the department may charge an adult offender placed under the jurisdiction of the department, who is ordered to public service employment by the court, a twenty five dollar Public Service Employment set-up fee. The fee must be retained by the department and applied to the department's supervision process. The department shall submit a report to the Chairman of the Senate Finance Committee and the Chairman of the House Ways and Means Committee on the number of offenders who are assessed the set-up fee and the amount of funds collected.
Probation, Parole and Pardon	89	SECTION 23-3-540	State	Electronic monitoring; reporting damage to or removing monitoring device; penalty.
Probation, Parole and Pardon	90	SECTION 23-3-545	State	Effect of conviction of willfully violating term or condition of active electronic monitoring.
Probation, Parole and Pardon	91	SECTION 23-3-550	State	Assisting or harboring unregistered sex offender; penalty.
Probation, Parole and Pardon	92	SECTION 23-3-555	State	Internet account, access provider, identifiers reporting requirements; notification of change; failure to comply; punishment; information provided to interactive computer services; judicial limitations on Internet usage by certain registered sex offenders.
Probation, Parole and Pardon	93	SECTION 24-13-1310	State	Shock Incarceration Program. Definitions
Probation, Parole and Pardon	94	SECTION 24-13-1320	State	Regulations; reports
Probation, Parole and Pardon	95	SECTION 24-13-1330	State	Court ordered participation; department evaluation and notification of unsuitability; inmate's agreement to terms and conditions; effect of completion; participation is a privilege.
Probation, Parole and Pardon	96	SECTION 24-13-1510	State	This article is known and may be cited as the "Home Detention Act".
Probation, Parole and Pardon	97	SECTION 24-13-1520	State	Definitions
Probation, Parole and Pardon	98	SECTION 24-13-1530	State	Home detention programs as alternative to incarceration; correctional programs for which it may be substituted; local programs.
Probation, Parole and Pardon	99	SECTION 24-13-1540	State	Promulgation of regulations; approved absences from home.
Probation, Parole and Pardon	100	SECTION 24-13-1550	State	Verification
Probation, Parole and Pardon	101	SECTION 24-13-1560	State	Use of electronic monitoring device.
Probation, Parole and Pardon	102	SECTION 24-13-1570	State	Approval required for change in residence or schedule; notice that violation of detention is a crime; revocation; input of victim regarding eligibility for home detention.
Probation, Parole and Pardon	103	SECTION 24-13-1580	State	Necessity of written consent to electronic home detention; other residents' knowledge
Probation, Parole and Pardon	104	SECTION 24-13-1590	State	Article not applicable to certain controlled substance offenders; probation and parole authority not diminished.
Probation, Parole and Pardon	105	SECTION 24-13-1710	State	Implementation of supervised furlough program; search and seizure; fee; guidelines; eligibility criteria
Probation, Parole and Pardon	106	SECTION 24-13-1720	State	Inmates who may be placed with program; search and seizure.
Probation, Parole and Pardon	107	SECTION 24-13-1730	State	Implementation of new programs and program changes subject to appropriations by General Assembly.
Probation, Parole and Pardon	108	SECTION 24-13-2110	State	Preparation of inmates for employment.
Probation, Parole and Pardon	109	SECTION 24-13-2120	State	Coordination of agencies.
Probation, Parole and Pardon	110	SECTION 24-13-2130	State	Memorandum of understanding to establish role of each agency
Probation, Parole and Pardon	111	SECTION 24-13-2140	State	Coordination by Department of Corrections.
Probation, Parole and Pardon	112	SECTION 24-19-10	State	Correction and Treatment of Youthful Offenders: Definitions
Probation, Parole and Pardon	113	SECTION 24-19-20	State	Youthful Offender Division created in Department of Corrections; staff.
Probation, Parole and Pardon	114	SECTION 24-19-30	State	Duties of Division generally
Probation, Parole and Pardon	115	SECTION 24-19-40	State	Adoption of rules
Probation, Parole and Pardon	116	SECTION 24-19-50	State	Powers of courts upon conviction of youthful offenders
Probation, Parole and Pardon	117	SECTION 24-19-60	State	Institutions for treatment of youthful offenders.
Probation, Parole and Pardon	118	SECTION 24-19-70	State	Facilities for Division provided by Department
Probation, Parole and Pardon	119	SECTION 24-19-80	State	Reception and evaluation centers.
Probation, Parole and Pardon	120	SECTION 24-19-90	State	Director's options upon receiving report and recommendations from Reception and Evaluation Center and members of Division.
Probation, Parole and Pardon	121	SECTION 24-19-100	State	Transfer of youthful offenders
Probation, Parole and Pardon	122	SECTION 24-19-110	State	Procedure for conditional release of youthful offenders; search and seizure; fee; victim notification.

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Probation, Parole and Pardon	123	SECTION 24-19-120	State	Time for release of youthful offenders.
Probation, Parole and Pardon	124	SECTION 24-19-130	State	Revocation or modification of orders of Division.
Probation, Parole and Pardon	125	SECTION 24-19-140	State	Supervisory agents
Probation, Parole and Pardon	126	SECTION 24-19-150	State	Further treatment of youthful offenders: return to custody.
Probation, Parole and Pardon	127	SECTION 24-19-160	State	Courts' powers not affected; jurisdiction of Department of Probation, Parole and Pardon Services.

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**Note:** All audits are not the result of suspicious activity or alleged improper actions. Often times regular audits are required by statute regulation or an agency's standard operating procedure simply as a method of ensuring operations are staying on track.

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## Personnel Involved Chart

INSTRUCTIONS: List the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in these reports, their title and their specific role in answering the question (i.e. searched the agency documents, asked for information because they are in charge of the department, etc.) Please delete the example information and instructions row before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name	Phone	Email	Department/Division	Title	Question	Role in Answering Question
Probation, Parole and Pardon	Jerry Adger	803-734-9278	<a href="mailto:jerry.adger@ppp.sc.gov">jerry.adger@ppp.sc.gov</a>	Agency	Director	All questions.	Input and approval of final document.
Probation, Parole and Pardon	Robert Mitchell	803-734-9279	<a href="mailto:robert.mitchell@ppp.sc.gov">robert.mitchell@ppp.sc.gov</a>	Paroles and Pardon	Deputy Director	All questions.	Input, review, compilation of sections within the document and approval of final document.
Probation, Parole and Pardon	Cliff Howle	803-737-1938	<a href="mailto:cliff.howle@ppp.sc.gov">cliff.howle@ppp.sc.gov</a>	Field Operations	Deputy Director	All questions.	Input, review, compilation of sections within the document and approval of final document.
Probation, Parole and Pardon	Sonya Bookard	803-734-9047	<a href="mailto:sonya.bookard@ppp.sc.gov">sonya.bookard@ppp.sc.gov</a>	Administration	Deputy Director	All questions.	Input, review, compilation of sections within the document and approval of final document.
Probation, Parole and Pardon	Cheryl Thompson	803-734-9238	<a href="mailto:cheryl.thompson@ppp.sc.gov">cheryl.thompson@ppp.sc.gov</a>	Fiscal and Materials Management	Assistant Deputy Director-Administration	All questions.	Input, review and compilation of final document.
Probation, Parole and Pardon	Jodi Gallman	803-734-9284	<a href="mailto:jodi.gallman@ppp.sc.gov">jodi.gallman@ppp.sc.gov</a>	Executive Programs	Director	All questions.	Input, review and compilation of sections within the document.
Probation, Parole and Pardon	Tracie Brantham	803-734-9336	<a href="mailto:tracie.brantham@ppp.sc.gov">tracie.brantham@ppp.sc.gov</a>	Fiscal and Materials Management	Budget Manager	Excel Templates	Preparation of documents.
Probation, Parole and Pardon	Deborah Parker	803-734-0048	<a href="mailto:deborah.parker@ppp.sc.gov">deborah.parker@ppp.sc.gov</a>	External Affairs	Director	All questions.	Input and review of document.
Probation, Parole and Pardon	Amise Moultrie	803-734-7102	<a href="mailto:amise.moultrie@ppp.sc.gov">amise.moultrie@ppp.sc.gov</a>	Grants Management	Administrator	Section I	Input and review of certain sections within the document.
Probation, Parole and Pardon	Shaunita Grase	803-734-9457	<a href="mailto:Shaunita.Grase@ppp.sc.gov">Shaunita.Grase@ppp.sc.gov</a>	Evidence-Based Practices	Director	Section I, B; Section V, 1&2	Input and review of certain sections within the document.
Probation, Parole and Pardon	Saskia Santos	803-734-9376	<a href="mailto:Saskia.Santos@ppp.sc.gov">Saskia.Santos@ppp.sc.gov</a>	Research and Evaluation	Analyst	Section I, B; Section V, 1&2	Input and review of certain sections within the document.
Probation, Parole and Pardon	Marchar Stagg	803-734-9371	<a href="mailto:Marchar.stagg@ppp.sc.gov">Marchar.stagg@ppp.sc.gov</a>	Research and Evaluation	Senior Analyst	Section I, B; Section V, 1&2	Input and review of certain sections within the document.
Probation, Parole and Pardon	Loretta Goodwin	803-734-9284	<a href="mailto:Loretta.goodwin@ppp.sc.gov">Loretta.goodwin@ppp.sc.gov</a>	Director's Office	Executive Assistant	All questions.	Input and review of certain sections within the document.
Probation, Parole and Pardon	Matthew Buchanan	803-734-9012	<a href="mailto:matthew.buchanan@ppp.sc.gov">matthew.buchanan@ppp.sc.gov</a>	Legal	General Counsel	Section III, 1	Input and review of certain sections within the document.
Probation, Parole and Pardon	Octavia Wright	803-734-9265	<a href="mailto:octavia.wright@ppp.sc.gov">octavia.wright@ppp.sc.gov</a>	Legal	Legal Counsel	Section III, 1	Input and review of certain sections within the document.
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Probation, Parole and Pardon	Patrice Boyd	803-734-8044	<a href="mailto:patrice.boyd@ppp.sc.gov">patrice.boyd@ppp.sc.gov</a>	Human Resources	Director	Section 5, # 4	Input and review of certain sections within the document.
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