SOUTH CAROLINA DEPARTMENT OF PROBATION, PAROLE AND PARDON SERVICES

MAY 6, 2021 - AGENCY OVERVIEW

PRESENTATION TO THE HOUSE LEGISLATIVE OVERSIGHT LAW ENFORCEMENT & CRIMINAL JUSTICE SUBCOMMITTEE

AGENCY PURPOSE

The South Carolina Department of Probation, Parole and Pardon Services is charged with the supervision of offenders placed on probation by the Court; granted parole by the State Board of Paroles and Pardons; or statutorily released to one of the Agency's supervision programs; and is further charged with monitoring individuals statutorily placed into one of the Agency's monitoring programs.

As of June 30, 2020:
there are 62,421 jurisdictional offenders under the Department's supervision.
Out of that number, 25,950 are active offenders.**

****The active offender population includes offenders on**:
probation, parole, community supervision, youthful offender release, Department of Juvenile Justice supervision and supervised furlough.
****The jurisdictional offender population includes offenders who are**:
in the active population, on administrative monitoring, in Governmental Enterprise Accounts Receivable Collections (GEAR), absconded, institutionalized, pending, out of state, on track status, misdemeanor out of state, not guilty for reasons of insanity, on federal supervision and on Jessie's Law tracking.

MISSION STATEMENT

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 STATEMENT

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.

VALUES STATEMENT

Our values reflect who we are and the things for which we stand.

We are committed to demonstrating these guiding principles to ourselves and to those we serve.

DIVERSITY STATEMENT

SCDPPPS values and embraces the uniqueness of its employees and customers.

In an effort to foster an organizational culture of acceptance and inclusiveness, SCDPPPS commits itself to empowering all employees to express their experiences and perspectives in a safe and mutually respectful environment.

To generate enthusiasm in reaching organizational benchmarks of productivity and performance, SCDPPPS supports training and development processes that promote an environment conducive to interaction and the exchange of ideas, thereby building a foundation of cultural competency.

AGENCY PHILOSOPHY:

That which has been planted has been allowed to grow.

AGENCY HISTORY

HISTORY

- **1941**- Governor Burnet Rhett Maybank signed into law Act 562 (amended by Act 563) creating the South Carolina Probation and Parole Board (which encompassed all agency administrative functions and employed 8 Probation Officers); Jake C. Todd was appointed Director and reported to the Board.
- **1947-** Governor Strom Thurmond authorized the Board to supervise parolees
- **1949**- Clemency power* was vested in the Board to grant pardons and to issue and revoke paroles.
- **1981**- The Community Corrections Act (1981 Act No. 100) separated the management of pardon and parole functions. The Board was renamed the *Parole and Community Corrections Board;* the agency was separated from the Board and named the *South Carolina Department of Parole and Community Corrections (later to be renamed SCDPPPS in 1988).*

Clemency- *the act of reducing a penalty for a particular criminal offense without clearing the person's criminal history*

HISTORY *(CONTINUED)*

- **1985-** A new parole process was implemented which utilized parole examiners and a risk assessment scale on each eligible inmate considered for parole and developed summaries and recommendation reports for the Board.
- **1986-** The Department created the Office of Victim Services, becoming the first probation/parole agency in the country to hire staff whose sole responsibility was to work with victims.
- **1988-** The agency was renamed the South Carolina Department of Probation, Parole and Pardon Services and the Board was renamed the South Carolina Board of Paroles and Pardons.
- **1994-** The Department became a cabinet-level agency, with the agency's director reporting to the Governor.
- **1997-** The Board began conducting its parole hearings with video teleconferencing technology.

HISTORY *(CONTINUED)*

- **1998**- The Department began to collect and distribute court-ordered victim restitution, previously collected by the Clerk of Courts.
- **2000**- Probation and Parole Agents transitioned from Class-II to Class-I Law Enforcement Officers following completion of required training and certification, giving Agents general law enforcement responsibilities.
- **2003**- The Department began exploring Global Positioning Satellite (GPS) technology to track offender movement in the community using "ankle bracelets."
- **2005**- The Department established agency-wide Sex Offender Management Specialized caseloads; assigning some Agents with the sole responsibility of supervising offenders convicted of sex crimes.
- **2006**- The Department implemented digital fingerprinting to obtain and transmit sentencing disposition information electronically to SLED.

HISTORY *(CONTINUED)*

- **2007**- The Prevention of Underage Drinking and Access to Alcohol Act (2007 Act No. 103) mandated an Ignition Interlock Device (IID) Program in South Carolina and designated SCDPPPS as the lead agency.
- **2010**- The Omnibus Crime Reduction and Sentencing Reform Act (2010 Act No. 273 Part II), mandated the Department implement alternative strategies to incarceration in order to reduce the state's reliance on prisons.
- **2015**- Director Jerry Adger created the Offender Supervision Specialist Program (OSS) Program, which reduced caseload size and enhanced supervision strategies, while addressing Agent retention. *(will be discussed more later in the presentation)*
- **2017**- The Department was allocated $1.2 million in recurring funds to launch its Domestic Violence Specialized Supervision Program.
- **2018**- The Department became the first probation and parole agency in the nation to be accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA).

COUNTERPARTS

The United States Probation Office
carries out probation and pretrial service functions
in the U.S. District Courts.

This agency is a federal counterpart to SCDPPPS
because of its core directives
to supervise offenders released to the community,
to respond to offender risks and needs,
deter additional crimes through interventions
and to promote community safety.

State S.C. Department of Probation, Parole and Pardon Services	Federal United States Probation Office
Offenders from state courts Offenders convicted on state charges	Offenders from federal district courts Offenders convicted on federal charges
Supervise offenders released to the community, to respond to offender risks and needs, deter additional crimes through interventions and to promote community safety	

AGENCY HEAD BACKGROUND

PAST AGENCY DIRECTORS

Name of Director	Time of Service	Years of Service
Jake C. Todd	1941 – 1964	23
J. C. Moore	1964 – 1973	9
Grady A. Wallace	1973 – 1981	8
Jack “Jesse” Pratt	1981 – 1983	2
Frank B. Sanders	1984 – 1987	3
Michael J. Cavanaugh	1987 – 1995	8
William E. Gunn	1995 – 1997	2
Stephen G. Birnie	1997 – 1999	2
Stephen K. Benjamin	1999 – 2001	2
Joan B. Meacham	2001 – 2003	2
James V. McClain	2003 – 2003	Less than 1
Samuel B. Glover	2004 – 2011	7
Kela E. Thomas	2011 – 2014	3
Jerry B. Adger	2015 – Present	6

AGENCY HEAD DUTIES

- Oversee, manage, and control the Department
- Develop written policies and procedures
- Ensure Department's proper care, assessment, treatment, supervision, and management of offenders under its control
- Employ staff to carry out the functions of probation, parole, community supervision, community-based programs, financial management, research and planning, staff development and training and internal audit
- Schedule Parole Board meetings
- Assure proper cases and investigations are prepared for the Board
- Maintain the Parole Board's official records
- Perform other administrative duties relating to the Parole Board's activities

Applicable laws:
Section 24-21-13(A)
Section 24-21-220

AGENCY HEAD QUALIFICATIONS

Applicable law:
Section 24-21-10 (A)

- Baccalaureate or more advanced degree from an institution of higher learning that has been accredited by a regional or national accrediting body, which is recognized by the Council for Higher Education Accreditation.

- At least ten years of training and experience in one or more of the following fields: parole, probation, corrections, criminal justice, law, law enforcement, psychology, psychiatry, sociology or social work.

AGENCY HEAD BACKGROUND

- Director Jerry B. Adger, an Anderson County native, was appointed on January 12, 2015 as Director by Governor Nikki Haley.
- Confirmed by the South Carolina Senate on March 26, 2015.
- Became the 9th Cabinet appointee to the Department.
- His diverse, extensive career spans over 30 years, specializing in law enforcement tactics, program management, strategic planning, and achieving organizational goals.
- Began his career with the Federal Bureau of Investigations as a Fingerprint Analyst.
- Served 23 years at SLED working as: Fingerprint Examiner, Fingerprint Instructor, Special Agent of Investigations, SWAT Team Member, Internal Affairs Investigator and Community Relations Liaison.

AGENCY HEAD BACKGROUND *(CONTINUED)*

- Began working at the SC Department of Juvenile Justice (DJJ) in December 1999 to direct the newly established Office of the Inspector General.
- He is South Carolina's first nationally certified Inspector General, receiving his certification at American University in Washington, D.C., through the Inspector General Institute.
- Former DJJ Director William Byars appointed Director Adger to the position of Deputy Director in 2003, where he served for eight years.
- At DJJ, he gained a national reputation for his work transforming the treatment of young women at Willow Lane, a gender-responsive facility.

AGENCY HEAD BACKGROUND *(CONTINUED)*

- Appointed as Inspector General for the South Carolina Department of Corrections in 2011.
- Former adjunct professor in the School of Criminology and Criminal Justice at the University of South Carolina.
- Holds a Master of Criminal Justice Degree and a Bachelor of Arts degree in Psychology from the University of South Carolina.
- 2006 graduate of the South Carolina Executive Institute and a 2012 graduate of the Riley Institute at Furman University's Diversity Leaders Initiative.
- Received the Order of the Palmetto from Governor Nikki Haley in 2016.

PAROLE BOARD

PAROLE BOARD

The South Carolina Board of Paroles and Pardons
is an autonomous body and, since 1981, has no governing authority over the Department.

The Board has no role in developing policies that govern operations or activities of the Department.

The Board is vested with the following statutory powers: (Title 24, Chapter 1, Article 1)

- Granting or denying paroles and pardons
- Revoking, modifying or rehearing paroles
- Making recommendations on petitions for reprieves (sentence cancellations) and commutations (sentence reductions) referred by the Governor

PAROLE BOARD

The Board is composed of **seven members** - one from each of the state's congressional districts.

- All members are **appointed by the Governor** and confirmed by the Senate.
- Members serve **six-year staggered terms** and can be reappointed.
- If vacancies occur, the Governor selects a replacement before the term expires.
- The positions of chairman, vice-chairman and secretary are elected by a majority vote of the Board.

SCDPPPS provides to the Board:

- Staff and meeting space
- Initial and annual training
- Profiles on parole-eligible inmates

PAROLE BOARD QUALIFICATIONS & DUTIES

Qualifications for at least one appointee:

- At least **five years of work or volunteer experience** in one or more of the following fields: *parole, probation, corrections, criminal justice, law, law enforcement, psychology, psychiatry, sociology or social work.*

Qualifications for all members:

- Within 90 days of appointment, complete a **comprehensive training** course developed by the Department.
- Annually complete a minimum of **8 hours of training** developed by the Department.

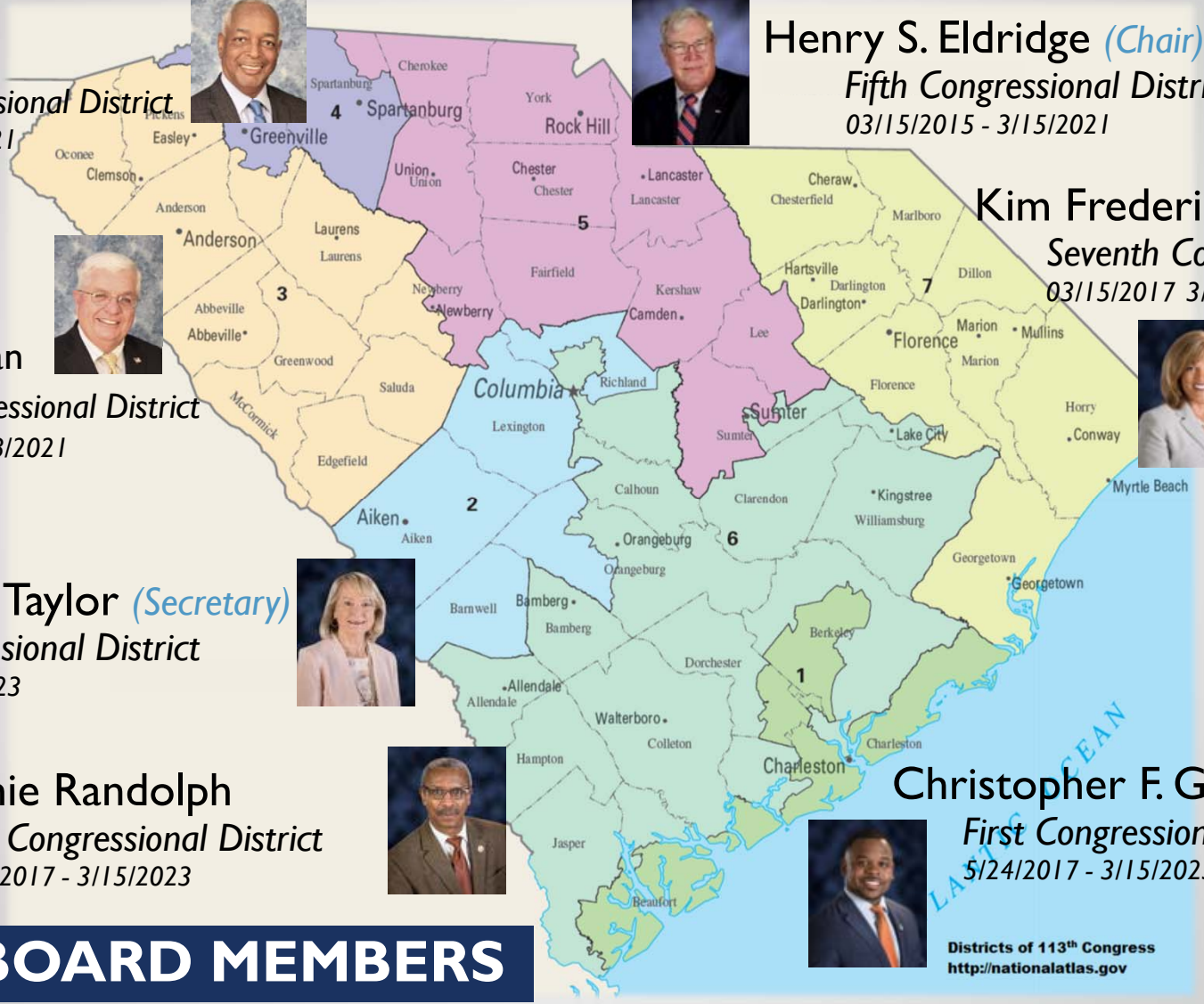
Parole Board Duties:

- Consider cases for parole, pardon and any other form of clemency provided for under law.

Qualifications- Applicable laws:
Section 24-21-10(B)
Section 24-21-10(D) and (E)

Duties- Applicable law:
Section 24-21-13(B)

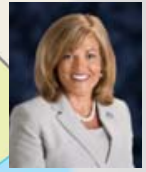
PAROLE BOARD MEMBERS



Reno Boyd
Fourth Congressional District
Confirmed 4/28/2021

Henry S. Eldridge *(Chair)*
Fifth Congressional District
03/15/2015 - 3/15/2021

Kim Frederick *(Vice-Chair)*
Seventh Congressional District
03/15/2017 3/15/2023



Daniel Wideman
Third Congressional District
Confirmed 4/28/2021

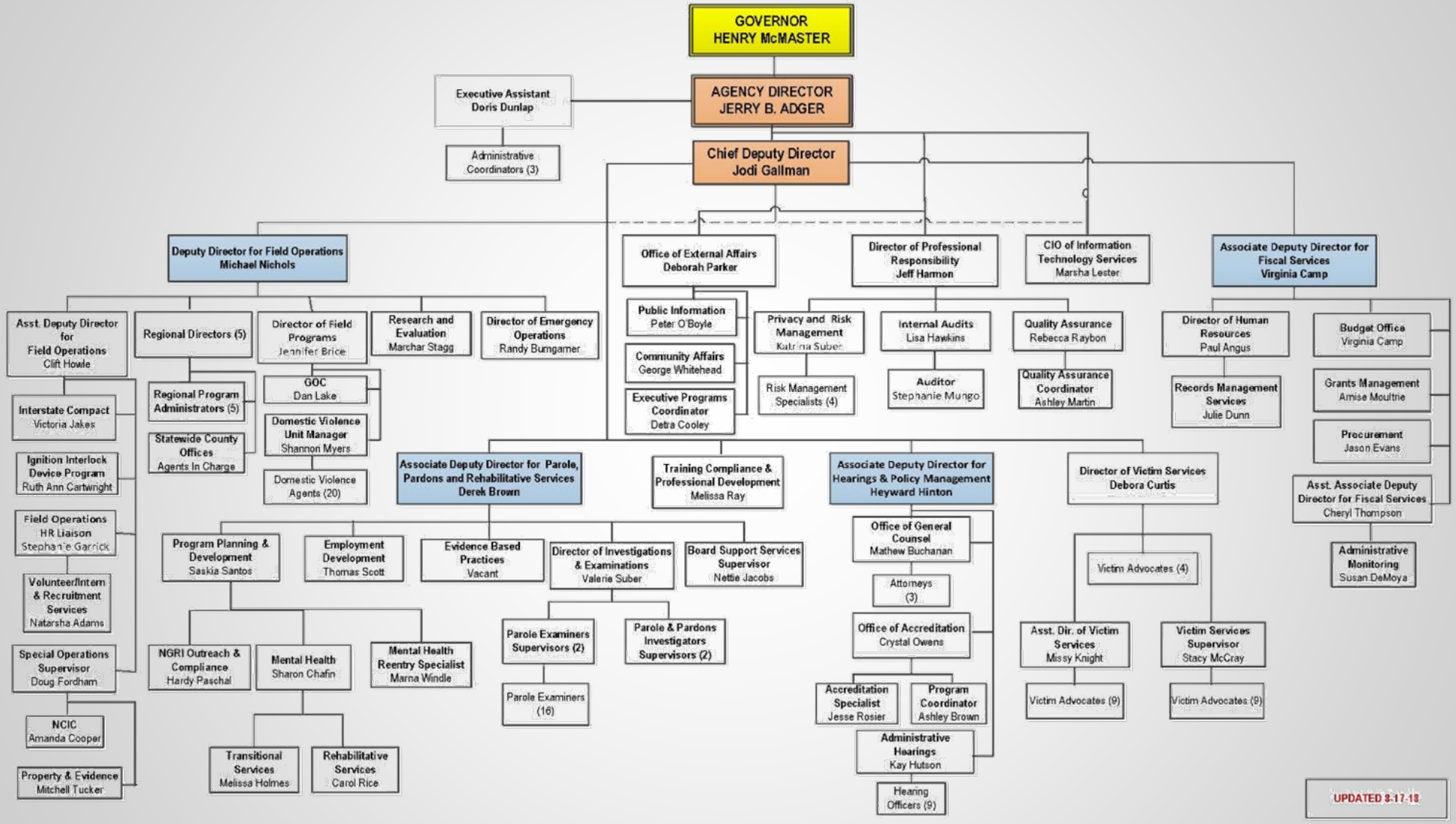
Mollie DuPriest Taylor *(Secretary)*
Second Congressional District
4/12/2019 - 3/15/2023

Dr. Lonnie Randolph
Sixth Congressional District
03/15/2017 - 3/15/2023

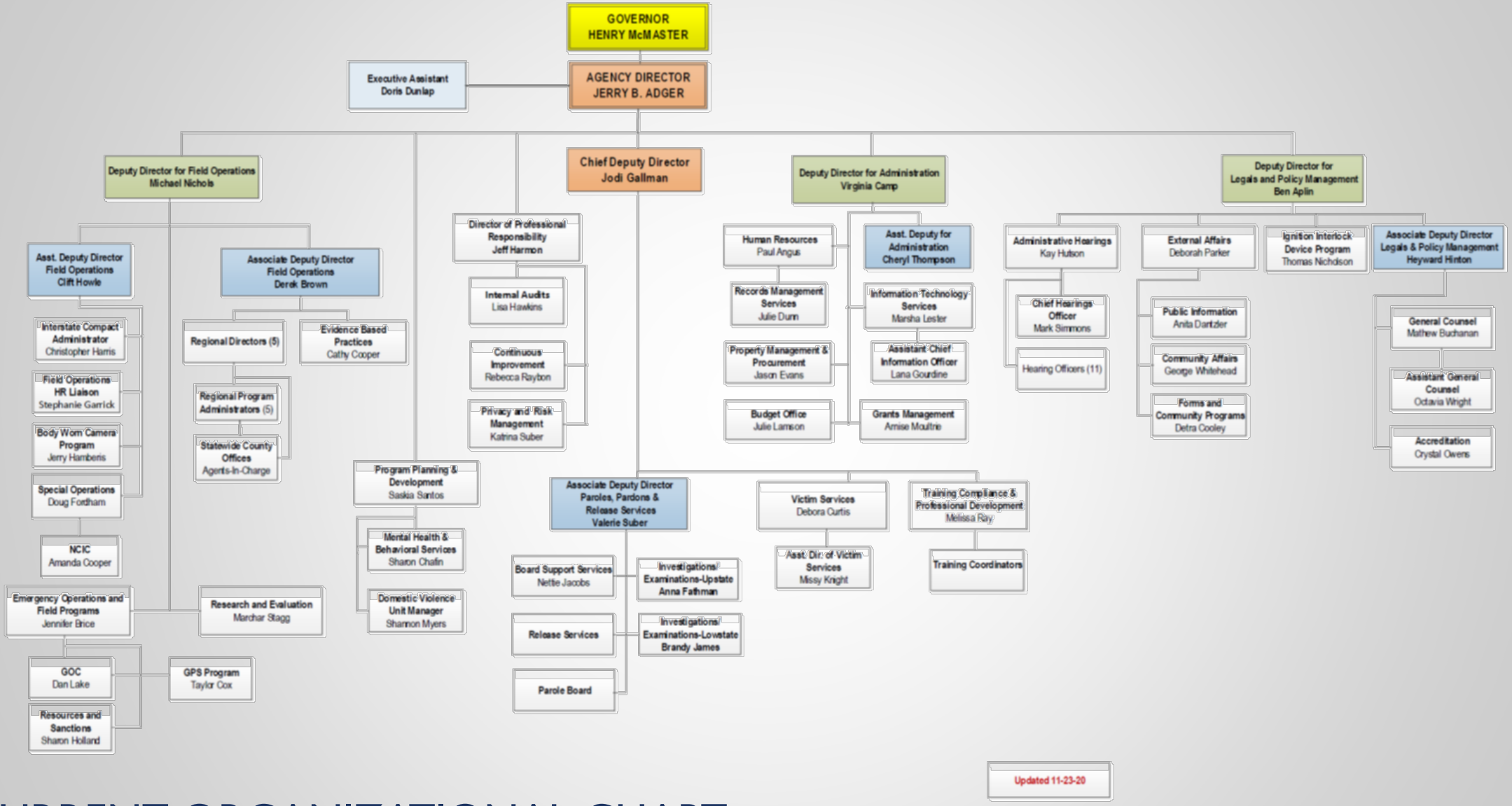
Christopher F. Gibbs
First Congressional District
5/24/2017 - 3/15/2023

Listing current as of 4/28/21

AGENCY DIVISIONS



2018 ORGANIZATIONAL CHART



CURRENT ORGANIZATIONAL CHART

- The Director reports to the Governor.
- Comprised of the Office of the Chief Deputy Director, the Office of Professional Responsibility and the Office of Program, Planning and Development.
- The head of each of the following offices reports to the Director: the Deputy Director for Field Operations, the Deputy Director for Administration, and the Deputy Director for Legals and Policy Management.

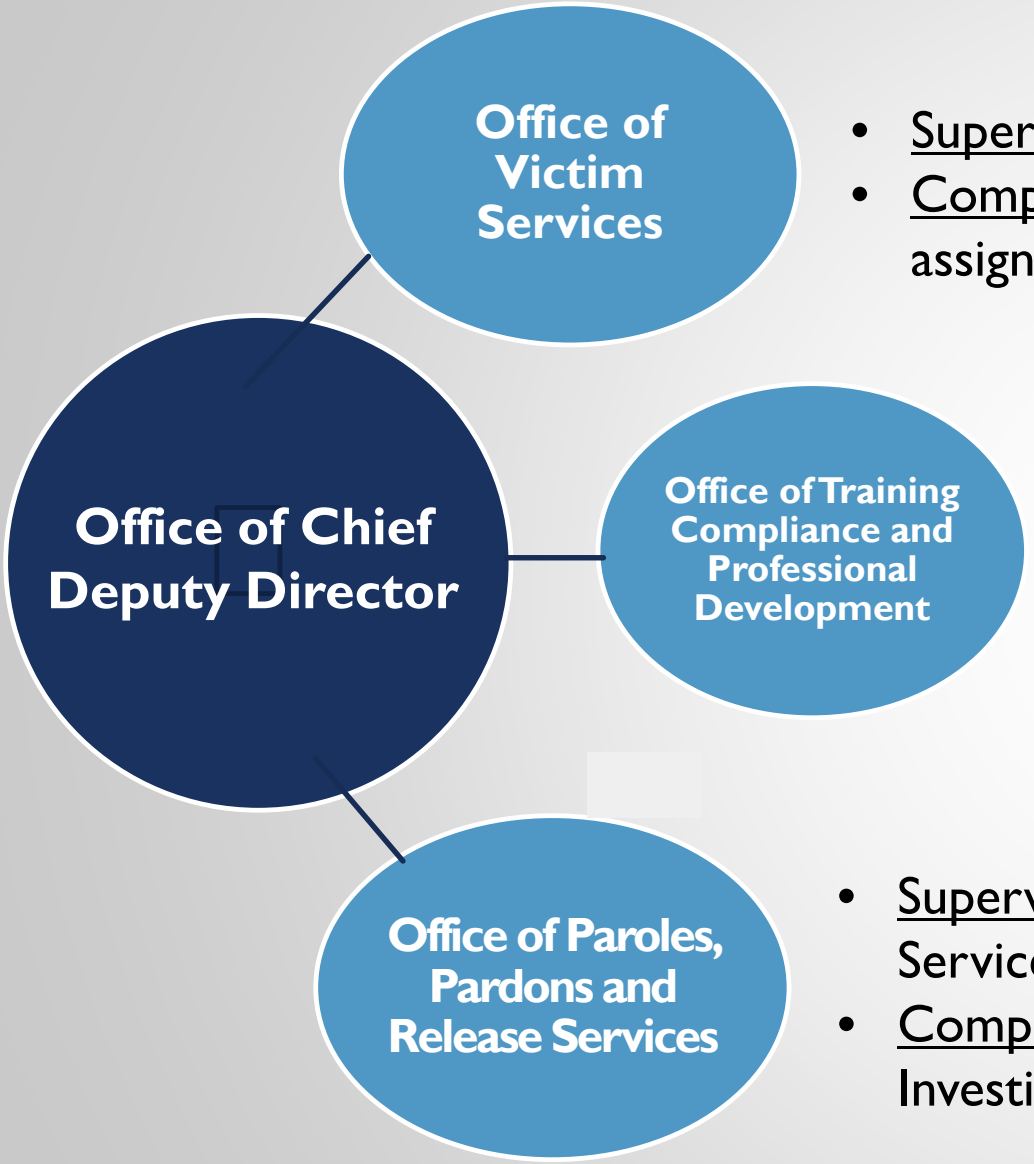
- Supervised by the Chief Deputy Director, who serves as senior advisor to the Director; the Chief Deputy Director is responsible for strategic planning, cultivating community partnerships and ensuring that Agency resources are effectively and efficiently utilized; she has ancillary oversight for daily operations, executive reports and business practices.
- The Chief Deputy Director supervises the Associate Deputy Director of Paroles, Pardons, and Release Services; the Director of Victim Services; and the Director of Training Compliance and Professional Development.

AGENCY LEADERSHIP – EXECUTIVE DIVISION

- Supervised by the Director of the Office of Professional Responsibility.
- Comprised of the Office of Privacy and Risk Management, the Office of Internal Audits and the Office of Continuous Improvement.

- Supervised by the Director of Program Planning and Development.
- Comprised of Mental Health and Behavioral Services, Rehabilitative Services and the Domestic Violence Program.

AGENCY LEADERSHIP – EXECUTIVE DIVISION *(CONTINUED)*

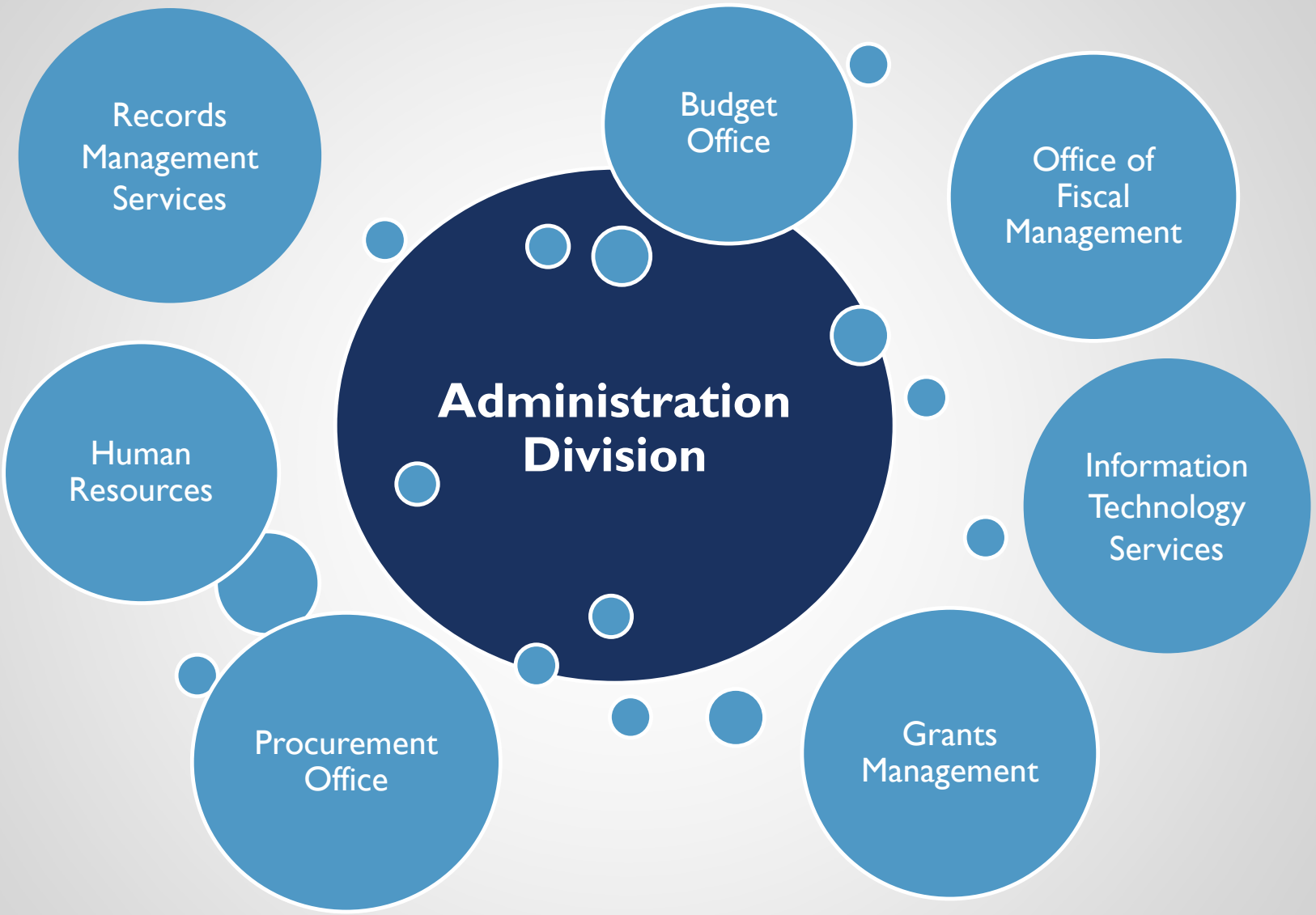


- Supervised by the Director of Victim Services.
- Comprised of the Department's 19 statewide Victim Advocates, assigned to 16 Judicial Circuits and 6 Central Office staff.

- Supervised by the Director of Training, Compliance and Professional Development.
- Comprised of the Department's Training Coordinators, who work with certified instructors and 5 Field Training Officers.

- Supervised by the Director of Paroles, Pardons and Release Services.
- Comprised of Board Support Services, Release Services, Investigation and Examinations.

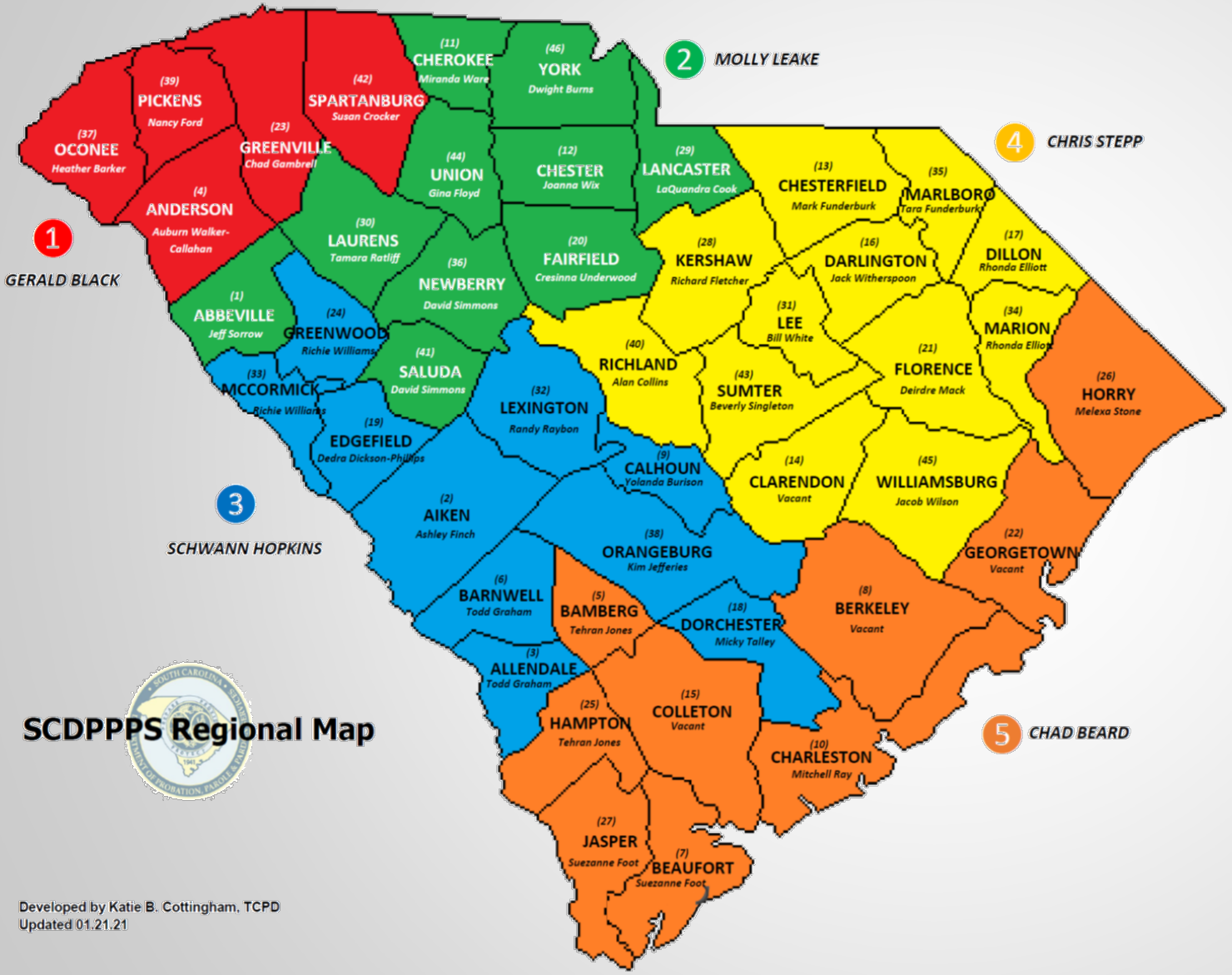
AGENCY LEADERSHIP – EXECUTIVE DIVISION *(CONTINUED)*



The Deputy Director for Administration supervises this division.

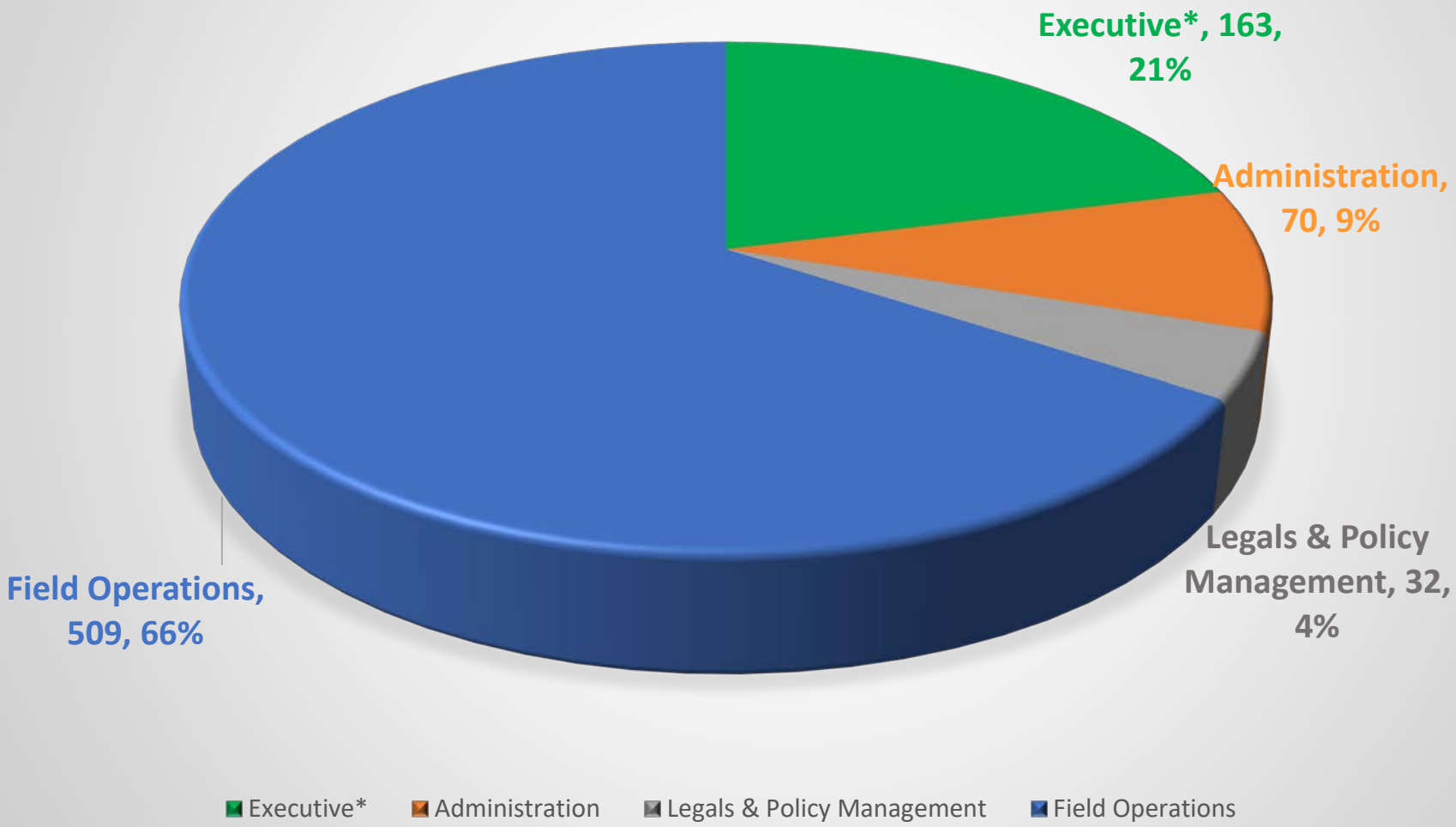
The Deputy Director for Legals and Policy Management supervises this division.

The Deputy Director for Field Operations supervises this division.



- There are five Field Operations regions.
- SCDPPPS has field offices in all 46 counties.

ALLOCATED FTES



*Includes all remaining agency FTEs.

COUNTY FIELD OFFICES

ANDERSON COUNTY FIELD OPERATIONS STAFF

2020 SCDPPPS "OFFICE OF EXCELLENCE"

1st Row:
Agent Gerard Hildebrandt
DV Agent Jasime Martin
OSS Keldriana Hankins
Victim Advocate Kelly Hollingsworth
Agent Dyneshia Kilgore
Agent Sandra Owen
OSS Carmelia Johnson

2nd Row:
FOS Nena Nelson
FOS Denise Randall
Agent Joshua Myers
OSS Cassey Hanks

Middle Insert Picture from left to right:
Office Manager Kristen Simpson
Assistant Agent in Charge Travis Holcombe
Agent in Charge Auburn Walker-Callahan
Team Leader Stephen Washburn
Team Leader Benjy Partain
Regional Director Gerald B. Black

3rd Row:
Agent Shakita Davis
FOS Sheila Vaughn
Agent Sheila Alewine
DV Agent Amanda Mills

4th Row:
Agent Jerry Edge
Agent Matthew Cooper
Agent Kerin Buckner
Agent Khadijah Hatchell

Pictured from left to right:
Parole/Pardon Investigator Angela Weeks
Offender Supervision Specialist Deanna Ward
Agent Susan Rucker

Acting AIC- Beverly Singleton (Not pictured)

CLARENDON COUNTY FIELD OPERATIONS STAFF

Pictured from left to right:
Agent in Charge Richie Williams
Agent Dustin Cole
Offender Supervision Specialist Heather Evans
Offender Supervision Specialist Jessalyn Goode
Agent Tyler Patrick
Agent Ashley Simmons

GREENWOOD COUNTY FIELD OPERATIONS STAFF

Back row from left to right:
Field Operations Specialist Donna Sons
Offender Supervision Specialist Kimberly Smokes
Agent Nathan Rizer
Agent Joshua Spann
Supervisor Clif Fordham,
Agent Daniel McBride
Paroles & Pardons Investigator Lee Davis
Agent Don Rentiers

Front row from left to right:
Field Operations Specialist Jeana Sloan
Agent Drew Rutledge
Supervisor Sandy Young
Agent Taylor Noble
Agent McKenzie Saunders
Agent in Charge Randy Raybon
Agent Alex Nguyen

LEXINGTON COUNTY FIELD OPERATIONS STAFF

Pictured from left to right:
Agent Ryan Davis
Domestic Violence Agent William Ussery
Domestic Violence Agent Taylor Padgett
Agent Jimmie Davis
Domestic Violence Agent Corey Padgett

SPARTANBURG COUNTY FIELD OPERATIONS STAFF

Pictured from left to right:
Offender Supervision Specialist Kenyetta Amos
Offender Supervision Specialist Alexandria Bobo
Offender Supervision Specialist Brandy Gaffney
Supervisor Greg Poteat
Offender Supervision Specialist Shartia Brown
Field Operations Specialist Chryslyn Jones
Domestic Violence Agent William Ussery
Offender Supervision Specialist Courtney Robinson
Field Operations Specialist Iesha Russell
Supervisor Andrea Manigan
Domestic Violence Agent Nicasio Everett
Agent Nathan Wheeler
Agent in Charge Susan Crocker
Agent Heather Carswell
Agent Jimmie Davis
Office Manager Tamisha Bridges
Field Operations Specialist Jazmine Martin
Field Operations Specialist Tiffany Dawkins
Domestic Violence Agent Taylor Padgett
Domestic Violence Agent Corey Padgett
Domestic Violence Agent Jordan Revels
Agent David Smith
Agent Mark Helling
Paroles & Pardons Investigator Tierra Nesbitt
Agent Ryan Davis
Domestic Violence Manager Lewis Brown
Field Operations Specialist Carla Burgess
Supervisor Barrett Gillespie
Supervisor Erin Johnson

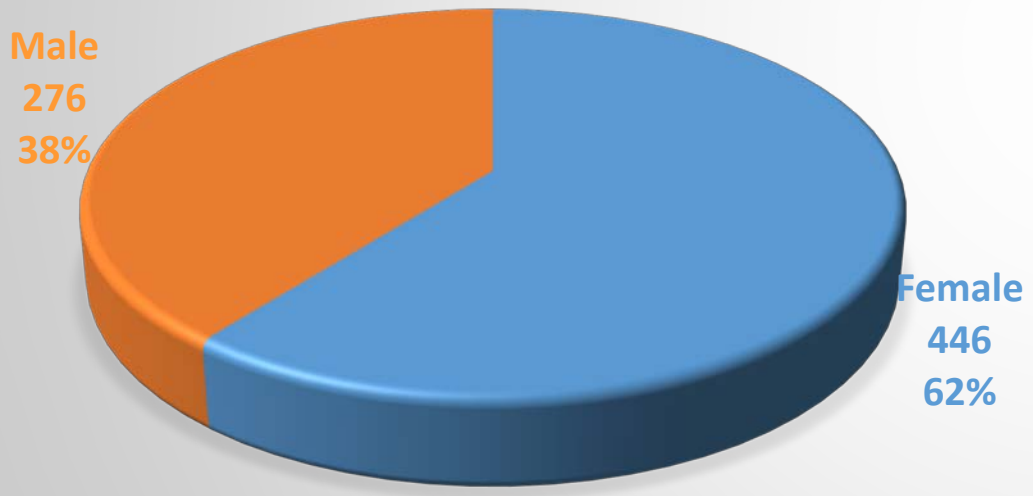
SPARTANBURG COUNTY FIELD OPERATIONS STAFF

EMPLOYEE OVERVIEW

STAFF DEMOGRAPHICS

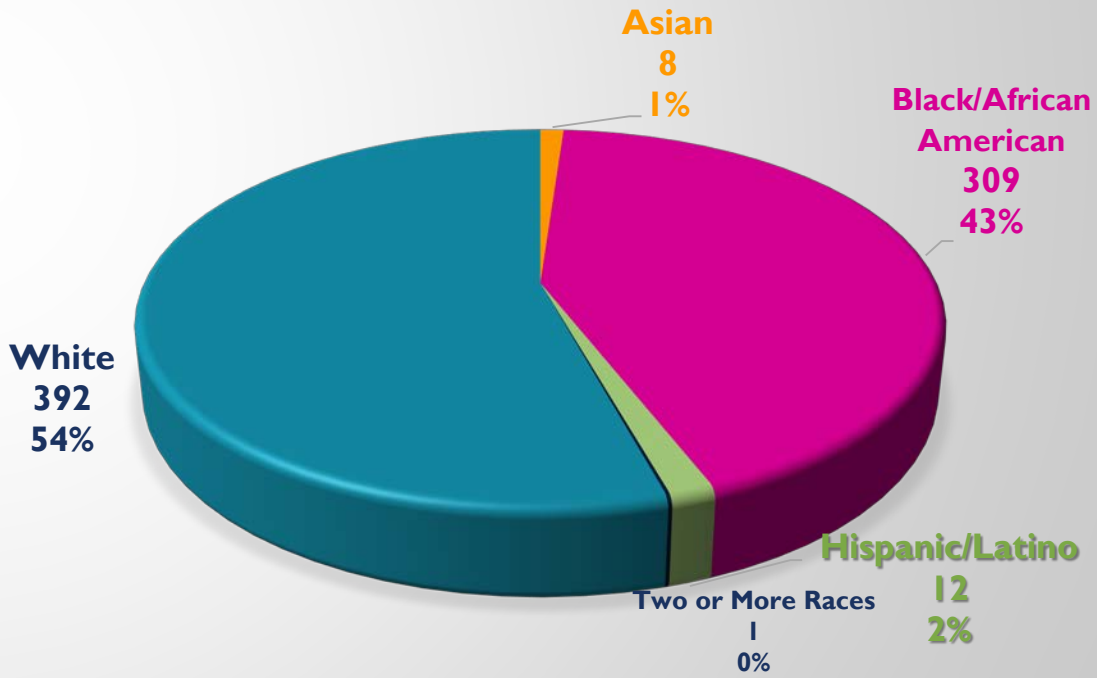
MALE AND FEMALE EMPLOYEES

AS OF 12/14/20



TOTAL EMPLOYEE ETHNIC ORIGIN

AS OF 12/14/20

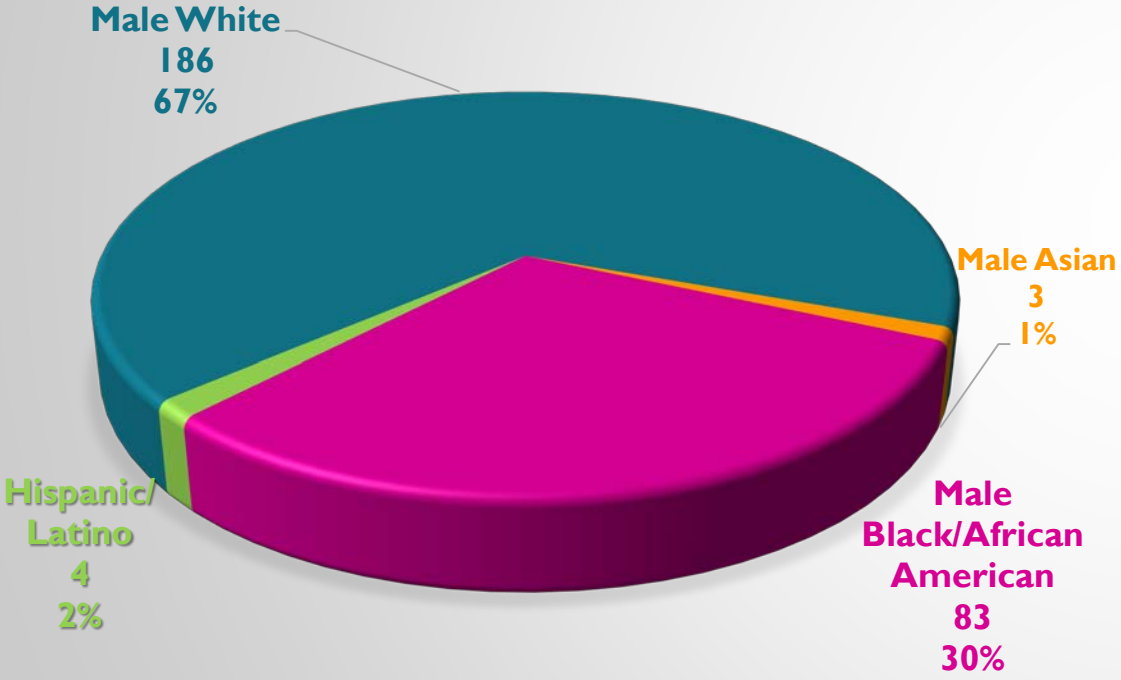


NOTE: These calculations include full time *and* temporary employees.

STAFF DEMOGRAPHICS *(CONTINUED)*

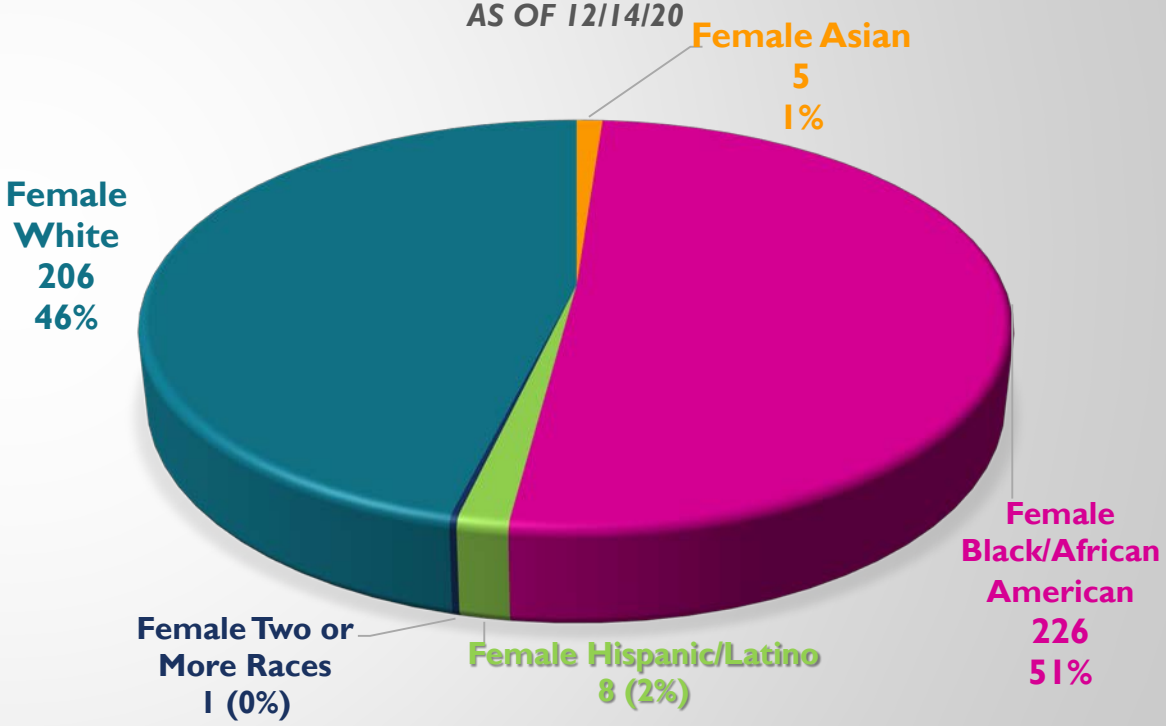
ETHNIC ORIGIN OF MALE EMPLOYEES

AS OF 12/14/20



ETHNIC ORIGIN OF FEMALE EMPLOYEES

AS OF 12/14/20



NOTE: These calculations include full time *and* temporary employees.

SECTION 1-13-110. *Each State agency shall develop an Affirmative Action Plan to assure equitable employment for members of minorities (race and sex) and shall present such Plans to the Human Affairs Commission. On or before February 1 of each year, the Human Affairs Commission shall submit a report to the General Assembly concerning the status of the Affirmative Action Plans of all State agencies. If any Affirmative Action Plans have been disapproved, the report shall contain the reasons for such disapproval.*

90.5%

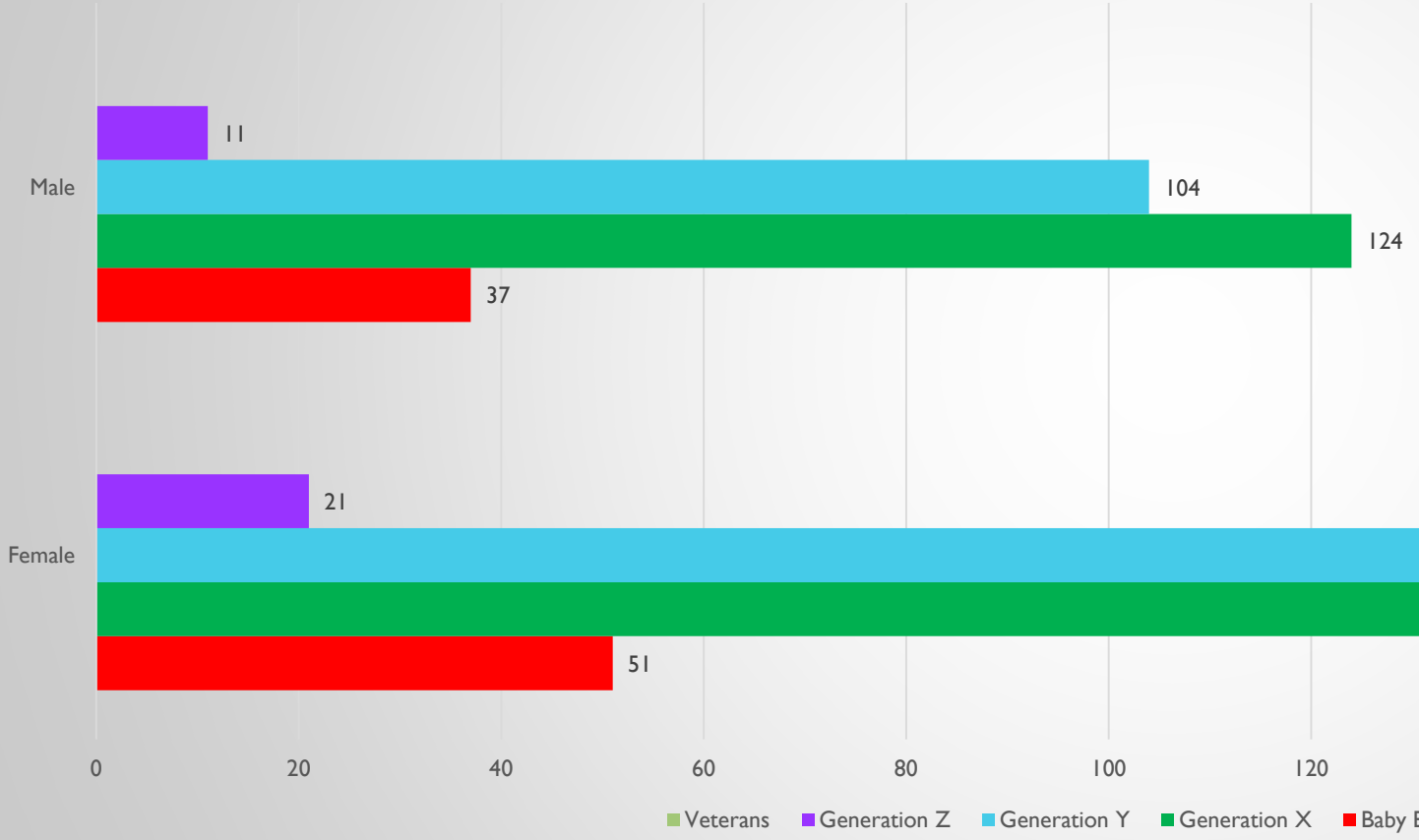
SCDPPPS FY 2020
goal attainment percentage
for Affirmative Action hiring

South Carolina
Human Affairs
Commission

GENDER AND RACE GOAL ATTAINMENT

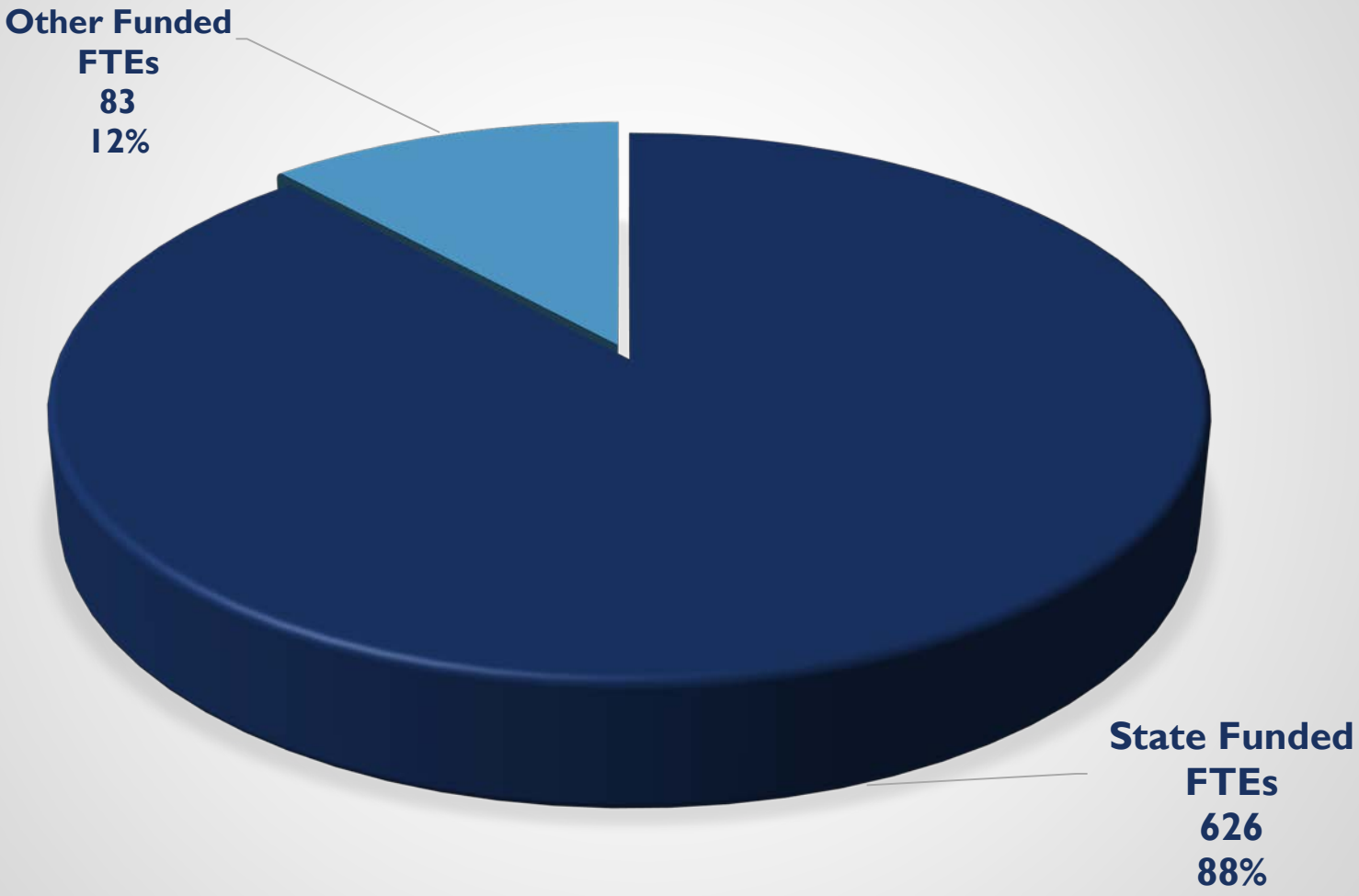
(Goals established by the South Carolina Human Affairs Commission)

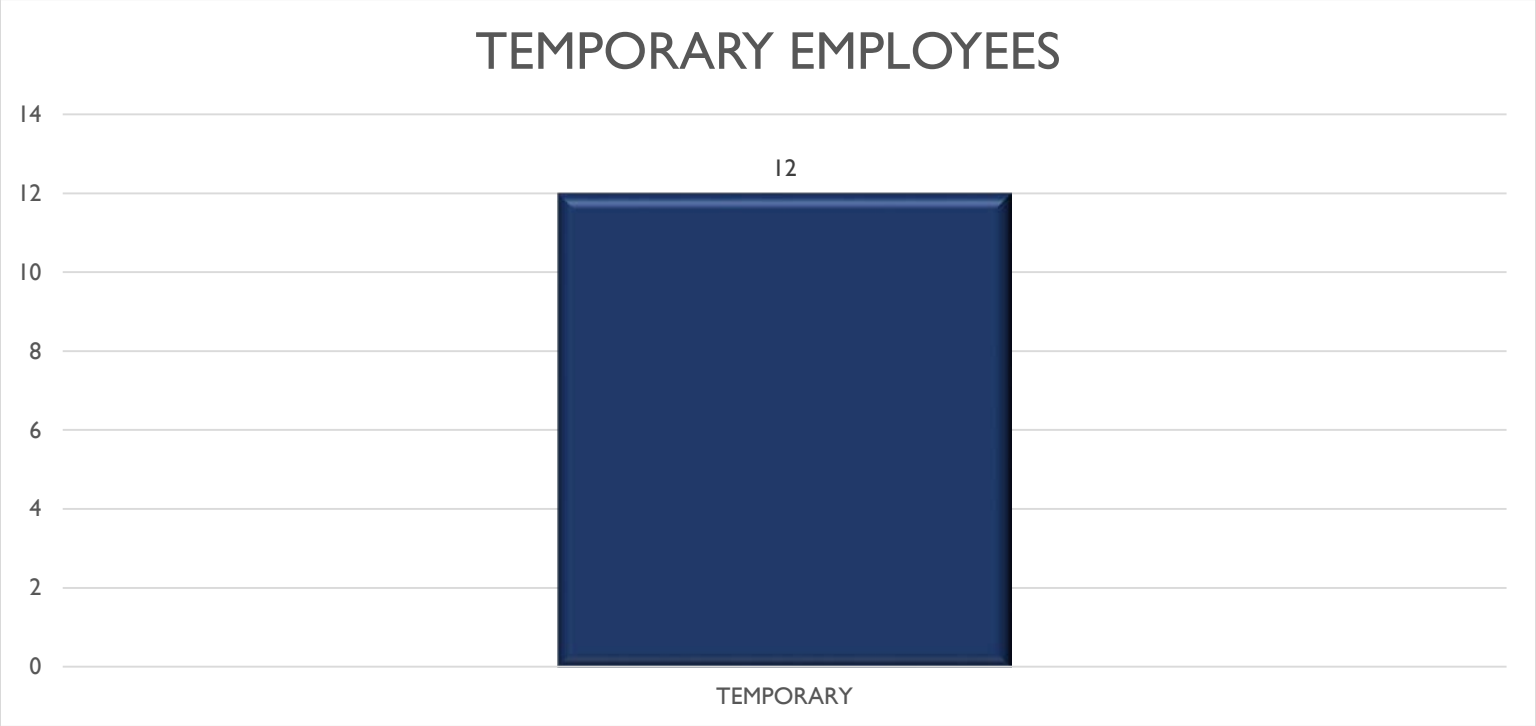
GENDER BY GENERATION

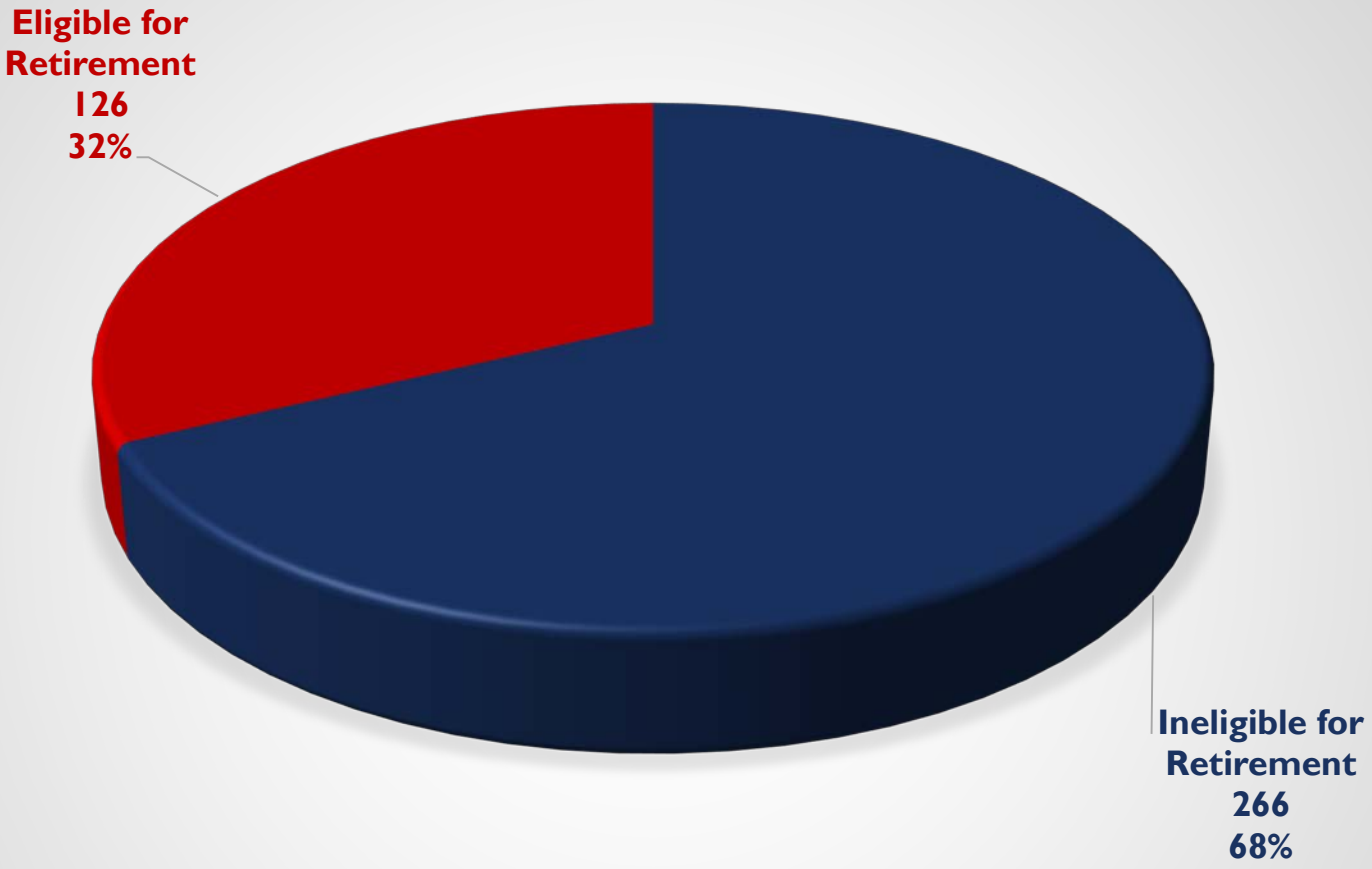


Generation	Year Born	Number of Staff
Generation Z	*(born 1996-present)*	(32 FTEs total)
Generation Y (Millennials)	*(born 1981-1995)*	(290 FTEs total)
Generation X	*(born 1965-1980)*	(312 FTEs total)
Baby Boomers	*(born 1946-1964)*	(88 FTEs total)
Veterans	*(born 1922-1945)*	(0 FTEs total)

FILLED FTE FUNDING SOURCE




TEMPORARY EMPLOYEES
14
12
10
8
6
4
2
0
12
TEMPORARY



C-1 LAW ENFORCEMENT STAFF ELIGIBLE TO RETIRE BY JUNE 30, 2024

SUCCESSION PLANNING

- **Strategic Plan Objective 3.3.1** states the Department's goal to "Increase the number of sections with succession plans."
- SCDPPPS has made a conscious effort to **document its employees' institutional knowledge** to ensure the continued success of the Department.
- Succession planning enables the Department to develop employee skills to **maintain a suitable pool of potential applicants** when positions become available.

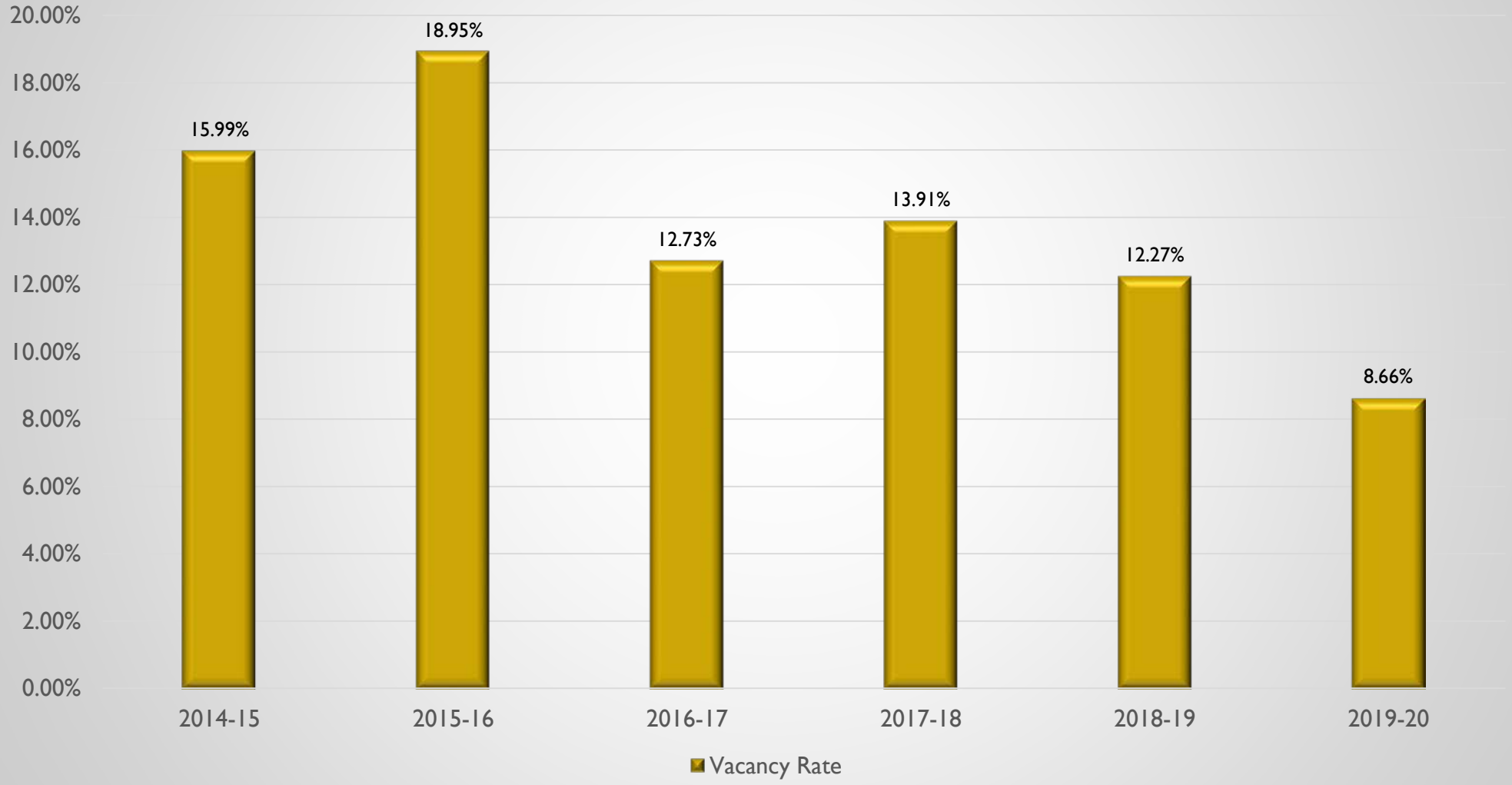
The first SCDPPPS **Succession Planning Guideline** document was created in 2016 and updated in December 2018.

This document is currently under review in 2021.

AUTHORIZED AND FILLED FTEs BY FISCAL YEAR

PPP Human Resources - Data rounded & current as of June of each Fiscal Year

VACANCY RATE BY FISCAL YEAR



FTE SEPARATIONS
FY 2020 *(MOST COMMON REASON FOR SEPARATION IS PERSONAL)*

FY '20

Reason for Separation	Employee Count	Percentage
Personal	21	30.43%
Retirement	16	23.19%
Employed Outside State Gov	15	21.74%
Transferred to Other State Agency	5	7.25%
Terminated - No Grievance Rights	5	7.25%
Different Job	2	2.90%
Violation of Agency Policy	2	2.90%
Deceased	2	2.90%
Dismissal- Conduct	1	1.45%
Grand Total	**69**	**100.00%**

FTE SEPARATIONS
FY '16 THROUGH FY '19 *(MOST COMMON REASON FOR SEPARATION IS PERSONAL)*

FY 16

Reason for Separation	Employee Count	Percentage
Personal	35	38.89%
Transferred to Other State Agency	17	18.89%
Retirement	16	17.78%
Employed Outside State Gov	12	13.33%
Dismissal- Conduct	5	5.56%
Dismissal- Unsatisfactory Perf	3	3.33%
Never Returned from Leave	1	1.11%
Deceased	1	1.11%
Grand Total	**90**	**100.00%**

FY 17

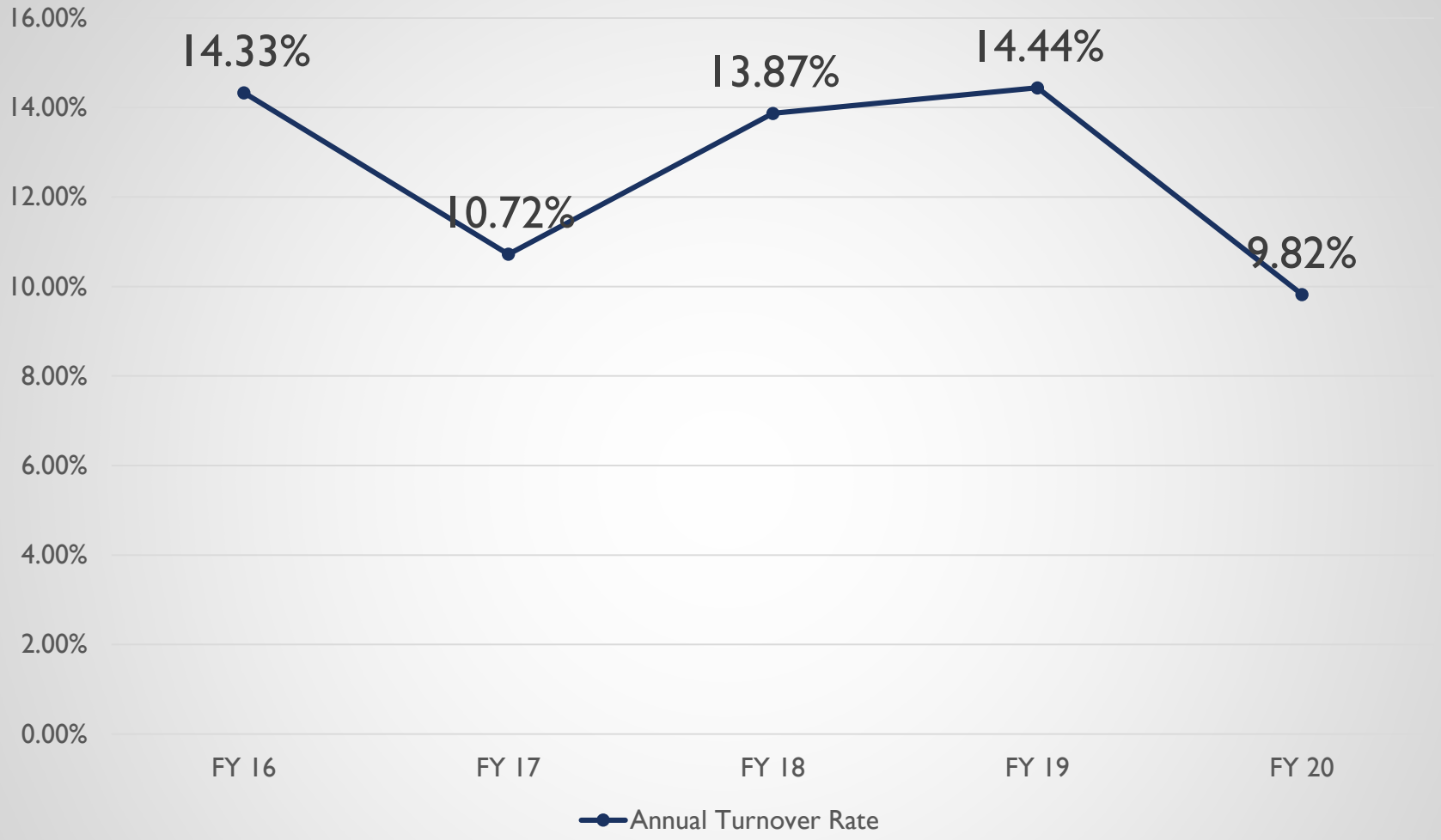
Reason for Separation	Employee Count	Percentage
Personal	28	42.42%
Retirement	19	28.79%
Transferred to Other State Agency	11	16.67%
Employed Outside State Gov	5	7.58%
Dismissal- Unsatisfactory Perf	1	1.52%
Never Returned from Leave	1	1.52%
Deceased	1	1.52%
Grand Total	**66**	**100.00%**

FY 18

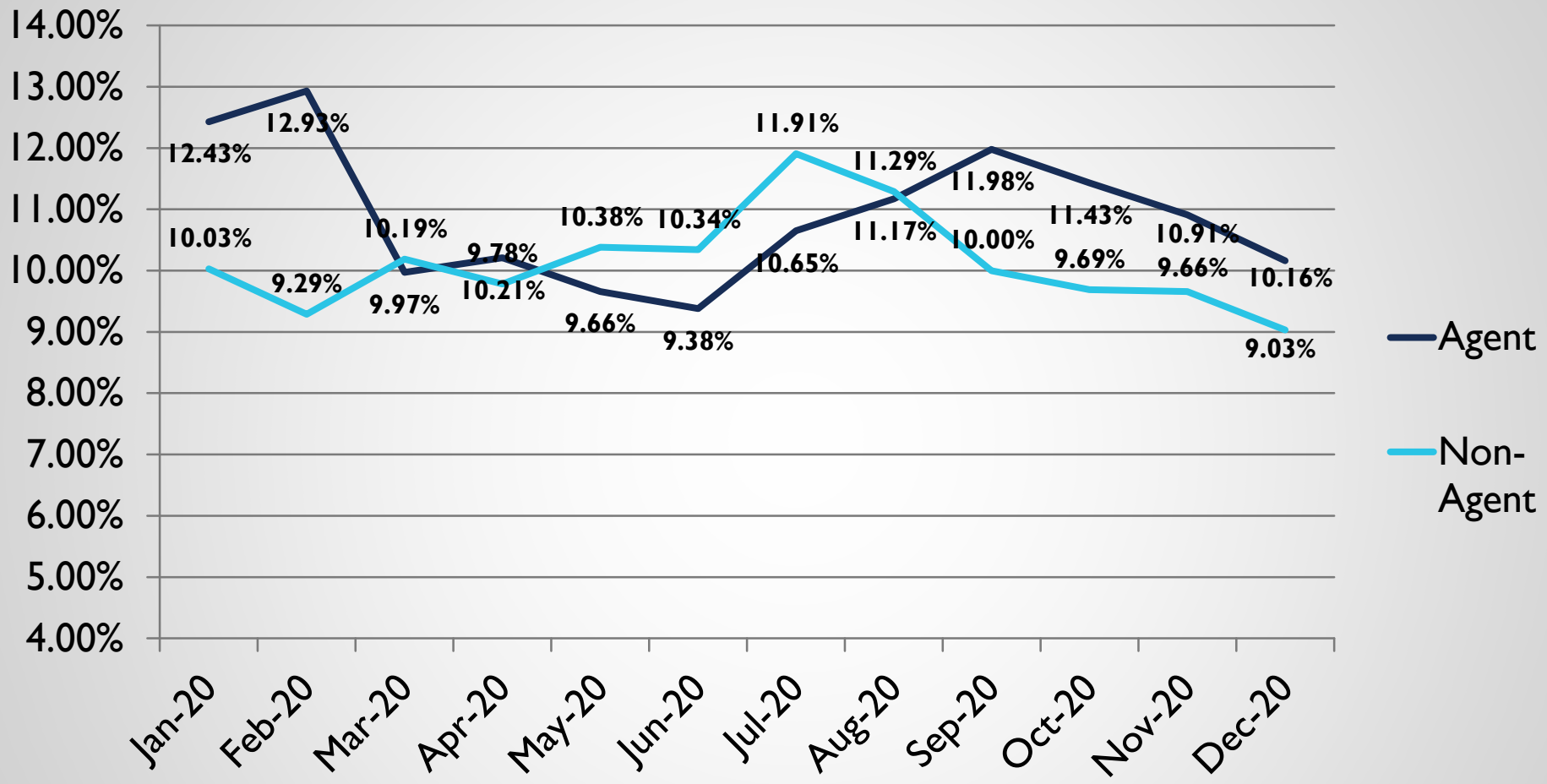
Reason for Separation	Employee Count	Percentage
Personal	33	35.87%
Retirement	32	34.78%
Transferred to Other State Agency	14	15.22%
Employed Outside State Gov	9	9.78%
Terminated - No Grievance Rights	3	3.26%
Dismissal- Conduct	1	1.09%
Grand Total	**92**	**100.00%**

FY 19

Reason for Separation	Employee Count	Percentage
Personal	37	38.54%
Employed Outside State Gov	26	27.08%
Retirement	18	18.75%
Transferred to Other State Agency	10	10.42%
Terminated - No Grievance Rights	2	2.08%
Dismissal- Conduct	1	1.04%
Job Abandonment	1	1.04%
Deceased	1	1.04%
Grand Total	**96**	**100.00%**



FTE ANNUAL TURNOVER RATE BY FISCAL YEAR



CY 2020 ANNUAL TURNOVER RATE

CY 2020 ANNUAL RETENTION RATE

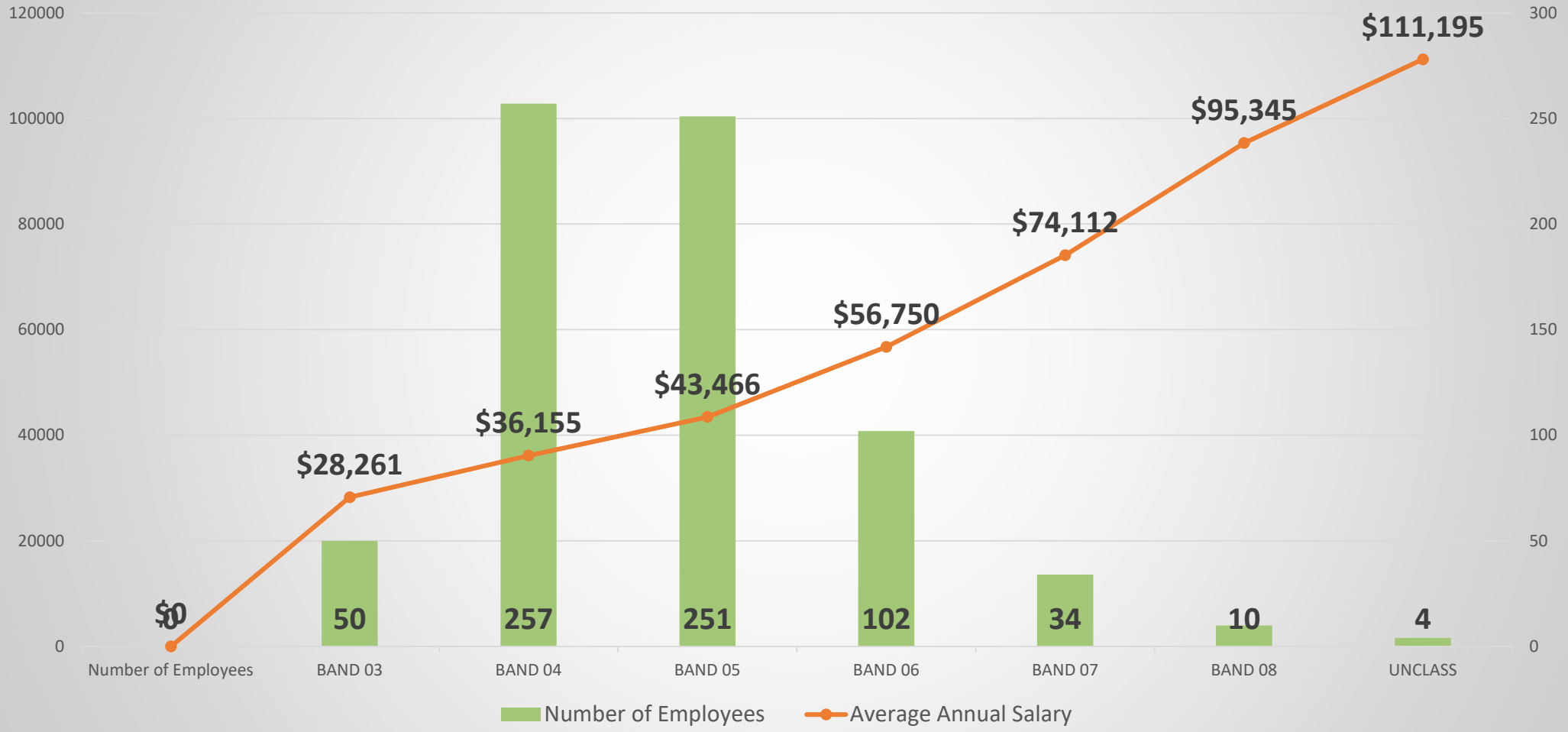
STAFF RETENTION

- **What is the onboarding process for a new employee?**

  All new SCDPPPS employees are required to attend New Employee Orientation Training. This is a full day of training at Central Office on the first day of employment. (This training has been conducted virtually during the pandemic.)

- **What are the agency's strategies for retaining employees?**
  - SCDPPPS aims to implement more promotional opportunities, like the budget request- **Recruitment and Retention Pay Plan** for Probation and Parole Agents- which would help recruit and retain more Class 1 employees.
  - Human Resource Office continuously **tracks turnover rate and annual retention rate**, and data is given to the Director and Chief Deputy for review.
  - **Exit interviews** are given to all employees that separate, and resulting data is given to the Director, Chief Deputy and Office of Professional Responsibility (OPR) semi-annually for review.

AVERAGE SALARY BY PAY BAND



PAST SALARY ADJUSTMENTS

- **What efforts does the agency make to address internal or external inequities in salary?**
  - When possible, SCDPPPS addresses inequities through various personnel actions, including salary adjustments.
  - A one-time salary adjustment was implemented for all employees on August 17, 2016.

Staff Position	Original Starting Salary and Effective Date	Increased Starting Salary and Effective Date	Current Starting Salary	Effective Date (General Increase 06/02/2019)
Probation and Parole Agent	$31,838 – 06/02/16	$35,000 – 08/17/16	$35,700	06/02/19
Field Office Specialist (FOS)	$22,623 – 06/02/12	$23,500 – 09/02/14	$24,748	06/02/19
Field Office Specialist (FOS) Supervisor	$26,800 – 06/02/12	$27,500 – 09/02/14	$28,960	06/02/19
Offender Supervision Specialist (OSS)	$26,988 – 07/02/15	$30,652 – 12/02/16	$31,265	06/02/19

SWORN OFFICER PERFORMANCE-BASED PAY PLAN

- The Sworn Officer Performance-Based Pay Plan is needed to provide a milestone pay increase for Class 1 Certified law enforcement officers in the JC class.
- It is the Department's continued goal to recruit and retain experienced, specialized and highly qualified Agents and to offer a competitive law enforcement salary. *(2020 Strategic Plan Objectives 3.1.1)*
- The Plan proposes milestone salary increases based on training, EPMS, and years of service.
- The Department has requested $2,085,300 in its FY 2022 budget request to increase Agent retention through the implementation of this plan.

Time Frame of Agents' Departure *July 2018 – June 2020* 100 Agents
43% (43) left within 3 years
65% (65) left within 6 years
73% (73) left within 10 years

SALARY INEQUITIES

- FY18-19 data shows that 65% of Agents leave within six years of service.
- Strategies SCDPPPS has implemented to boost morale and retain seasoned agent staff:
  - New uniforms, body armor and weapons
  - Achieving a 1:1 Agent to car ratio
  - More specialized caseloads introduced as Class 1 promotional opportunities

U. S. Probation and Pretrial Services, our federal counterpart,
has the highest starting salary ($49,875) of all municipal, county and state entities.

Minimum salary comparisons among 115 municipal, county and state law enforcement offices showed that the SCDPPPS starting salary of $35,700 ranked 29th behind:

SC Department of Public Safety ($37,069)
SC Lexington Sheriff's Office ($39,474)
North Charleston Police Department ($40,623)

TRAINING

TRAINING COMPLIANCE AND PROFESSIONAL DEVELOPMENT (TCPD)

TCPD is comprised of a Training Director, 6 Training Coordinators and 5 Field Training Officers.

179 training sessions

were logged into the TCPD internal learning management system in 2020.

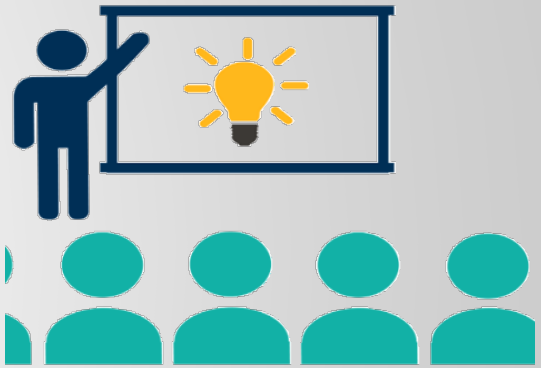
(includes external training courses where documentation of attendance was submitted)

The Training Department offers mandatory and elective training in three areas:

Basic training

In-Service training

Advanced training



The Department utilizes different methods to reach our participants/employees:

- Traditional **instructor-led courses** are offered at Central Office as well as in a regional format.
- **Online training** allows for training for the entire Department or a specific group of employees to receive information in a short period of time and without travel.
- **Field training** (hands-on) is provided to newly hired agents, Offender Supervision Specialists (OSS) and Field Operations Specialists (FOS) after they complete their formal classroom training.

MANDATORY STAFF TRAINING

Initial Training for New Staff (both C-1 and non C-1)	
New Employee Orientation (NEOT)	First day
Communicable Disease	Completed in NEOT
SC Enterprise Information System (SCEIS) Overview	Completed in NEOT
Human Resources Policy	Completed in NEOT
Accreditation Overview	Completed in NEOT
Code of Conduct	Within 7 days of hire
Cyber Security Awareness	Within 10 days of hire
Hazardous Communications (HazCom)	Within 30 days of hire
AAA Defensive Driving – 8 hour	Within 90 days of hire
Agency All Policy Review	Within 90 days of hire
Mental Illness Training	Within 30 days of hire
Civil Rights	Within 30 days of hire
Suspicious Activity Reporting (SAR)	Within 30 days of hire
Title II of the ADA and its Impact on SCDPPPS	Within 30 days of hire

MANDATORY STAFF TRAINING *(CONTINUED)*

New Agent (C-1) Training	
Agent Field Training (On the Job Training)	Due 90 days after CJA graduation
Basic Firearms *(*Not required for new Agents who are already C-1)*	Scheduled upon hire
Current C-1 Certified New Agent Firearms "Quick Shoot" Qualification	Within 3 days of hire as per CJA Requirements
New Agent Driving Orientation (NADO) *(*Not required for new Agents who are already C-1)*	Scheduled upon hire
PPP Basic Training	Scheduled upon hire
4-Week Proctored Pre-Academy Training	Scheduled upon hire
Bias Based Policing	Completed in PPP Basic Training
Correctional Offender Management Profiling for Alternative Sanctions (COMPAS) Training	Completed in PPP Basic Training
CJA Law Enforcement 12-Week Basic Training *(*Not required for new Agents who are already C-1)*	Registration upon hire
Post-Academy Review (PAR)	Scheduled after CJA graduation
Arrest Scenario	Scheduled after CJA graduation
Gender Based Training	Completed within the first year
FEMA IS-100: National Incident Management System (NIMS), An Introduction	Included in OJT
Introduction to Incident Command System (ICS) for Law Enforcement	Included in OJT

MANDATORY STAFF TRAINING *(CONTINUED)*

New Offender Supervision Specialist Training	
OSS Field On the Job (OJT) Training	Due 90 days after PPP Basic Training
PPP Basic Training	Scheduled upon hire
COMPAS Training	Completed in PPP Basic Training
Gender Based Training	Completed within the first year

Training for Special Operations Agents, Regional Directors, and Deputy Director for Field Operations	
Incident Command System (ICS-300) Intermediate	Upon promotion
Incident Command System (ICS-400) Advanced	Upon promotion
FEMA IS-800: National Response Plan (NRP), An Introduction	Upon promotion

New Field Operations Specialist Training	
FOS Field On the Job Training (OJT)	Due 180 days after hire
FOS Basic Training	Scheduled upon hire
Basic Cashier Training	Scheduled upon request of AIC

Supervisor Training	
Supervisory Development	Upon promotion
Human Resources Management Practices	Upon promotion
NIMS 200	Upon promotion
Agent In Charge (AIC) Orientation	Upon AIC or Assistant Agent In Charge (AAIC) promotion
Incident Command System 200 (ICS 200)	For Supervisors, Agents in Charge, Assistant Agents in Charge, Special Operations Agents, Regional Directors, and the Deputy Director for Field Operations

MANDATORY STAFF RETRAINING

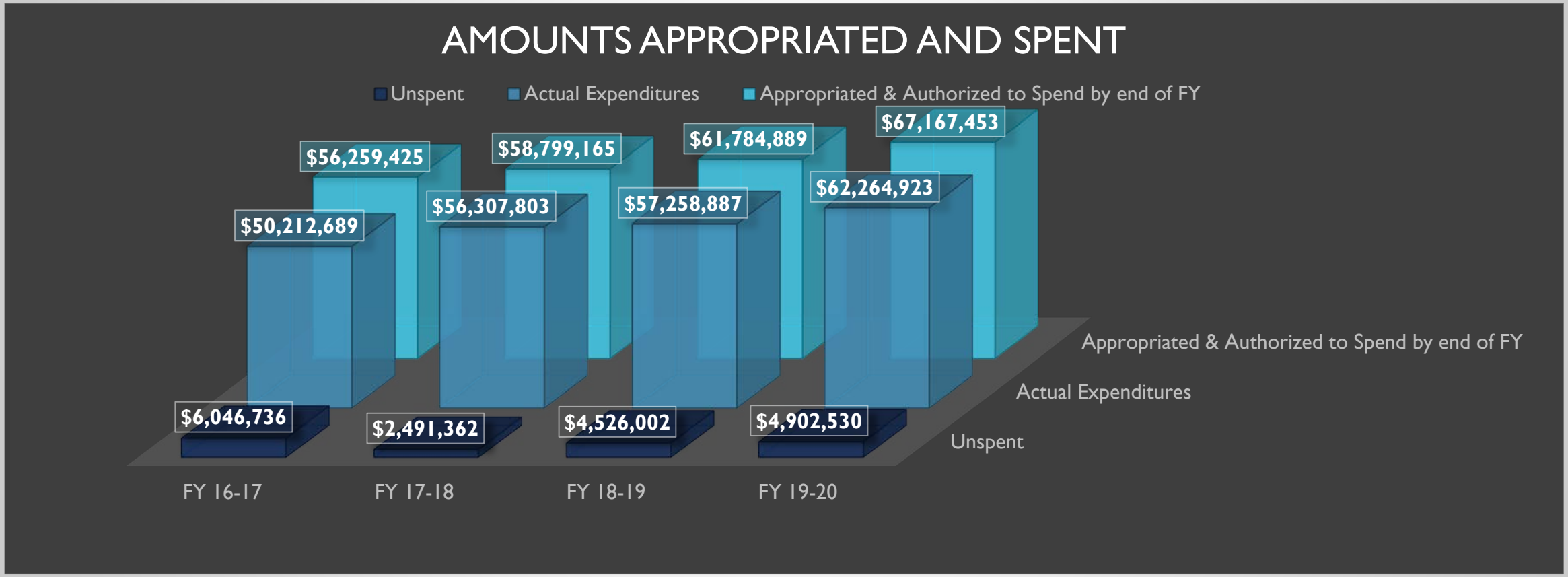
Retraining Requirements for Field Operations Specialists and Cashiers:	
Field Operations Specialist Training Conference (FOS only)	ANNUAL
Cashier Recertification (Cashiers only)	BIENNIAL

Additional Retraining for C-1 Staff:	
In-Service Pressure Point Control Tactics (PPCT), Resistance Control Continuum, and OC Spray Decontamination	ANNUAL
Firearms In-Service	ANNUAL
PPP Legal Updates	ANNUAL
Criminal Justice Academy Updates	ANNUAL
Bias Based Policing	ANNUAL
Use of Force	ANNUAL
Evidence Based Practices Update	ANNUAL
Correctional Offender Management Profiling for Alternative Sanctions (COMPAS) Recertification	BIENNIAL

Retraining for All Staff (including C-1 Staff)	
Communicable Disease	ANNUAL
Code of Conduct	ANNUAL
Cyber Security	ANNUAL
Civil Rights	ANNUAL
Mental Health Training	ANNUAL
Less than Lethal Training	ANNUAL
Criminal Justice Information Services (CJIS) Security	BIENNIAL
AAA Defensive Driving	TRIENNIAL
Accreditation Refresher	Prior to each on-site assessment
All Hazard Plan and Active Threat Update	ANNUAL

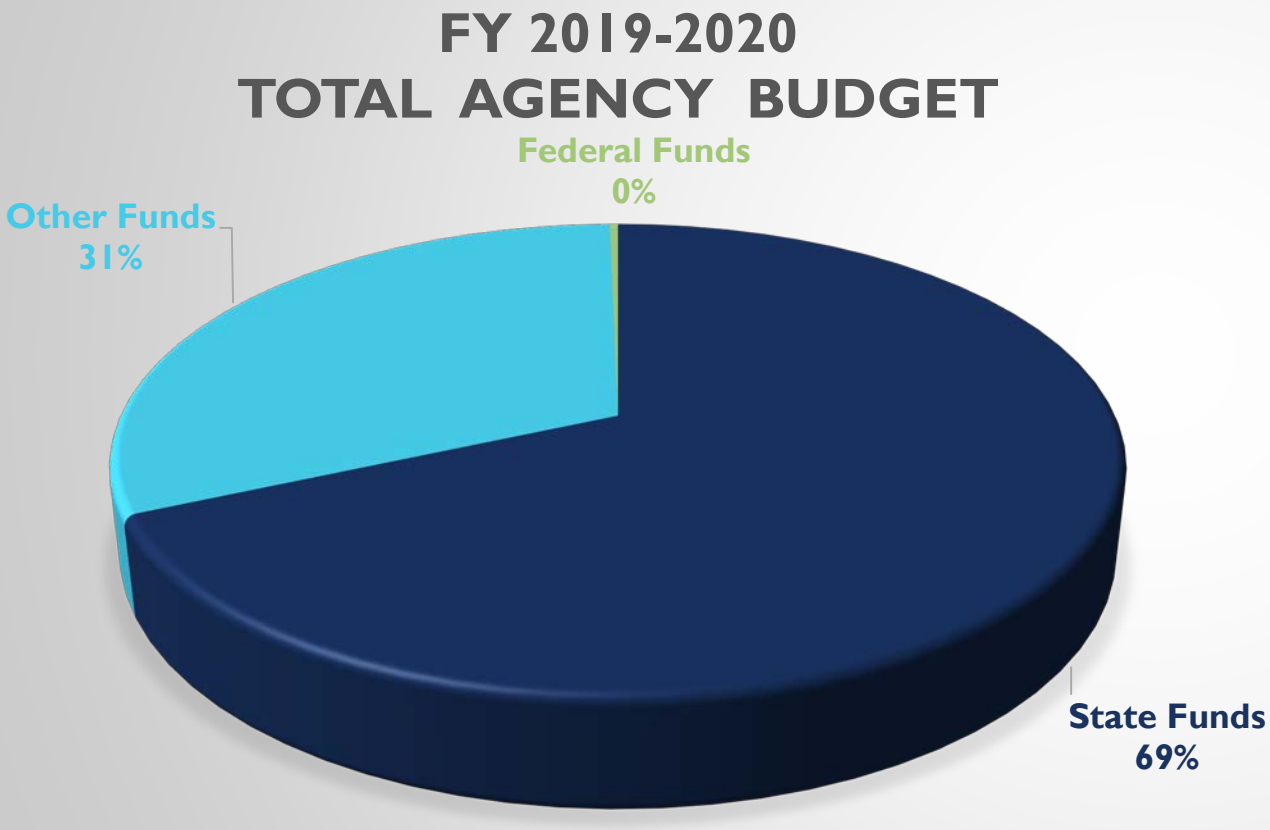
FINANCIAL OVERVIEW

APPROPRIATIONS & AUTHORIZATIONS



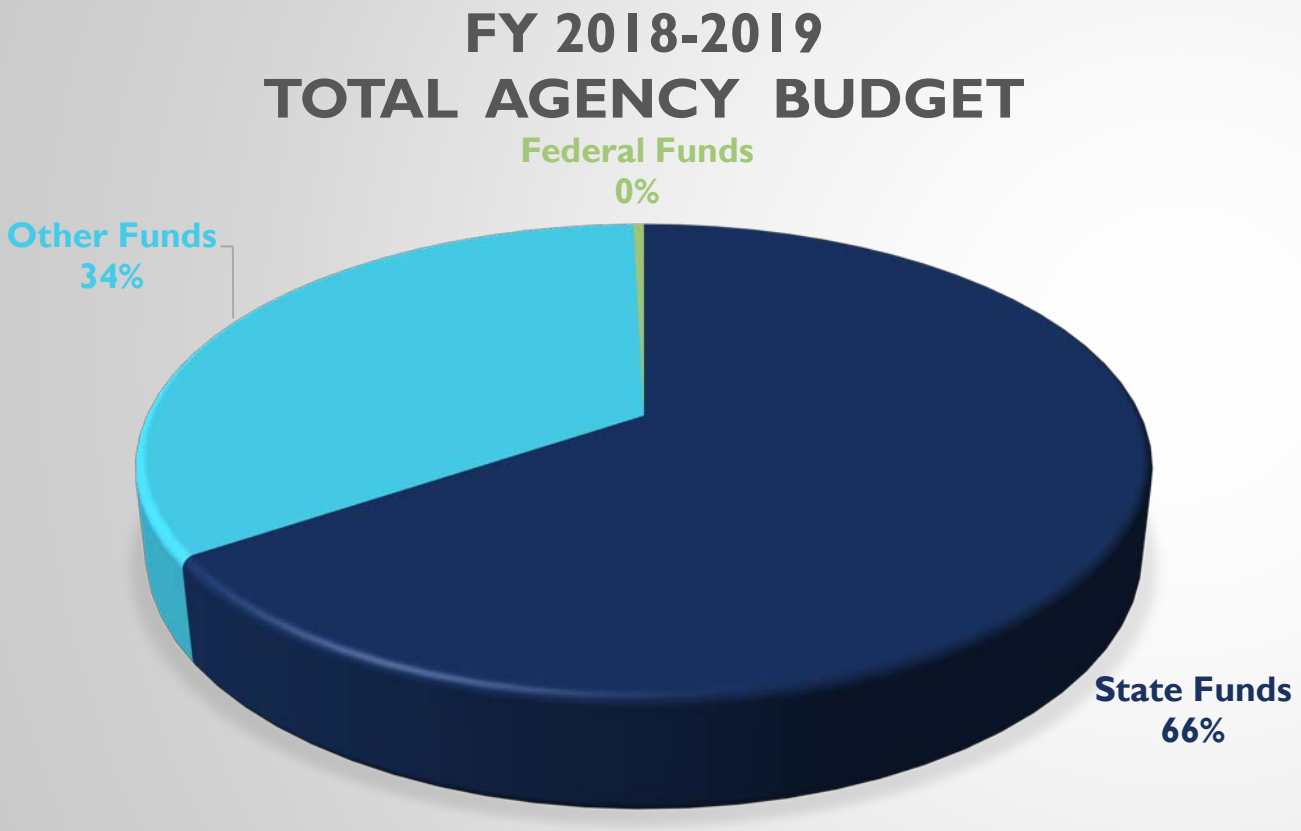
***NOTE*: SCDPPPS is authorized to spend all of its carry forward funds.**
The Department uses carry forward funds to offset the shortfall of cash the agency collects in supervision fees and Omnibus Crime Act court fees and fines.

AGENCY BUDGET AUTHORIZATION



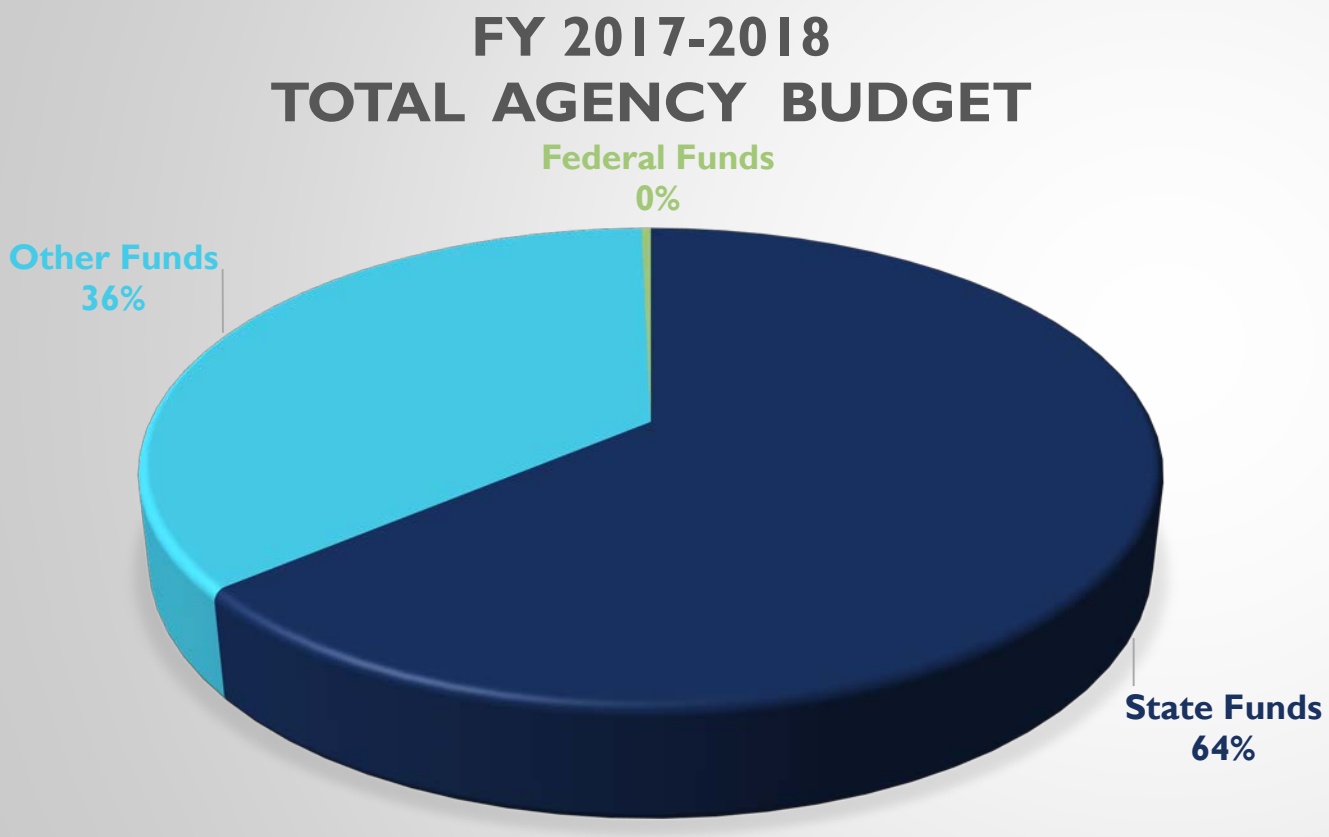
State Funds	$45,917,062
Other Funds	$21,044,391
Federal Funds	$206,000
	$67,167,453

AGENCY BUDGET AUTHORIZATION



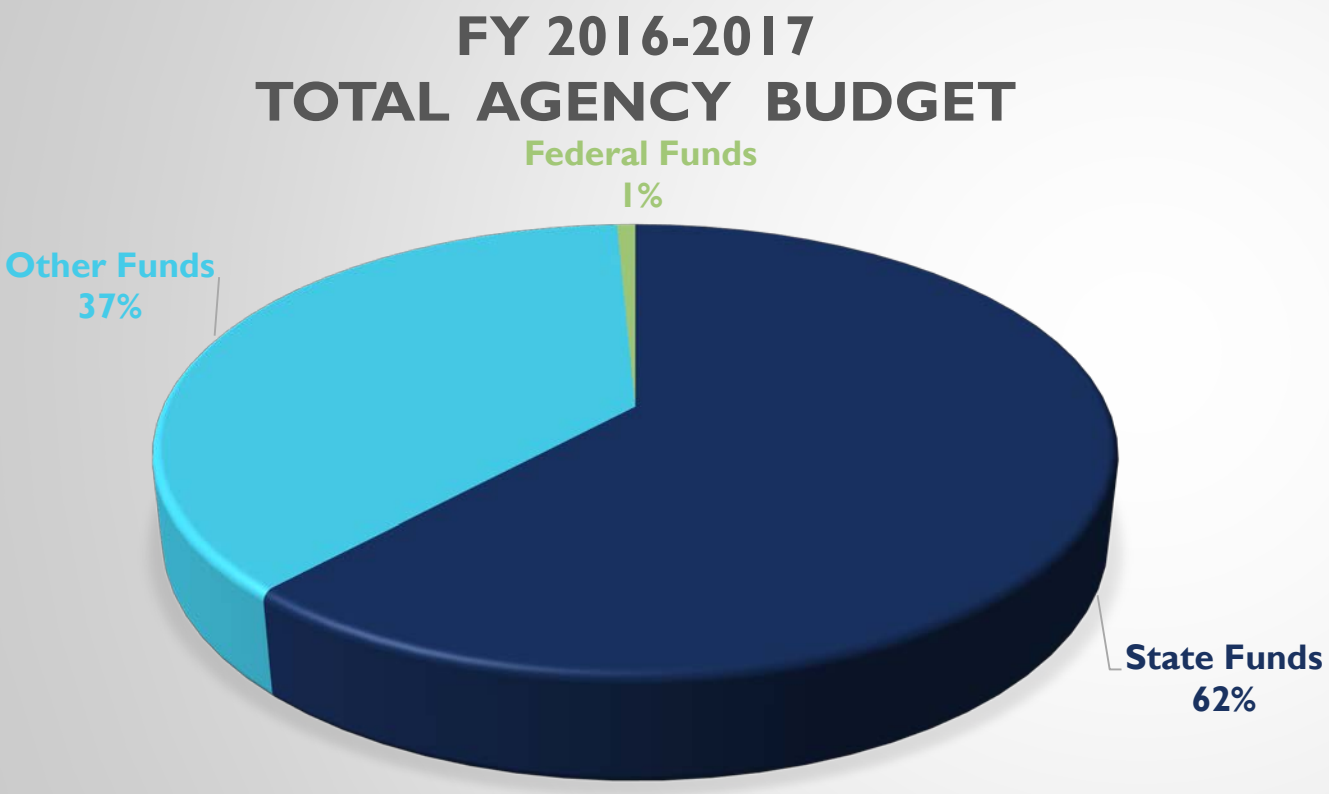
State Funds	$40,534,498
Other Funds	$21,044,391
Federal Funds	$206,000
	$61,784,889

AGENCY BUDGET AUTHORIZATION



State Funds	$37,548,774
Other Funds	$21,044,391
Federal Funds	$206,000
	$58,799,165

AGENCY BUDGET AUTHORIZATION



State Funds	$34,809,499
Other Funds	$21,034,391
Federal Funds	$415,535
	$56,259,425

AGENCY GRANT PARTNERSHIPS

- *The Office of Grants Management identifies creative funding sources that help enable the Department to implement new initiatives and meet its core mission through grant funding.*

- *The Department has established several agreements with system partners; federal, state and local stakeholders; and service providers in all 46 counties.*

- *Several agreements are established annually with law enforcement, Solicitor's offices, and state agencies to share data and other relevant information on our offender population.*

Community Grant Partners

Alston Wilkes Foundation
Association of Ignition Interlock Program Administrators
Benedict College
City of Columbia Police Department
Goodwill Industries
Greenville Workforce Development Board
Medical University of South Carolina
Midlands Community Development Corporation
Midlands Gang Task Force
National Association of VOCA Assistance Administrators
Pickens County Law Enforcement Partnership
Pickens County Sheriff's Office
Richland County Sheriff's Office
SC Department of Corrections
SC Department of Public Safety
SC Attorney General's Office
US Department of Justice

AGENCY GRANT COLLABORATION

- **Victim Services Specialist (VSS) Program-** A $42,000 grant was secured in FY 2015 to hire a VSS to increase the number of victims who receive proper notifications. Data mining techniques are used to locate and update contact information for returned correspondence and restitution checks. Since the first grant award, the Department has been awarded five additional grants to continue this program that helps ensure crime victims are afforded their rights under the Victims' Bill of Rights.
  - As of September 2019, the VSS has processed 12,164 returned notification letters and has located 10,952 correct addresses, for an overall success rate of 90%.

- **Victim Service Community Awareness Campaigns-** The US Department of Justice's Office of Victims of Crime funded a $5,000 grant to develop victim community awareness campaigns. Since 2012, the Department has received this award five times. In FY 2018, SCDPPPS used funds to rent digital billboards on major interstates to promote victims' rights based on the theme, *"Expand the Circle – Reach All Victims."*

AGENCY GRANT COLLABORATION *(CONTINUED)*

- **Midlands Multijurisdictional Gang Task Force-** Initial funding was used to hire a Probation Agent to provide service to all gang-related duties at SCDPPPS and to serve as a liaison to the Task Force. FY 2018 funding provided enhanced safety equipment for Task Force members.
- **Ignition Interlock Device Vendor Oversight-** SCDPPPS received $75,000 in grant funding from the National Highway Traffic Safety Administration (NHTSA) to develop oversight protocols for its Ignition Interlock Device Program. The grant secured the services of a Program Assistant to create strategies to provide vendor oversight in South Carolina.

GuardianInterlock Intoxalock IGNITION INTERLOCK LifeSafer SMART START

- **Body-Worn Camera Program-** SCDPPPS received a cash award of $69,461 through the South Carolina Public Safety Coordinating Council, administered by the SC Department of Public Safety, to launch its body-worn camera program. Funding was provided to be applied to the initial purchase or reimbursement of body-worn cameras, video storage and maintenance of equipment.

(Pursuant to SC Code 23-1-240)

RECORD RETENTION & POLICY COMPLIANCE

RECORD RETENTION

The SCDPPPS Records Management Services (RMS) Section is responsible for record maintenance and disposition.

SCDPPPS follows Title 30 of the Code of Laws of South Carolina, 1976, which mandates that state agencies maintain an active, continuing program of records management consistent with S. C. Department of Archives and History procedures.

RECORD RETENTION *(CONTINUED)*

- Staff members called ***Record Coordinators*** maintain Department records and serve as liaisons between their county offices and RMS.
- Record retention schedules issued by the S. C. Department of Archives and History are summarized by RMS on the Department Records Retention and Disposition Schedule (**Form 1013**).
- Department records retained beyond their active use are **maintained on various media** (microfilm, microfiche, hard copy, electronic media, etc.) until no longer needed for reference.
- <u>Department records can be disposed of in two ways</u>:
  - **Physical destruction-** shredded, burned, discarded, or recycled.
  - **Transfer of possession-** sent to RMS where they are either placed in storage, imaged or sent to the Department of Archives and History for permanent retention.

RECORD RETENTION SCHEDULES

Closed Offender Case Files

- Created in each county office to maintain electronic documents regarding offenders' supervision.
  - **Contains:** offender history, Court Orders, Board Orders, Hearing Officer Orders, Certificates of Release, Warrants/Citations, Affidavits, Violation Reports, Civil Judgment Orders, Written Assignments of Restitution, Computer Use Agreement for Sex Offender Conditions, and other legal forms.
  - **Retention:** 10 years

RECORD RETENTION SCHEDULES *(CONTINUED)*

Pardon Records

- These electronic records document granted and rejected pardon decisions for convicted offenders.
  - **Contains:** investigation records, Pardon Certificate, Order or rejection notification, letter informing the local Clerk of Court that a pardon was issued and other related documents.
    - **Retention:**
      - Granted pardon records are retained 75 years.
      - Rejected pardon records are retained 3 years.

RECORD RETENTION SCHEDULES *(CONTINUED)*

Department Administered Court Ordered Restitution (DACOR)

- SCDPPPS is tasked with collecting and distributing restitution on a monthly basis. DACOR account transactions are used to verify that restitution has or has not been paid in full.
  - **Contains:** If the obligation is paid in full, a Certification of DACOR Payment form, and various Offender Management System (OMS) printouts are placed in the offender's file.
    - **Retention:** 1 year paper retention; closed case certifications are then completed by Trust Accounting, stored electronically AND in paper form.
    - Completed DACOR "Probation Terminated Upon Payment" (PTUP) certifications are sent to county offices where documents are scanned into OMS.

REGULATIONS REVIEW

The Department is compliant with S.C. Code Ann. §1-23-120(J) that requires agencies to conduct a **formal review of its regulations** every five years.

SCDPPPS most recently conducted a formal review of its regulations and submitted revisions to the General Assembly in **March 2019.**

The Department is compliant with S.C. Code Ann. §2-1-230 that requires agencies to **submit reports to Legislative Services Agency** for publication online and the State Library.

POLICY REVIEW

The **Policy and Procedure Committee** (PPC) and the **Office of Accreditation** coordinate the logistics involved with revision and issuance of new policies and procedures.

The PPC is composed of a cross-section of 12 staff members appointed by the Director.

Responsibilities of the Policy and Procedure Committee:

- Maintain quality control over the policy creation process (i.e., suggestions, annual review, additions, deletions, revisions).
- Evaluate the effectiveness of the process.
- Ensure employee ideas are incorporated into the process on an ongoing basis.
- Review employee suggestions for policy and procedure improvement and forward to the appropriate Deputy Director for action.
- Ensure that newly created or modified policies and procedures do not contradict with existing directives.
- Meet as necessary to review and discuss policies and suggestions.

POLICY REVIEW *(CONTINUED)*

Policy Changes

- Policy and Procedure development, revisions, or deletions may be initiated by the Director, a Deputy Director, an Associate Deputy Director, or designee, or by an employee's suggestion via Policy and Procedure Suggestion Sheet (Template 1060), which may be submitted anonymously.
- All Policies and Procedures are issued upon the approval and signature of the Director.

Annual Review

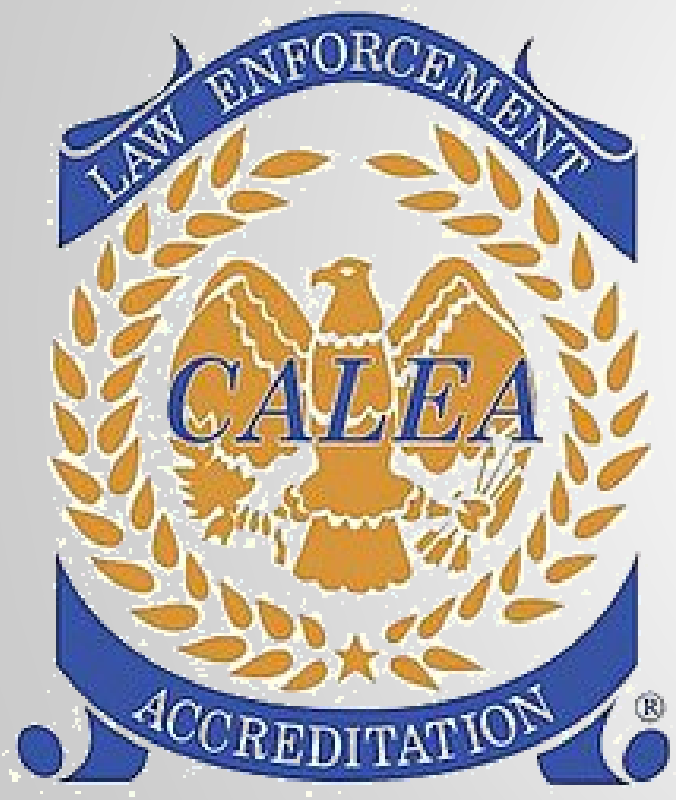
- Policy Owners begin conducting reviews of policies and procedures on the annual review date of October 1.
- This process includes a review of all forms associated with each policy and procedure.
- Any form changes, additions, deletions, or revisions resulting from the review process are coordinated with the Central Custodian, the Forms Custodian, and the Office of Accreditation Management through the Policy and Procedure Committee.

POLICY REVIEW *(CONTINUED)*

Responsibilities of the Office of Accreditation:

- Ensure that revised policies meet the standards of the Commission on Accreditation for Law Enforcement Agencies (CALEA) prior to publication.
- Upload published policy into PowerDMS- cloud-based software used by SCDPPPS for online policy storage and training management.
- Monitor the signed receipt of policies and procedures by all employees via PowerDMS.

CALEA ACCREDITATION



On July 28th, 2018
SCDPPPS became the
FIRST probation agency in the NATION
to achieve accreditation from the
Commission on Accreditation for Law Enforcement Agencies.

SCDPPPS is the **third** South Carolina Cabinet agency
to become CALEA-certified
(preceded by SLED & DPS).

POLICY IMPROVEMENT - CALEA

National accreditation has helped SCDPPPS standardize its policies and procedures, improve morale and establish a clearer identity.

- SCDPPPS brought its policies up to CALEA standards in only 20 months; this process normally takes an agency 3 years.
- In March 2018, two CALEA assessors found Department policies and procedures to be in 100% compliance with all applicable standards.
- In September 2019, the Department completed its Year One Review, and 100% compliance was verified for all 48 standards reviewed.
- **These policy changes have led to improvements in:**
  - Documentation practices
  - Evidence/property management systems
  - Training curriculum
  - Statewide officer communications
  - Distribution of Narcan, an opioid overdose medication, to all Agents

POLICY IMPROVEMENT *(CONTINUED)*

Property/Evidence Control (Policy 139)

- Creation of this policy was fostered by the CALEA accreditation process
- Established a centralized property/evidence control system at Central Office
- Greatly improved the security of the evidence room
- Clarifies that all property/evidence must be submitted to Central Office by the end of the Agent's shift
- Requires multiple audits and inspections of this room throughout the year
- Requires documented accounting of all items held in the Department's custody

Bias Policing (Policy 1808)

- Prohibits biased interactions with offenders and the public.
- Defines "bias policing" and clarifies search protocols.
- Includes a training requirement and an annual review of all citizen complaints.

Body-Worn Cameras (Policy 151)

- Helped clarify and improve the Department BWC pilot program
- Specifies requirements for: Data storage and retention, frequency of data review, equipment maintenance and inspection and Agent training

Accreditation Process **Quick Guide**

Enrollment is your first step, and it's a simple one

You'll have either 36 or 24 months to complete this step

During this step, you'll prepare for a site-based assessment

If compliance requirements are achieved, the Commission awards accreditation

Reaccreditation is an ongoing quality performance review of the agency

SCDPPPS CALEA TEAM

First Probation Agency in the Nation to Achieve CALEA Accreditation

INTERNAL AUDIT & RISK MITIGATION

INTERNAL AUDIT PROCESS

The **Office of Professional Responsibility** (OPR) was established in 2017.

OPR is comprised of:
Office of Internal Audit (OIA)
Office of Privacy and Risk Management (OPRM)
Quality Assurance (QA)

These sections collaborate to identify, analyze, monitor and evaluate risks to which SCDPPPS is exposed and develop ways to improve processes.

OPR Staff pictured left to right: *Stephanie Mungo, Lisa Hawkins, Katrina Suber, Allison Avinger, Dantavia Gamble, Taylor Bankhead, Jovonya Key and Ashley Martin. (**Not Pictured:** Jeff Harmon, Rebecca Raybon and Melvin Warren)*

INTERNAL AUDIT PROCESS *(CONTINUED)*

- The Director tasks OPR to work jointly on process improvement projects.
- Prior to beginning an audit (approved by the Director), the Office of Internal Audit communicates information obtained to the team and an official audit file is created.
- If a security or process concern is identified, OPR implements the most appropriate plan of action.
- Privacy and Risk Management and the Office of Internal Audit gather data from the Offender Management System and the Research and Evaluation section.
  - *Data gathered includes: financials, supervision status, overdue case closures, risk assessments, home visits and active/pending warrants and citations.*
- Privacy and Risk Management conducts periodic visits using an internal checklist and interviews staff regarding concerns, recommended process improvements and complaints.
- If it is found that standard operating procedures are not being followed, this is addressed per policy and procedure and a plan of action is devised.

OFFICE OF PRIVACY AND RISK MANAGEMENT

- The Office of Privacy and Risk Management (OPRM) **assists the Budget Office in conducting an annual financial audit** of travel reimbursements throughout the agency. If there are any discrepancies, a risk mitigation plan will be developed to identify the gap.
- Assists the Finance Division in conducting **daily agency-wide audits of career development forms** in connection with reimbursement forms to mitigate any financial risks of overpayment.
- Audits data located within the Department using a **data classification template**. This template helps the Information Technology section recognize the best course for protecting the Department's data.
- Conducts a Privacy Analysis to locate gaps within processes and develop risk mitigation plans using the data classification template.

OFFICE OF PRIVACY AND RISK MANAGEMENT *(CONTINUED)*

- Conducts **random office visits** to discuss areas of improvement and ensure compliance with the Department's policies and procedures.
- Conducts **cases of interest reviews** at the discretion of the Director and/or Chief Deputy Director.
- Conducts **monthly audits of mobile device usage**.

If any policy or procedure violations are found by OPRM, a risk mitigation plan may be developed at the discretion of the Director and/or Chief Deputy.

INTERNAL AUDITS CONDUCTED

In the last five fiscal years, the Office of Internal Audits has conducted 20 statewide field office audits and 2 internal reviews

Limited-Scope Reviews Completed:

- ✓ **2016-** Review of the SCDPPPS **Sex Offender Monitoring Program** internal protocols was conducted to assess the collection and use of fees generated from electronic monitoring.
- ✓ **2018-** Review of expenditures for specialized **Domestic Violence agent caseloads.**

Type of Audit	Subject Matter of Audit	Date Audit Process was Initiated	Frequency of Audit	Position of Person Conducting the Audit	Position of Person Overseeing the Audit	Approx. Number of Audits of this Kind in Last 5 Fiscal Years
Internal	Internal Financial Controls	Unknown	Monthly	Internal Audit Director	OPR Director	20
Internal	Purchasing Card Program Controls	Dec - 2013	Yearly	Internal Audit Director	OPR Director	8
Internal	Electronic Monitoring Revenue Allocation	Feb - 2016	Once	Internal Audit Director	Agency Director	1
Internal	Electronic Monitoring/DV Expenditures	May – 2018	Once	Internal Audit Director	Agency Director	1
Internal	County Office Operations Assessment	Feb – 2019	Once	Internal Audit Director/ Privacy & Risk – Director	OPR Director	1

INTERNAL AUDITS CONDUCTED *(AS OF 1/25/21)*

Subject Matter of Risk	Date Initiated	Frequency	Position of Person Conducting Mitigation Plan	Position of Person Overseeing	Appx Number of Mitigations of this kind
Paraphernalia	9/26/2018	As needed	Risk Management Specialist	Director of Privacy and Risk	1
Inappropriate E-mails	2/1/2018	As needed	Risk Management Specialist	Director of Privacy and Risk	1
Misuse of State Equipment	10/16/2018	As needed	Risk Management Specialist	Director of Privacy and Risk	1
Outside Employment	9/28/2018	As needed	Risk Management Specialist	Director of Privacy and Risk	1
Personable Identifiable Information not needed	4/17/2018	As needed	Risk Management Specialist	Director of Privacy and Risk	1
Shredding Documents	5/1/2018	As needed	Risk Management Specialist	Director of Privacy and Risk	2
Working From Home	6/22/2018	As needed	Risk Management Specialist	Director of Privacy and Risk	1
County Process Issue	2018	As needed	Risk Management Specialist	Director of Privacy and Risk	9
Cell Phone Usage Abuse	12/5/2018	As needed	Risk Management Specialist	Director of Privacy and Risk	2
Agent Equipment Needed	4/10/2018	As needed	Risk Management Specialist	Director of Privacy and Risk	1
Keyless File Cabinets	11/13/2018	As needed	Risk Management Specialist	Director of Privacy and Risk	1
Disposing of Sensitive Files	2/19/2019	As needed	Risk Management Specialist	Director of Privacy and Risk	1

RISK AND MITIGATION ACTION PLANS *(AS OF 1/25/21)*

STAFF FEEDBACK

Methods for Staff to Submit Anonymous Feedback

(Per policies 1807 and 1803)

US mail or email

Department Website

Voicemail

Form 1332- Office of Professional Responsibility (OPR) Formal Complaint Form

Form 1208- Divisional Process Improvement Form

Form OPR6- General Employee Suggestion Form

Template 1060- Policy and Procedure Suggestion Sheet

- Based on staff feedback (and public complaints), the Office of Professional Responsibility recommends progressive disciplinary actions against employees that have violated policies and procedures.
- Review of staff feedback has enabled the department to develop additional staff training, improve internal procedures for the dissemination of information to staff and clarify complex staff procedures.

Do agency policies make it clear how individuals can report misconduct by the agency head or those overseeing discipline, and a process by which that misconduct would be addressed in a fair and impartial manner?

Reports [of misconduct] must be made verbally or in writing, using Form 1332, to the Director of the Office of Professional Responsibility *as soon as possible after the employee first learns of the wrongdoing, but no later than 180 days of the date the reporting employee first learns of the wrongdoing. This report must include the date of disclosure, the name of the employee making the report, the nature of the wrongdoing, and the date or date range of when the conduct occurred. If the report is oral, the Agency designee, Department of Administration employee, or other state official to whom the report is made must reduce the report to writing.*

An employee who files a report within the specified time frame, to the appropriate authority, and in good faith is considered a whistleblower. ***Whistleblowers may not be demoted, lose compensation, or be dismissed or suspended from employment as a result of filing a report of wrongdoing.***

WHISTLEBLOWER PROTECTIONS

PER SOUTH CAROLINA DEPARTMENT OF PROBATION, PAROLE AND PARDON SERVICES POLICY 235

LEGISLATIVE AUDIT COUNCIL RECOMMENDATIONS

DECEMBER 2013 LIMITED-SCOPE REVIEW

2013 LAC RECOMMENDATIONS ADDRESSED

- ✓ The Legislative Audit Council completed a Limited Scope Review of SCDPPPS in June 2013.
- ✓ All of the issues noted in the 2013 LAC audit occurred during prior SCDPPPS administrations.
- ✓ The current administration commenced in January 2015.
- ✓ All LAC recommended changes have been implemented.

LAC: The South Carolina Department of Probation, Parole and Pardon Services should use the $2 million in state appropriations from FY 11-12 to hire new, additional agents to assist in fulfilling its mission, as legislatively intended.

- ***SCDPPPS:*** *The 44 FTEs, along with the $2.6 million that SCDPPPS received in FY 16, have all been identified and have since been filled. Identifiable position numbers were assigned to these FTEs to ensure that funding was spent specifically for the FTE positions requested at that time.*

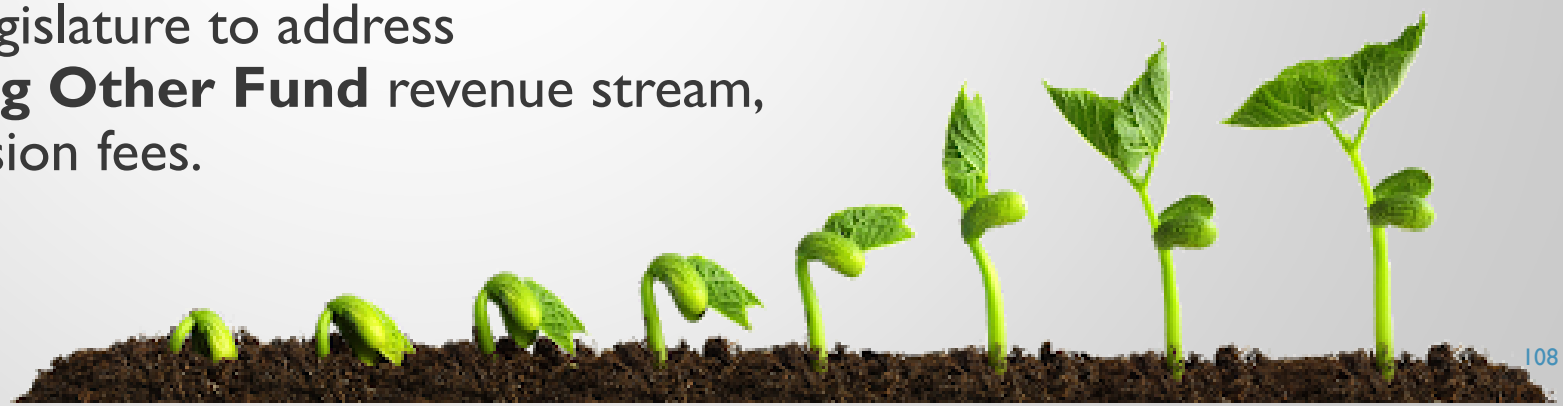
LAC: The South Carolina Department of Probation, Parole and Pardon Services should ensure that its employees are on the most cost-effective device plan to avoid unnecessary usage charges.

- ***SCDPPPS:*** *The usage and pricing are reviewed monthly to determine if the current plan is meeting the needs and mission of the agency.*

CHANGES IMPLEMENTED DUE TO AUDIT RESULTS

That which has been planted has been allowed to grow.

- ✓ Hired new **Budget Manager** to guide transition to improved financial practices.
- ✓ Established new budget **cost centers** to enable Division Directors to better manage individual section accounting.
- ✓ Established **Budget Panel**, fostering increased collaboration between Finance and Human Resources Divisions.
- ✓ Asked Legislature to **reduce authorization** of Other Funds from $32,347,831 to $21,044,391.
- ✓ Requested funding from Legislature to address the Department's **declining Other Fund** revenue stream, caused by reduced supervision fees.



CHANGES IMPLEMENTED DUE TO AUDIT RESULTS *(CONTINUED)*

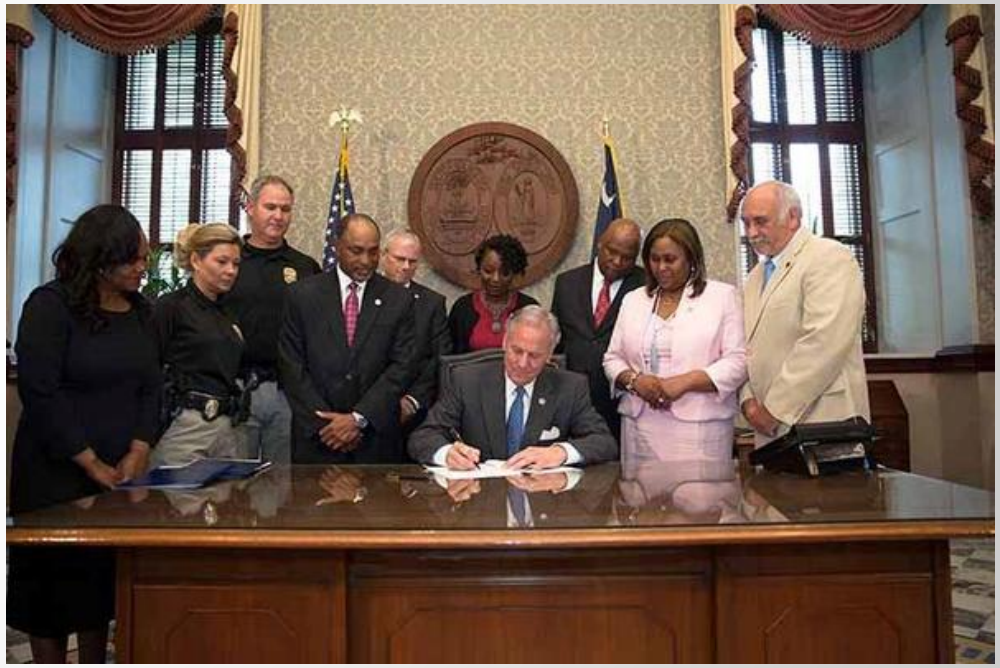
That which has been planted has been allowed to grow.

- ✓ **Reorganized** Executive Management Team and all divisions to better allocate and streamline services.
- ✓ Utilized Agency **Workload Model** in hiring process to best allocate agency resources.
- ✓ Increased the number of **Victim Videoconferencing Sites** throughout the state- easing the burden on victims to travel long distances to testify at parole hearings.
- ✓ Delivered **"State of the Agency"** presentations in all regions of the state to advise staff of new administration's vision and budget priorities.

AGENCY ACCOMPLISHMENTS & EMERGING ISSUES

CASELOAD REDUCTION THROUGH OFFENDER SUPERVISION SPECIALISTS (OSS)

- By creating the Offender Supervision Specialists (OSS) position in 2016, SCDPPPS has successfully reduced Agent caseloads by an average of 53% in the "Big Four" counties of Charleston, Greenville, Richland and Spartanburg.
- The average OSS caseload size is **148 cases** *(as of 6/30/20).*
- The number of OSS has increased from 20 to 63 from FY 2016 to 2020.



The Offender Supervision Specialist Bill (H.3742) was signed into law on May 19, 2017, codifying the practices of this successful program. [11]

AGENT TO VEHICLE RATIO

Through Legislative support of the Agency Fleet Replacement Plan SCDPPPS has achieved its goal of reducing the vehicle to Agent ratio to 1:1

(2015-2020 Strategic Plan Objective 1.3.3)

This expanded fleet is utilized for:

- daily operations
- community contacts
- non-custody transports
- in- and out-of-state extraditions
- warrant teams
- court appearances
- alerts
- special assignments
- emergency deployments
- response to global positioning system (GPS) alerts

DOMESTIC VIOLENCE SPECIALIZED CASELOADS

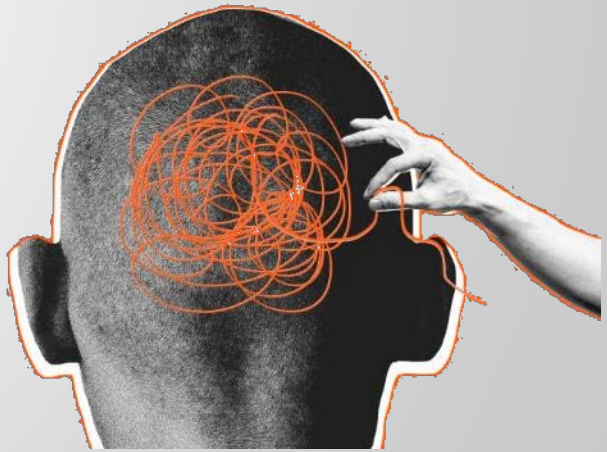
- Since the program's establishment in October 2017, the **number of offenders has increased 6.7%** from 985 to 1,051 active offenders.
- The program began with 20 Domestic Violence Agents and now has **27 Agents** who serve 12 counties.
- Experienced Agents were promoted, trained and certified to supervise this unique population. *(2015-2020 Strategic Plan Objective 1.1.6).*
- **75%** of offenders in this program **successfully complete** their probation term without revocation.
- The average caseload for these Agents is **39 offenders**, enabling Agents to focus solely on supervising this high-risk group.

ADDITIONAL SPECIALIZED CASELOADS

- Specialized caseload management enables SCDPPPS to address the needs and demands of high-risk offenders through intensified supervision and intervention.
- Sex offender specialized caseloads were implemented agency-wide in 2005.
- SCDPPPS seeks to expand its number of specialized caseloads (Sex offender, domestic violence, mental health, etc.)
- Agents receive comprehensive training tailored to address the needs of these unique populations. *(2015-2020 Strategic Plan Objective 4.4.3).*

EXPANSION OF MENTAL HEALTH AND REHABILITATIVE SERVICES

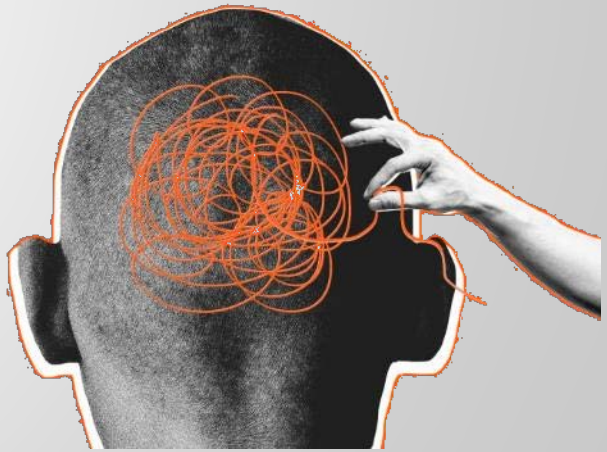
- **SCDPPPS improved offender access** by embedding Rehabilitative Services programming (i.e., batterer's intervention and substance use education) directly in multiple county offices.
- Increased its focus on offender behavioral health needs by **partnering with SCDC to share information regarding discharge plans** for mentally ill inmates.
- Embedded a SC Department of **Mental Health liaison** in a SCDPPPS' county office to help bridge the gap between law enforcement and community needs.
- Provided **mental health training** to 100% of Agents.
  (2015-2020 Strategic Plan Objective 4.4.1).



EXPANSION OF MENTAL HEALTH AND REHABILITATIVE SERVICES *(CONTINUED)*

SCDPPPS has requested $804,575 in its FY 2022 budget to achieve these Mental Health Program goals:

1) Improve access to standardized screening and assessment tools.
2) Create collaborative, comprehensive case management plans that address criminogenic needs.
3) Coordinate services that establish stability for offenders living with mental illness.



SENTENCING REFORM

SENTENCING REFORM

DELIVERABLE 42

SC Code Section 24-28-30; 24-21-110 (E); Proviso 117.118

SCDPPPS is required to report annually to the Sentencing Reform Oversight Committee (SROC) on:

- Parole Board training
- Assessment tools consistent with evidence-based practices
- Use of administrative sanctions
- Number and percentage of revocations for violation of conditions
- New convictions

SENTENCING REFORM – Legislative Intent

DELIVERABLE 42

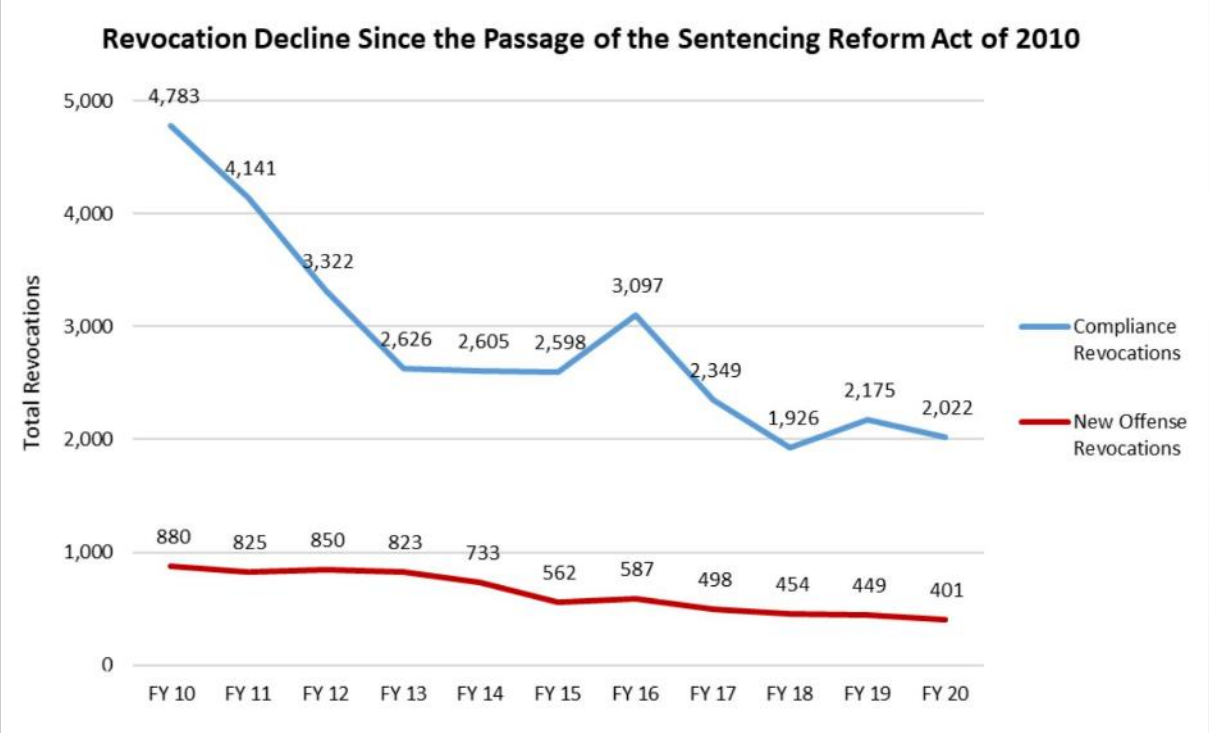
SC Code Section 24-28-30; 24-21-110 (E); Proviso 117.118

"The Sentencing Reform Oversight Committee seeks to evaluate the efforts of the Department to reduce recidivism."
(2010 Act No. 273, Section 1)

"It is the intent of the General Assembly that the provisions in Part II of this Act shall ***provide cost-effective prison release and community supervision mechanisms and cost-effective and incentive-based strategies for alternatives to incarceration in order to reduce recidivism and improve public safety****."* ***(2010 Act No. 273, Section 44).***

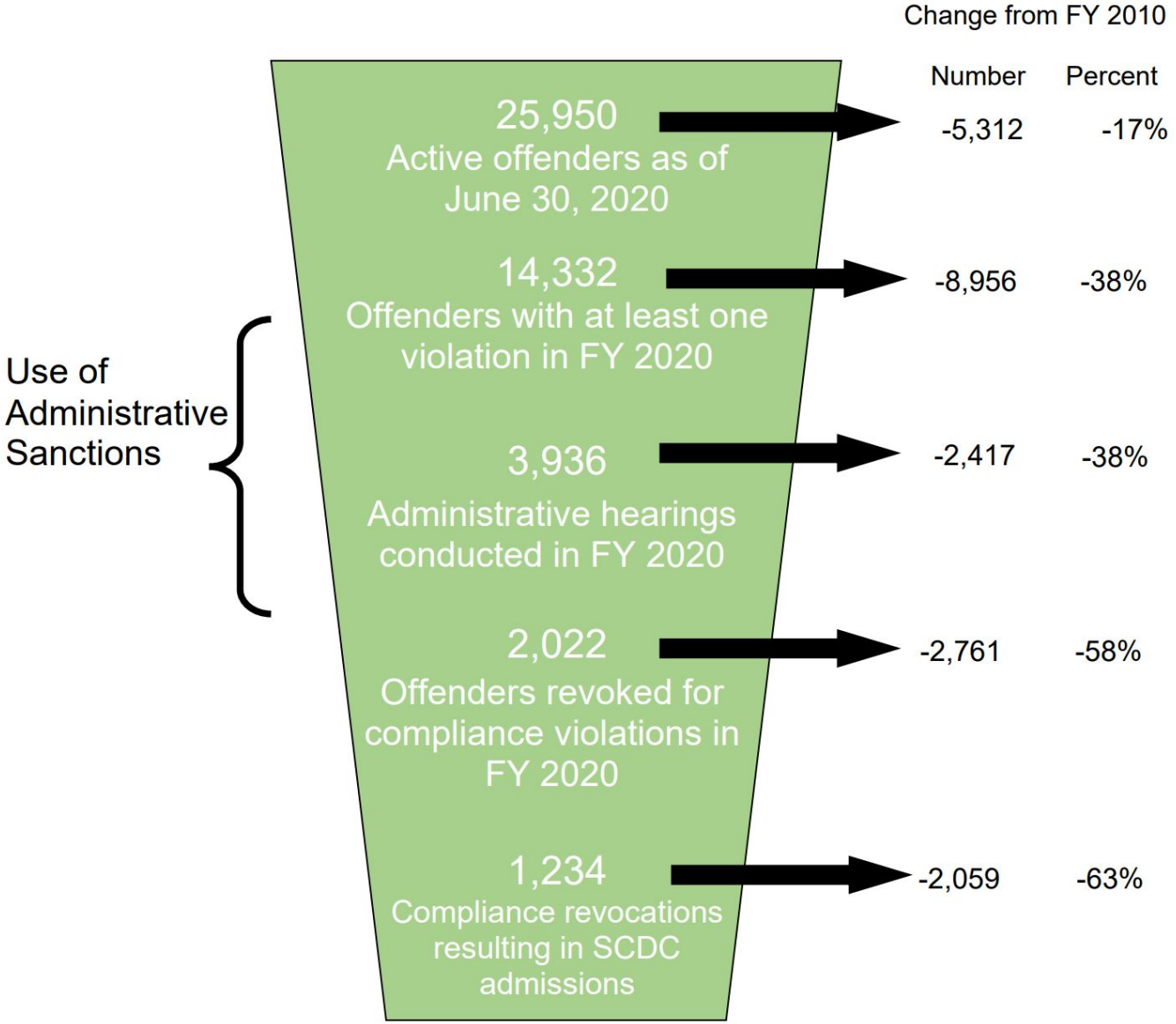
"It is the intent of the General Assembly that the provisions in Part III provide oversight revisions to fiscal impact statements and also a committee to continue oversight of the implementations of the Sentencing Reform Commission recommendations."
(2010 Act No. 273, Section 60).

SENTENCING REFORM ACCOMPLISHMENTS

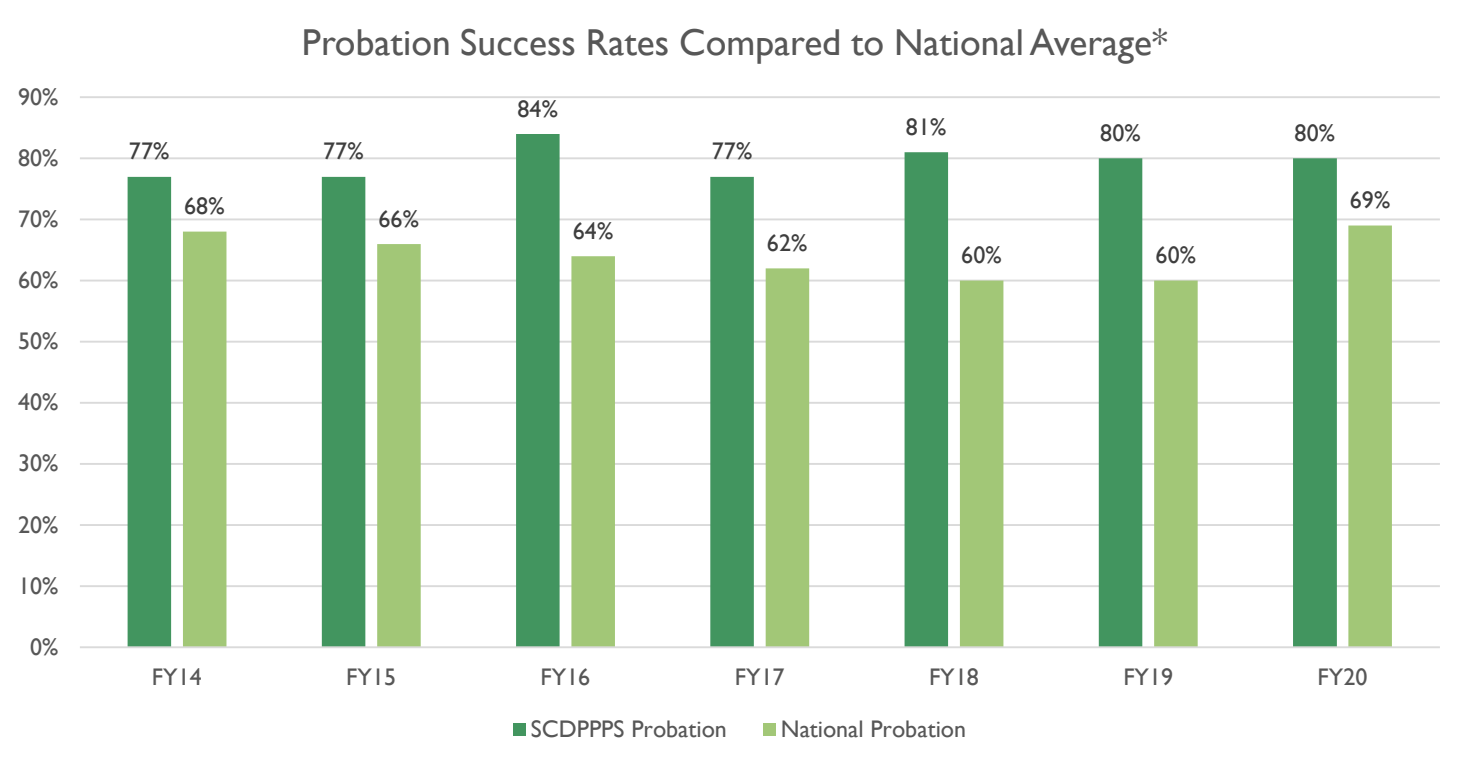


- SCDPPPS has reduced compliance revocations to 2,022 compared to 2010 numbers, saving taxpayers millions through offender rehabilitation.
- Since 2010, there has been a 58% reduction in compliance revocations, and a 54% reduction in new offense revocation rates.
- 7 SCDC institutions have closed since 2010 due to SCDPPPS' successful implementation of sentencing reform and other measures.

SCDPPPS FY 2020 Violations Summary
Impact of Sentencing Reform Act Strategies



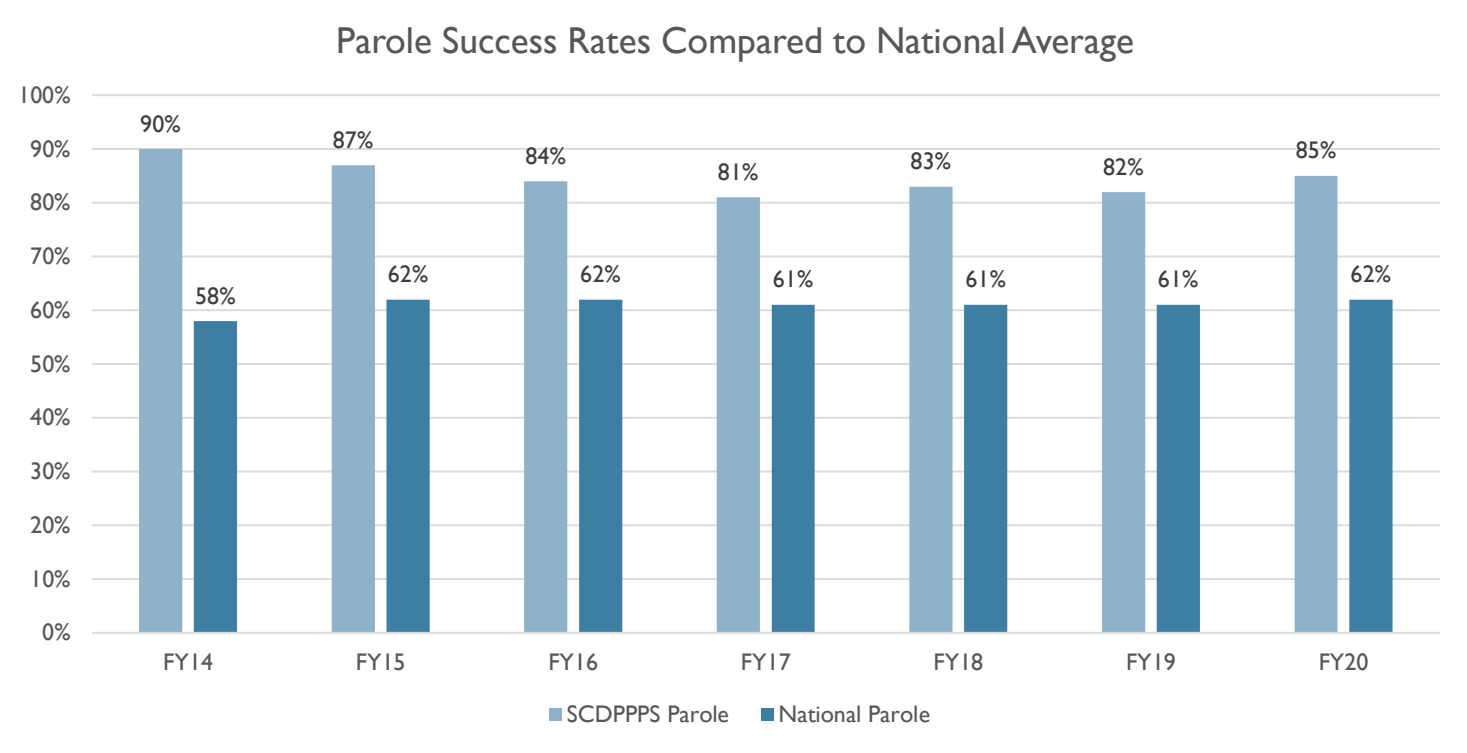
OFFENDER SUCCESS RATES



*Source: "Bureau of Justice Statistics' Report: Probation and Parole in the United States"
*National average represents the most recent data available from FY 2014, the year that SCDPPPS began tracking the national average in the SROC Report.

- In Fiscal Year 2020, the rate of successful completion (no new revocations) was 80% for probationers, compared to the national average of 69%.

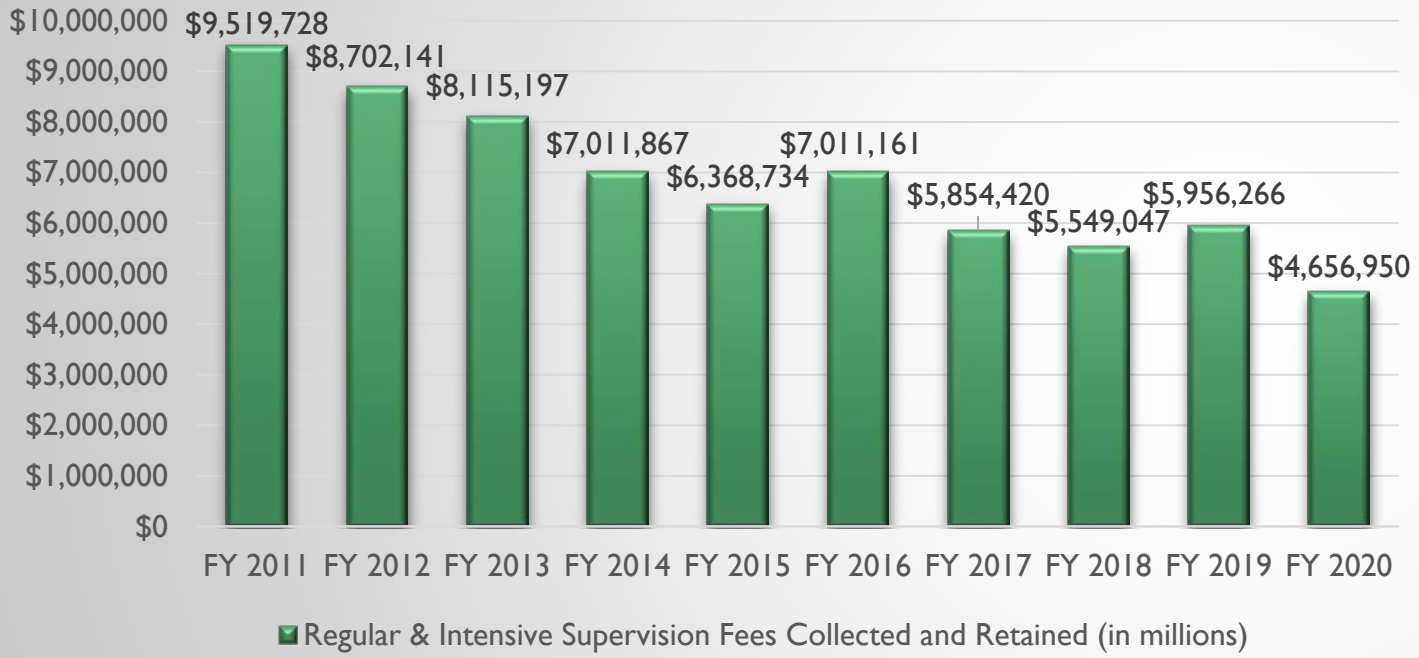
OFFENDER SUCCESS RATES



*Source: "Bureau of Justice Statistics' Report: Probation and Parole in the United States"
*National average represents the most recent data available from FY 2014, the year that SCDPPPS began tracking the national average in the SROC Report.

- In Fiscal Year 2020, the rate of successful completion (no new revocations) was 85% for parolees, compared to the national average of 62%.
- In Calendar Year 2020, an average of 34% of the inmates who had a hearing before the (autonomous) Parole Board, were granted parole.

SUPERVISION FEE COLLECTION



Amount Reduction from FY 2011 to FY 2020 = -$4.86 million

Percentage Decrease from FY 2011 to FY 2020 = -51%

Amount charged to customers:
$50/mo. (regular supervision);
$80/mo. (intensive supervision)

AGENCY CHALLENGES

AGENCY FLEET REPLACEMENT

- SCDPPPS currently has 118 vehicles in its fleet at an average base monthly lease rate of $57.35.
- These vehicles were purchased in 2014 under an MOU between State Fleet Management (SFM) and SCDPPPS.
- The MOU originally included administrative and insurance costs.
- The lease agreement has come to fruition with an <u>increased average of $502 per vehicle per month</u>.
- For officer safety, these vehicles must be replaced.

SCDPPPS has requested $625,672 in its FY 2022 budget for the Agency Fleet Replacement Plan.

ENHANCING THE PAROLE BOARD DECISION-MAKING PROCESS

- The Parole/Pardons Investigations Division was created to standardize the parole and pardon investigations process.
- The work previously completed by Agents in 46 counties is now delegated to 18 Investigators and 63 Offender Supervision Specialists (OSS).
- This new section has enabled Agents to allot more staff hours to their C-1 law enforcement duties.
- This organizational change has increased consistency of investigations and centralized the operations of Paroles, Pardons and Release Services.
- Additional FTEs are sorely needed in this area to enable SCDPPPS staff to more thoroughly vet pardon applications and to review an increased percentage of sentencing documents.

SCDPPPS has requested $905,062 in its FY 2022 budget for 12 Paroles, Pardons and Release Services FTEs.

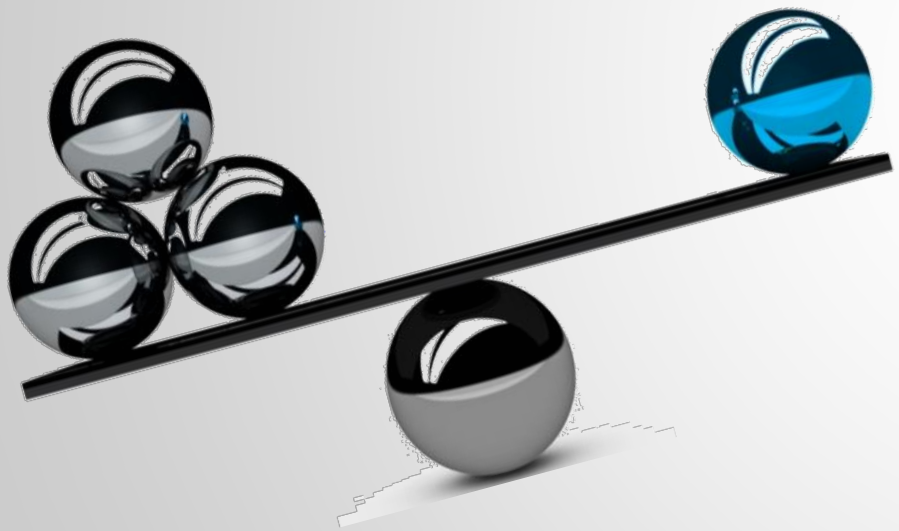
EXPANSION OF INMATE RELEASE SERVICES

- SCDPPPS aims to increase the number of inmates released to supervision with completed risk-needs assessments by hiring additional Examinations and Release Services staff.
- New staff in this area will enable the agency to operate additional parole hearing videoconferencing sites to include every institution in SCDC.
- This improvement would greatly reduce, if not eliminate, the need for SCDC to transport inmates to parole hearings.

SCDPPPS has requested
$1,036,269 in its FY 2022 budget
for 13 Examinations and Release Service FTEs.

A BALANCING ACT

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.

CONTACT INFORMATION

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