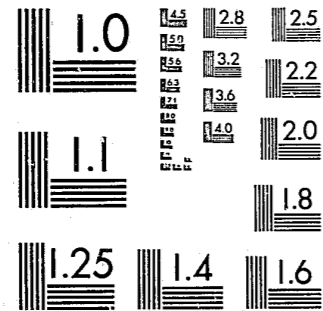


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National Institute of Justice
United States Department of Justice
Washington, D. C. 20531

10/24/83

STATEWIDE
CASE CLASSIFICATION
and
COMMUNITY CORRECTIONS
PLAN



REPORT TO THE

S. C. GENERAL ASSEMBLY

JANUARY 1982

89139

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STATEWIDE CASE CLASSIFICATION AND COMMUNITY CORRECTIONS PLAN

1982


January 31, 1982

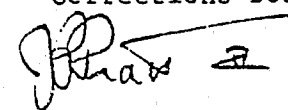
The Honorable Nancy Stevenson
President of the Senate
The Honorable Ramon Schwartz, Jr.
Speaker of the House
State House
Columbia, SC

Dear Madame President and Mr. Speaker:

Transmitted herewith is the Statewide Case Classification and Community Corrections Plan for 1982 submitted by the Parole and Community Corrections Board in compliance with Section 15 of the Parole and Community Corrections Act of 1981. This plan has been developed with the cooperation and assistance of the South Carolina Department of Corrections and the Office of Criminal Justice Programs of the Governor's Office, Division of Public Safety Programs.

Sincerely,


Walter D. Tyler, Jr.
Chairman, Parole and Community
Corrections Board


J. P. Pratt, II
Executive Director
Department of Parole and Community
Corrections

RED:los



south carolina
department of corrections

P.O. BOX 21787/4444 BROAD RIVER ROAD/COLUMBIA, SOUTH CAROLINA 29221-1787
TELEPHONE (803) 758-6444
WILLIAM D. LEEKE, Commissioner

February 18, 1982

The Honorable Nancy Stevenson
President of the Senate
The Honorable Ramon Schwartz, Jr.
Speaker of the House
State House
Columbia, South Carolina

Dear Madame President and Mr. Speaker:

The attached Community Corrections Plan has been jointly developed by the Department of Corrections, the Department of Parole and Community Corrections, and the Governor's Office. Our agency supports and encourages early implementation to give some measure of relief from intolerable prison overcrowding.

We are convinced that the placement of carefully selected and properly supervised inmates on the Supervised Furlough Program will not significantly increase the danger to the public or the crime rate.

Section 19 of the Parole and Community Corrections Act requires the Department of Corrections to develop a plan by January 1982 for establishing "additional work release centers in all major metropolitan areas of the State." Until we can determine the impact of the Supervised Furlough Program, it is not possible to determine the need for more work release facilities. The plan for adding work release facilities, if more are justifiable, will be submitted to the General Assembly in January 1983.

Sincerely,

William D. Leeke

William D. Leeke

WDL:hcf

Attachment

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State of South Carolina

Office of the Governor

RICHARD W. RILEY
GOVERNOR

OFFICE OF EXECUTIVE
POLICY AND PROGRAMS

February 18, 1982

The Honorable Nancy Stevenson
President of the Senate

The Honorable Ramon Schwartz, Jr.
Speaker of the House

State House
Columbia, South Carolina 29201

Dear Madame President and Mr. Speaker:

The Division of Public Safety Programs, Office of the Governor, is pleased to have participated in the development of the attached Statewide Case Classification and Community Corrections Plan for 1982 in cooperation with the Department of Parole & Community Corrections and the Department of Corrections.

This report presents the accomplishments to date of these three agencies in meeting the planning provisions of the Parole & Community Corrections Act of 1981. This plan does not attempt to project the total impact the Act will have on the State's inmate population, as the community-based correctional programs are still in the planning or early implementation phase.

An addendum to the plan will be submitted at a later date when more precise data will be available to project the Act's impact on the overcrowding conditions affecting the State correctional facilities.

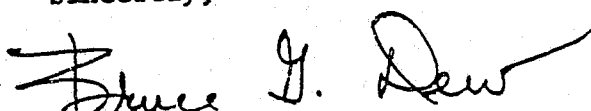
This report does, however, represent a progressive step for the State's corrections programs in implementing a model statewide case classification system, as well as

Division of Public Safety Programs
Edgar A. Brown Building, 1205 Pendleton Street
Columbia, South Carolina 29201 (803) 758-3573

Page Two

providing a foundation for the development of new community-based correctional programs. These new programs can satisfy justice and ensure the public's safety while dealing with the problems affecting our State's correctional facilities.

Sincerely,


Bruce G. Dew
Director

BGD:TR:mc

STATEWIDE CASE CLASSIFICATION AND COMMUNITY CORRECTIONS PLAN

1982

EXECUTIVE SUMMARY

NCJRS

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Introduction

ACQUISITIONS

In 1981, the Parole and Community Corrections Act was passed by the South Carolina General Assembly and was signed into law by Governor Richard W. Riley on June 15, 1981. The purpose of this comprehensive legislation is to provide relief to the overcrowded State correctional facilities by strengthening community-based correctional programs such as probation and parole. The Act renames the South Carolina Probation, Parole and Pardon Board to the Department of Parole and Community Corrections to reflect this new emphasis. The Board retains its seven part-time members; however, the agency is reorganized with the appointment of Mr. J. P. Pratt, II as Executive Director of the Department and Mr. Grady A. Wallace as Commissioner of Pardons and Pardons. The Department of Parole and Community Corrections also received an additional State appropriation primarily to provide for additional classification and supervisory personnel to assist with implementing the Supervised Furlough and other related programs. These and other funds available to the Department are based upon revenues to be generated from assessments levied on offenders in municipal, magisterial and General Sessions courts, supervised furlough fees from program participants, and supervision fees from probationers and parolees.

Since the passage of the Act, an Interagency Advisory Committee consisting of representatives of the Department of Parole and Community Corrections, the Department of Corrections, and the Governor's Office, Division of Public Safety Programs was established to begin planning for implementing the numerous provisions of the Act. This plan is cooperatively written and submitted to the General Assembly in compliance with Sections 24-23-10 through 24-23-40 of the Act, which require a specific plan for the implementation of a statewide case classification system and community-based correctional programs. Questions regarding this plan should be submitted to Mr. J. P. Pratt, Executive Director; Department of Parole and Community Corrections; 2221 Devine Street, Suite 600; P. O. Box 50666; Columbia, South Carolina 29250; or telephone 803-758-8390.

I. CASE CLASSIFICATION SYSTEM

The plan for the implementation of a case classification system for the South Carolina Department of Parole and Community Corrections is based on the adoption of a model systems approach to classification in probation and parole developed by the National Institute of Corrections (NIC). On January 4, 1982, the NIC awarded the Department a technical assistance grant (No. EE-3) to assist in the adoption and implementation of their prescribed management system or package. The NIC system is a comprehensive approach to management for probation and parole which incorporates the best practices currently available. The basic elements are:

-Classification based on risk of continued criminal activity and the offender's need for services.

-A case management classification system designed to help probation and parole officers develop effective case plans and select appropriate casework strategies.

-A management information system designed to enhance planning, monitoring, evaluation and accountability.

-A workload deployment system which allows agencies to effectively and efficiently allocate their limited resources.

When the statewide case classification system has been fully implemented in South Carolina, it is expected to provide a number of important benefits to the clients, the supervising agents and to the Department as a whole.

First, the classification system will empirically examine the client's life circumstances to determine the most appropriate level of supervision.

Second, it will help to determine a client's social, educational, vocational, financial, and emotional needs, thus suggesting appropriate areas of referral to community services.

Third, it will serve as a data base for measuring client progress under supervision.

Fourth, when systematically and accurately implemented, classification will aid a client's reintegration into the community.

Fifth, classification will be an effective management tool; by suggesting specific levels of supervision for specific kinds of cases, it will serve to reduce the amount of time used to supervise low risk cases, thus making more time available for those clients in greater need for supervision and treatment.

Sixth, classification can be a tool for measuring program effectiveness. By generating systematic information on all probationers and parolees, classification can further agency research toward determining which type of treatment supervision is most appropriate for different types of clients.

The system is a simple, straightforward approach which integrates all of the following components:

1. A risk assessment scale;
2. A needs assessment scale;
3. A client management system;
4. A standard reclassification process;
5. A workload budgeting and deployment system;
6. A management information system.

Each component of the NIC system for classification is discussed in turn as it relates to the specific requirements as set forth in the Act.

Assessment of Client Risk and Needs

The assessment of client risk and assessment of client needs will be accomplished within 45 days after admission on all new cases received from the court, Parole Board or from out-of-state transfers beginning

in February 1982. In addition, the assessment of risk and needs for clients currently under the Department's supervision will be completed on their individual review dates which occur routinely every six months. Upon completion of the Assessments of Risk and Needs, clients will be placed in one of three classification levels under this system (i.e., Minimum, Medium, Maximum) which provide requirements for establishing a schedule for supervisory control.

Client Management Classification

The NIC Client Management Classification System (CMC), which was developed and first utilized in Wisconsin in 1975, is a pragmatic and easily administered classification and case handling approach designed for adult probation or parole clients. The procedures employed by the CMC will assist agents in:

- Rapidly gaining an understanding of the client's problems and needs;
- Anticipating impediments to effective solutions for these problems; and
- Developing a meaningful casework plan.

When the CMC System is employed at intake, clients will be assigned to the appropriate casework groups on the basis of their responses to an objectively scored, semi-structured interview. The CMC System approach eliminates for agents the initial problem of trying to quickly identify those particular areas where a newly assigned client requires the most assistance. By utilizing such a system, agents will be able to develop a timely, coherent casework plan.

In January 1982, four agents completed the two-week NIC Trainer's Course in Boulder, Colorado, and it is currently planned that these CMC Trainers will begin the 10-12 month program for the training of all field agents beginning in March 1982.

Reassessments of Client Risk and Needs

The Reassessment of Client Risk and Reassessment of Client Needs will be routinely accomplished on all cases every six months except under special circumstances. These reassessments will provide the basis for making periodic adjustments in the client's classification level.

Monitoring and Evaluation

The classification forms to be used for the client assessments described above will be incorporated directly into the Department's data collection system and will constitute a major component of the Department's comprehensive management information system which is currently under development. Through the classification component of the management information system, probation and parole administrators, supervisors, planners and agents will be able to obtain the data necessary to evaluate the relative effectiveness of policies, programs and procedures and to plan more appropriately for future

needs. The information system will contain data collected on probationers and parolees at admission, at initial assessment, at reassessment, and at termination. A comprehensive client profile including demographic data, offense history and sentence information, needs and risk data, and referral information will be obtained at admission and at the initial assessment. Data collected at reassessment (normally every six months) and termination will then be merged with admission data, thus providing a before/after record for each client. Data collected subsequent to admission and the initial assessment will include changes in risk and needs, education and employment data, information regarding the use of community resources, new offense data, and type of termination. Since the Department's classification system has been designed to identify differences in offenders which will have an impact on the amount of supervision required, it is then possible to ascertain the total workload of each probation and parole agent and office by establishing time requirements for each supervision level, as well as for all other agency functions. Management can then allocate agent positions on a workload, rather than a caseload basis.

II. COMMUNITY-BASED PROGRAMS

Intensive Supervision Program

Current Departmental operating procedures allow for classification and management of clients in intensive supervision programs. Intensive supervision is utilized within special programs (i.e., Supervised Furlough), at the discretion of the Court, and in situations where clients have special problems related to community risk and/or needs. With the addition of personnel authorized during this fiscal year, field offices are in the process of designating experienced agents (i.e., Agent II) for intensive supervision caseloads. Individual agent caseloads will be significantly smaller than average (i.e., 25 or less) to allow for the greater time required to adequately manage these clients. The implementation of a workload deployment system (NIC Model Case Classification System referred to above) will also aid the Department with a more effective match of agent time to client management needs. The implementation of a fourth level of classification for intensive supervision should provide a significant measure of relief to the State's overcrowded prison system by providing the Courts with a meaningful alternative to incarceration, by allowing the early release of carefully screened and selected inmates to Supervised Furlough, and by providing another alternative to reconfinement for probation and parole violators.

Supervised Furlough Program

The Department of Parole and Community Corrections and the Department of Corrections entered into a temporary agreement on July 15, 1981 for the development/implementation of a Supervised Furlough Program, whereby inmates under the jurisdiction of the Department of Corrections can be administratively transferred to the supervision of State probation and parole agents for the purposes of pre-release preparation, securing employment and living arrangements, or obtaining rehabilitation

services. Additional planning efforts continued through December 1981, with 182 inmates placed in supervised furlough status during this time. The formal Supervised Furlough Program was initiated on January 14, 1982, following completion of the program design and an operational plan for the screening, selection and administration of the program. It is anticipated that this Program will be ongoing with potentially eligible inmates identified at the time of admission to SCDC facilities with subsequent furlough as requirements are met.

At the present time, 284 inmates have been screened and 100 determined to be eligible for program participation under the current criteria. An accurate estimate of the program's long-range impact on the State's prison population will be submitted as an Addendum to this plan following deliberations regarding expanded program criteria.

Contract Rehabilitation Services

Contractual agreements for the provision of specific diagnostic and/or rehabilitative services to the Department's clients are not currently in place. Services to clients by other agencies have typically been accomplished through informal agreements and routine referrals. With the recent (November 1981) addition of a Coordinator of Community Services, the Department has begun a thorough assessment of major caseload needs, availability of resources to meet identified needs, experiences in utilizing existing resources, and identification of resource gaps. This assessment process and resulting community service plan including priorities is scheduled for completion by June 1982. The Department's emphasis will be on identifying special client needs not currently being met by existing service programs and facilitating development of these special services through specific contractual agreements as available funds permit.

Community-Based Residential Programs

The Act also requires the development of community-based residential programs whereby public and private agencies as well as the Board establish and operate halfway houses for those offenders who cannot perform satisfactorily on probation or parole. The Department has traditionally maintained informal relationships with existing halfway houses and other transitional living facilities around the State for services on behalf of its clients. The prospective entry into the community-based residential program area will require, like development of a contract rehabilitation services program, a thorough assessment of existing programs, client needs and priorities, and residential alternatives. This assessment will be part of the review process noted above.

Pre-Sentence Investigations (PSIs)

The Act further requires the expanded use of presentence investigations due to their potential role for increasing the use of community-based programs, restitution and victim assistance. Current law requires that presentence investigations be completed "when directed by the court"; however, requests for PSIs have been relatively infrequent. During FY '80-81, the Department completed 544 PSIs on request, which

represents approximately 2% of all defendants processed by the State's courts for that year.

In July 1981, the Governor's Committee on Criminal Justice, Crime and Delinquency reviewed a preliminary analysis of a presentence investigation project in two judicial circuits funded by the Office of Criminal Justice Programs. The Committee noted that the judiciary varied greatly on their view of the utility of PSIs, and that there was no initial evidence to suggest that PSIs had a significant impact on increasing the judiciary's use of sentencing alternatives. Consequently, the Governor's Committee recommended that the Department continue its present policy of conducting PSIs at the discretion of the Court.

In responding to PSI requests, the Department has and will continue to work cooperatively with the courts to ensure that the PSI reports are completed in a timely fashion and contain information of assistance to the court.

Programs for Youthful and First Offenders

Twenty-four percent (24%) of the offenders placed on probation and 19% of the offenders placed on parole during FY'80-81 were 17-20 years old. Obviously, a significant number of the Department's caseload are young offenders; however, there is no statewide data available which would reflect the number of these cases who are first offenders. As this Department implements the new case management and classification system, it will collect more specific information on the programmatic needs of these clients. Individual assessments conducted on each client will identify service needs and allow the Department to plan for the allocation of service resources to meet the primary needs of clients. To the extent that young, first offenders are represented in the caseload, the service delivery programs will be designed to reflect this group's needs.

III. PAROLE AND COMMUNITY CORRECTIONS BOARD

Inter-Agency Agreements

The Department has maintained informal working relationships with major state human service providers. Efforts are underway to formalize the Department's relationships with these agencies through Memoranda of Agreements which will include identification of services available, appropriate referral process, release of information, and other areas of mutual interest. The Department's focus in these discussions will be on efficiently accessing local services to its clients, joint program planning to meet special client needs and establishing an effective communications base for service problem-solving.

Monitoring of Restitution Orders and Fines

The Department of Parole and Community Corrections and the Office of Court Administration issued a Memorandum dated January 26, 1982 to Clerks of Court and Probation Officers clarifying responsibilities for collection of these revenues and respective reporting requirements. Adherence to these guidelines will be monitored by this Department.

Management Information System

As previously described, case classification is in itself an information system. Classification information together with the personnel and financial records of the Department will constitute the comprehensive management information system currently under development. It is anticipated that data utilization in the Department will be significantly increased following implementation of the system. Analysis of legislative and policy changes, evaluation of programs and procedures, and the planning, monitoring and budgeting functions will all be significantly enhanced.

Analysis of data will fall into three categories: routine reports to management, evaluation of the system and answers to special requests. Comprehensive periodic reports of admission and termination data for the entire state, for each region, and for each county will be prepared for various levels of management. These reports can be used to identify trends, project populations, examine usage of community resources and plan future purchase of service priorities.

The system will be an on-line system, using central processing units available through other state agencies (i.e., USC and SLED), and using statistical packages to generate reports which will allow for maximum flexibility and quick response to requests at very little cost.

Training and Staff Development Program

The Department currently has a Staff Training Division composed of a full-time training coordinator who is assisted by other agency professional staff for the operation of in-service training and staff development programs. The Department is pursuing accreditation of its training and staff development program by the American Correctional Association. The Division Program Plan included in this report calls for the implementation of training and staff development programs in the following areas in FY '81-82 and FY '82-83:

1. Agency Orientation;
2. Basic Training;
3. In-Service Training;
4. Management/Supervisory Training;
5. Special Programs.

BUDGET IMPLICATIONS

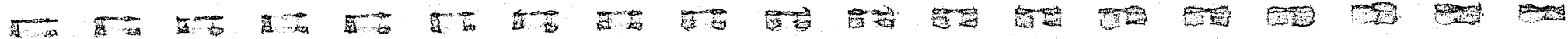
Section 24-23-210 of the 1981 Act provides for revenue to support community corrections programming projected in this Plan (see Bill Summary, Appendix A). Briefly, the Section provides for the imposition of Assessments on offenders in municipal, magisterial and General Sessions courts. One-half of these funds are to be appropriated annually to the Department "for the express purpose of developing and operating community corrections programs." The remainder of the funds are to be utilized as the Legislature directs with priority given to victim assistance programs as may be enacted.

The primary source of funding for the Department as a whole is direct State appropriation. The Department does, however, generate revenues which impact on the budgeting and appropriation process as follows:

(1) Supervision Fees from Probationers and Parolees (24-21-80). These funds are deposited to and retained in the State's General Fund. The amount of funds collected yearly are considered by the Legislature when recommending the Department's annual operating appropriation. For FY '80-81 (the first year Supervision Fees were authorized), approximately \$740,632 were collected and deposited to the State's General Fund, with an additional \$566,279 collected and deposited to date in FY '81-82.

(2) Supervised Furlough Program Fees (24-13-710). The funds are credited to the Department's account as collected to offset the cost of the inmates' supervision and other expenses in operating this special program. Thus far this fiscal year, \$16,978 have been collected within this special program.

The development, implementation, and maintenance of new community corrections initiatives will rely on funds generated through Supervised Furlough fees and the appropriation of the Department's portion of the Special Assessments referred to above. The differentiation of these funds from the Department's general operating appropriation is an important distinction in the program planning process. In essence, the new community corrections initiatives will not require "new" State funding since they are supported by revenues generated by the Department and court system specifically for this purpose. It is therefore imperative that these revenues be earmarked for these new initiatives and be readily accessible for Department use in addition to the Department's general operating appropriation.



ACTIVITY

81 82
JULY AUG SEPT OCT NOV DEC JAN FEB MAR APR MAY JUNE JULY AUG SEPT OCT NOV DEC

III. Parole & Community Corrections Board

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 - 1. Development & Planning
 - 2. Implementation, Monitoring & Evaluation
- B. Monitoring of Restitution & Fines
 - 1. Joint Memorandum to Clerks & Agents
 - 2. Monitoring of System by Court Administration
- C. Management Information System
 - 1. Cost Estimate
 - 2. Design & Development
 - 3. Installation & Operation
- D. Training & Staff Development
 - 1. Program Plan Development
 - 2. Implementation
 - a. Orientation
 - b. Basic
 - c. In-Service
 - d. Supervision & Management
 - e. Special Programs

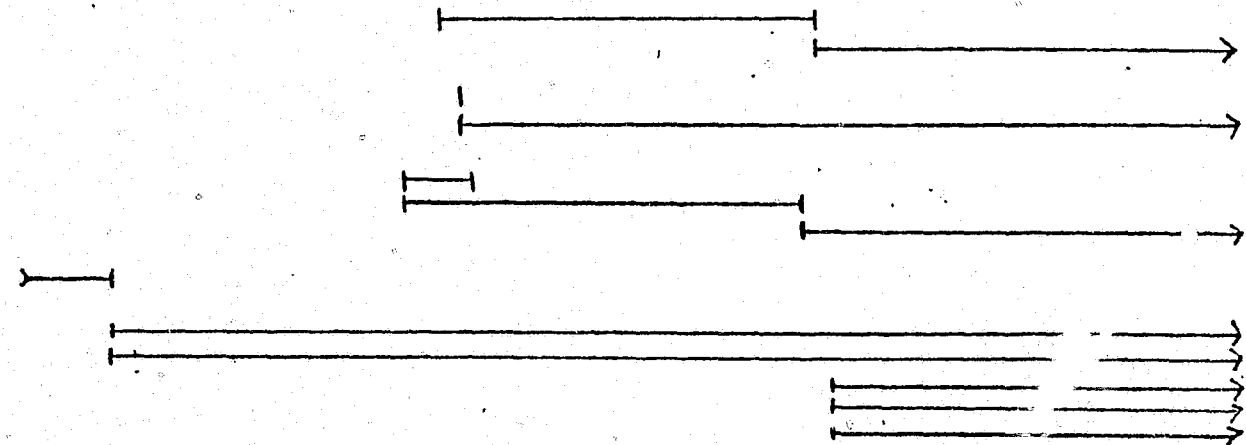


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INTRODUCTION

Background

In the Fall of 1979, the Governor's Committee on Criminal Justice, Crime & Delinquency selected several criminal justice system issues for study. Due to the overcrowding problems affecting the State Department of Corrections, this issue was selected for review by the Committee. In July, 1980, the Committee developed a series of recommendations which could be followed to reduce bedspace demands on the State Department of Corrections. Some of the recommendations required only changes in correctional agency policies and procedures, while others required legislative action.

In his State of the State Address in January, 1981, Governor Riley made several additional recommendations to resolve the problems affecting the State's corrections system. These recommendations incorporated the recommendations of the Governor's Committee, but went a step further. The Governor recommended that the State Probation, Parole & Pardon Board be "strengthened and reoriented ... with a clearly-defined mission to provide safe and effective alternatives to incarceration."

Parole & Community Corrections Act

As a result, in early 1981, the Parole and Community Corrections Bill was submitted to the Senate Corrections and Penology Committee and the House Medical, Military, Public and Municipal Affairs Committee for their review and for consideration by the State Legislature. After some debate in both Houses and after a public hearing sponsored by the Senate Corrections and Penology Committee, the amended Bill was finally ratified by the General Assembly on June 10, 1981, and was signed into law by the Governor on June 15, 1981.

(Ratification No. R.148 Act. No. 100.)

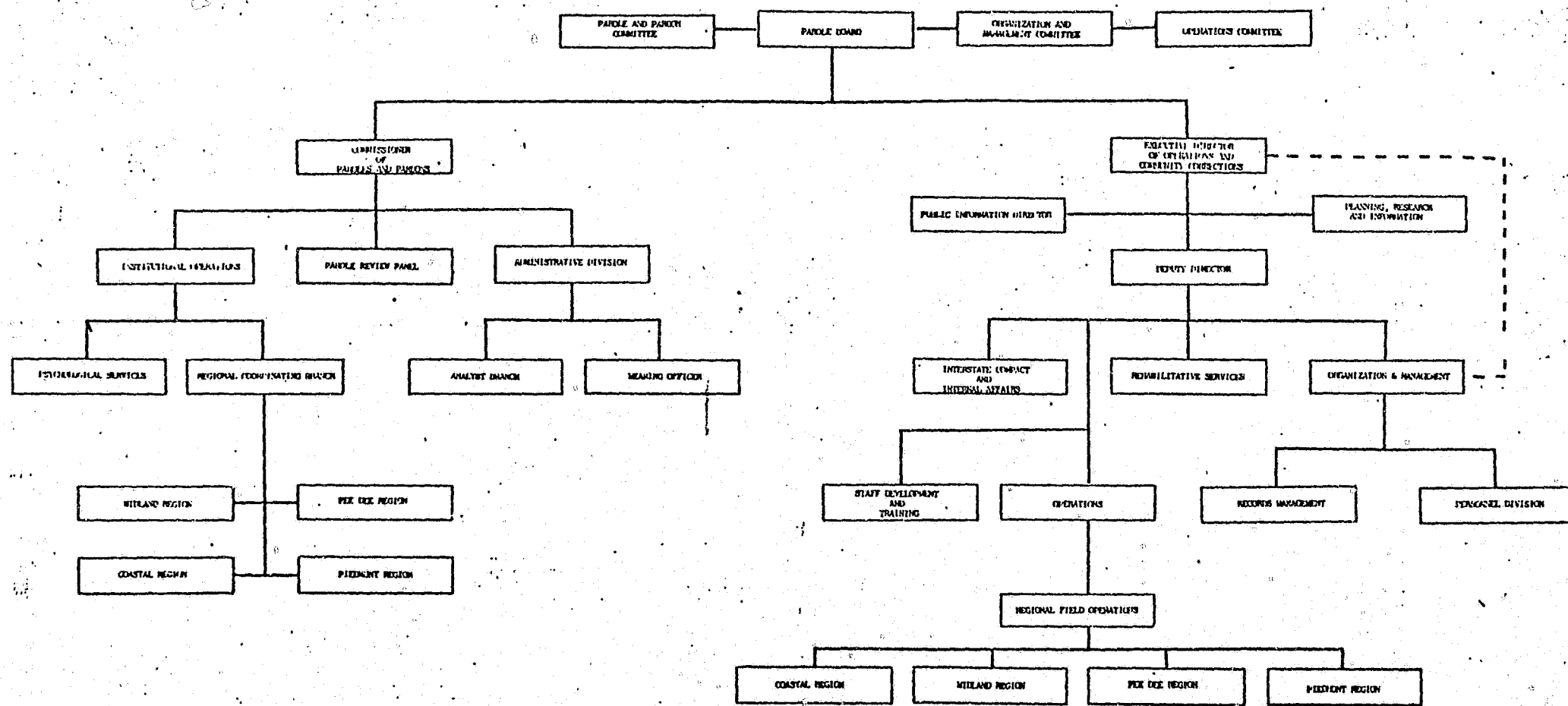
The primary purpose of the Parole and Community Corrections Act is to provide relief to the overcrowded State correctional institutions by strengthening existing programs, such as probation and parole, and providing additional community-based correctional programs such as Supervised Furlough.

The Act renames the South Carolina Probation, Parole & Pardon Board to the Department of Parole and Community Corrections to reflect this new emphasis. The Board retains its seven part-time members; however, the agency is reorganized with the establishment of a full-time Commissioner of Pardons & Paroles and a full-time Executive Director. Figure 1 presents the revised organizational structure for the Board and Department of Parole and Community Corrections, particularly as it relates to the division of management responsibilities of the Commissioner and Executive Director as specified in Sections 4 and 7 of the Act, respectively. (An outline of this Act is contained in Appendix A.)

The Act permits the Board to hear parole cases in three-member panels to expedite this decisionmaking process. A unanimous vote of the panel is considered a final decision. If the vote is not unanimous, the parole case is referred to the full Board for a decision based upon a majority vote.

The legislation permits the Board to consider inmates for parole after serving one-fourth of their sentence (presently one-third) beginning January 1, 1984, if the Board implements certain other provisions of the Act. Inmates convicted of murder, armed robbery, criminal sexual assault, assault and battery with intent to kill and kidnapping are excluded from this provision and from participation in the Supervised Furlough Program. The Supervised Furlough Program is described in Section II (b).

FIGURE 1
 BOARD AND DEPARTMENT OF PAROLE & COMMUNITY CORRECTIONS
 ORGANIZATIONAL CHART
 1981



The Act also requires the Board to establish specific written criteria for the granting of parole and requires the Board to develop a plan for the implementation of a statewide offender classification system to ensure adequate supervision of probationers, parolees, and furloughed inmates. In addition, the Board, the Department of Corrections and the Governor's Office are jointly charged with developing a plan for the statewide implementation of new community-based correctional programs. These planning requirements are addressed in this report.

Interagency Advisory Committee

Since the passage of the Act, an Interagency Advisory Committee consisting of representatives of the Department of Parole and Community Corrections, the Department of Corrections, and the Governor's Office, Division of Public Safety Programs, was established by the Governor to begin planning for implementing the numerous provisions of the Act. The work of this committee focused on the development of guidelines, policies and procedures for the implementation of the Supervised Furlough Program.

Significant Events

Other significant events which have occurred since the passage of the Act are as follows:

July 15, 1981. The Department of Parole & Community Corrections and the Department of Corrections sign an agreement to begin implementation of the Supervised Furlough Program.

September 30, 1981. The Board of Parole & Community Corrections appoints Mr. Grady A. Wallace as Commissioner of Paroles and Pardons for the Department.

October 1, 1981. The Board of Parole & Community Corrections employs Mr. J. P. Pratt as Executive Director for the Department.

October 1, 1981. The Department of Parole & Community Corrections receives an additional State appropriation primarily to provide for additional classification and supervisory personnel to assist with implementing the new Supervised Furlough and other related programs. These funds are based upon revenue generated from probation and parole supervision fees deposited in the General Fund.

January 4, 1982. The Department of Parole & Community Corrections is formally awarded a grant from the U.S. Department of Justice, National Institute of Corrections of Washington, D.C., to participate in an 18-month program to implement a model probationer/parolee case classification and management system for the Department.

Presently, the Department of Parole and Community Corrections is implementing the Supervised Furlough Program. Since July, 1981, 182 inmates have been placed on this program. As of January 31, 1982, there were 108 inmates on Supervised Furlough.

In addition, the Department is implementing the model case classification and client management system with statewide training and implementation to begin in February and March, 1982, respectively.

Major activities of the Department during the next six months will include:

- 1) the expanded use of intensive supervision;
- 2) the full implementation of the Supervised Furlough Program;
- 3) needs assessments and planning for new community-based programs including contract rehabilitation, residential programs and inter-agency agreements; and
- 4) the development, installation and operation of a comprehensive management information system.

With the implementation of the Supervised Furlough Program and the model case classification and management system, the Department of Parole & Community Corrections will have made significant progress in meeting the requirements as set forth by the new Act. However, the comprehensive nature of the legislation will require considerably more planning and implementation to accomplish all of its objectives.

Statewide Case Classification and Community Corrections Plan

This report is written in response to Sections 24-23-10 through 24-23-40 of the New Act which reads:

"The Board [of Parole & Community Corrections] shall develop a plan for the implementation of a statewide case classification system. The Board, the Department of Corrections, and the Governor's Office shall jointly develop a specific plan for the statewide implementation of new community-based correctional programs. . . . These plans shall be submitted to the Legislature by January, 1982."

The following is submitted to the Legislature in compliance with these Sections of the Act. The report is organized according to the statutory requirements for the plan as contained in Section 15 of the Parole & Community Corrections Act of 1981. Questions regarding this plan should be directed to Mr. J. P. Pratt, Executive Director; Department of Parole & Community Corrections; 2221 Devina Street, Suite 600; P.O. Box 50666; Columbia, South Carolina; or telephone 803/758-8390.

PART I

Case Classification System

REQUIREMENT: Section 24-23-20. The Case Classification Plan

Response:

The plan for the implementation of a case classification system for the South Carolina Department of Parole & Community Corrections (DPCC) is based on the adoption of a model systems approach to classification in probation and parole developed by the National Institute of Corrections (NIC). On January 4, 1982, the NIC awarded the Department a technical assistance grant (No. EE-3) to assist in the adaptation and implementation of their prescribed management system or package. The NIC system is a comprehensive approach to management for probation and parole which incorporates the best practices currently available. The basic elements are:

- o Classification based on risk of continued criminal activity and the offender's need for services.
- o A case management classification system designed to help probation and parole officers develop effective case plans and select appropriate casework strategies.

- o A management information system designed to enhance planning, monitoring, evaluation and accountability.
- o A workload deployment system which allows agencies to effectively and efficiently allocate their limited resources.

The basis for the program is a system developed by the Wisconsin Bureau of Community Corrections under a grant from the Law Enforcement Assistance Administration. This system was selected by NIC because it represents a comprehensive approach to the management of probation and parole; it was unusually well researched and subject to a thorough evaluation; and it offers assistance to every level of the organization--administrators, supervisors and line staff. In addition, components of the system have been adopted by many probation and parole agencies throughout the United States and Canada.

The National Institute of Corrections' decision to pursue this type of program is based on the fact that funds for research and development are relatively scarce; that developmental efforts are expensive and time consuming; that most risk and need assessment instruments are similar; and that the better classification scales are indeed transferable with minor modifications.

The NIC model represents a total systems approach to classification and is best illustrated by procedures first implemented in Wisconsin but subsequently adopted by many other agencies. The system is a simple, straightforward approach which integrates all of the following components:

1. A risk assessment scale;
2. A needs assessment scale;
3. A client management system;
4. A standard reclassification process;

5. A workload budgeting and deployment system;
6. A management information system.

When the statewide case classification system has been fully implemented in South Carolina, it is expected to provide a number of important benefits to clients, supervising agents and to the Department as a whole.

First, the classification system will empirically examine the client's life circumstances to determine the most appropriate level of supervision.

Second, it will help to determine a client's social, educational, vocational, financial, and emotional needs, thus suggesting appropriate areas of referral to community services.

Third, it will serve as a data base for measuring client progress under supervision.

Fourth, when systematically and accurately implemented, classification will aid a client's reintegration into the community.

Fifth, classification will be an effective management tool; by suggesting specific levels of supervision for specific kinds of cases, it will serve to reduce the amount of time used to supervise low risk cases, thus making more time available for those clients in greater need for supervision and treatment.

Sixth, classification can be a tool for measuring program effectiveness. By generating systematic information on all probationers and parolees,

classification can further agency research toward determining which type of treatment supervision is most appropriate for different types of clients.

Classification of probationers and parolees in South Carolina began in the early 1970s. Initial classification efforts began at the local level with several county offices developing classification schemes. In 1975, additional efforts at developing a classification system were made with the assistance of Federal grant funds. This effort was limited to a small region within the State, and it was mid-1978 before a statewide classification system was implemented. The statewide system resulted, in part, from a study initiated by the State Legislature and funded by a Federal grant. The modifications to the present system addressed in this plan are an effort to enhance the classification process and to meet additional requirements contained in the "Parole and Community Corrections Act of 1981."

Each component of the NIC system for classification will be discussed in turn as they relate to the specific requirements as set forth in the Act.

REQUIREMENT: Section 24-23-20

The case classification plan shall provide for a case classification system consisting of the following:

- a) Supervisory control requirements which include, but are not limited to, restrictions on the probationer/parolee's movement in the community, living arrangements, social associations and reporting requirements;
- b) Rehabilitation needs of probationer/parolee including, but not limited to, employment, education, training, alcohol and drug

treatment, counseling and guidance with regard to alcohol and drug abuse, psychological or emotional problems, or handicaps;

- c) Categorization of the offender as to the extent and type of staff time needed, possible assignment to specialized caseload or treatment programs, and specifics as to the degree of perceived risk posed by the probationer/parolee;

Response:

Assessments of Client Risk and Needs

The assessment of client risk and assessment of client needs will be accomplished within 45 days after admission on all new cases received from the court, Parole Board or from out-of-state transfers beginning in February, 1982. In addition, the assessment of risk and needs for clients currently under the Department's supervision will be completed on their individual review dates which occur routinely every six months. In order to most accurately complete the assessments, a personal contact with the client will be required prior to initiating the assessment. In addition, agents are instructed to utilize all available information (i.e., social histories, pre-parole summaries, etc.) in scoring the assessments. Statewide training for all field personnel on the use of revised assessment scales will be conducted on a regional basis February 16-19, 1982.

The Assessment of Client Risk and the Assessment of Client Needs forms (Attachment A & B) provide for the entry of basic identifying data and focus on 11 items each, which have been demonstrated to be highly correlated with a client's adjustment to supervision. For each item, the appropriate answer is selected and its associated weight entered in the score column. Guidelines

for the completion of the scale items are included as part of the Department's Classification Manual and are intended to aid in the selection of the appropriate variable on the scale as well as to assist in making treatment and community service referrals as part of the needs assessment.

Upon completion of the Assessments of Risk and Needs, the client will be placed in the appropriate supervisory classification level based on the total scale scores. It should be noted that the highest level of supervision indicated by either scale is the level to be assigned to the client. For example, if a client is assessed as a minimum on the risk scale and a maximum on the needs scale, the client will be assigned to the maximum level of supervision. There are three levels of supervision under this system. The cut-off scores for the three levels are the same for both risk and needs. The cut-off scores for assignment to classification levels are currently:

Risk and Needs

0-7.....Minimum
8-14.....Medium
15 and above....Maximum

Clients will be supervised according to the following schedules for each of the classification levels.

Level I: Minimum

- a. Receipt of mail-in reports monthly.
- b. Verification of residence and employment as appropriate.
- c. Home contacts as appropriate.
- d. Collateral contacts as appropriate.
- e. One face-to-face contact every three months in the office or in the field.

Level II: Medium

- a. At least one face-to-face contact every month, either in the office or in the field (home, work, etc.).
- b. Verification of residence and employment monthly.
- c. One home contact every two months.
- d. Collateral contacts as appropriate.

Level III: Maximum

- a. At least two face-to-face contacts every month, one of which will be in the field (home, work, etc.).
- b. Monthly verification of residence and employment.
- c. Monthly home visit.
- d. Collateral contacts as appropriate.

The Department also provides for a fourth level of supervision (Level IV: Intensive) for probationers and parolees who require more than the average supervision as determined by the assessment instruments for client risk and needs. A full discussion of the supervisory control requirements and other characteristics of the intensive supervision program is presented as Section II (a) to this plan.

REQUIREMENT: Section 24-23-20 (Plan shall provide for)

- d) Identification of strategies and resources to meet the identified needs, and specific objectives for the probationer/parolee to strive to meet such as obtaining employment, participating in a counseling program, and securing better living arrangements;

Response:

Client Management Classification

The NIC Client Management Classification System (CMC), which was developed and first utilized in Wisconsin in 1975, is a pragmatic and easily administered classification and case handling approach designed for adult probation or parole clients. The procedures employed by the CMC will assist agents in:

- o Rapidly gaining an understanding of the client's problems and needs;
- o Anticipating impediments to effective solutions for these problems; and
- o Developing a meaningful casework plan.

When the CMC System is employed at intake, clients will be assigned to the appropriate casework groups on the basis of their responses to an objectively scored, semi-structured interview. The CMC approach eliminates for agents the initial problem of trying to quickly identify those particular areas where a newly assigned client will require the most assistance. By utilizing such a system, agents will be able to develop a timely, coherent casework plan.

1. TREATMENT MODALITIES

The Client Management Classification System consists of four treatment models:

- o Selective Intervention-Situational and a sub-type, Selective Intervention-Treatment.
- o Environmental Structure.
- o Casework/Control.
- o Limit Setting.

The CMC System includes differential treatment approach for the four different groups of clients and the one sub-group. Probation and parole agents to be trained to implement the system will be advised that individual case needs, when they differ from the general recommendations for a group, should override the more general treatment recommendations. The general treatment recommendations should lead to a consistent approach in case planning by providing a framework within which the agent can formulate more specific plans appropriate to the individual.

The labels identifying the four groups and one sub-group were derived from the characteristic supervision strategy utilized with each group. The supervision strategies should be viewed as a framework for initiating work with the client. As experience with a particular client is generated over time, modifications should be made in line with more specific needs or circumstances which may be uncovered. In addition, as the client makes substantial progress, some modifications in the agent's approach will be desirable.

2. IMPLEMENTATION

The Client Management Classification System will be fairly simple to implement. The semi-structured interview format will be administered to clients at intake, and require 45 to 50 minutes to complete. With a semi-structured interview, agents can utilize their interviewing skills and interact with the client in a comfortable style. This process promotes deeper understanding of the client along with fulfilling its purpose of classification.

Once the new client has been classified, the agents refer to the treatment recommendations provided and combine these with their own thinking to develop

an individualized treatment plan. The treatment recommendations guide alerts the agent to the client's needs and problems. By combining the guidelines and their own skills and knowledge of case specifics, the agents should be able to produce a better plan than could be developed by the guidelines or the agent alone.

The CMC System treatment plan guidelines present:

- o General descriptions of clients;
- o Suggested treatment goals;
- o Anticipated client-agent relationship (positives and negatives);
- o Auxiliary referral sources likely to be used; and
- o Suggested techniques for approaching clients in each group.

The treatment guides focus on different supervision approaches for each group and correspond to client differences. The group labels reflect major case management emphasis and minimize the stigma of client classification. While offenses within each group can be the same, clients differ on life-styles, motivation, and their responses to supervision. The CMC System emphasizes an understanding of why the client committed the offense in order to develop an appropriate corrective strategy.

3. TRAINING

In order to realize the full potential of the CMC System, it will be necessary to train agents and supervisors in its use. NIC training will be a two-phase process. The initial phase is a three-day group workshop which familiarizes the agent with the overall system and provides the basic training in the use of the interview and treatment guide. A goal of this phase is to begin to

train the agents to reliably administer and score the interview. This is done via group scoring and discussion of taped demonstration interviews: agents listen to demonstration tapes of clients and practice scoring procedures. An overview of the differential treatment models is also presented. The primary emphasis here is to begin assisting the agents with appropriate use of the treatment guide to assist them in developing their own ideas about the clients in formulating an initial case plan.

The second phase of the training consists of agents returning to their county offices and conducting client interviews using the CMC format. When the agents feel comfortable with the CMC format, they will be asked to conduct an interview on tape and mail it to the workshop's training directors for review and critique. The critiquing will be done by the trainers with each individual agent on visits to the county offices.

Agents will repeat this process three or four times. However, in order to derive the maximum benefit from these individual feedback sessions, agents will be asked to wait for feedback on the previous interview before proceeding. As part of the final session, taped interviews will be selected for a group case staffing involving other trained agents; the group will discuss the case and the development of the case recommendations. The primary goal of the taping and feedback phase of the training is to bring the agent to a satisfactory level of reliability in scoring the interview and provide

further training in the formulation of case plans on their own clients. The developers of CMC have recently undertaken a program to train agency personnel in the system who could then assume responsibility for training

others within the agency. This has obvious advantages of cost savings and providing individuals within the agency who could train newly hired agents in the system. Recently, four agents have completed the two week NIC Trainer's Course in Boulder, Colorado.

The disadvantage of the system is that in order to implement it properly, all the Department's agents must be adequately trained in its use. This will require an average of 28 hours per agent. There is the potential for the misuse of the system with inadequate training and, therefore, it is necessary that it not be implemented until the Department is able to make the necessary commitments to training. It is currently planned that the four CMC Trainers will begin statewide training of agents on a regional basis in groups of fifteen over three-day sessions beginning in March, 1982. Statewide CMC training will require 10-12 months for completion under this schedule.

4. EXPECTED BENEFITS

The Client Management Classification System provides several benefits to adult probation and parole agents and systems. Its advantages to the agent include:

- o CMC provides a format and training for intake interviewing which agents can further develop incorporating their own styles or unique situations. CMC has been found to be particularly beneficial for newer agents as it provides training in one of the most important aspects of the job--interviewing and information analysis. It also helps more experienced agents evaluate their own techniques for bad habits.

- o Agents often accumulate vast amounts of information about clients; CMC provides a systematic way of integrating the varied pieces of information to provide a comprehensive picture of the client.
- o CMC provides probation and parole offices with an enhanced understanding of a client within a 45-minute interview; it may otherwise take months to formulate a clear comprehensive picture of the client.
- o It allows the agent to quickly formulate a more in-depth case plan; the agent doesn't have to wait for many trial and error experiences with the client to learn how the client is going to behave. The agent is often able to anticipate problems before they occur.
- o Agents begin to form impressions of clients rather quickly. These impressions may be based on biases an agent harbors against certain types of offenses or offenders. The CMC provides an objective consult on each client with which agents can compare their own first impressions. (It must be stressed that CMC does not represent competition between the agent and the system, but that the observations of each could lead to the generation of more appropriate expectations and case plans for clients.)

Benefits to the agency should include:

- o The CMC System has a potential for assigning cases in a manner which takes advantage of individual agent's skills or preferences for working with certain types of clients.

- o The CMC provides supervisors with general expectations about each case allowing them to become more involved in casework and training. They can then assist agents in developing strategies and methods for dealing with client needs and problems. It also provides a basis for evaluating case plans.
- o It produces better trained, more capable agents, who are able to adjust their personal styles and approaches to more appropriately deal with each client.

REQUIREMENT: Section 24-23-20 (Plan shall provide for)

- e) Periodic and systematic review of cases to assess the adequacy of supervisory controls, participation in rehabilitation programs, and need for recategorization based upon the behavior and progress of the probationer/parolee;

Response:

Reassessments of Client Risk and Needs

The Reassessment of Client Risk and Reassessment of Client Needs will be routinely accomplished on all cases every six months except under the special circumstances described below. Reassessment will not be conducted on cases that will terminate within 90 days of a scheduled reassessment date.

Special Reassessments may be necessary which will not adhere to the initial Assessment (within 45 days) and Reassessment (every six months) schedules. Additionally, a client's classification level may require periodic changes.

Clients transferring from another county within the State will receive a Special Reassessment if the initial Assessments have not been completed by the sending county.

When a client is cited for a probation or parole violation or has a case pending in General Sessions Court, the client must be placed in the MAXIMUM classification level. A special reassessment will not be necessary at the time of the infraction or offense. Upon disposition in favor of the client (issue "dropped" or "not guilty"), the client will revert to last assigned Classification Level. Upon disposition against the client (infraction upheld or "guilty"), a Special Reassessment of Risks and Needs will be completed using the Reassessment forms (Attachments C & D). Supervision level will be determined on the basis of scale scores. When a Special Reassessment is done, the sequence for subsequent reassessment will be adjusted to six months from date of Special Reassessment.

The Reassessments of Client Risks and Needs forms are essentially the same as the Assessments of Client Risk and Needs forms. However, the scoring process differs somewhat for the Reassessment of Client Needs as the scale scores associated with various items have been altered. In addition, the "Assaultive Offense" item is not included on the Reassessment form. Most importantly, the Reassessment of Client Risk forms has been divided roughly in half with items on the bottom half relating only to the period since last evaluation. This change is significant in that it gives the client the opportunity to graduate through the system with positive adjustment to supervision. For each item, the appropriate answer is selected and the associated weight entered in the score column. The method for applying the total scale scores to

classification level is identical to that previously discussed for the initial Assessments of Client Risk and Needs. A summary of the entire classification process is provided as follows:

Figure 2

DPCC CLASSIFICATION AND CASE MANAGEMENT SYSTEM

CHRONOLOGY

Within 45 days of admission:

- o Risk Assessment Completed
- o Needs Assessment Completed
- o Client Management Classification

- o Level of Supervision Assigned
- o Case Plan Developed

At Six Month Intervals:

- o Risk Reassessment Completed
- o Needs Reassessment Completed
- o Level of Supervision Changed if Appropriate
- o Case Plan Revised if Appropriate
- o Progress Report Completed

Monitoring and Accountability:

- o Supervisor Approval Required to Override Scales
- o Supervisory input to case plan and agent accountability for client progress
- o Randomized In-depth Audits
- o Workload Accounting System

A classification process flow chart is also included as Attachment E.

REQUIREMENT: Section 24-23-20 (Plan shall provide for)

- f) Regular statewide monitoring and evaluation of the case classification by appropriate supervisory, classification, and program development/evaluation staff in the central administrative office.

Response:

Monitoring and Evaluation

The classification forms to be used for the client assessments described above will be incorporated directly into the Department's data collection system and will constitute a major component of the Department's comprehensive management information system which is currently under development. Through the classification component of the management information system, probation and parole administrators, supervisors, planners and agents will be able to obtain the data necessary to evaluate the relative effectiveness of policies, programs and procedures and to plan more appropriately for future needs. The information system will contain data collected on probationers and parolees at admission, at initial assessment, at reassessment, and at termination. A comprehensive client profile including demographic data, offense history and sentence information, needs and risk data, and referral information will be obtained at admission and at the initial assessment. Data collected at reassessment (normally every six months) and termination will then be merged with admission data, thus providing a before/after record for each client. Data collected subsequent to admission and the initial assessment will include changes in risk and needs, education and employment data, information regarding the use of community resources, new offense data, and type of termination.

1. Evaluating Client Progress and Agent Accountability

A comprehensive classification system identifies client needs and problems, and provides an estimate of risk for each client. These factors then should be incorporated into the original case plan and all subsequent reevaluation reports. Classification, therefore, provides an ideal opportunity for

supervisory input and accountability including an assessment of agent effort, suggestions for alternative methods of treatment, and recommendations for additional staff training when it is needed. In addition, an in-depth audit of randomly selected cases can be completed by first line supervisors as both an accountability measure and a training tool. Following each audit, the case plan, agent efforts and adherence to standards can be discussed with the supervisory agent.

2. Monitoring Client Trends and Needs

With this component of the management information system, staff will also be able to conduct special studies and compare what is being done for probationers and parolees in each of the state's four geographical regions. Comprehensive periodic reports of admission and termination data for the entire state, for each region, and for each county can be prepared for various levels of management. These reports can be used to identify trends, project populations, evaluate community resource agencies, and plan future purchase of service priorities. Special requests are similar to the reports for management, but usually relate to a more specific geographical region, service delivery, client profile, or offense pattern. For example, a regional director could receive a breakdown, by county, of the number of clients on a supervision for a specific offense who had been referred to a particular community resource agency. This information could serve as a basis for an evaluation of that agency's services, which could then be used to negotiate future contracts.

3. Computation of Workload

While Corrections professionals have long attempted to define the optimum,

ideal, or maximum caseload that probation or parole agents should be assigned, many administrators have maintained that any standard client-to-agent ratio is an inadequate method of staff deployment because it assumes that all other workload is distributed equally. This, in fact, seldom occurs. The courts' utilization of presentence investigations, for example, can vary substantially among counties.

Perhaps the most conspicuous flaw in equalizing caseloads among all probation and parole staff is that differences in offenders are either ignored or it is assumed that cases are assigned randomly and, therefore, approximate equalization of workload is attained in the long run. Such an assumption ignores administrative prerogative to utilize special abilities of staff members, and, more importantly, it fails to recognize the effect of local problems, mores and law enforcement practices. However, consideration of local differences is vital if workload is to be equalized. Offenders placed on probation in rural areas are often considerably different in both need and risk factors from their urban counterparts.

The Department's classification system has been designed to identify differences in offenders which will have an impact on the amount of supervision required. It is then possible to ascertain the total workload of each probation and parole agent and office by establishing time requirements for each supervision level, as well as for all other agency functions. Management can then allocate agent positions on a workload, rather than a caseload basis.

In cooperation with the NIC and following the full implementation of the risk and needs assessment and client management components of the case

classification system, the Department will be conducting time studies throughout the state in order to provide the extensive data base needed for workload standards, deployment and budgetary purposes. In this study, agents will be directed to account for all time spent on randomly selected clients over a specified period. These time studies will provide data on the average amount of time devoted to maximum, medium, and minimum supervision clients and to the various types of investigations and other agent activities. From this data, time utilized for each level of supervision can be calculated using the statewide average of client and collateral contact time, recording time and case study time. The average travel time recorded in each region can then be added to the base to derive the recommended standards for each region.

Based on these standards, workload will be tracked on a daily basis and summary reports can be provided on a monthly basis to the personnel office, administrators, regional directors, and county supervisors. Annual reports of trends will also be prepared and disseminated. Finally, a workload based budget formula can then be used to portray the relationship between the average amount of time needed to perform required activities and the total time available.

In summary, the NIC workload accounting system to be implemented by the Department will generate the following information:

DATA:

- o Workload totals for all agents (daily basis);
- o Lists of due dates for classifications, reclassifications, investigations, chronological recording summaries (to agent);

- o Lists of overdue classifications, reclassifications, chronological recording summaries (to agent, supervisor);
- o Monthly summaries of workload by agent (to Central Office).

REPORTS:

- o Monthly workload summaries by county and region (for hiring and deployment);
- o Monthly workload summaries by agent (for monitoring and accountability);
- o Annual reports of trends in workload, classification, investigations;
- o Data report on which budget request can be based.

4. Classification and Management Information

Building classification into the Department's information system will enable management to use this critical data for:

- o Program planning;
- o Budgeting and deployment of resources;
- o Evaluating services, programs, procedures, and performances;
- o Measuring the potential impact of legislative and policy changes;
- o Enhancing accountability through standardization;
- o Equitably distributing the workload; and
- o Improving service delivery to clients.

PART II

Community-Based Programs

REQUIREMENT: Section 24-23-30. The Community Corrections Plan

Section 24-23-30 of the "Parole and Community Corrections Act" specifies that the Community Corrections Plan "shall include but not be limited to describing the following community-based program needs." The current status and planning strategy is discussed for each item in this section.

REQUIREMENT: Section 24-23-30. (Plan shall provide for)

- (a) An intensive supervision program for probationers and parolees who require more than average supervision.

Response:

Current Departmental operating procedures allow for classification and management of clients in intensive supervision programs. Intensive supervision is utilized within special programs (i.e., Supervised Furlough), at the discretion of the Court and in situations where clients have special problems related to community risk and/or needs. With the addition of personnel authorized during this fiscal year, field offices are in the process of designating experienced agents (i.e., Agent II) for intensive supervision caseloads. Individual agent caseloads will be significantly smaller than average (i.e., 25 or less) to allow for the greater time required to adequately manage these clients. The implementation of a workload deployment system (NIC Model Case Classification System referred to above) will also aid the Department with a more effective match of agent time to client management needs.

The intensive level of supervision will require one or more face-to-face contacts with the inmate each week and at least one employment contact each week. These contacts with the individual will be made on an alternate basis in the home, at the place of employment and in the office.

REQUIREMENT: Section 24-23-30 (Plan shall describe)

- (b) A Supervised Furlough Program whereby inmates under the jurisdiction of the Department of Corrections can be administratively transferred to the supervision of state probation and parole agents for the purposes of pre-release preparation, securing employment and living arrangements, or obtaining rehabilitation services.

Response:

This Department and the Department of Corrections entered into a temporary agreement on July 15, 1981, for the development/implementation of a Supervised Furlough Program. Additional planning efforts continued through December, 1981, with some inmates placed in supervised furlough status during this time. The formal Supervised Furlough Program was initiated on January 14, 1982, following completion of program design and operational parameters. A detailed plan for the screening, selection and administrative processes of the Supervised Furlough Program is included as Appendix B to this Plan. It is anticipated that this Program will be ongoing with potentially eligible inmates identified at the time of admission to SDC facilities with subsequent furlough as requirements are met.

Under the terms of the temporary agreement, between July 15, 1981, and January 13, 1982, a total of 182 inmates were placed on Supervised Furlough, of which 74 have since been terminated (Paroled = 65, Rescinded = 9). Since the full implementation of the program on January 14, 1982, 284 inmates have been screened by this Department, of which 104 were determined to be eligible. The full impact of the Supervised Furlough Program will be projected in an Addendum to this plan following deliberations between the Governor and the Board regarding expanded program criteria.

REQUIREMENT: Section 24-23-30. (Plan shall describe)

- (c) A contract rehabilitation services program whereby private and public agencies, such as the Departments of Vocational Rehabilitation, Mental Health and the various county commissions on alcohol and drug abuse, provide diagnostic and rehabilitative services to offenders who are under the Board's jurisdiction.

Response:

The Department has enjoyed cooperative relationships with agencies providing general services to its caseload. However, formal contractual agreements for the provision of specific diagnostic and/or rehabilitative services to clients are not currently in place. Services to clients by other agencies have typically been accomplished through informal agreements and routine referrals. With the recent (November, 1981) addition of a Coordinator of Community Services, the Department has begun a thorough assessment of major caseload needs, availability of resources to meet

identified needs, experiences in utilizing existing resources, and identification of resource gaps. Steps included in this assessment will include:

1. A comprehensive survey of field staff regarding the above issues;
2. A review of existing departmental-level relationships with major public and private human service providers through discussions with each;
3. A review of the Assessment of Client Needs (NIC Model) data resulting from implementation of the revised Case Classification System;
4. A review of the existing human services inventory (Aftercare Manual) of applicable services for field referral through interagency discussions;
5. A review of human service interventions provided during incarceration at SCDC and identification of parolee "exit" needs to include information necessary for effective case planning and human services linkage;
6. A review of the pending Legislative Audit Council's report on prison overcrowding and alternatives to incarceration and results of a technical assistance grant on workload analysis/case disposition for their implications on rehabilitative services programming;
7. A review of model community-based corrections programs which may serve as prototypes in formulating a responsive rehabilitative services network.

This rather extensive assessment process is necessitated by the heretofore lack of departmental personnel, expertise, and data management systems to comprehensively address rehabilitative services programming. Primary responsibility for this assessment process is vested with the Coordinator of Community Services. The assessment process and resulting community service plan including service priorities should be completed by June, 1982. The initial implementation of the community service plan will likely be limited to pilot programs operating in selected areas.

The culmination of this process will provide the necessary information on which to base a definitive contract rehabilitative services program. The Department does not anticipate the development of wide-scale interagency purchase of service agreements for services generally provided by these agencies to the public-at-large (i.e., routine mental health or substance abuse counseling, VR evaluations, etc.) The Department's emphasis will be on identifying special client needs not currently being met by existing service programs and facilitating development of these special services through specific contractual agreements as available funds permit. The Department realistically cannot entertain the notion of subsidizing (for its 20,000+ clients) the continuing provision of general/routine services currently provided by other agencies. Where agencies must shift resources (staff and/or operating funds) to meet special client service needs, the Department will consider specific purchase of service contracts. Every effort will be made to work cooperatively with human service providers toward developing a responsive and efficient service delivery network.

REQUIREMENT: Section 24-23-30. (Plan shall describe)

- (d) Community-based residential programs whereby public and private agencies as well as the Board establish and operate halfway houses for those offenders who cannot perform satisfactorily on probation or parole.

Response:

The Department has maintained informal relationships with existing halfway houses and other transitional living facilities around the State for services on behalf of its clients. The prospective entry into the community-based residential program area will require, like development of a contract rehabilitation services program, a thorough assessment of existing programs, client needs and priorities, and residential alternatives. Community-based residential programs "for those offenders who cannot perform satisfactorily on probation or parole" implies that residential alternatives contain not only "bedspace" but structured programming as an integral part of the residential experience. A residential program would likely include the availability of "bed and board" coupled with a supervision plan requiring participation in in-house treatment services and/or participation in community rehabilitative services in addition to routine client supervision conditions. The assessment of this area will be part of the review process noted in (c) above.

REQUIREMENT: Section 24-23-30. (Plan shall describe)

- (e) Expanded use of presentence investigations and their role and potential for increasing the use of community-based programs, restitution and victim assistance.

Response:

Section 24-21-420 of the South Carolina Code states that presentence investigations are to be completed "when directed by the Court." In addition, Section 24-23-120 of the "Parole and Community Corrections Act" states that "a judge of the Court of General Sessions who has reason to believe a defendant suffers from a mental disorder, retardation, or substantial handicap, shall order a presentence investigation to be completed and submitted to the Court."

Current requests for presentence investigations (PSIs) are relatively infrequent. During FY 80-81 the Department completed 544 PSIs which represents approximately 2% of all defendants processed by State Courts for that year. The Department has and will continue to respond to requests for PSIs from the courts.

In July, 1981, the Governor's Committee on Criminal Justice, Crime and Delinquency reviewed the preliminary analysis of a presentence investigation project of two judicial circuits funded by the Office of Criminal Justice Programs. The Committee noted that the judiciary varied greatly on their view of the utility of PSIs, and that there was no initial evidence to suggest that PSIs had a significant impact on increasing the judiciary's use of sentencing alternatives. Consequently, the Governor's Committee recommended that the Department continue its present policy of conducting PSIs at the discretion of the Court. The Committee supported the increased use of PSIs and recommended that they be utilized as

appropriate to implement any programs which may impact on the overcrowding problems in the Department of Corrections.

In responding to PSI requests, the Department will continue to work cooperatively with the courts to ensure that the PSI reports are completed in a timely fashion and contain information of assistance to the court.

REQUIREMENT: Section 24-23-30. (Plan shall describe)

(f) Identification of programs for youthful and first offenders.

Response:

Offenders under the jurisdiction of this Department are primarily under probation or parole supervision. Of the offenders placed on probation during FY 81, 24% or 2,469 were 17-20 years old. Of those inmates placed on parole during FY 81, 19% or 285 of them were 17-20 years old. Obviously, a significant number of the Department's caseload are young offenders. At the present time, however, there is no statewide data available which would reflect the number of these cases who are first offenders.

Frequently, supervisory agents refer clients to other agencies which can provide such services as technical education and employment opportunities to probationers and parolees. As this Department implements the new case management and classification system, it will collect more specific information on the programmatic needs of clients. Individual assessments conducted on each client will identify service needs and allow the Department to plan for the

allocation of service resources to meet the primary needs of clients. To the extent that young, first offenders are represented in the caseload, the service delivery programs will be designed to reflect this group's needs.

Presently, this Department is implementing the Supervised Furlough Program which, at this time, has no specific age requirements. However, due to the fact that the program presently limits participation to those inmates who have no previous commitments to prison or only one previous commitment, experience may show that inmates qualifying for supervised furlough are generally younger offenders who have no or limited criminal histories.

In any case, however, every effort is being made to ensure that inmates being released on Supervised Furlough have adequate pre-release plans which address residence, employment, and other specific community service needs.

PART III

Parole and Community Corrections Board

REQUIREMENT: Section 24-23-40.

Section 24-23-40 specifies that the Community Corrections Plan "shall provide for":

- (a) The Board's development, implementation, monitoring and evaluation of statewide policies, procedures and agreements with State agencies, such as the Departments of Vocational Rehabilitation and Mental Health and the Commission on Alcohol and Drug Abuse, for purposes of coordination and referral of probationers and parolees for rehabilitation services.

Response:

As previously noted, the Department has maintained informal working relationships with major state human service providers. Efforts are underway to formalize the Department's relationships with these agencies through Memoranda of Agreements which will include identification of services available, appropriate referral process, release of information, and other areas of mutual interest. The Department's focus in these discussions will be on efficiently accessing local services to its clients, joint program planning to meet special client needs and establishing an effective communications base for service problem-solving.

REQUIREMENT: Section 24-23-40. (Plan shall provide for)

- (b) The Board's development of specific guidelines for the vigorous monitoring of restitution orders and fines to increase the efficiency of collection and development of a systematic reporting system so as to notify the judiciary of restitution and fine payment failures on a regular basis.

Response:

This Department and the Office of Court Administration issued a Memorandum dated January 26, 1982, (Attachment F) to Clerks of Court and Probation Officers clarifying responsibilities for collection of these revenues and respective reporting requirements. Adherence to these guidelines are monitored by this Department.

REQUIREMENT: Section 24-23-40. (Plan shall provide for)

- (c) The Board's development of a program development-and-evaluation capability so that the Department can monitor and evaluate the effectiveness of community-based programs as well as to conduct research and special studies on such issues as parole outcomes, revocations and recidivism.

Response:

Management Information System

As previously described generally in Part I and specifically in Part I(f) of this plan, case classification is in itself an information system. Classification information together with the personnel and financial records of the Department will constitute the comprehensive management information system currently under development.

Classification, however, will actually drive the information system. The risk and need assessment instruments will be integrated with other MIS forms to create a single intake packet. Data are added to the system only when routine reclassifications are completed and again at termination. Figure 2 outlines how the system will function.

FIGURE 3

DPCG MANAGEMENT INFORMATION SYSTEM

CHRONOLOGY OF EVENTS

CLIENT BASED DATA

Client Sentenced to Probation or Released on Parole

Master file card completed: Contains basic criminal history, socio-economic data

Match, Merge

Client Classified (45 days after admission)

Admission data form completed: Contains risk/need data, referral information, other data elements

Match, Merge

Client Reclassified (At 6-month intervals)

Reclassification data form completed: Contains risk/need data, current status, employment and referral information

Match, Merge

Client Terminated

Termination data form completed: Contains risk/need data, referral information, outcome data, other data elements.

The information system will contain data collected on probationers and parolees at admission, at reevaluation and at termination. The system is being designed so that a comprehensive client profile is completed for each offender at the time of admission to probation or parole. The profile includes demographic data, offense history and sentence information, needs and risk data, and referral information. Data collected at reevaluation and termination is then merged with admission data providing a before, during and after record for each client. Data collected subsequent to admission includes changes in needs and risk, termination type, new offense data, and information regarding the use of community resources.

Analysis of data will fall into three categories: routine reports to management, evaluation of the system and answers to special requests. Comprehensive periodic reports of admission and termination data for the entire state, for each region, and for each county will be prepared for various levels of management. These reports can be used to identify trends, project populations, examine usage of community resources and plan future purchase of service priorities. Special requests are similar to the reports for management but usually relate to a more specific geographical region, service delivery, client profile, or offense pattern. For example, a Regional Director could receive a breakdown, by county, of the number of clients on supervision for sex crimes who had been referred to a particular community resource agency. This information could serve as a basis for an evaluation of that agency's services which could then be used to negotiate future contracts.

It is anticipated that data utilization in the Department will be significantly increased following implementation of the system. Analysis of

legislative and policy changes, evaluation of programs and procedures, and the planning, monitoring and budgeting functions will all be significantly enhanced.

The information system design provides additional measures of agency effectiveness by giving an overall profile of the client at admission and again at termination. For each client, comparisons can be made regarding changes in classification, education, employment, alcohol usage, and other measures of adjustment. In addition, the scales used to classify can be revalidated and revised if appropriate by comparing outcome data (discharges, revocations, and new offenses, etc.) to admission information. The admission and termination data forms can be reviewed periodically to remove items that have proved to be of little benefit and to reflect changes in the information needs of management.

The system will be an on-line system, using central processing units available through other state agencies (i.e., USC and SLED), and using statistical packages to generate reports which will allow for maximum flexibility and quick response to requests at very little cost. The cost estimate for the development, implementation and operation of the management information system for FY 82-83, is included as Attachment G.

REQUIREMENT: Section 24-23-40. (Plan shall provide for)

- (d) The Board's development of adequate training and staff development for its employees.

Response:

The Department currently has a Staff Development Training Division composed of a full-time training coordinator who is assisted by other agency professional staff for the operation of in-service training and staff development programs in the following areas:

1. Agency Orientation
2. Basic Training (all Agents)
3. In-Service Training
4. Management/Supervisory Training
5. Special Programs

The Department is pursuing accreditation of its Staff Development and Training Program by the American Correctional Association. The accreditation process will further identify training and resource needs in this area.

The current plan developed by the Department's Staff Development and Training Division for the design and implementation of a systematic approach to the identification, construction, and evaluation of relevant training programs is included as Appendix C.

BUDGET IMPLICATIONS

Section 24-23-210 of the Act provides for revenue to support community corrections programming projected in this Plan (see Bill Summary, Appendix A). Briefly, the Section provides for the imposition of Assessments on offenders in municipal, magisterial and General Sessions courts. One-half of these funds are to be appropriated annually to the Department "for the express purpose of developing and operating community corrections programs." The remainder of the funds are to be utilized as the Legislature directs with priority given to victim assistance programs as may be enacted.

The primary source of funding for the Department is direct state appropriation. The Assessments referenced above have been projected and made a part of the recommended appropriation for fiscal year 1982-83. The Department also generates revenues which impact on the budgeting and appropriation process as follows:

(1) Supervision Fees from Probationers and Parolees (24-21-80). These funds are deposited to and retained in the State's General Fund. The amount of funds collected yearly are considered by the Legislature when recommending the Department's annual operating appropriation. For FY '80-81 (the first year Supervision Fees were authorized), approximately \$740,632 were collected and deposited to the State's General Fund with an additional \$566,279 collected and deposited to date for FY '81-82.

(2) Supervised Furlough Program Fees (24-13-710). These funds are credited to the Department's account as collected to offset the cost of the inmates' supervision and other expenses in operating this special program. Thus far this fiscal year, \$16,978 have been collected within this special program.

The Department's current general operating budget is divided into three functional areas:

I. Administration

This program includes the executive and administrative functions of the agency. The Executive Director establishes and reviews procedures for approval of the governing Board, which appoints him to office. The primary mission of the program is to provide direction and administrative supporting

services. The program is responsible for all financial and accounting functions, budget preparation and projections, the monitoring of expenditures (both state and other), personnel, records, purchases, planning and general information.

II. Community Corrections

Community Corrections is responsible for administering supervision of probation, parole and supervised furlough clients and all phases of activities from counselling and referrals to community resources services for all clients; maintaining records dealing with factual activities including research and planning and the development of community alternatives; charged with returning to South Carolina all probation and parole violators for enforcement purposes.

III. Paroles and Pardons

Paroles and Pardons program is responsible for scheduling all meetings of the Parole Board, processing and arranging hearings for all parole eligible cases, processing and arranging hearings for all pardon requests, maintaining the official records for the Parole Board, certifying eligibility and release of all Supervised Furlough Cases, carrying out all administrative duties relating to Board activities.

The development, implementation, and maintenance of new community corrections initiatives will therefore rely on funds generated through Supervised Furlough fees and the ongoing appropriation of the Department's portion of the Special Assessments referred to above. The differentiation of these funds from the Department's general operating appropriation is an important distinction in the program planning process. In essence, the new community corrections initiatives will not require "new" State funding since they are supported by revenues generated by the Department and court system specifically for this purpose. It is therefore imperative that these revenues be earmarked for these new initiatives and be readily accessible for Department use in addition to the Department's general operating appropriation.

Available funds for Plan implementation during the balance of the current fiscal year appear to be limited at this time. It is anticipated that \$15,000 in Supervised Furlough fees and approximately \$5,000 from the NIC grant may be available for Plan implementation activities over the next few months. In addition, a review of Departmental expenditures to date is underway to identify any potentially unobligated funds that can be earmarked for new initiatives. Funding priorities for this fiscal year include the start-up of the management information system (approximately \$70,000) and other limited community corrections programming to be identified in addition to the implementation of Risk/Needs Assessments and initiation of Client Management Classification training referenced in the Plan. Other community corrections programming will be specifically identified by the close of this fiscal year following adequate assessment of program needs as part of the community services program plan discussed in Part II(c) of this report.

For fiscal year 1982-83 (FY '83), the Department will allocate approximately \$335,000 of the projected operating expense budget (Part II, Community Corrections) to new programming. This figure represents operating expense funds built-in to the recommended Departmental appropriation for FY '83 based on Special Assessment revenue accruing during FY '82 and estimated Supervised Furlough fees of \$250,000 accruing during FY '83. These projected funds appear to provide an adequate base on which to plan for specific programming for FY '83.

ATTACHMENTS A - G

FORM 3

ASSESSMENT OF CLIENT RISK

ATTACHMENT A

Client Name			Date:	
Last	First	MI	Client Number	
Beginning Date	Ending Date	Agent Last Name	County Number-Badge Number	

Select the appropriate answer and enter the associated weight in the score column. Total all scores to arrive at the risk assessment score.

		SCORE
Number of Address Changes in Last 12 Months: (Prior to incarceration for parolees)	0 None 2 One 3 Two or more	_____
Time Employed in Last 12 Months: (Prior to incarceration for parolees)	0 9 mos. or more 1 6 to 9 mos. 2 less than 6 mos. 0 N/A	_____
Alcohol Usage Problems: (Prior to incarceration for parolees)	0 No interference with functioning 2 Occasional abuse; some disruption of functioning 4 Frequent abuse; serious disruption; needs treatment	_____
Other Drug Usage Problems: (Prior to incarceration for parolees)	0 No interference with functioning 2 Occasional abuse; some disruption of functioning 4 Frequent abuse; serious disruption; needs treatment	_____
Attitude:	0 Motivated to change; receptive to assistance 3 Dependent or unwilling to accept responsibility 5 Rationalizes behavior; negative; not motivated to change	_____
Age at First Conviction: (or Juvenile Adjudication)	0 24 or older 2 20-23 4 19 or younger	_____
Number of Prior Periods of Probation/Parole Supervision: (Adult or Juvenile)	0 None 4 One or more	_____
Number of Prior Probation/Parole Revocations: (Adult or Juvenile)	0 None 4 One or more	_____
Number of Prior Convictions: (or Juvenile Adjudications)	0 None 2 One 4 Two or More	_____
Convictions or Juvenile Adjudications for: (Select applicable and add for score. Do not exceed a total of 5. Include current offense.)	2 Burglary, theft, auto theft, or robbery 3 Worthless checks or forgery 0 None	_____
Conviction or Juvenile Adjudication for Assaultive Offense within Last Five Years: (An offense which involves the use of a weapon, physical force or the threat of force)	15 Yes 0 No	_____
Override: Classification changed to _____	TOTAL	_____
Reason: _____	Approved _____	

ASSESSMENT OF CLIENT NEEDS				Date:
Client Name	Last	First	MI	Client Number
Beginning Date	Ending Date	Agent Last Name		County Number-Badge Number

Select the appropriate answer and enter the associated weight in the score column. Higher numbers indicate more severe problems. Total all scores. If client is to be referred to a community resource or to clinical services, check appropriate referral box.

				SCORE	REFERRAL
ACADEMIC/VOCATIONAL SKILLS	Adequate skills: 0 able to handle everyday requirements; High School or above	Low skill level +2 causing minor adjustment problems	Minimal skill level +4 causing serious adjustment problems		
EMPLOYMENT	Secure employment; no difficulties reported; or homemaker, student or retired	+3 Unsatisfactory employment; or unemployed but has adequate job skills	+6 Unemployed and virtually unemployable; needs training		
FINANCIAL MANAGEMENT	0 No current difficulties	+3 Situational or minor difficulties	+5 Severe difficulties; may include garnishment, bad checks or bankruptcy		
MARITAL/FAMILY RELATIONSHIPS	0 Relatively stable relationships	+3 Some disorganization or stress but potential for improvement	+5 Major disorganization or stress		
COMPANIONS	0 No adverse relationships	+2 Associations with occasional negative results	+4 Associations almost completely negative		
EMOTIONAL STABILITY	0 No symptoms of emotional instability; appropriate emotional responses	+4 Symptoms limit but do not prohibit adequate functioning; e.g., excessive anxiety	+7 Symptoms prohibit adequate functioning; e.g., lashes out or retreats into self		
ALCOHOL USAGE	0 No interference with functioning	+3 Occasional abuse; some disruption of functioning	+6 Frequent abuse; serious disruption; needs treatment		
OTHER DRUG USAGE	0 No interference with functioning	+3 Occasional substance abuse; some disruption of functioning	+5 Frequent substance abuse; serious disruption; needs treatment		
MENTAL ABILITY	0 Able to function independently	+3 Some need for assistance; potential for adequate adjustment; mild retardation	+6 Deficiencies severely limit independent functioning; moderate retardation		
HEALTH	0 Sound Physical health; seldom ill	+1 Handicap or illness interferes with functioning on a recurring basis	+2 Serious handicap or chronic illness; needs frequent medical care		
SEXUAL BEHAVIOR	0 No apparent dysfunction	+3 Real or perceived situational or minor problems	+5 Real or perceived chronic or severe problems		
TOTAL					

Override: Classification changed to _____
Reason: _____ Approved _____

Client Name	Last	First	MI	Date:
				Client Number
Beginning Date	Ending Date	Agent Last Name		County Number-Badge Number

Select the appropriate answer and enter the associated weight in the score column. Total all scores to arrive at the risk assessment score.

		SCORE
Number of Address Changes in Last 12 Months:.....	0 None 2 One 3 Two or more	
Age at First Conviction:..... (or Juvenile Adjudication)	0 24 or older 1 20-23 3 19 or younger	
Number of Probation/Parole Revocations:..... (Adult or Juvenile)	0 None 2 One or more	
Number of Prior Convictions:..... (or Juvenile Adjudications)	0 None 1 One 3 Two or more	
Convictions or Juvenile Adjudications for:..... (Select applicable and add for score. Do not exceed a total of 3. Include current offense)	1 Burglary, theft, auto theft, or robbery 2 Worthless checks or forgery 0 None	
RATE THE FOLLOWING BASED ON PERIOD SINCE LAST CLASSIFICATION		
Time Employed:.....	0 5 mos. or more 1 3 to 4 mos. 2 less than 3 mos. 0 N/A	
Alcohol Usage Problems:.....	0 No interference with functioning 2 Occasional abuse; some disruption of functioning 5 Frequent abuse; serious disruption; needs treatment	
Other Drug Usage Problems:.....	0 No interference with functioning 2 Occasional abuse; some disruption of functioning 5 Frequent abuse; serious disruption; needs treatment	
Problems With Current Living Situation:.....	0 Relatively stable relationships 3 Moderate disorganization or stress 5 Major disorganization or stress	
Social Identification:.....	0 Mainly with non-criminally oriented individuals 3 Mainly with delinquent individuals	
Response To Court or Bureau Imposed Conditions:.....	0 No problems of consequence 3 Moderate compliance problems 5 Has been unwilling to comply	
Use of Community Resources:.....	0 Not needed 0 Productively utilized 2 Needed but not available 3 Utilized but not beneficial 4 Available but rejected	
Override: Classification changed to _____		TOTAL _____
Reason: _____	Approved _____	



While portions of this document are illegible, it was micro-filmed from the best copy available. It is being distributed because of the valuable information it contains.

REASSESSMENT OF CLIENT NEEDS ATTACHMENT D

Date: _____

Client Name	Last	First	MI	Client Number
Beginning Date	Ending Date	Agent Last Name		County Number-Badge Number

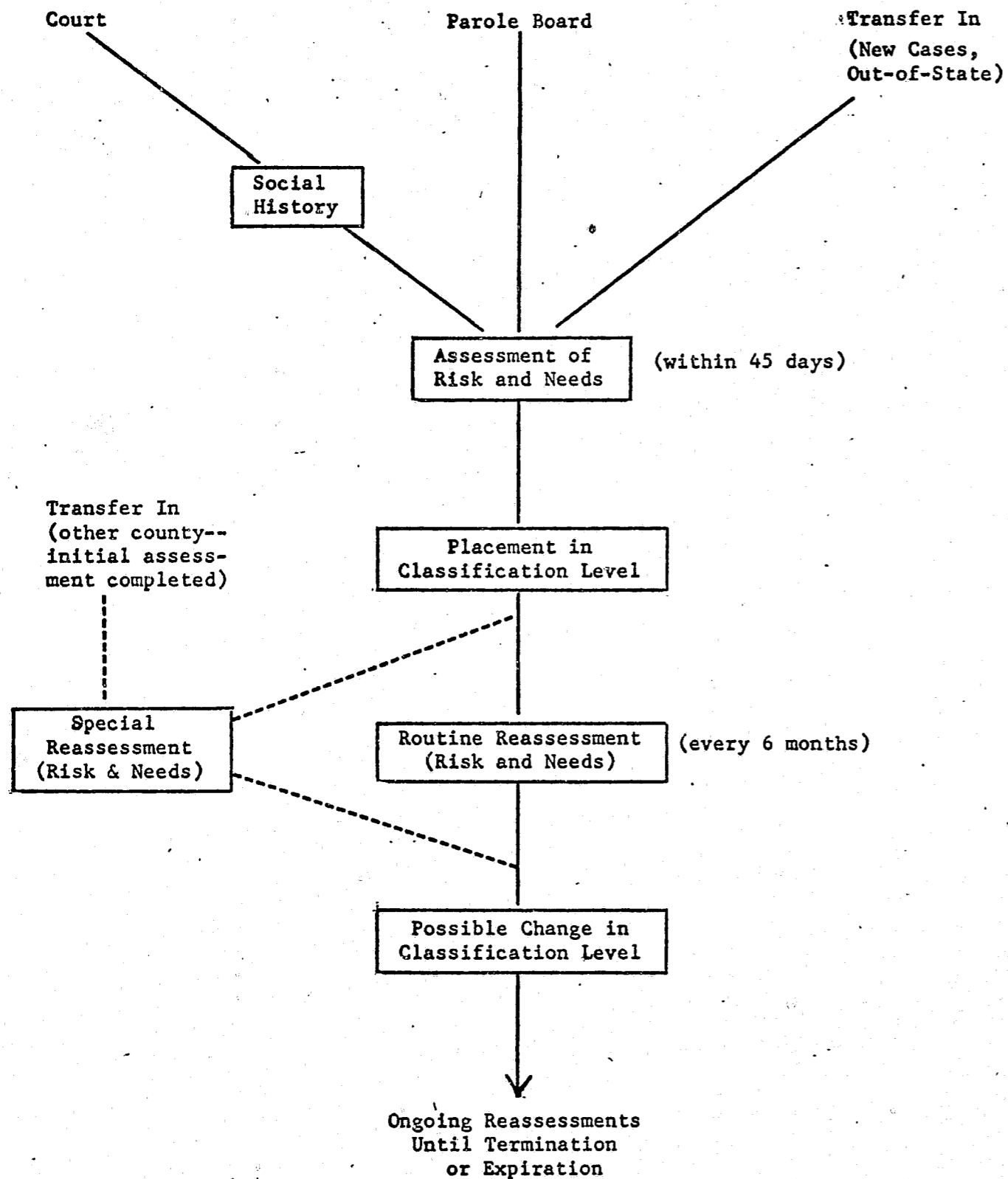
Select the appropriate answer and enter the associated weight in the score column. Higher numbers indicate more severe problems. Total all scores. If client is to be referred to a community resource or to clinical services, check appropriate referral box.

				SCORE	REFERRAL
ACADEMIC/VOCATIONAL SKILLS	Adequate skills; able to handle everyday requirements; High School or above	Low skill level causing minor adjustment problems	Minimal skill level causing serious adjustment problems		
EMPLOYMENT	Secure employment; no difficulties reported; or homemaker, student or retired	Unsatisfactory employment; or unemployed but has adequate job skills	Unemployed and virtually unemployable; needs training		
FINANCIAL MANAGEMENT	No current difficulties	Situational or minor difficulties	Severe difficulties; may include garnishment, bad checks or bankruptcy		
MARITAL/FAMILY RELATIONSHIPS	Relatively stable relationships	Some disorganization or stress but potential for improvement	Major disorganization or stress		
COMPANIONS	No adverse relationships	Associations with occasional negative results	Associations almost completely negative		
EMOTIONAL STABILITY	No symptoms of emotional instability; appropriate emotional responses	Symptoms limit but do not prohibit adequate functioning; e.g., excessive anxiety	Symptoms prohibit adequate functioning; e.g., lashes out or retreats into self		
ALCOHOL USAGE	No interference with functioning	Occasional abuse; some disruption of functioning	Frequent abuse; serious disruption; needs treatment		
OTHER DRUG USAGE	No interference with functioning	Occasional substance abuse; some disruption of functioning	Frequent substance abuse; serious disruption; needs treatment		
MENTAL ABILITY	Able to function independently	Some need for assistance; potential for adequate adjustment; mild retardation	Deficiencies severely limit independent functioning; moderate retardation		
HEALTH	Sound Physical health; seldom ill	Handicap or illness interferes with functioning on a recurring basis	Serious handicap or chronic illness; needs frequent medical care		
SEXUAL BEHAVIOR	No apparent dysfunction	Real or perceived situational or minor problems	Real or perceived chronic or severe problems		
				TOTAL	

Override: Classification changed to _____

Reason: _____ Approved _____

CLASSIFICATION PROCESS FLOW CHART



South Carolina Court Administration

South Carolina Supreme Court
Columbia, South Carolina

L. EDMUND ATWATER, III
DIRECTOR

January 26, 1982

P. O. BOX 11768
COLUMBIA, S. C. 29211
(803) 758-2961

TO CLERKS OF COURT AND PROBATION OFFICERS

Re: Responsibilities of Clerks and Probation Officers in the Collection of Certain Revenues

Ladies and Gentlemen:--

The burden of collecting and monitoring certain payments by probationers is shared by both Clerks of Court and Probation Officers. In order that the responsibilities of each may be more clearly understood, this memorandum will discuss several problem areas where some confusion exists as to how certain payments by probationers should be handled.

Traditionally in South Carolina, offices of the Clerks of Court provide the collection function for the Circuit Court. Clerks' offices have developed a particular expertise in collecting court revenue and have the staff to facilitate that responsibility. The local probation offices, on the other hand, have neither the staff nor the expertise for collecting money for the courts. Rather, those offices generally have the very specific responsibility of enforcing certain payments by probationers when those payments are required as a condition of probation. Therefore, the clerks are generally charged with the collection of payments, transmittal of funds to the appropriate authorities, and notification of default to the probation office, if the defendant is on probation, for enforcement through probation revocation proceedings; or, notification to the Court of default if the defendant was not placed on probation, for enforcement through contempt of court proceedings.

In one specific situation, however, the probation office is charged with collection and enforcement of payments by probationers. To delineate the duties of each office, and to encourage the necessary exchange of information between your offices, we have prepared this joint letter.

South Carolina Court Administration

Clerks of Court and Probation
Officers
January 26, 1982
Page Two

A. COLLECTION OF PAYMENTS BY PROBATION OFFICERS

1. Probation Supervision Fee

Section 24-21-90 states that probation officers will collect this fee. This is appropriate since the payment is not actually a payment to the court, but a supervision fee collected by the agency providing the supervision. The Office of Court Administration has recommended that, if a probationer attempts to pay the supervision fee to the Clerk, either from misunderstanding or if required by the sentencing order, the payment be accepted and turned over to the Probation Officer.

B. COLLECTION OF PAYMENTS BY CLERKS OF COURT

1. General Principles

a. Installment payment of fines.

In order for the Probation Officer to monitor the installment payment of fines to Clerks, the installments should never be spread over a period greater than the probation term. Also, Clerks should notify the Probation Officer at least thirty (30) days before the expiration of the probation term if the payments are not up to date.

b. Transmittal of funds paid on installment.

The criminal justice fee and the \$20.00 community corrections assessment should be deducted from the first installment(s).

c. Notification of default.

(1) Defendant on probation. The Clerk of Court should notify the probation officer of any payment or installment more than thirty (30) days past due.

(2) Defendant not on probation. The Clerk of Court should notify the Court when a defendant not on probation is more than thirty (30) days in arrears in payment of a fine or installment thereof.

South Carolina Court Administration

Clerks of Court and Probation
Officers
January 26, 1982
Page Three

2. Specific Applications

a. Property Restitution.

Sections 17-25-120 and 125 provide for property restitution to victims of crime. If the offender is making restitution while imprisoned, the Department of Corrections will collect the payments and transmit them to the victim. However, if making restitution is a condition of probation, Clerks of Court will collect and transmit the payments and notify the Probation Officer if there is a default.

b. Personal Injury Restitution.

Personal injury restitution is authorized by Act 100 of 1981. If the offender is placed on probation, these restitution payments, like the property restitution payments discussed above, will be collected by the Clerk and monitored by the Probation Officer. If no probation is involved, personal injury restitution payments will be collected, monitored and transmitted by the Clerk alone.

c. Defense of Indigents Fund repayment.

Normally these repayments are made a condition of probation. Clerks should collect and record the payments, notifying the Probation Officer of default so that probation revocation may be instituted. Repayments are forwarded to the Judicial Department for transfer to the state General Fund.

d. Alcohol and drug abuse program payments.

As with the Defense of Indigents Fund above, payments for alcohol and drug abuse programs often are paid to Clerks rather than the program directly. Probation Officers should not collect these funds, but should be notified if a probationer fails to make the payments when such were required to as a condition of probation. If payment is made to the Clerk, the funds should be forwarded to the appropriate alcohol and drug abuse program. Ultimate responsibility for collections under

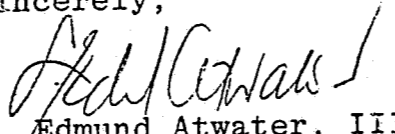
South Carolina Court Administration

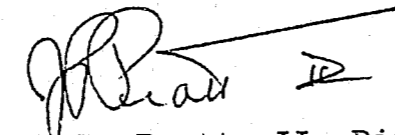
Clerks of Court and Probation
Officers
January 26, 1982
Page Four

this program rests with the alcohol and drug abuse
agency.

Again, we hope these comments will facilitate the flow of
information between Clerks and Probation Officers. If either
of our offices can provide further assistance, please do not
hesitate to contact us.

Sincerely,


L. Edmund Atwater, III, Director
South Carolina Court Administration


Jack P. Pratt, II, Director
Department of Parole and Community
Corrections

/aw

cc: Circuit Court Judges

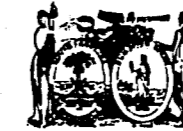
South Carolina Department of Parole and Community Corrections

HON. WALTER D. TYLER, JR.,
CHAIRMAN
DISTRICT SIX

HON. JOHN E. HUSS, D.D.
DISTRICT ONE

HON. RHETT JACKSON
DISTRICT TWO

HON. H.L. LACKEY
MEMBER-AT-LARGE



J.P. PRATT II
EXECUTIVE DIRECTOR

GRADY A. WALLACE
COMMISSIONER

HON. CHARLES R. SANDERS, JR.
VICE CHAIRMAN
DISTRICT THREE

HON. MARION BEASLEY
DISTRICT FOUR

HON. LEE R. CATHCART
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January 20, 1982

COST ESTIMATES FOR THE DPCC MANAGEMENT INFORMATION SYSTEM FOR FY '82-83

The following cost estimates are provided for the development,
implementation and operation of a comprehensive Management Information
System for the Department of Parole and Community Corrections for
FY '82-83. These estimates must be regarded as extremely tentative.
Precise cost estimates will be available within the next 30-45 days
following the hiring of a Systems Analyst II for the Department and
the conduct of a detailed needs assessment. These estimates have
been developed in cooperation with USC Computer Services and SLED
Data Processing and include estimates for equipment, software, training,
installation and maintenance based on current market rates. These
estimates do not include the cost of any new additional personnel or
retraining and reclassification of existing personnel which are not
currently provided in the Department's budget for FY '81-82. Finally,
these estimates should be considered conservative as only the minimum
needs for equipment have been included. The need for additional or
improved equipment may arise as the Department's clients and personnel
increase.

Summary of Cost Estimates for DPCC MIS for FY '82-83

I. Accounting System Cost Estimates (USC)

Purchase of Software, Training, and Equipment	\$19,600
Installation	400
Annual Operating Expenses	<u>11,940</u>
Accounting System Total	<u>\$31,940</u>

II. Client Management System Cost Estimates (SLED)

Equipment	\$13,100
Software	0
Installation	400
Annual Operating Expenses	<u>23,400</u>
Client Management System Total	<u>\$36,900</u>

DPCC MANAGEMENT INFORMATION SYSTEM TOTAL \$68,840

Itemized Cost Estimates

DPCC Management Information System

I. Accounting System

A. Functions

1. General Ledger
2. Accounts Payable
3. Personnel and Payroll

B. USC Computer Services--Vendor

C. Participating Agencies

1. Department of Youth Services
2. Forestry Commission
3. Land Resources
4. Water Resources

D. Cost Estimates

1. Purchase of Software and Training	\$ 4,000	
2. Equipment		
a. CRT (\$1900 pc. X 2)	3,800	
b. Modum (1 pair)	4,500	
c. Controller	2,900	
d. Printer (120 c/sec.)	<u>4,400</u>	
Purchase Subtotal		\$19,600
3. Installation		
a. Phone Lines	\$ 150	
b. CRT (\$50 X 2)	100	
c. Modum (1 pair)	50	
d. Controller	50	
e. Printer	<u>50</u>	
Installation Subtotal		400
4. Operating Expenses (per year)		
a. Maintenance, phone lines (\$70 X 12)	\$ 840	
b. Maintenance, CRT (\$20 X 12 X 2)	480	
c. Maintenance, Controller (\$40 X 12)	480	
d. Maintenance, Modums (\$30 X 12)	360	
e. Maintenance, Printer (\$65 X 12)	780	
f. CPU Time (\$500-1,000/mo. X 12)	<u>9,000</u>	
Annual Operating Expense Subtotal		<u>\$11,940</u>

ACCOUNTING SYSTEM TOTAL \$31,940

II. Client Management System

A. Functions

1. Comprehensive Client Profile
 - a. Data collected on parolees and probationers at admission, re-evaluation and termination
 - b. Demographic data, offense history, sentence information, needs and risk data, and referral information
2. Data Analysis
 - a. Routine and Special Reports to Management
 - (1) Identify Trends
 - (2) Project Populations
 - (3) Use of Community Resources
 - (4) Purchase of Service Priorities
 - b. Legislative and Policy Changes
 - c. Evaluation of Programs and Procedures
 - d. Client Progress
 - e. Workload and Budget Analysis

B. Vendor--SLED

C. Cost Estimates

1. Equipment		
a. CRT (\$1900 pc. X 3) . . .	\$ 5,700	
b. Modum (1 pair)	4,500	
c. Controller	<u>2,900</u>	
Equipment Subtotal		\$13,100
2. Software Programming (NIC Technical Assistance Grant No. EE-3)	0	0
3. Installation		
a. Phone Lines	150	
b. CRT (\$50 X 3)	150	
c. Modum (1 pair)	50	
d. Controller	<u>50</u>	
Installation Subtotal.		\$ 400
4. Annual Operating Expenses (CPU, Storage, Supplies, etc., based on SLED estimates from comparable systems)	\$21,000	
a. Maintenance, phone lines (\$70 X 12)	840	
b. Maintenance, CRT (\$20 X 12 X 3)	720	
(con't. on page xiv)		

C. Cost Estimates (con't)

4. c. Maintenance, Controller (\$40 X 12)	\$ 480	
d. Maintenance, Modums (\$30 X 12)	<u>360</u>	
Annual Operating Expense Subtotal		<u>\$23,400</u>

CLIENT MANAGEMENT SYSTEM TOTAL . . . \$36,900

DPGC MANAGEMENT INFORMATION SYSTEM GRAND TOTAL \$68,840

APPENDICES A - C

APPENDIX A

Parole & Community Corrections Act
Bill Summary

(Printer's No. 489-H with Conference Committee's amendments of May 28, 1981)

- Section 1. Legislative intent section which describes the major problems facing the corrections system: overcrowding of state correctional facilities, lack of sentencing alternatives and the need for victim assistance programs.
- Section 2. Changes the name of the State Probation, Parole, and Pardon Board to Parole and Community Corrections Board. Changes the name of the agency to the Department of Parole & Community Corrections.
- Section 3. Provides for a seven-member Board with six year terms. (No change)
- Section 4. Provides for the removal of Board members for just cause, provides for travel and per diem allowances, and requires the Board to develop written policies and procedures for the following:
- the supervision of offenders on probation, parole and furlough
 - the granting of paroles and pardons
 - the operation of community programs.
- The Board shall appoint a Commissioner of Pardons and Paroles who shall be responsible for scheduling meetings, and administering the parole and pardon process.
- Requires the Commissioner to notify victim, solicitor, and law enforcement agency when considering the paroling of an inmate.
- Section 5. Permits the Board to hear parole cases in three-member panels. A unanimous vote of the panel is considered a final decision. If the vote is not unanimous, the parole case is referred to full Board for a decision based upon a majority vote.
- Section 6. Provides for an Executive Director for the agency to be employed by the Board.
- Section 7. The Executive Director, together with the Board, is given authority for the management and control of the Department's supervisory and community-based programs.
- Section 8. Requires probation and parole officers to take and pass psychological and qualifying examinations and to receive training prior to taking oath or exercising his/her authority.

Section 9. Provides for reducing parole eligibility of inmates from one-third to one fourth of their sentence except for inmates convicted of the crimes of murder, armed robbery, criminal sexual assault, assault and battery with intent to kill, and kidnapping. This change to take affect only if after January 1, 1984, the Board implements the other provisions of the Act.

Does not affect parole eligibility for murder (minimum of 20 years) and armed robbery (minimum of 7 years).

Permits earned work credits to be applied toward parole eligibility for all offenses after June 30, 1981.

Section 10. Inmates must be reviewed for parole within ninety days of their parole eligibility date. An administrative hearing officer may review cases of inmates convicted of non-violent crimes.

Section 11. All inmates are given the benefit of earned work credits toward parole.

Section 12. Requires the Board to establish written specific criteria for the granting of parole and provisional parole.

Section 13. Permits the Board to issue an order for parole as three-member panels or by majority vote of the Board.

Section 14. Defines pardons and provides guidelines for determining when an individual is eligible for a pardon.

Section 15. Requires the Parole & Community Corrections Board to develop a plan for the implementation of a statewide case classification system. Requires the Board, the Department of Corrections and the Governor's Office to jointly develop a specific plan for the statewide implementation of new community-based correctional programs. This plan is to be submitted to the Legislature by January 1982. Describes the plan, the case classification system, and the Board's responsibilities for overseeing the implementation of the plan.

Provides for the imposition of assessments on offenders in magistrate and General Sessions courts. One half of the funds are to be used for the development and operation of the community corrections programs. The remainder of the funds are to be utilized as the Legislature directs with priority being given to such victim assistance programs as may be enacted.

Section 16. Provides for the implementation of a supervised furlough program by the Department of Corrections and the Parole & Community Corrections Board for carefully screened and selected inmates.

Sections 17. Broadens the eligibility criteria for the Extended Work Release and 18. Program to permit inmates who are nearing their release or parole eligibility to participate on this program.

Section 19. Requires the Department of Corrections to develop a feasibility plan for the establishment of additional work release centers in the State to be submitted to the Legislature by January 1982.

Section 20. Requires the Department of Corrections to automatically screen all offenders committed to its agency for non-violent offenses with sentences of five years or less for possible placement on work release or supervised furlough.

Section 21. Repeals Section 17 of Act 496 of 1978 which deals with the application of earned work credits toward parole eligibility.

SUPERVISED FURLOUGH PROGRAM

SCREENING, SELECTION

AND

ADMINISTRATION PROCESS

February 1, 1982

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SUPERVISED FURLOUGH PROGRAM
 SCREENING, SELECTION AND ADMINISTRATIVE PROCESS
 February 1, 1982

I. INITIAL SCREENING: DEPARTMENT OF CORRECTIONS

A. Automated Screening

The Division of Resource and Information Management will provide lists containing the names of inmates who meet the basic criteria for supervised furlough as set forth by the Department of Parole and Community Corrections and the Department of Corrections. Separate lists (e.g., multiple lists) of all potentially eligible inmates including descriptive data will be organized according to:

(1) County of Residence and time remaining until parole eligibility or max out; (2) Inmate number; (3) Inmate name; and (4) Institution. SCDC will also provide an additional list of inmates containing those individuals who have been added or deleted from the initial list of eligibles provided on January 14, 1982.

The initial basic criteria (to be expanded based on program experience) and descriptive data will be as follows:

1. Basic Criteria

- Non-violent offense (see Attachment 1 for SCDC list of offense categories so designated by the PCCB).
- First adult commitment (any prior commitment defined as a sentence to incarceration of 91 days or more).
- No formal disciplinary action for the past six months.
- Sentence of five years or less.
- No holds, wanteds or detainers.
- No contempt of court convictions.
- No out-of-state residents.
- No Youthful Offenders (YOA).
- No escapes or attempted escapes.

2. Descriptive Data

- Name and number
- Offense

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2. Descriptive Data (con't.)

Custody
 Institution
 County of Commitment
 Sentencing Judge
 Sentence
 Sentence Start Date (includes jail time)
 Service time (flat)
 Split or Suspended Sentence (Yes or No)
 Time remaining (parole eligibility and max out)
 Number of previous escapes (or attempts)
 Number of prior disciplinarys
 Race
 Sex
 DOB
 Medical Warnings

B. Eligibility Lists will be forwarded to the Executive Director of the of the DPCC beginning January 14, 1982 and subsequently thereafter on a bi-weekly basis on the Thursdays corresponding to the State payroll periods unless otherwise specified by the Executive Director.

C. Notice and Inquiries

The DPCC will provide a Supervised Furlough Program Announcement (Attachment 2) to SCDC for posting in its institutions and facilities. The announcement will contain a description of the basic criteria, the selection process and procedures for inmate inquiries. The SCDC will be responsible for notifying inmates whether they are eligible or not eligible for program consideration based on the Auto Screen results. This notification will be accomplished through a computer edit on the Inmate Pay Receipt effective the first payday following the program announcement. Inquiries from inmates deemed not eligible for consideration will be handled by SCDC Classification Caseworkers.

II. CASE REVIEW: DPCC & SCDC

- A. The Executive Director of the DPCC will review the list of eligibles and, based on PCCB and DPCC priorities, will select those individuals for immediate processing. Following this review and selection, the DPCC will notify SCDC of the inmate records to be available for review. SCDC will provide a suitable location for DPCC personnel to review inmate records at the institutions and SCDC Central Office.
- B. All designated personnel (i.e., Institutional Officers) from the DPCC Central Office will conduct manual case reviews of inmate records at SCDC facilities or Central Office using the Manual Review Checklist (MRC) (see Attachment 3 for format). The purpose of this review is to verify inmate eligibility based on the established criteria for the program using all appropriate sources of information included in the inmate's record. Specifically, the charge, disposition (if available) and date for the most recent disciplinary must be recorded. In addition, "rap sheet" verification should be made regarding prior commitments, particularly for any violent offenses. For any case in which full verification cannot be made (i.e., rap sheet indicates previous conviction without dispositional information), the MRC should reflect this need for additional investigation. Upon completion of the manual case review, DPCC personnel will return copies of all MRCs to the Central Office for monitoring and review.
- C. Following the completion of the manual case review, the DPCC will forward a copy of the Manual Review Checklist for all remaining eligible inmates to the SCDC Director of Classification and Community Services, who will instruct the appropriate institutional,

work-release, and pre-release personnel to review these inmates' records and complete the DPCC Supplemental Data Form (SDF) (see Attachment 4) with any other relevant information, including special needs or problems such as:

- a. Medical impairment;
- b. Psychiatric or developmental impairment;
- c. Social or family problems;
- d. Academic or vocational training or needs;
- e. Financial obligations.

All completed SDFs will be returned to the Associate Director for Institutional Operations of DPCC. At this same time, the DPCC will forward copies of the Manual Review Checklists for all ineligible inmates to the SCDC, RIM Division, for records corrections with a notice of ineligibility forwarded to the inmate at his facility through the Warden or Superintendent.

III. INMATE INTERVIEWS

- A. Upon receipt of a completed MRC and SDF, the Associate Director for Institutional Operations will forward all documents to the appropriate DPCC Institutional Officer(s) and/or Field Agent(s) who will schedule interviews for all remaining eligible inmates, or for any inmate who has failed to meet any of the criteria but for which further verification is necessary or advisable.
- B. Institutional Officers and/or Field Agents will conduct personal interviews with all eligible inmates at SCDC facilities. This semi-structured interview will employ the Supervised Furlough Institutional Interview forms (see Attachment 5 for format based on an adaptation of the Pre-Parole Institutional Interview). This interview will include but is not limited to a discussion of the following factors:
 1. Program description and conditions for participation (see Attachment 2 for Program Announcement and Attachments 6-A and 6-B for the statement of conditions and Institutional Interview Guidelines);
 2. Issue of voluntary participation including any reasons for non-participation;
 3. Verification of basic criteria and descriptive data;
 4. Special needs or problems particularly as they relate to information contained on the Supplementary Data Form;
 5. Community release plans, particularly housing and employment prospects.

It must be noted that the completion of the institutional interview forms include the following items: (1) the Supplement to Form 12; (2) Form 12 (Pre-Parole Institutional Interview omitting Social and Family History and Parole Program sections); and (3) Form 12--Confidential Release Waiver.

- C. Upon completion of the interview, the Institutional Officer(s) will return the MRC, SDF and the Institutional Interview to the

CONTINUED

1 OF 2

DPCC Central Office. At that time, all records and completed forms for ineligible inmates who will not require field investigations, regardless of whether or not they have been interviewed, will be forwarded to the Parole Examiners in the Commissioner's Office of the PCCB. All records and completed forms for eligible inmates who will require field investigations will be forwarded to the Agent-In-Charge in the county of residence for all eligible inmates by the Deputy Director for Field Operations.

IV. FIELD REVIEW

- A. Upon receipt of all records and completed forms for eligible inmates, the Agents-In-Charge will assign the cases to the appropriate Investigator(s) for the purpose of conducting a field investigation. In the absence of specialized investigation staff or should investigation workloads temporarily restrict their use, the Agent-In-Charge may assign or reassign the cases to other appropriate field personnel.

Completed forms will serve as the background information for these investigations which will employ an adaptation of the Pre-Parole Investigation form (see Attachment 7 for format). Using all reliable sources of information including court records, rap sheets, interviews, etc., the purpose of the field investigation will be to verify factors relating to the inmate's release and participation in the program including but not limited to factors such as:

1. Availability of appropriate community resources, including housing, employment, treatment services, etc.;
2. Community sentiment;
3. Prior record;
4. Official version of the offense (particularly violence or any threat of violence involved).

- B. Upon completion of the field investigation, the Investigator must complete the Supervised Furlough Investigation Supplement and the Field Investigation Form 28; and together with all records and other completed forms, the AIC will return all documents to the Deputy Director for Field Operations at the DPCC/Central Office for further processing. It must be noted that the completion of Form 28 on all Supervised furlough cases does not require the completion of the following sections: (1) Official Statements (p. 4); (2) Contacts Secured (p. 5); (3) Parole Program (p. 6); and

(4) Recommendations and Summary (p. 6, provide comments and summary only as no recommendation is requested).

V. PAROLE AND COMMUNITY CORRECTIONS BOARD

A. Parole Examiners and Case Analysts in the Commissioner's Office of the PCCB will compile and organize the records, reports, investigations and comments received by the DPCC/Central Office and will develop case summaries for each inmate including those cases determined to be ineligible or for which selection will not be recommended. Prior to completing the case summaries and recommendations, the Examiners or Analysts will re-verify the inmate's continued eligibility under the program criteria (e.g., no subsequent disciplinaries, holds, wanteds, or detainers) since the manual review processing was completed.

B. Upon completion of the case summaries and recommendations, the Parole Examiners will organize all cases in categories according to recommended action (e.g., positive, negative, questionable) and forward to the Commissioner's Office of the PCCB. The Commissioner's Office will notify the appropriate local law enforcement officials in writing of the pending release of all inmates who will be recommended to the Board for participation in the program. This notice must include instructions for law enforcement officials to forward in writing any objections to the inmate's participation to the Board prior to the hearing date for their consideration.

All cases certified by the Commissioner to be eligible and recommended for participation in the program will be presented to the Board for final approval. Any case which presents unresolved questions as to eligibility, or a recommendation cannot be made for any other reason, will be presented to the Board for their deliberation. If the issue(s) cannot be resolved during the Board's

initial deliberations and the inmate meets all basic criteria, the Board will schedule a reconsideration of the case as individual circumstances warrant. The inmate will be so advised of this action through the Director of the Division of Classification and Community Services (DCCS) and his/her warden or superintendent. Finally, any case certified by the Commissioner to be ineligible and not recommended for participation in the program may not be presented to the Board, but may be administratively rejected upon the notification of the inmate, including written and specific reasons for the rejection, by the Commissioner's Office. The Director of DCCS will first be contacted and he in turn will advise the appropriate warden or superintendent.

- C. Schedule of Hearings. The Commissioner's Office of the PCCB will establish a special hearings schedule for the initial backlog for the PCCB to consider final selection of inmates for the Supervised Furlough Program.
- D. PCCB. The Board will meet in three-member panels, or as a full Board when necessary and appropriate, according to the Commissioner's special hearing schedule in order to make its selection of eligible inmates for program participation.
- E. SCDC Notification. Following the final action of the Board and no less than seven days prior to supervised furlough release, the Board will forward a list of approved inmates to the Director of DCCS. The Director will notify the wardens and superintendents of inmates approved for release and the institutional personnel will proceed with the necessary preparations to release the inmates. The Director of DCCS will also inform the warden and superintendents of inmates not approved for participation at this time.

VI. SUPERVISION PLAN

- A. Immediately following the decision of the Board, each DPCC Furlough Supervisor will receive a list from DPCC/Central Office of all inmates selected for furlough supervision from his/her geographic area. The institutional location and tentative date of release for each furlough inmate will be indicated on the list.

Prior to the release date, the Furlough Supervisor will examine the inmate's institutional record or "Warden's Jacket" in order to re-verify continued eligibility under the program criteria (e.g., no subsequent disciplinaries, holds, wanteds, or detainers) since the manual review processing was completed. Furlough Supervisors in the Midlands Area, however, may request re-verification under the program criteria from the Institutional Operations Division at the DPCC Central Office prior to the release date. Should questions as to the inmate's continued eligibility arise at this time, the Furlough Supervisor must immediately notify the Division so a determination as to the appropriate action (e.g., temporary hold, participation denied or release) can be made.

- B. Furlough Supervisors will interview approved inmates at their respective institutions where necessary and convenient and develop a written community case plan for each furlough inmate to be approved by the Agent-in-Charge. The community case plan will include the types of supervision requirements as well as the identification of problem areas, needs and resources.
1. Supervisory Control Requirements. These shall include, but will not be limited to, restrictions on the furlough inmate's

movement in the community, living arrangements, social associations, and reporting requirements.

- a. All Supervised Furlough cases will be placed in the intensive level and will remain so classified as long as they are in the program unless otherwise approved by the Executive Director or the Board. The intensive level of supervision requires one or more face-to-face contacts with the inmate each week and at least one employment contact each week. These contacts should be made with the individual on an alternate basis in the home, place of employment, and office. All cases assigned to the intensive level will be supervised in specialized caseloads of no more than 25 and will be supervised only by experienced agents such as the Furlough Supervisors.
- b. Provisions will be made for Furlough Supervisors and their superiors, in case conferences, to determine the case services which would be provided and the number of contacts which would be included in this service.

2. Rehabilitation Needs. Rehabilitation needs will include, but not be limited to, employment, education, training, alcohol and drug treatment counseling and guidance with regard to alcohol and drug abuse, psychological or emotional problems, or handicaps.

- a. Policies and procedures will be written to provide for special case services for furlough inmates with specific types of problems. Furlough inmates will be grouped by problem and will be placed under the supervision of specially trained and experienced Furlough Supervisors which should result in better supervision and improved services to the furlough inmates.
- b. The types of furlough inmates that could be placed in specialized caseloads would include drug addicts, alcoholics, mentally ill, senile and the physically handicapped, and also furlough inmates needing intensive or special surveillance. For the majority of these caseloads, it would be advisable, if not necessary, to reduce the size of the caseload because of the extra attention required.

3. Categorization of the Furlough Inmates. Categorization of the furlough inmates will include the extent and type of staff and time needed, possible assignment to specialized caseload or treatment programs, and specifics as to the degree of perceived risk posed by the furlough inmate.

- a. Written procedures governing community supervision will provide for review of levels of classification at periodic intervals, with prompt reclassification where warranted.
- b. Reviews of individual cases will be conducted by the Furlough Supervisor and his or her superior.

4. Identification of Needs and Resources. It will be necessary to identify needs and specific objectives for the furlough inmate in such areas as employment, financial, family, and social and personal concerns.

- a. Employment concern: A list will be made of the positive assets the furlough inmate possesses that should enable him or her to make progress in employment. Such assets might include, but would not be limited to, specific experience in the skilled trades, education, training, or completion of vocational instruction. Specific handicaps or problems relating to finding or maintaining satisfactory employment would also be noted.
- b. Financial concerns: A determination will be made of the inmate's financial assets. Any outstanding indebtedness, especially obligations that might present a problem to successful completion of the supervision period, will be noted. Specific problems might be those such as court-ordered payment of fines and court costs, restitution, child support payments, or large personal loans to finance companies. Other types of problems might be situations beyond the immediate control of the inmate, such as illness or physical injury that has caused large medical bills which are not covered by insurance.
- c. Family concerns: Positive assets such as a stable marriage, family members who can and will offer moral support and guidance, and, if necessary, help with the home placement or financial assistance will be noted. In addition, family situations that could cause problems for the furlough inmate in successfully completing the supervision period will be indicated. Such problems might include divorce, mental, emotional or social adjustment problems of family members, or family illnesses.

- d. Social and personal concerns: Positive factors such as a willingness to seek psychological counseling and acceptance of constructive criticism will be noted. Problems which would be noted in this area could include uncontrolled alcohol and drug abuse, sexual deviance, and irrational and impulsive behavior. This area would deal with the interpersonal relationships between the furlough inmate, the community, and the supervisor. Because of the complexity of some of these areas, social and personal concerns might be more difficult to develop than the other concerns listed.

C. After the supervision plan has been developed and approved by the Agent-in-Charge, the following procedures will be followed:

1. Prior to the inmate's release, the Furlough Supervisor will have re-verified the inmate's continued eligibility under the program criteria (e.g., no subsequent disciplinaries, holds, wanteds, or detainers) since the manual review process was completed by first contacting the warden and superintendent in this regard.
2. The Furlough Supervisor will then meet with the inmate to provide furlough instructions.
3. The Furlough Supervisor will present a Certificate of Furlough Release, outlining the conditions of the furlough, to the inmate for his or her signature.
4. Once the inmate has agreed to the conditions of the furlough by signing the certificate, the inmate will be given a copy of the certificate and placed on furlough release.
5. Two duplicate copies of the Certificate of Furlough Release will be given to the Institutional Head, one of which is to be filed in the inmate's warden record and the other to be forwarded to Offender Records.

D. The Department will develop a Supervised Furlough Progress Report (an adaptation of the SCDC Extended Work-Release Form) to be completed on a periodic basis by the Furlough Supervisor for each client under supervision. Progress reports will be used by the Supervisors to revise the Supervision Plan as appropriate and all reports will be available to the Board and Department for any consideration as to parole release or continued program participation.

VII. REVOCATION AND PAROLE

A. Revocation

DPCC will assume full responsibility for the revocation of supervised furlough participants. Inasmuch as DPCC agents will be the initiating party in furlough revocations as a result of furlough rules violations or new convictions, revocation hearings will be conducted and carried out by Hearing Officers at times and places designated by the DPCC. Revocation Hearings could be held at, but would not be limited to, SCDC facilities. DPCC Hearing Officers will provide a written revocation report within ten working days of the disposition to the SCDC Director of DCCS. However, in the event that the Hearing Officer recommends continuation in the program with a loss of good time, such written recommendation shall be forwarded to the Director of DCCS. Inasmuch as supervised furlough participants would still be under the formal jurisdiction of SCDC, the SCDC would provide necessary transportation back to an appropriate SCDC facility to be determined by the Director of Institutional Operations/Minimum Security or appropriate Regional Administrator.

In the event that a supervised furlough inmate has been determined by the Furlough Supervisor to have absconded, the SCDC will be responsible for issuing APBs. In such cases, the inmate's supervised furlough status would be revoked in absentia by the DPCC. When DPCC wishes to have a furlough inmate returned to confinement, in absence of a new offense, DPCC agents will be responsible for coordinating with SCDC personnel and for assisting them to facilitate a timely and safe return to confinement of Supervised Furlough

participants not detained by local law enforcement officials. Specific written procedures will be developed and mutually agreed upon by the DPCC and the SCDC. In any situation in which problems occur in arranging an inmate's apprehension or transportation, the Supervisor or Agent-in-Charge should contact the Assistant Director who will request the assistance of the Deputy Director for Operations in resolving the problem.

For a technical violation due to a rules infraction, the matter may be handled administratively by the Supervisor and the Agent-in-Charge without the necessity of a hearing. In the event that a revocation hearing is recommended for a technical violation, such a request must first be approved by the appropriate Assistant Director (DPCC) in consultation with the Deputy Director for Operations. Revocation hearings must be held by DPCC Hearing Officers for all cases of furlough inmates who have committed a new offense upon notification of the Furlough Supervisor, the Agent-in-Charge, and the Assistant Director. Although reconfinement remains an option after a violation occurs, other alternatives should be available and considered to the extent that public safety is not endangered and the possibility of successful community adjustment exists. Such alternatives could include: the imposition of special conditions, increasing the intensity of supervision, placement in a halfway house, or enrollment in a rehabilitation facility.

B. Parole

Prior to the parole eligibility date, the Parole Examiners will review the records of all furlough inmates to ensure that all the necessary information has been compiled and updated, including

a progress report on each program participant from the Furlough Supervisor. Following the parole hearings, those furlough inmates which are granted parole by the PCCB will be administratively transferred to parole supervision by the DPCC which will assume full jurisdiction at this time. In the event that parole is denied, the Board will determine whether the inmate will be allowed to continue his participation on the Supervised Furlough Program and under what conditions, or whether the inmate will be returned to the SCDC for reassignment with consideration given to the specific circumstances in individual cases. Finally, in the event that the Board grants parole but is subsequently refused by the inmate, the DPCC will determine whether the inmate will be allowed to continue his participation on supervised furlough and under what conditions, or whether the inmate will be returned to the SCDC for reassignment with consideration given to specific circumstances in individual cases.

VIII. PROGRAM ADMINISTRATION

A. Orientation and Training

The DPCC will provide the necessary orientation and training for all department personnel with roles or responsibilities for the operation of the Supervised Furlough Program. Program orientation and training will consist of the following components:

1. Assistant Director orientation;
2. Institutional Operations personnel training;
3. Agents-in-Charge, four regional training sessions;
4. Case Analyst orientation;
5. Parole Examiners orientation;
6. Hearing Officers orientation;
7. Board orientation;
8. Furlough Supervisors, intensive supervision training at the Criminal Justice Academy.

B. Tracking

The DPCC will develop a screening process tracking system in order to ensure adequate control and efficiency in the operation of the screening and selection process.

C. Monitoring

The Joint Interagency Monitoring Committee will assume the responsibility for the periodic and systematic monitoring of the screening, selection and administration of the Supervised Furlough Program and will meet for this purpose upon the request of the Executive Director of the DPCC.

1. Membership must include, but is not limited to, Management Representatives from SCDC and DPCC as well as process component and program representatives (i.e., RIM, Classification and Community Services, Parole Examiners, Institutional Officers, Field Agents, etc.) on an ad hoc basis.
2. Function
 - a. Process monitoring, troubleshooting and revision;
 - b. Quality Control through the review of screening and investigative process using sample cases;
 - c. Ensure interagency cooperation and accountability.

D. Evaluation

DPCC personnel will conduct periodic and systematic reviews of furlough cases to assess the adequacy of supervisory controls and participation in contracted rehabilitation programs, as well as to determine the need for recategorization of the level of supervision based on the participant's behavior and progress.

SOUTH CAROLINA DEPARTMENT OF CORRECTIONS
TABLE FILE LISTING

0000	CHARGE UNKNOWN	2402	THEFT & STRIP VEH
0001	STATED CHARGE NOT CLEAR	2403	THEFT & USE VEH OTHER CRM
0002	ARREST DATA NOT RECEIVED	2404	VEH THEFT
0100	SOVEREIGNTY	2405	THEFT VEH BY BAILEE
0102	TREASON MISPRISION	2406	RECEIV STOLEN VEH
0105	SEDITION	2407	STRIP STOLEN VEH
0106	SELECTIVE SERVICE	2408	POSSESS STOLEN VEH
0199	MILITARY-NEC	2409	INTERST TRANSP STOLEN VEH
0200	MILITARY	2410	AIRCRAFT THEFT
0201	DESEPTION	2411	UNAUTH USE OF VEH
0299	SOVEREIGNTY-NEC	2499	STOLEN VEHICLE-NEC
0300	IMMIGRATION	2500	FORGRY/CNTRFTNG-UNKNOWN
0301	ILLEGAL ENTRY	2501	FORGERY OF CHECKS
0302	FALSE CITIZENSHIP	2502	FORGERY ID OBJECT
0303	SMUGGLING ALIENS	2503	COUNTERFEITING ID OBJECT
0399	IMMIGRATION-NEC	2504	PASS/DIST FORGED OBJECTS
2201	BRG-SAFE-VAULT	2505	PASS/DIST CNTRFTD OBJECTS
2202	BRG-FRCD ENTRY RESID	2506	POSS FORGD ID OBJ
2203	BRG-FRCD ENTRY NONRESID	2507	POSS COUNTERFEITD-ID OBJ
2204	BRG NO FRC ENTRY RESID	2508	POSS TOOL-FORG COUNTFEIT
2205	BRG NO FRC ENTRY NORESID	2509	TRANSPORT FORG ID OBJ
2206	BRG TOOLS POSSESS	2510	TRANPT COUNTFEIT ID OBJ
2207	BRG BANKING TYPE INST	2511	TRANPT TOOL FORG COUNTFEIT
2208	BREAK-ENT W/INTENT-STEAL	2589	FORGERY FREE TEXT
2299	BURGLARY-NEC	2599	FORGRY/CNTRFTNG-NEC
2300	LARCENY-UNKNOWN	2600	FRAUDULENT ACTVITY-UNKNOWN
2301	POCKETPICKING	2601	FRAUD CONFIDENCE GAME
2302	PURSE SNATCHING NO FORCE	2602	FRAUD SWINDLE
2303	SHOPLIFTING	2603	MAIL FRAUD
2304	LARC-PARTS FROM VEH	2604	FRAUD IMPERSON
2305	LARC-FROM AUTO	2605	FRAUD ILL USE CRTD CARD
2306	LARC-FROM SHIPMENT	2606	FRAUD INSUFF FUNDS CHECK
2307	LARC-FROM COIN MACHINE	2607	FRAUD-FALSE STATEMENT
2308	LARC-FROM BLDG	2608	FRAUD BY WIRE
2309	LARC-FROM YARDS	2699	FRAUDULENT ACTIVITY-NEC
2310	LARC-FROM MAILS	2700	EMBEZZLEMENT-UNKNOWN
2311	LARC-FROM BANK TYPE INS	2701	EMBEZZLE BUSINESS PROP
2312	LARC-FROM INTERST SHIP	2702	IMBEZZLE INTERST SHIPMENT
2313	OBSTRUCT CORRES POST VIO	2703	EMBEZZLE BANKNG TYPE INST
2314	THEFT OF US GOVT PROP	2704	EMBEZZLE PUBLIC PROP
2315	LARC ON US GOVT RESERV	2705	EMBEZZLE POSTAL
2316	LARC POSTAL	2799	EMBEZZLEMENT-NEC
2317	LARCENY-HOUSEBREAKING	2800	STOLEN PROPERTY-UNKNOWN
2318	LARCENY-GRAND	2801	SALE OF STOLEN PROP
2399	LARCENY-NEC	2802	TRANPT INST STOLEN PROP
2400	STOLEN VEHICLE-UNKNOWN	2803	RECEIV STOLEN PROP
2401	THEFT & SALE VEH	2804	POSSESS STOLEN PROP
		2805	CONCEAL STOLEN PROP

PAROLE BOARD--NON-VIOLENT OFFENSES

ATTACHMENT 1

2899 STOLEN PROPERTY-NEC
 2900 DAMAGED PROPERTY-UNKNOWN
 2901 DAMGE PROP BUS
 2902 DAMGE PROP PRIVATE
 2903 DAMGE PROP PUBLIC
 2904 DAMGE PROP BUS EXPLOSIVE
 2905 DAMGE PROP PRIV EXPLOSIVE
 2906 DAMGE PROP PUB EXPLOSIVE
 2999 DAMAGED PROPERTY-NEC
 3500 DANGEROUS DRUGS-UNKNOWN
 3501 HALLUCINOGEN MFR
 3502 HALLUCINOGEN DISTRIB
 3503 HALLUCINOGEN SELL
 3504 HALLUCINOGEN POSSESS
 3505 HALLUCINOGEN FREE TEXT
 3510 HEROIN SELL
 3511 HEROIN SMUGGL
 3512 HEROIN POSSESS
 3513 HEROIN (FREE TEXT)
 3520 OPIUM OR DERIV SELL
 3521 OPIUM OR DERIV SMUGGL
 3522 OPIUM OR DERIV POSSESS
 3523 OPIUM OR DERIV-FREE TEXT
 3530 COCAINE SELL
 3531 COCAINE SMUGGL
 3532 COCAINE POSSESS
 3533 COCAINE (FREE TEXT)
 3540 SYNTH NARC SELL
 3541 SYNTH NARC SMUGGL
 3542 SYNTH NARC POSSESS
 3543 SYNTH NARC (FREE TEXT)
 3550 NARC EQUIP POSSESS
 3560 MARIJUANA SELL
 3561 MARIJUANA SMUGGL
 3562 MARIJUANA POSSESS
 3563 MARIJUANA PRODUCING
 3564 MARIJUANA (FREE TEXT)
 3570 AMPHETAMINE MFR.
 3571 AMPHETAMINE SELL
 3572 AMPHETAMINE POSSESS
 3573 AMPHETAMINE (FREE TEXT)
 3580 BARBITURATE MFG.
 3581 BARBITURATE SELL
 3582 BARBITURATE POSSESS
 3583 BARBITURATE (FREE TEXT)
 3590 LEGEND DRUGS-POSS
 3591 LEGEND DRUGS-DISTRIB
 3599 DANGEROUS DRUGS-NEC

3700 OBSCENE MATERIAL-UNKNOWN
 3701 OBSC MATERIAL MFR.
 3702 OBSC MATERIAL SELL
 3703 OBSC MATERIAL MAILING
 3704 OBSC MATERIAL POSSESS
 3705 OBSC MATERIAL DISTRIB
 3706 OBSC MATERIAL TRANSPORT
 3707 OBSC COMMUNICATION
 3799 OBSCENE MATERIAL-NEC
 3800 FAMILY OFFENSE-UNKNOWN
 3801 NEGLECT FAMILY
 3804 BIGAMY
 3805 CONTRIB DELINO MINOR
 3806 NEGLECT -- CHILD
 3807 NONPAYMENT OF ALIMONY
 3808 NONSUPPORT OF PARENT
 3899 FAMILY OFFENSE-NEC
 3900 GAMBLING-UNKNOWN
 3901 BOOKMAKING
 3902 CARD GAME OPERATING
 3903 CARD GAME PLAYING
 3904 CARD GAME
 3905 DICE GAME OPERATING
 3906 DICE GAME PLAYING
 3907 DICE GAME
 3908 GAMBL DEVICE POSSESS
 3909 GAMBL DEVICE TRANSPORT
 3910 GAMBL DEVICE NOT REGISTER
 3911 GAMBL DEVICE
 3912 GAMBL GOODS POSSESS
 3913 GAMBL GOODS TRANSPORT
 3914 GAMBL GOODS
 3915 LOTTERY OPERATING
 3916 LOTTERY RUNNER
 3917 LOTTERY PLAYING
 3918 LOTTERY
 3919 SPORTS TAMPERING
 3920 TRANSMIT WAGER INFORM
 3921 ESTABLISH GAMBL PLACE
 3999 GAMBLING-NEC
 4000 COMMERCIALIZED SEX-UNKNOWN
 4001 KEEPING HOUSE ILL FAME
 4002 PROCURE FOR PROSTITUTE
 4003 HOMOSEXUAL PROSTITUTION
 4004 PROSTITUTION
 4005 FREQUENT HOUSE ILL FAME
 4006 TRNSP FEMALE IMMORAL PURP
 4099 COMMERCIALIZED SEX-NEC

4100 LIQUOR-UNKNOWN
 4101 LIQUOR MFR.
 4102 LIQUOR SELL
 4103 LIQUOR TRANSPORT
 4104 LIQUOR POSSESS
 4105 MISREPRESENTING AGE MINOR
 4199 LIQUOR-NEC
 4200 DRUNKENESS-UNKNOWN
 4299 DRUNKENESS-NEC
 4800 OBSTRUCTING POLICE-UNKNOW
 4802 OBSTRUCT CRIMINAL INVEST
 4803 MAKING FALSE REPORT
 4804 EVIDENCE DESTROYING
 4805 WITNESS DISSUADING
 4806 WITNESS DECEIVING
 4807 REFUSING TO AID OFFICER
 4808 COMPOUNDING CRIME
 4809 UNAUTH COMMUN WITH PRISON
 4810 ILLEGAL ARREST
 4811 CROSSING POLICE LINES
 4812 FAILURE REPORT CRIME
 4813 FAILING TO MOVE ON
 4899 OBSTRUCTING POLICE-NEC
 5000 OBSTRUCTING JUSTICE-UNKNW
 5001 BAIL SECURED BOND
 5002 BAIL PERSONAL RECOG
 5003 PERJURY
 5004 PERJURY SUBORNATION OF
 5005 CONTEMPT OF COURT
 5006 OBSTRUCTING JUSTICE
 5007 OBSTRUCTING COURT ORDER
 5008 MISCONDUCT JUDIC OFFICER
 5009 CONTEMPT OF CONGRESS
 5010 CONTEMPT OF LEGISLATURE
 5011 PAROLE VIOLATION
 5012 PROB VIOLATION
 5013 CONDIT RELEASE VIOLATION
 5014 MANDATORY RELEASE VIOLTN
 5015 FAILURE TO APPEAR
 5099 OBSTRUCTING JUSTICE-NEC
 5100 BRIBERY-UNKNOWN
 5101 BRIBE GIVING
 5102 BRIBE OFFERING
 5103 BRIBE RECEIVING
 5104 BRIBE (FREE TEXT)
 5105 CONFLICT OF INTEREST
 5106 GRATUITY GIVING
 5107 GRATUITY OFFERING
 5108 GRATUITY RECEIVING

5109 GRATUITY (FREE TEXT)
 5110 KICKBACK GIVING
 5111 KICKBACK OFFERING
 5112 KICKBACK RECEIVING
 5113 KICKBACK (FREE TEXT)
 5199 BRIBERY-NEC
 5201 ALTERING WEAPON
 5210 LICENSING REGISTRATION
 5214 SELLING WEAPONUNKNOWN
 5300 PUBLIC PEACE-UNKNOWN
 5301 ANARCHISM
 5307 ASSEMBLY UNLAWFUL
 5308 FALSE FIRE ALARM
 5309 HARASSING COMMUNICATION
 5310 DESECRATING FLAG
 5311 DISORD CONDUCT
 5312 DISTRUB PEACE
 5313 CURFEW
 5314 LITTERING
 5399 PUBLIC PEACE-NEC
 5400 TRAFFIC OFFENSE-UNKNOWN
 5403 DRIVING INFLUENCE DRUGS
 5404 DRIVING INFLUENCE LIQUOR
 5405 MOVING TRAFFIC VIOL
 5406 NONMOVING TRAFFIC VIOL
 5407 DRIVING UNDER SUSPENSION
 5499 TRAFFIC OFFENSE-NEC
 5500 HEALTH/SAFETY-UNKNOWN
 5501 DRUGS ADULTERATED
 5502 DRUGS MISBRANDED
 5503 DRUGS (FREE TEXT)
 5504 FOOD ADULTERATED
 5511 FOOD MISBRANDED
 5512 FOOD (FREE TEXT)
 5520 COSMETICS ADULTERATED
 5521 COSMETICS MISBRANDED
 5522 COSMETICS (FREE TEXT)
 5599 HEALTH/SAFETY-NEC
 5600 CIVIL RIGHTS-UNKNOWN
 5699 CIVIL RIGHTS-NEC
 5700 INVASION-PRIVACY-UNKNOWN
 5701 DIVULGE EAVESDROP INFO
 5702 DIVULGE EAVESDROP ORDER
 5703 DIVULGE MESSAGE CONTENTS
 5704 EAVESDROP EQUIP FREE TEXT
 5706 OPEN SEALED COMMUNICATION
 5707 TRESPASSING FREE TEXT
 5708 WIRETAP FAILURE TO REPORT
 5799 INVASION-PRIVACY-NEC

5800 SMUGGLING-UNKNOWN
5801 SMUGGLE CONTRABAND
5802 SMUGGLE CONTRABAND PRISON
5803 SMUGGLE AVOID PAYING DUTY
5899 SMUGGLING-NEC
5900 ELECTION LAWS-UNKNOWN
5999 ELECTION LAWS-NEC
6000 ANTI-TRUST-UNKNOWN
6099 ANTI-TRUST-NEC
6100 TAX REVENUE-UNKNOWN
6101 INCOME TAX
6102 SALES TAX
6103 LIQUOR TAX
6199 TAX REVENUE-NEC
6200 CONSERVATION-UNKNOWN
6201 CONSERVATION ANIMALS
6202 CONSERVATION FISH
6203 CONSERVATION BIRDS
6204 CONSERVATION LICENS STAMP
6205 CONSERVATION ENVIRONMENT
6299 CONSERVATION-NEC
6300 VAGRANCY-UNKNOWN
6399 VAGRANCY-NEC
7100 PROPERTY CRIME-UNKNOWN
7199 PROPERTY CRIME-NEC
7200 MORAL DECENCY-UNKNOWN
7299 MORAL DECENCY-NEC
7300 PUBLIC ORDER-UNKNOWN
7399 PUBLIC ORDER-NEC
9902 COMBINED OF 02
9903 COMBINED OF 03
9904 COMBINED OF 04
9905 COMBINED OF 05
9906 COMBINED OF 06
9907 COMBINED OF 07
9908 COMBINED OF 08
9909 COMBINED OF 09
9910 COMBINED OF AT LEAST 10

ATTACHMENT 2

SOUTH CAROLINA DEPARTMENT OF PAROLE AND COMMUNITY CORRECTIONS

TO: Inmates of the South Carolina Department of Corrections
 FROM: J. P. Pratt, II, Executive Director
 South Carolina Department of Parole and Community Corrections
 SUBJECT: Supervised Furlough Program
 DATE: January 14, 1982

STATUTORY AUTHORITY Pursuant to Article 9, Chapter 13 of Title 24, 1976 Code as amended, the South Carolina Department of Corrections and the South Carolina Department of Parole and Community Corrections have developed a co-operative agreement for the implementation of a Supervised Furlough Program. The Supervised Furlough Program will permit carefully screened and selected inmates to be placed on furlough under the supervision of the Department of Parole and Community Corrections Probation and Parole Agents for the purposes of pre-release, securing employment and living arrangements, or obtaining rehabilitation services.

BASIC CRITERIA The following basic criteria must be met for Supervised Furlough consideration. As the program progresses, some of the basic criteria will be made more liberal. Inmates will be notified of any changes made.

1. A non-violent offense (offense categories so designated by the Parole and Community Corrections Board).
2. First adult commitment (prior commitment defined as an incarceration of 90 days or more).
3. No formal disciplinary actions for last six months.
4. Five (5) year sentence or less.
5. No out-of-state residents.
6. No holds, wanteds or detainers.
7. No contempt of court convictions.
8. No Youthful Offenders (YOA).
9. No escapes or escape attempts.

CONDITIONS The conditions for Supervised Furlough participation are very similar to conditions for parole. The specific conditions will be explained to inmates considered for the Supervised Furlough Program at the time of the institutional interview.

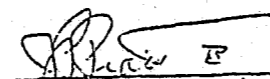
SCREENING PROCESS The screening process for Supervised Furlough Program selection will include:

1. Automated screening of South Carolina Department of Corrections records for inmates meeting the basic criteria.
2. A manual review of inmate records to verify eligibility for consideration.
3. An inmate interview.
4. A field investigation.
5. A review of findings.
6. Decision by the Parole and Community Corrections Board.

PROCESSING FOR SUPERVISED FURLOUGH PROGRAM CONSIDERATION WILL BEGIN ON JANUARY 14, 1982.

INMATE NOTIFICATION Inmate Pay Receipts, beginning in the near future, will indicate whether an inmate is eligible for Supervised Furlough Program consideration. Inmates eligible for consideration will be notified by the Department of Parole and Community Corrections when an interview is scheduled. Processing of inmates eligible for Supervised Furlough consideration will be done as quickly as possible.

The publishing of these criteria in no way binds the South Carolina Department of Parole and Community Corrections Board to a favorable consideration for participation in the Supervised Furlough Program.

S/ 
 J. P. Pratt, II, Executive Director

ATTACHMENT 3

SCPCC Board
 MANUAL REVIEW CHECKLIST
 SUPERVISED FURLOUGH PROGRAM

NAME: _____ SCDC # _____

COUNTY OF RESIDENCE: _____ COMMITTING COUNTY: _____

AGE: _____ PAROLE DATE: _____

SENTENCE START DATE: _____ MAX OUT: _____

INSTITUTION: _____

CRITERIA (SOURCE)	VERIFICATIONS	CRITERIA MET
NONE (Face Sheet)	DETAINEES, HOLDS, WANTEDS, NOTIFIES: _____ _____	Yes () No ()
NON-VIOLENT (Commitment Order)	OFFENSE(S): _____ _____ (NO CONTEMPT, YOA, ESCAPES/ATT. ESCAPES)	Yes () No ()
5 YR. OR LESS (Commitment Order)	SENTENCE: _____	Yes () No ()
NONE (Map Sheet)	PRIOR ADULT COMMITMENTS (90 days or more): _____ _____	Yes () No ()
NONE/6 MTHS (CDC FORM 18-82)	DATE LAST DISCIPLINARY (CHARGE/Dispo): _____	Yes () No ()
NO OUT-OF-STATE RESIDENTS (Face Sheet)	ADDRESS AT ARREST: _____	Yes () No ()

COMMENTS:

Reviewing Agent _____

Date _____

ATTACHMENT 4

SOUTH CAROLINA PAROLE AND COMMUNITY CORRECTIONS BOARD
SUPPLEMENTAL DATA FORM
INSTRUCTIONS

The Supplemental Data Form is to be completed on inmates meeting the Basic Criteria for the Supervised Furlough Program. The Form is to be completed upon notification by the SCDPCC. The Form is to be available with the case record by the time the interview is conducted.

The intent of the Form is to identify the inmate's potential problems and needs during participation in the Supervised Furlough Program. Indicate by category listed any known condition or circumstance that may require follow-up in the community, i.e., health conditions requiring medical supervision, continuing needs for medication (medical or psychiatric), extension of educational pursuits, other circumstances that may preclude a satisfactory adjustment in the community if not addressed. This information will be utilized in developing an appropriate case management plan.

SOUTH CAROLINA DEPARTMENT OF COMMUNITY CORRECTIONS BOARD

SUPPLEMENTAL DATA FORM
SUPERVISED FURLOUGH PROGRAM

NAME: _____ SCDC#: _____

DOB: _____ SS#: _____

1. Recent (last 6 months) Disciplinary Problems (give infractions, dates, dispositions, to include any escapes or attempted escapes):

2. Medical/Health Conditions:

3. Psychiatric Disturbances:

4. Alcohol/Drug Abuse:

5. Learning Disabilities:

6. Other Issues Related to Risks or Needs:

Signature _____ Date _____

SOUTH CAROLINA DEPARTMENT OF PAROLE AND COMMUNITY CORRECTIONS BOARD
INSTITUTIONAL INTERVIEW: SUPERVISED FURLOUGH PROGRAM
(Supplement to Form 12: Pre-Parole Institutional)

NAME: _____ SCDC#: _____
DOB: _____ SS#: _____

Institutional Interview Format

1. Review Supervised Furlough Program Announcement, Criteria and Conditions Statement, and Additional Information with the inmate. Complete items 3-6 below.

2. If NOT interested in Furlough Program participation, list reasons given and discontinue interview: _____

3. RESIDENCE PLAN

Will reside with: _____
Relationship: _____
Address: _____
Phone No.: _____
Rent () Own () Buying ()
Directions to residence: _____

4. EMPLOYMENT PLAN

Job Skills: _____
Employer (if known): _____
- Address: _____
- Contact Person: _____
Type Employment Sought (as applicable): _____
Possible Employers: _____

5. COMMUNITY SERVICE NEEDS

- A. Medical/Health Conditions:
- B. Psychiatric or Developmental Problems:
- C. Alcohol/Drug Abuse:
- D. Social, Family, or Financial Problems:
- E. Educational/Vocational Programs Participation while incarcerated:
- F. Other Issues Related to Risks or Needs:

6. Complete SCPCCB Form 12 and 12A omitting the following information:
Form 12, Page 2: Social and Family History
Form 12, Page 3: Parole Program

STATEMENT OF THE CONDITIONS UNDER WHICH SUPERVISED FURLOUGH IS GRANTED

This Certificate shall not become operative until the following conditions are agreed to by the inmate, and any violation will result in immediate removal from the Furlough Program and possibly disciplinary action being taken.

1. I shall report in person immediately upon arrival at my destination to the Supervising Agent under whose supervision I am released.

Your Supervising Agent's name and address is:

NAME: _____

ADDRESS: _____

- 2. I understand that I do not have complete freedom of the community and will restrict my activity to those programs approved by my Supervising Agent.
- 3. I shall not change my residence or employment or leave the State without first procuring the consent of my Supervising Agent.
- 4. I shall not use narcotic drugs, except when properly prescribed by a licensed physician.
- 5. I will not, under any circumstances, partake of alcoholic beverages or visit establishments whose primary business is the dispensation of alcoholic beverages.
- 6. I shall avoid injurious habits and shall associate only with law-abiding persons.
- 7. I shall refrain from the violation of any Federal, State or Municipal (Local) Penal Law, and will contact my Supervising Agent immediately if arrested or questioned by a law enforcement official.
- 8. I shall, in all respects, conduct myself honorably, work diligently at a lawful occupation, and support my dependants, if any, to the best of my ability.
- 9. I shall not carry a concealed weapon, and will not purchase or use any weapon.
- 10. I realize that if I abscond (leave the state or assigned area) from supervision, I will be declared an escapee and dealt with accordingly.
- 11. I shall each week, until my final release, make a full and truthful report to the South Carolina Parole and Community Corrections Board as instructed to do so by any Supervising Agent.
- 12. I shall be required to and be responsible for paying a supervision cost of \$21.00 per week while on Supervised Furlough to the South Carolina Department of Parole and Community Corrections. These funds are to be used to offset the cost of my supervision and are Non-Refundable.
- 13. I shall immediately notify my Supervising Agent in case of:
 - A. Unemployment and/or absenteeism from work.
 - B. Illness/Injury.
- 14. I fully understand that if parole is applicable and not favorably considered, I will be immediately returned to the supervision of the South Carolina Department of Corrections for re-assignment.
- 15. I understand that after being employed, I will be responsible for all expenses incurred through medical and/or dental services, and for costs of medicine. I also understand that I will be required to participate in group insurance programs provided by my employer unless I can provide proof of other coverage not necessitating participation.
- 16. I shall promptly and truthfully answer all inquiries directed to me by the State Board and my Supervising Agent and allow him/her to visit me at my home, employment site or elsewhere, and carry out all instructions he/she gives.

I hereby certify that this Statement of Conditions has been read and explained and he/she has agreed to them.

I hereby certify that the conditions listed above have been explained fully to me and in agreement thereto, I attach my signature.

This _____ day of _____ 19____

Signature

Parole Agent

Address

Institutional Interview: Supervised Furlough Program

GUIDELINES

The provision of a SFP overview is an important aspect of this institutional interview.

The following steps are required in conducting the interview:

- I. Briefly review the SFP Announcement with the inmate.
- II. Review the SFP Statement of Conditions with the inmate.
- III. Provide the additional information noted below to the inmate.
 - A. Additional Conditions/Criteria
 1. Satisfactory Residential Program: Appropriate and verifiable residence with adequate means of support.
 2. Satisfactory Employment Program: Inmate, with assistance of the Agent, will immediately begin a diligent effort to secure employment upon release. The inmate may not work out-of-state.
 3. Furlough Fee: Inmate will pay a fee of \$21 per week (\$3 per day) from the first day of employment forward. The fee is non-refundable and will be collected weekly.
 - B. Additional Program Processing
 1. Selection: Inmates initially screened for consideration will be subject to an investigation by the DPCC in order to verify that all the basic criteria are met and that the individual will likely meet all of the conditions set forth by the Board. Individuals selected for participation in the Program will be notified in writing by the Board following their deliberations.
 2. Denial: Inmates initially screened for consideration for Supervised Furlough may be denied participation for the following reasons:
 - a. Failure to meet any of the criteria or conditions of the Program.
 - b. Lack of a satisfactory residential plan.
 - c. Lack of immediately available community resources for identified need.
 - d. Psychiatric or medical treatment needs which cannot be feasibly obtained outside the institution.

Inmates initially screened for consideration who are subsequently denied participation will be notified by the Board of the specific reasons for the denial and whether the individual will be reconsidered and, if so, when. Since participation is completely voluntary, considered "grace" and not required by law, the decisions of the Board are final and no appeal process is provided. In addition, a personal interview before the Board is not required and will not be granted unless extenuating circumstances are present.

3. Violations: An inmate may remain on the Supervised Furlough Program provided he/she complies with all conditions and requirements. Inmates participating in the Program remain under the jurisdiction of the SCDC and may be returned to confinement by administrative action (e.g., no warrant is necessary) for a violation. Inmates returned to confinement will be appraised as to the specific violation by the DPCC and will be notified if a revocation hearing is to be scheduled.
 4. Transfers: Supervised Furlough cases may be transferred to another office within the State so long as an established program exists in that county. There will be no out-of-state transfers!
 5. Parole: An inmate may remain on the Program provided he/she complies with all conditions and requirements until a parole decision is made by the Board. If parole is denied by the Board, the inmate is subject to reconfinement at the discretion of the Board.
- IV. After completing the SFP overview, the Agent/Institutional Officer should complete the SFP Institutional Interview Supplement and Form 12 and 12-A as indicated in the SFP Procedures.

NOTE: The Agent/Institutional Officer conducting the interview should not discuss employment extensions or fee exceptions with the inmate. These allowances should be discussed with the inmate upon release by the supervising Agent as individual situations warrant.

ATTACHMENT 7

SOUTH CAROLINA DEPARTMENT OF PAROLE AND COMMUNITY CORRECTIONS BOARD
FIELD INVESTIGATION: SUPERVISED FURLOUGH PROGRAM
(Supplement to Form 28: Pre-Parole Investigation)

NAME: _____ SCDC# _____

DOB: _____ SS# _____

I. RESIDENCE PLAN VERIFICATION

Will reside with: _____

Complete Address: _____

_____ (City) _____ (County) _____ (Zip Code)

Phone No.: _____

Rent () Own () Buying ()

Residence Plan: Acceptable () Not Acceptable ()

Agent Comments: _____

II. EMPLOYMENT PLAN

Employer (if known): _____

-Address: _____

-Phone No.: _____

-Estimated Wages: \$ _____ per _____ (hour/week)

-Verified by: _____

-Title _____

If employment is not secured, is it likely that subject can find work related to his/her job skills?

Yes () No ()

Possible employers: _____

Agent Comments: _____

III. AVAILABILITY OF COMMUNITY SERVICES (review Community Resource Needs in file)

1. Medical/Health Conditions:

2. Psychiatric Disturbances:

3. Alcohol/Drug Abuse:

4. Social/Family/Financial Problems:

5. Educational/Vocational

6. Other Issues Related to Risks or Needs:

IV. SCPCCB Form 28, Pre-Parole Investigation, is to be completed omitting the following information:

-Page 4: Official Statements

-Page 5: Contacts (forward general contacts only)

-Page 6: Parole Program

Recommendation and Summary (Comments and Summary only, NO recommendation is requested)

FLOW CHART
SUPERVISED FURLOUGH PROGRAM
SCREENING, SELECTION AND ADMINISTRATION PROCESS

January 15, 1982

I. Initial Screening SCDC	II. Case Review DPCC & SCDC	III. Inmate Interviews DPCC	IV. Field Review DPCC	V. Selection PCCB
<p>A. RIM Screen</p> <ol style="list-style-type: none"> 1. Develops auto screen program 2. Produces master list of eligibles and biweekly updates using: <ol style="list-style-type: none"> a. Basic Criteria b. Descriptive Data <p>B. List of eligibles forwarded to ED/DPCC</p> <p>C. Notice and Inquiries</p> <ol style="list-style-type: none"> 1. Program announcement in SCDC facilities 2. Inmate payroll 3. Inquiries directed to Classification Officers 	<p>A. ED/DPCC</p> <ol style="list-style-type: none"> 1. Select cases for processing based on resources and length of stay 2. Notifies SCDC for records availability <p>B. DPCC/Manual Review Checklist (MRC) completed</p> <p>C. SCDC/DCGS completes Supplemental Data Form (SDF)</p>	<p>A. ED/DPCC forwards MRC & SDF to IO</p> <p>B. IO/FA schedules and conducts Inmate Interviews (II)</p> <p>C. IO/FA forwards II, SDF and MRC to DPCC/Central Office</p> <ol style="list-style-type: none"> 1. Ineligibles forwarded to PE/PCCB 2. Eligibles forwarded to AIC in County of Residence 	<p>A. AIC assigns cases to I/FS for field investigation (FI)</p> <ol style="list-style-type: none"> 1. I/FS conducts FI 2. I/FS completes FI including summary and comments <p>B. AIC forwards FI, II, SDF, and MRC to DPCC</p>	<p>A. PE/CA organizes documents, develops summaries and re-verifies eligibility</p> <p>B. PE categorizes cases and forwards to CO/PCCB</p> <ol style="list-style-type: none"> 1. CO notifies law enforcement (objections to PCCB) 2. CO certifies cases to PCCB 3. CO rejects ineligibles and notifies inmate <p>C. CO schedules hearings</p> <p>D. PCCB meets in panels</p> <p>E. CO/PCCB notifies SCDC and DPCC of selections</p>

APPENDIX B-2

VI. Supervision Plan DPCC	VII. Revocation and Parole DPCC/SCDC/PCCB	VIII. Program Administration DPCC and SCDC
<p>A. DPCC/FS receives list of selections and re-verifies eligibility</p> <p>B. FS develops case plan</p> <ol style="list-style-type: none"> 1. Supervisory control requirements 2. Rehabilitation needs 3. Categorization 4. Identification <p>C. AIC approves plan and FS follows release procedures</p> <p>D. FS evaluates case progress and revises plan</p>	<p>A. Revocation</p> <ol style="list-style-type: none"> 1. DPCC initiates action and schedules hearings 2. SCDC issues absconder warrants, takes custody and transports inmates <p>B. Parole</p> <ol style="list-style-type: none"> 1. PE reviews and updates records 2. PCCB grants parole and DPCC transfers to supervision 3. PCCB denies parole and determines continuation or return to SCDC 4. Inmate refuses parole; DPCC determines continuation or return to SCDC 	<p>A. Orientation and Training (DPCC)</p> <ol style="list-style-type: none"> 1. AD orientation 2. Institutional Operations personnel training 3. AIC training; 4 regional sessions 4. FS; intensive supervision training at CJA <p>B. Tracking: DPCC develops screening process tracking system</p> <p>C. Monitoring: JIMC (DPCC & SCDC) evaluates and revises selection and screening process</p> <p>D. Evaluation: DPCC personnel conduct periodic evaluation of of case progress</p>

ABBREVIATION KEY

1. AD - Assistant Director
2. AIC - Agent-In-Charge
3. CA - Case Analyst
4. CJA - Criminal Justice Academy
5. CO - Commissioner's Office (PCCB)
6. DCCS - Division of Classification and Community Services
7. DPCC - Department of Parole and Community Corrections
8. ED - Executive Director
9. FA - Field Agent (DPCC)
10. FI - Field Investigator
11. FS - Furlough Supervisor
12. I - Investigator
13. II - Institutional Interview
14. IO - Institutional Officer
15. JIMC - Joint Interagency Monitoring Committee
16. MRC - Manual Review Checklist
17. PCCB - Parole and Community Corrections Board
18. PE - Parole Examiner
19. RIM - Division of Resource and Information Management
20. SCDC - S. C. Department of Corrections
21. SDF - Supplemental Data Form

STAFF DEVELOPMENT AND TRAINING DIVISION
PROGRAM PLAN

August 5, 1981

STAFF DEVELOPMENT AND TRAINING DIVISION PROGRAM PLAN

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STAFF DEVELOPMENT AND TRAINING DIVISION

GOAL

To provide employees of the Department of Parole and Community Corrections with knowledge and skills to adequately perform assigned job tasks.

The future of training and its importance to the survival of probation and parole is becoming recognized as one necessary step toward professional development. Over the years there has been a need within the Agency to develop a validated training curriculum for all staff. Staff training programs were developed but without specific attention being given to standardized and prescribed job-related training based on a functional task analysis. Also, these programs were developed on the basis of a surmised need without adequate research into content validation of course curriculum. This report provides a foundation for the design and development of a systematic approach to identify, construct, and evaluate relevant training programs for the S. C. Department of Parole and Community Corrections.

SECTION I - TASK ANALYSIS - JOB DIMENSIONS DEVELOPED

The Staff Development and Training Division established specific objectives to be met as a result of the development of this Program Plan. The objectives are as follows: to provide a Basis for revising or updating selection instruments for entry level Agents; to provide a model of job analysis that could be used for all positions; to provide a basis for determining training needs; and, to provide data that would be useful in constructing job-related performance appraisal systems.

Section I provides the foundation for the development of the Program Plan and the rationale for the five program areas described in Section II.

Legal Need for Job-Relatedness Studies:

The terms "valid" and "job-related" are often used synonymously to refer to a selection device (e.g., written test, oral interview, etc.) that is based upon the actual requirements and duties of the job for which a selection is being made. A valid or job-related selection device is one that effectively identifies those job candidates who will be more successful on the job. It should be apparent, then, that it is to an employer's advantage to use job-related selection instruments.

The need for employers to use job-related selection instruments extends beyond the fact that it represents a sound personnel practice, however. Simply put, the law may require an employer to validate his selection practices. To understand the nature and extent of the legal requirement for job-relatedness studies, it is necessary to briefly trace its development in the Congress and the courts.

Title VII of the 1964 Civil Rights Act:

Title VII of the 1964 Civil Rights Act requires equal opportunity in employment. Discrimination based on race, color, religion, sex or national origin

is specifically prescribed by Title VII. On the issue of employment tests, Title VII requires that they be professionally developed and not designed or used to discriminate on the basis of race, color, religion, sex or national origin.

Equal Employment Opportunity Act of 1972 made sweeping amendments to the Civil Rights Act, broadening its scope and enhancing its enforcement provisions. The definition of "employer" was changed to include state and local governments and educational institutions. The Equal Employment Opportunity Commission (EEOC), which has been created to administer and enforce the Civil Rights Act, was given the power to bring lawsuits for violation of the Act by private sector firms. In the case of state and local governments, the law provided for EEOC to refer cases to the Department of Justice for litigation.

Up to this point, the EEOC could only attempt to conciliate differences between employer and persons (or groups of persons) who charged an employer with discriminatory employment practices. Any legal action was left to the resources of the individual claimant. This pattern was altogether changed with the 1972 amendments, the result being a significant increase in Title VII lawsuits brought against private and public employers.

A body of interpretive Title VII case law now exists, the landmark case being *Griggs v. the Duke Power Company* (1971). At issue in this case were the testing practices and qualification requirements used by the Company in filling certain unskilled and semi-skilled positions. These practices were found to result in the selection of proportionately more white males than black males. The tests and other qualification requirements had not been validated.

Both the District and Appellate Courts had placed great weight on the finding that the Company was not motivated by discriminatory intent in establishing testing and educational requirements. Further, the lower courts noted that

the tests in question had been professionally developed and found no justification for the plaintiff's argument that job-relatedness was required by Title VII. Accordingly, the testing and education requirements were upheld.

The Supreme Court, however, reversed in favor of the plaintiff. The requirement in Title VII that tests be professionally developed was interpreted by the High Court to mean that tests be job-related. This construction, said the Court, appropriately reflected the legislative history of the Act. The absence of intent to discriminate was found to be an insufficient justification for challenged practices since "Congress directed the thrust of the Act to the consequences of employment practices, not simply the motivation." Further, the Court stated that the burden of proof was on the employer to show that his employment requirements are job-related.

Since the *Griggs* ruling there have been a host of employment discrimination cases, including some cases ruled on by the Supreme Court. What emerges is a clear statement that employment tests, be they written tests, oral interviews or application appraisals, must bear a relationship to the job for which they are used.

Methods of Establishing Job-Relatedness:

There are three professionally recognized methods for establishing the job-relatedness of selection devices: criterion-related validation, construct validation, and content validation. A brief discussion of these is presented to facilitate an understanding of the approach used in the study.

Criterion-Related Validation:

This validation strategy involves a statistical investigation of the relationship between the test and a measure of success on the job. The job success measure, or criterion, most frequently consists of job performance

ratings by supervisors.

The relationship between the test and criterion is determined through a statistical procedure known as correlation analysis. The results of the correlation analysis reveal the relative efficiency of the test in identifying applicants who will be successful on the job.

The technical problems in conducting criterion-related validation studies in the public sector are numerous, and frequently the criterion-related strategy is not feasible. One of the primary causes of this infeasibility is the technical requirement for a large enough sample to make the statistical comparisons reliable. For example, a minimum of thirty incumbents performing the same job would be required to undertake a criterion-related study. Where this requirement is satisfied, other questions of feasibility remain which may still make the criterion-related approach technically infeasible.

Construct Validity:

A construct refers to a psychological process, such as reasoning ability, which has a value in explaining observed behavior. Simply put, the intent of a construct validation approach is twofold: (1) Establish that measurement of the construct is accurate or valid; and (2) Establish that the construct is related to a measure of job success. These are complex undertakings which generally involve several separate statistical investigations using the correlation analysis procedures described above. As such, this validation strategy is technically more complex than the criterion-related approach and has, therefore, seen little application in the public sector.

Content Validity:

Content validation is qualitatively different from the criterion and construct approaches in that it does not involve a statistical comparison of test scores with a criterion of job success. For this reason it is often the only vali-

ation approach that is technically feasible, and it has therefore experienced greater application in the public sector.

Validity in a content approach is based upon a thorough job analysis which identifies the knowledges, skills, abilities and personal characteristics (KSAP's) needed for successful job performance. Selection devices are then developed to measure these job-related KSAP's. The point crucial to content validation is that it is an approach based on logic rather than statistical correlations. For this reason the logic must be carefully developed and documented.

In the functional task analysis of the Probation/Parole Agent, a content validation strategy was used. A synopsis of the procedures used and results obtained will now be presented.

The Job Analysis encompassed the entry level positions. The intent of the job analysis ultimately was to identify those KSAP's or qualification areas that met two criteria.

1. Job relatedness; KSAP's needed to perform the job.
2. Need for KSAP's in new hires. This refers to the appropriateness of testing for a given KSAP in recognition of two conditions which may expect a new hire to possess a KSAP as evidenced by the formal training program which is provided to all new hires, and the KSAP can only be learned through an orientation to the job or by actual on-the-job performance.

The project consisted of three major phases as indicated below:

1. Identification of tasks in the Probation/Parole Agent job.
2. Identification of KSAP's needed to perform the Deputy Probation Officer Job.
3. Development of job dimensions (grouping of similar KSAP's).

Phase I: Identification of Tasks in Probation/Parole Agents' Job

Tasks performed by Probation/Parole Agents were developed from State Position Questionnaire and Job Descriptions. After considerable analysis a list of forty-nine (49) task statements were compiled.

The task statements were then rated on two variables: (1) time spent

by the Agent on each task, and (2) importance of each task to overall success in the Agent position.

Phase II: Identification of Knowledge, Skill, Ability, and Personal Characteristics (KSAP) Needed to Perform the Probation/Parole Agent Job.

The KSAP's needed to perform the Agents' job were identified and a list of sixty-nine (69) KSAP's was compiled.

Next, the relative importance of the sixty-nine (69) KSAP's to overall success in the Agents' job was investigated by means of a questionnaire. In this questionnaire, the importance of each of the KSAP's was rated on a scale which ranged from 9 to 4 (unimportant to extremely important, respectively), ALL OF THE KSAP's averaged at least "2" in these ratings; "2" being that point on the scale defined as "important to success" in the Agent position.

Phase III: Development of Job Dimensions.

The previous step identified sixty-nine (69) specific KSAP's needed to perform the Agents' job. The purpose of this step was to determine whether these KSAP's actually represented sixty-nine (69) qualitatively different selection factors or whether there were discrete sets of KSAP's which actually tapped the same selection factors. The search for these broader selection factors or job dimensions was accomplished by means of a procedure known as content analysis. The content analysis of the sixty-nine (69) KSAP's was accomplished as follows:

1. The sixty-nine (69) KSAP's were reviewed and sorted into homogeneous groups, for example, knowledges dealing with departmental procedures were placed in a category distinct from knowledges dealing with client counseling.
2. Job dimension titles were selected to describe the common factor which tied together the KSAP's placed in the same categories; for example, "knowledge of counseling techniques" was suggested as the job dimension's title for those knowledges which were concerned with different types of counseling (e.g., knowledge of crisis intervention techniques, knowledge of behavior modification techniques, etc.)

3. The proper allocation of each KSAP to one of the suggested job dimensions was discussed and as a result there were some changes in the job dimension titles and their KSAP composition. When completed, the original sixty-nine (69) KSAP's were grouped into ten (10) separate categories.

Seven of the ten job dimension titles listed in the Task Analysis were refined in an effort to be more descriptive of the entry level training requirements for the Probation/Parole Agent. The seven categories provide the major topical headings for the Basic and In-Service Level Training Programs (Discussed in Section II).

It is proposed that a job analysis be conducted for every position within the Department. The job analysis will define appropriate job dimension categories and identify training needs for the specific positions.

SECTION II - PROGRAM AREAS

There are five program areas within the Staff Development and Training

Division. These five areas are:

1. Orientation
2. Basic
3. In-Service
4. Management/Supervisory
5. Special Programs

Each program area is described in this section according to the following format:

1. Major Program Area
e.g. Orientation

- a. Definition of Program Area
- b. Length of Training (in hours) and where training is conducted.
- c. Who should participate in the training.

1. Orientation -

- a. Orientation training is designed to acquaint all new employees with all agency policies and procedures. The orientation includes, at a minimum, an historical perspective of the agency, familiarization with agency goals and objectives, job responsibilities, and personnel policies.
- b. This forty hour (40) training program is conducted at the Criminal Justice Academy in Columbia, and trainees reside at this facility for the training period.
- c. Orientation is mandatory for all new employees/Board

labor.

Members and must be completed within the first month of employment/appointment.

Related Standards:

American Correctional Association
Commission on Accreditation for Corrections
Standards for Adult Probation and Parole Field Services
3065 - Written policy and procedure require an initial orientation for all new employees immediately upon reporting for work. (essential)

NOTE: It is proposed that such psychological testing as required by the Board as a result of the recent Legislation will be conducted during the Orientation Training. The various psychological tests available are presently being assessed to determine the most appropriate for the Department's needs.

2. Basic -

- a. Basic training is designed to provide the new Agent with the knowledge and skills necessary to accomplish the required job tasks. Basic training includes, at a minimum, law and procedures; organizing, planning and decision making; socio-economic factors of client population; knowledge of human behavior; communication skills; counseling techniques; community resources; and firearms training.*

* Related Standards:

American Correctional Association
Commission on Accreditation for Corrections
Standards for Adult Probation and Parole Field Services
3071 - Probation/Parole Officers do not routinely carry weapons in the performance of their duties; written policy and procedure specify those situations in which agency personnel may carry weapons. (essential)

- b. This one hundred and twenty hour (120) training program is conducted at the Criminal Justice Training Academy in Columbia, and trainees reside at this facility for the

training period.

- c. Basic training is mandatory for all new agents and must be successfully completed within the six (6) months probationary period. Successful completion of this training is defined as achieving a minimum of seventy-five (75) percent on all tests and performance evaluations administered by the Staff Development and Training Division. Successful completion of firearms training is defined as achieving a minimum score of seventy (70) percent.

3. In-Service -

- a. In-Service training is designed to provide all employees with current and relevant information to ensure continued compliance with job standards. In-Service training includes, at a minimum, law and procedures; organizing, planning and decision making; socio-economic factors of client population; knowledge of human behavior; communication skills; counseling techniques; community resources, and firearms training. *

* Related Standards:

American Correctional Association
Commission on Accreditation for Corrections
Standards for Adult Parole Authorities

3071 - Probation/Parole Officers do not routinely carry weapons in the performance of their duties; written policy and procedure specify those situations in which agency personnel may carry weapons. (essential)

- b. A minimum of forty (40) hours of In-Service training is required annually for employees classified as Agents. A minimum of twenty (20) hours of In-Service is required for employees classified as secretarial/clerical. This training is conducted at various sites throughout the state. Some In-Service training is conducted at the Criminal Justice Academy

in Columbia, while some In-Service training is conducted at Regional sites.

NOTE: Seven (7) Agencies are currently planning to identify Common In-Service Training Programs. After programs are identified the Consortium will coordinate several Regional In-Service Training Programs - Annually.

- c. In-Service Training is mandatory for all employees. This training must be completed within one year of Basic for new employees and annually thereafter. All other employees must complete within each fiscal year the prescribed minimum training requirements according to classification.

NOTE: It is proposed that Agents who are supervising clients classified as intensive receive a minimum of eighteen (18) of the forty (40) hours In-Service training in the following areas: knowledge of human behavior; communication skills; counseling techniques.

Related Standards:

American Correctional Association
Commission on Accreditation for Corrections
Standards for Adult Parole Authorities

1032 - ---, All staff who relate to offenders in either a decision-making or a supervisory capacity participate in relevant training and educational activities at least forty (40) hours annually. (essential)

1050 - Parole Authority Members and Hearing Examiners receive a minimum of forty (40) hours of relevant training and education annually. (essential)

Standards for Adult Probation and Parole Field Services

3066 - All staff members receive a minimum of forty (40) hours of relevant training and education annually. (essential)

3067 - In-Service education and training programs are planned and developed jointly by the agency and appropriate city, county, state and federal agencies, colleges and universities, and community organizations. (important)

4. Management/Supervisory -

- a. Management/Supervisory training is designed to provide

managerial staff with the knowledge and skills necessary to perform in a supervisory level position. Management/Supervisory training includes, at a minimum, law and procedures; organizing, planning and decision making; knowledge of human behavior and communication skills.

b. A minimum of twenty (20) hours Management/Supervisory training is required prior to an employee being accepted into a supervisory level position. This training is conducted at the Criminal Justice Academy and at various sites throughout the state.

c. Management/Supervisory training is available to all managerial level personnel. An employee must have a minimum of twenty (20) hours Management/Supervisory training before filling a supervisory level position. This twenty (20) hour requirement can be included in the forty (40) hour In-Service Training Program.

Additionally, all managerial staff must complete at least twenty (20) hours of Management/Supervisory training annually and at least twenty (20) hours of In-Service training annually.

5. Special Programs -

a. Special Programs is designed to accommodate specific needs as determined by the Department.

Special Programs includes, but is not limited to the following: Training of Trainers; Cardiopulmonary Resuscitation; First Aid; Training of Volunteers and

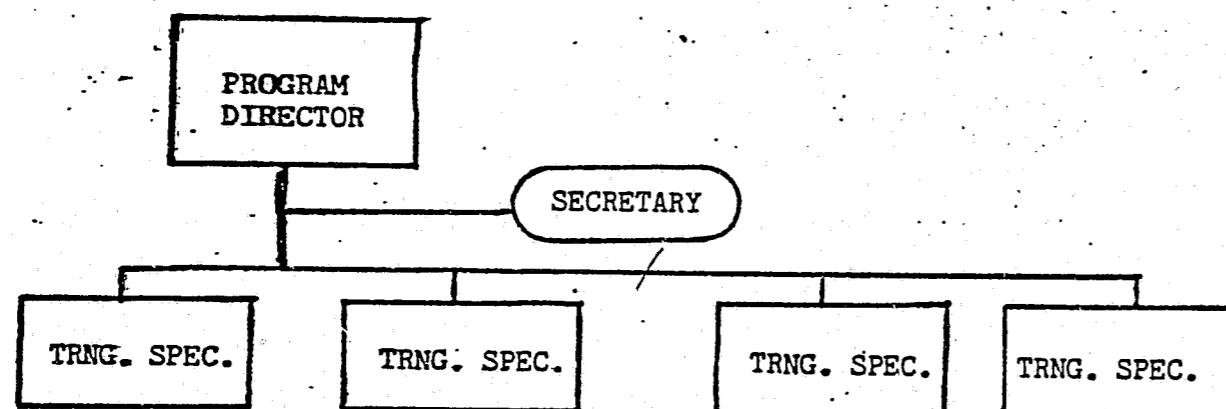
Student Interns.

- b. The length of the Special Programs Training varies according to the topic. This training is conducted at the Criminal Justice Academy and at various sites throughout the state.
- c. Special Programs Training is available to all staff who meet the criteria of the particular program presented.

SECTION III - PERSONNEL NEEDS FOR
STAFF DEVELOPMENT AND TRAINING DIVISION

The fact that training is a vital function within the agency has been expressed. The program that is proposed is one that can realistically meet the needs of the Organization. However, the program will only function properly with adequate staff. This section describes the staff needs of the Training Division.

The organizational chart depicts the positions necessary for the delivery of Agency training.



The following narrative defines the responsibilities of each staff position shown in the organization chart.

STAFF DEVELOPMENT AND TRAINING PROGRAM DIRECTOR:

The general responsibilities of the Program Director include, but are not limited to:

- Recruiting, selecting, and developing the Division's staff team;
- Analyzing training needs;
- Planning short- and long-range programs;
- Establishing a process of coordination and communication;
- Developing research strategies;
- Preparing annual division budget;
- Performing other related administrative duties.

The Staff Development and Training Program Director is the manager of the training function. This individual is responsible for seeing that the training staff is organized, resourced, and skilled to provide training activities responsive to the organization's needs. Additionally, the Program Director is responsible for managing the Staff Development and Training function in a cost-effective manner.

STAFF DEVELOPMENT AND TRAINING PROGRAM SPECIALIST:

The general responsibilities of the Training Specialist include, but are limited to:

- Conducting functional task analysis

- Defining training needs;
- Designing training program content to meet identified needs;
- Coordinating, delivering, and evaluating training programs.

The Staff Development and Training Program Specialist is the learning specialist of the training function. This individual is responsible for combining learning theory with appropriate learning methods to meet defined training needs.

It is recommended that four (4) training specialist be hired. Each specialist will be responsible for one program area, (e.g., Orientation, Basic, In-Service; Management/Supervisory). Additionally, each specialist will be assigned one region (e.g., Piedmont, Midlands, Coastal, Pee Dee) and will develop and conduct specified regional training.

STAFF DEVELOPMENT AND TRAINING PROGRAM SECRETARY:

The general responsibilities of the Training Secretary include, but are not limited to:

- Maintaining training records;
- Scheduling and notifying training participants of training events;
- Basic secretarial duties.

The Staff Development and Training Program Secretary provides the basic assistance necessary for the efficient operations of the training function.

Contractual Services:

Certain identified training needs can best be met by contracting with agencies

that are "experts" in providing specific training. This is an area which needs to be closely examined and adequately supported financially. The Staff Development and Training Division will consider contractual agreements as appropriate alternatives for providing specialized training.

END