

<b>AGENCY NAME:</b>	South Carolina Department of Probation, Parole and Pardon Services		
<b>AGENCY CODE:</b>	N080	<b>SECTION:</b>	066



## Fiscal Year 2014-15 Accountability Report

### SUBMISSION FORM

<b>AGENCY MISSION</b>	<ul style="list-style-type: none"> <li>• <b>Prepare</b> offenders under our supervision toward becoming productive members of the community;</li> <li>• <b>Provide</b> assistance to the victims of crime, the courts and the Parole Board; and to</li> <li>• <b>Protect</b> public trust and safety</li> </ul>
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Please identify your agency's preferred contacts for this year's accountability report.

	<i>Name</i>	<i>Phone</i>	<i>Email</i>
<b>PRIMARY CONTACT:</b>	Jodi Gallman	803-734-9284	Jodi.gallman@ppp.sc.gov
<b>SECONDARY CONTACT:</b>	Arnise Moultrie	803-734-7102	Arnise.moultrie@ppp.sc.gov

I have reviewed and approved the enclosed FY 2013-14 Accountability Report, which is complete and accurate to the extent of my knowledge.

<b>AGENCY DIRECTOR (SIGN/DATE):</b>		September 15, 2015
<b>(TYPE/PRINT NAME):</b>	Jerry B. Adger	Date

<b>BOARD/CMSN CHAIR (SIGN/DATE):</b>	
<b>(TYPE/PRINT NAME):</b>	

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## **AGENCY’S DISCUSSION AND ANALYSIS**

The Department is the third largest state law enforcement agency in South Carolina and is charged with the community supervision of a daily average of 48,885 jurisdictional offenders, placed on probation by the Court, paroled by the State Board of Pardons and Paroles, and on Youthful Offender Release from the South Carolina Department of Corrections. Offenders are supervised according to a wide range of strategies that are designed to provide the opportunity to succeed while protecting public safety. We embrace the motto: ***Prepare, Provide, Protect.***

The Department maintains a headquarters facility in Columbia, South Carolina along with 46 county offices and four county satellite offices (Beaufort, Berkeley, Dorchester, and York). In addition, staff is maintained permanently at the county courthouses in Greenville, Charleston and Columbia. At the end of FY 2015, the Department was staffed with 628 employees, which included 624 classified positions and 4 unclassified positions, in addition to 29 temporary contract positions and one temporary grant position. This break down included 355 caseload carrying Agents. This is a decline of 47 Agents from the previous year for a decrease of 12% in caseload carrying Agents. The Department is comprised of the Director’s office and three divisions: Field Operations, Administration, and Legal Services. Each section within these divisions all serve to support the mission of the Department.

The Executive Management Team is comprised of the Department’s Director, Deputy Directors of Administration, Field Operations, Legal Services, Executive Programs, and External Affairs. Together, they are the primary entity that guides the Department’s standards and decision making. Mr. Jerry B. Adger was appointed as Director in January 2015 by Governor Nikki Haley. Mr. Adger has the overall responsibility for the Department, the budget, staff functions, and ensures that all policies, procedures, and protocols are followed.

Since his appointment, Director Adger has identified several issues facing the Department: low staff retention, high offender caseloads, and low morale. Also identified was a declining funding structure based on supervision fees (See Chart A). With the support of staff, the Director has already begun addressing these issues through the creation of several new innovative strategies, working committees and reformed policies. As we face these challenges head-on, we continue our implementation of evidence-based practices, new supervision strategies, and enhanced partnerships. Providing these services will require close collaboration with local, state, and federal agencies, non-profit organizations, the Legislature, and the Governor’s office. To support the Department’s mission, public safety initiatives and to achieve the following goals, we:

- Created a Leadership and Professional Development Program
- Enhanced Cybersecurity training for all staff
- Improved officer safety and security training
- Enhanced recruitment and retention strategies for all staff
- Developed strategies to strengthen community partnerships and outreach

### **Department’s Values**

- Honesty and Integrity
- Dignity and Respect
- Diversity and Equal Opportunity
- Openness and Teamwork
- Innovation and Performance Excellence
- Accountability

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**Department’s Vision**

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

**Key Strategic Challenges**

The Executive Management Team (EMT) will continue to identify ways to preserve mission-critical services concurrent with implementing necessary protocols and practices, while retaining human resources. Key challenges included:

- Providing statewide public safety
- Maintaining responsive offender supervision standards
- Retaining staff
- Balancing budget to zero based
- Reducing caseload size per Sentencing Reform guidelines
- Improving staff morale

**Planning Approach for Future Growth and Development**

- Reassess spending practices through the budget panel process
- Implement incentives to boost morale
- Evaluate all processes for effectiveness and efficiency
- Devise steps for performance pay plan for all employees
- Create Offender Supervision Specialist positions
- Improve caseload management strategies

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

The Department continues to provide a variety of initiatives that enhance offender supervision reentry and accountability in the community. These initiatives are supported by the Department’s strong focus on promoting offender success, and an expanding network of integrated partnerships with service and

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treatment providers. The Department is committed to the staff's personal growth and professional development through an array of training protocols and external consultations.

### **Major Accomplishments for the 2015 Fiscal Year**

#### **Director's Office:**

- Developed the Offender Supervision Specialist (OSS) position, which are staff who will manage administrative duties for low risk offenders to reduce Agent caseload size.
- Implemented a Budget Task Force to review all expenditures, enforce budget limits and research recommendations for reforming financial policies.
- Revised Department's divisional structure, streamlining the chain of command.
- Secured grant funding in the amount of \$244,614.
- Notified 13,558 victims of upcoming hearings.
- Notified 1,131 victims of Supervised Re-entry Program (SRP) releases.
- Notified 2,707 victims of Parole releases.
- Notified 1,328 victims and law enforcement of upcoming Pardon hearings.
- Conducted 25 Pardon Workshops across the state during FY 2015.
- Increased notification to victims of Community Supervision release from 1,600 to 1,753.
- Serviced 126 participants in the S.P.I.C.E. program in FY15; of that number 124 were paroled.
- Supervised 627 conditionally paroled participants with a 96.3% community success rate.

#### **Division of Field Operations:**

- Closed successfully 77% of Probation cases, 87% of Parole cases and 64% of Youthful Offender cases (Offenders not revoked to prison or jail).
- Reduced the number of revocations by 23% for new offenses from 733 in FY2014 to 562 in FY2015.
- Increased compliance completion of Correctional Offender Management Profiling from 69% to 85% for Alternative Sanctions (COMPAS) risk/needs assessments.
- Completed 29,590 Correctional Offender Management Profiling for Alternative Sanctions (COMPAS) risk/needs assessments-an increase from 24,933 by 19%.
- Graduated 26 new participants from the Leadership Academy, which has increased to 53.
- Monitored 1,307 drivers in the Ignition Interlock Device Program; an increase of 13.7%.
- Processed 60,577 tracking alert messages at the GPS Operations Center; a decrease of 3.5% (2,181) from 62,758 which indicates increased compliance among offenders.
- Supervised 1,062 sex registry offenders at the end of the fiscal year.
- Participated with 12 special operations details, deployed 228 Agents for a total of 5,908 hours worked and 50,161 miles driven.
- Contributed 131,534 hours of offender public service work. Calculated at minimum wage of \$7.25 per hour, this contributes \$953,626 worth of hours served to the state. This is a decrease of 20% of service hours from the previous year, which can be attributed to offenders at work.
- Decreased the backlog of offenders needing DNA collection by 29% from 2,256 to 1,604.
- Coordinated the transfer of 637 offenders to other states which is a 2.9% increase and processed 1,338 of offenders into South Carolina which is a 2.45% increase.
- Granted 543,225 days of Compliance Credits for offender good behavior to be removed from supervision prior to their original supervision end date. This is an increase of 9.3% from the previous fiscal year.

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**Division of Administration**

- Distributed \$5,853,197 to victims of crime in FY 2015. This is a decrease of 16.3% from the previous year, which can be attributed to the number of offenders owing restitution declined.
- Initiated the milestone increase Performance Pay Plan for Agents, Bands 3 and 4.
- Graduated 54 Agents from the SC Criminal Justice Academy; a 12.5% increase from FY 2014.
- Issued 4,601 training certificates to staff-an increase of 31.5%.
- Increased the number of closed offender files by 19% from FY 2014 due to records automation.
- Created 14,990 form modules for an 83.7% increase over FY 2014.
- Scanned 7,275 cases for archive for a 217% increase over FY 2014.
- Convened the Agency’s Agent Qualifications and Requirements Taskforce to review the current job training, skills and education requirements for caseloads.
- Updated the Ignition Interlock Device Program and application according to the requirements of Emma’s Law for launch on October 1, 2014.
- Processed 15,000 new Ignition Interlock Device cases tied to Emma’s Law.
- Processed 18,288 setoff debt letters and intercepted \$375,558 in FY 2015; an increase of 8% from FY 2014.
- Implemented a patch management solution to secure Department system network

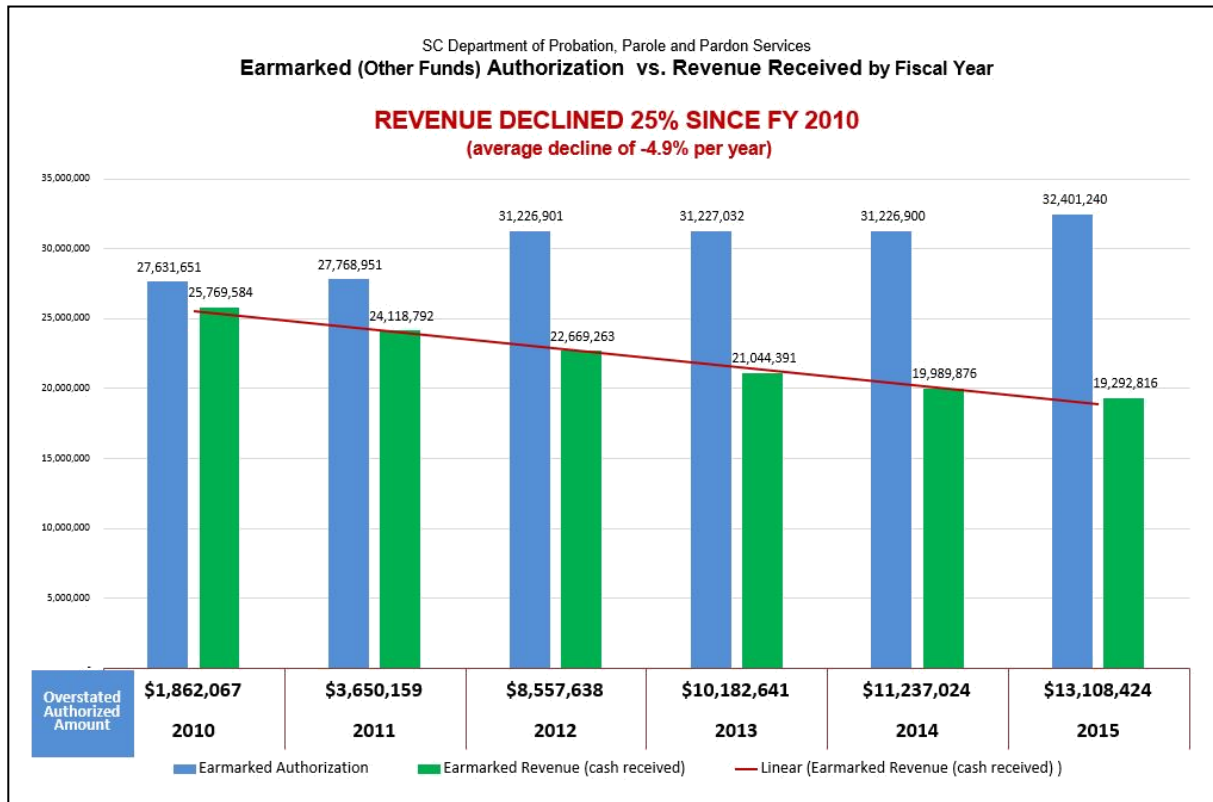
**Division of Legal Services:**

- Trained two new members of the Board of Pardons and Paroles appointed by the Governor.
- Completed Board member training which meets and exceeds the statutory requirements.
- Conducted 3,464 Parole Hearings; a Parole grant rate increase from 19% to 29% from FY 2014.
- Conducted 633 Pardon Hearings in which 420 Pardons were granted.
- Conducted 4,557 Administrative Hearings; an increase of 14%.
- Conducted 341 Ignition Interlock appeals, this is a decrease of 37% from the previous year of 547; an internal review process implemented in June 2014 has made the difference.

**Key Partners**

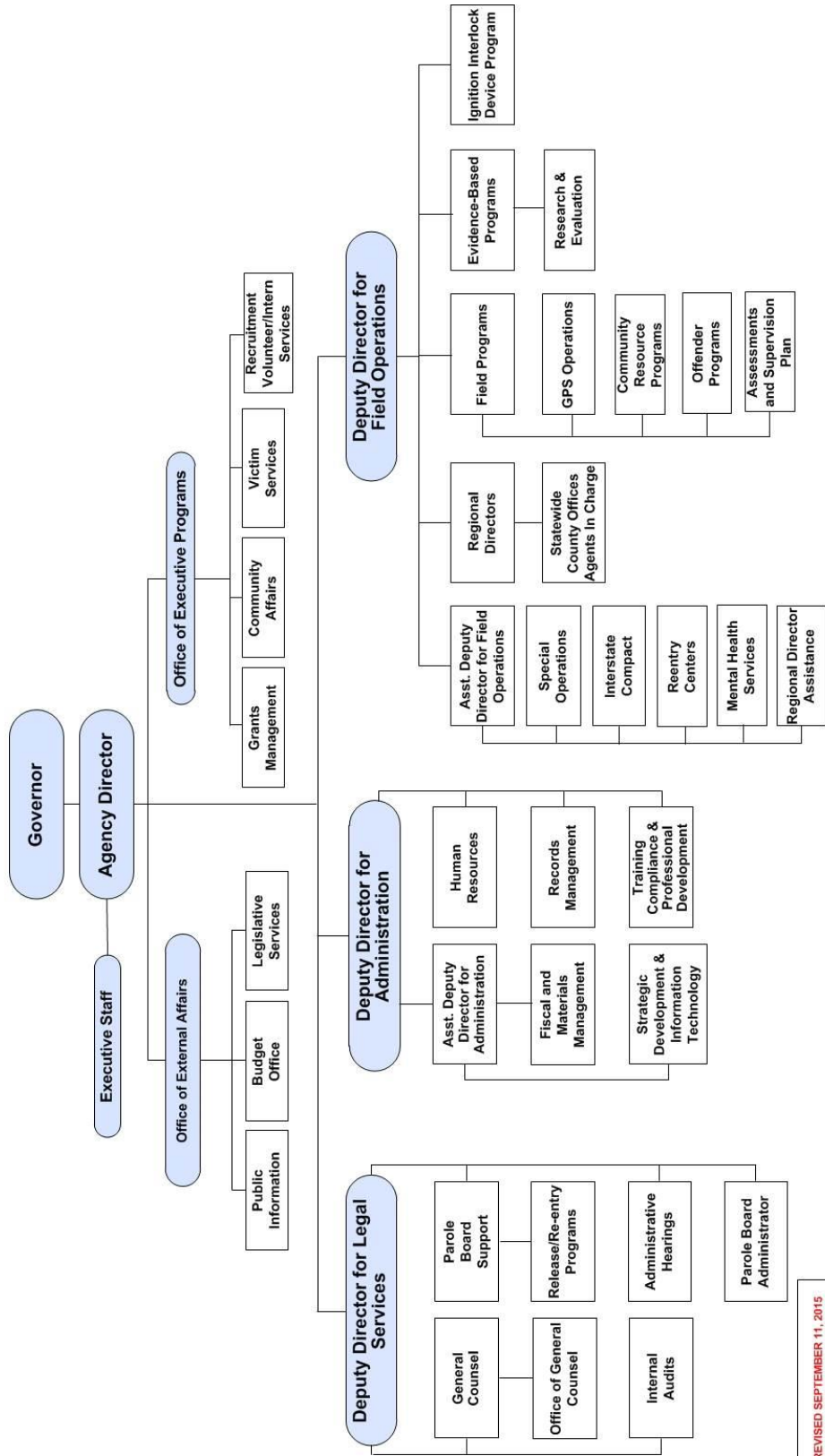
State Law Enforcement Division	S.C. Department of Vocational Rehabilitation
S.C. Department of Public Safety	S.C. Department of Administration
S.C. Department of Juvenile Justice	S.C. Commission for the Blind
S.C. Department of Corrections	S.C. School for the Deaf and Blind
U. S. Probation Office	U. S. Marshal’s Service
S.C. Department of Mental Health	State Office of Victim Assistance (SOVA)
S.C. Department of Disabilities and Special Needs	S.C. Department of Employment and Workforce
S.C. Department of Social Services	S. C. African American HIV/Aids Council
S.C. Department of Education	S.C. Department of Motor Vehicles
S.C. Department of Alcohol and Other Drugs Services	S.C. Army National Guard
S.C. Technical Colleges	Local Law Enforcement Authorities
S.C. Statistical Analysis Center	U. S. Bureau of Alcohol, Tobacco and Firearms
U. S. Attorney’s Office	U. S. Department of Justice

**Chart A.**  
**Demonstrates the decline in revenue stream**



The organizational structure of the Department is designed with the chain of command and divisional structure to identify the points of contact for customers and stakeholders.

South Carolina Department of Probation, Parole and Pardon Services  
SEPTEMBER 2015



REVISED SEPTEMBER 11, 2015

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Strategic Planning Template

Type	Item #			Description
	Goal	Strat	Object	
G	1			<b>To Promote Public Safety for the Residents of South Carolina</b>
S		1.1		<b>To provide effective supervision and intervention that promotes accountability and integration into the community through evidence-based practices</b>
O			1.1.1	<i>Increase compliance with the actuarial risk/needs assessment tool(s) from 84.9% in August 2015 to 90% by June 2018.</i>
O			1.1.2	<i>Increase the number of measures of successful supervision from three to five by March 2016 and implement changes to capture and report relevant data beginning September 2016.</i>
O			1.1.3	<i>Implement the use of graduated sanctions through the violation matrix with 100% of current caseload Agents and supervisors trained by June 2016.</i>
O			1.1.4	<i>Develop county-specific caseload plans which consider size, offender population, office resources, and other strategies beginning January 2016 and implemented by June 2017.</i>
O			1.1.5	<i>Revise the Reentry Centers' operations and programs beginning December 2015 to develop as an effective strategy for supervision and community integration by December 2016.</i>
S		1.2		<b>To maximize services to the Courts, SC Board of Pardons and Paroles, victims, and other stakeholders.</b>
O			1.2.1	<i>Increase the number of victim- and offender-forms translated to Spanish from two to 15 beginning January 1, 2016 and completed by December 2016 and to 30 by December 2017.</i>
O			1.2.2	<i>Implement an automated pardon system to increase the annual number of cases heard from 567 in 2014 to 623 (an increase of 10%) beginning February 2016 and capture baseline data for process improvements by July 2017.</i>
O			1.2.3	<i>Expand remote video conference capabilities for all victims of crimes by increasing the number of regional video conference sites from two in January 2016 to four by June 2018.</i>
O			1.2.4	<i>Increase the number of service satisfaction surveys distributed to victims attending parole and pardon hearings from 10% in 2014 to 100% in 2016 to enhance quality service delivery.</i>
S		1.3		<b>To utilize agency resources to increase community and Agent safety.</b>



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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
O		1.3.1		Increase the successful supervision completion rate from 75% reported in FY 2014 by 1% per year through FY 2020.
O		1.3.2		Form a fugitive investigation unit to increase the number of apprehended absconded offenders annually beginning January 2016
O		1.3.3		Decrease the vehicle to Agent ratio from 1:3 in July 2015 to 1:2 by July 2020.
O		1.3.4		Retain the annual Class One Law Enforcement Certification for 100% of Agents with relevant training as required by the South Carolina Criminal Justice Academy.
<b>G</b>	<b>2</b>	<b>To Continuously Improve Our Processes Within Secure Systems</b>		
<b>S</b>	<b>2.1</b>	<b>To implement federal- and state-mandated physical and information security policies and procedures.</b>		
O		2.1.1		Train 100% of employees on security policies and procedures beginning January 2016 and ending June 2016 with annual training.
O		2.1.2		Develop a site security and safety plan for 100% of all agency locations by June 2016 and review annually.
O		2.1.3		Implement a mobile device security plan to be completed by June 2016 and updated annually.
<b>S</b>	<b>2.2</b>	<b>To create knowledge continuity management and succession planning for each division.</b>		
O		2.2.1		Conduct a formal assessment for succession planning in 100% of agency divisions and sections beginning January 2016 and ending by June 2016; document succession plans and update as needed.
O		2.2.2		Document and revise standard operating procedures for all agency processes beginning October 2015 and completed by June 2016 and review annually.
O		2.2.3		Review White Papers annually beginning January 2016 with completion by March of each year. Draft new White Papers as needed.

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
S		2.3		<b>To optimize our financial resources and fiscal accountability.</b>
O		2.3.1	2016.	<i>Implement budget management training for 100% of section heads and Agents in Charge beginning March 2016 and ending June 2016.</i>
O		2.3.2		<i>Establish at least two additional methods to collect payments from offenders beginning April 2016 and implement by July 2017.</i>
O		2.3.3		<i>Pursue at least 75% of all eligible grants annually.</i>
S		2.4		<b>To improve Departmental data confidentiality and integrity.</b>
		2.4.1	2017.	<i>Design and implement training for procedures/data entry in agency applications beginning January 2016 and completed by June 2017.</i>
		2.4.2		<i>Develop a plan to address incidents of missing, insufficient, or incorrect data by December 2016.</i>
		2.4.3		<i>Implement a schedule by December 2016 to review and revise reports generated by agency applications, develop new reports when identified, and delete obsolete reports.</i>
G	3			<b>To Efficiently Develop the Organization and Workforce While Delivering Quality Services</b>
S		3.1		<b>To implement a comprehensive plan for retaining employees at all levels of the Department.</b>
O		3.1.1		<i>Create a performance-based pay plan for 100% of non-agents, Bands 5 through 8 by July 2016.</i>
O		3.1.2		<i>Revise the current Agent hiring process to reduce completion from 90 days in July 2015 to 45 to 60 calendar days by June 2016.</i>
O		3.1.3		<i>Create a plan to increase opportunities for advancement within all levels of the organizational structure by March 2016 and implement it by July 2018.</i>

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
S		3.2		<b>To continuously explore and implement processes that create a high performance work culture.</b>
O		3.2.1		<i>Develop and train 100% of the Department's supervisors and managers on leadership standards from an evidence-based source by June 2016.</i>
O		3.2.2		<i>Encourage over 80% of supervisors and managers to meet or exceed Departmental leadership standards on their EPMS by June 2017.</i>
O		3.2.3		<i>Increase the number of annual statewide employee satisfaction initiatives and incentives that will promote employee interaction from two in 2015 to three by January 2016 and to four by January 2017.</i>
O		3.2.4		<i>Implement a quality review panel to address employee concerns and suggestions by January 2016.</i>
O		3.2.5		<i>Increase the methods by which the Department disseminates agency information from two methods in July 2015 to four methods by June 2016 using examples from the Universal Design for Learning.</i>
S		3.3		<b>To determine the needs and expectations of our customers and to utilize their feedback for continuous improvement.</b>
O		3.3.1		<i>Create a "Comments About PPP" link with a drop down menu on the Agency website by October 2015.</i>
O		3.3.2		<i>Implement an annual customer satisfaction evaluation for service providers and disseminate to 100% of providers in the Department's Service Provider database by July 2016.</i>
O		3.3.3		<i>Implement an exit service assessment and disseminate to 100% of offenders completing supervision by July 2016.</i>

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	Increase the number of surveys distributed to victims appearing at Parole and Pardon hearings.	170	225	500	July 1, 2015- June 2016	Office of Victim Services	MONTHLY	Distribute surveys to all victims in attendance at Hearing and Track the number of surveys returned to the Office of Victim Services	1.2.4
2	Decrease the number of offenders in absconded status	5,209	5,504	5,000	January 2016	Field Operations - FIOS	MONTHLY	Compare the number of offenders absconded to base line	1.3.2
3	Increase the Number of Actuarial Risk and Needs Assessments completed.	24,933	29,933	33,000	August 1, 2015- June 30, 2018	Field Operations- OMS	MONTHLY	Compare the difference between the baseline and the new assessments conducted.	1.1.1
4	Increase the successful supervision completion rate for probationers.	77%	77%	80%	July 1, 2015- June 30, 2016	Field Operations-OMS	QUARTERLY	Compare the difference between the baseline and the number of successfully closed probation cases.	1.3.1
5	Revise the Reentry Centers' operations and reentry strategies to increase the number of offenders enrolled in and successfully completed the programs.	219	276	400	Dec. 1, 2015-Dec. 30, 2016	Spartanburg and Columbia Centers	MONTHLY	Create a Reentry team comprised of cross-sections of staff to develop best practices for reentry strategies and curriculum.	1.1.5
6	Increase the number of caseload carrying Agents to decrease the average caseload size.	355	386	413	Jan.1, 2015 -Dec. 30, 2016	Offender Supervision Research and Evaluation	MONTHLY	To implement new and innovative strategies to supervising offenders in the community.	1.1.4
7	increase the number and types of grants pursued	Awarded 6 of 10	Awarded 4 out of 6	5 out of 9	Oct. 1, 2015-June 30, 2016	Director's Office- Grants Management	MONTHLY	Pursue partnership grants that require collaboration with PPP.	2.3.3
8	Increase the number of Pardon Hearings conducted by implementing the automated Pardon process	567	633	750	Feb. 1, 2016- July 1, 2017	Legal Services-Parole Board Support	QUARTERLY	Use the baseline to track the new hearings heard and subtract the difference.	1.2.2
9	Implement Budget Management training for all section managers.	0	0	-150	March 1, 2016 - June 30, 2016	Administration- SDIT and Training Compliance and Development	QUARTERLY	Track through Power DMS	2.3.1
10	Increase the number of annual statewide initiatives and incentives to promote employee interaction	2	2	4	Jan. 1, 2016- Jan. 2017	Administration - Human Resources	Quarterly	Distribute information through the chain of command for managers for application	3.2.3

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Program Template

Program/Title	Purpose	FY 2013-14 Expenditures				FY 2014-15 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	\$ 940,525	\$ 2,004,152	\$ -	\$ 2,944,677	\$ 1,078,894	\$ 2,065,098	\$ -	\$ 3,143,992	2.3.1 and 3.2.1
LEGAL SERVICES	To provide the tools to conduct hearings more efficiently, Parole Board support, cover legals fees and investigations	\$ 166,509	\$ 922,609	\$ -	\$ 1,089,118	\$ 167,117	\$ 886,242	\$ -	\$ 1,053,359	1.2.2, 1.2.3 and 3.3.2
VICTIM SERVICES	To provide crime victim with information and notification concerning offenders on probation, parole and appearing before the Parole Board.	\$ -	\$ 202,633	\$ 1,013	\$ 203,646	\$ -	\$ 241,801	\$ 28,769	\$ 270,570	1.2.1, 1.2.2, 1.2.3 and 1.2.4
IGNITION INTERLOCK	To provide oversight for active participants placed on the IID program convicted of DUI per Jesse's Law	\$ -	\$ 144,996	\$ -	\$ 144,996	\$ -	\$ 181,770	\$ -	\$ 181,770	
RE ENTRY CENTERS	To provide life skills training and employment for high risk offenders under a highly structured-entry setting.	\$ 155,378	\$ 485,416	\$ -	\$ 640,794	\$ 206,170	\$ 848,340	\$ -	\$ 1,054,510	1.1.5
OFFENDER SUPERVISION	To supervise offenders under the Department's jurisdiction per the Omnibus Crime Reduction and Sentencing Reform Act to provide fair and effective sentencing options, reduce recidivism, and employ evidence-based practices.	\$ 11,464,158	\$ 8,564,675	\$ 267,701	\$ 20,296,534	\$ 11,821,980	\$ 9,279,455	\$ 432,911	\$ 21,534,346	1.1.1, 1.3.1, 2.2.1 and 3.1.1 and 3.2.1
INFORMATION TECHNOLOGY	To implement programs that will provide information security for data entry and access	\$ 878,307	\$ 4,943,240	\$ -	\$ 5,821,547	\$ 642,232	\$ 5,735,005	\$ -	\$ 6,377,237	2.4.1 and 2.4.2
SEX OFFENDER MONITORING	To place offenders ordered by the Court to GPS monitoring under the Sex Offender Accountability and Protection of Minors Act of 2006.	\$ 3,834,466	\$ 133,380	\$ -	\$ 3,967,846	\$ 3,270,592	\$ 198,956	\$ -	\$ 3,469,548	1.1.4
PAROLE BOARD OPERATIONS	The Board has the sole responsibility for granting or denying parole and pardons, revoking, modifying or re-hearing paroles and making recommendations on petitions for reprieves and referred by the Governor.	\$ 582,827	\$ 580,638	\$ -	\$ 1,163,465	\$ 576,975	\$ 625,163	\$ -	\$ 1,202,138	1.2.2 and 1.2.3
STATE EMPLOYER CONTRIBUTIONS	Employer Contributions	\$ 4,752,198	\$ 4,142,464	\$ -	\$ 8,894,662	\$ 5,220,570	\$ 4,627,500	\$ 1,758	\$ 9,849,828	
<b>TOTAL</b>		<b>\$ 22,774,368</b>	<b>\$ 22,124,203</b>	<b>\$ 268,714</b>	<b>\$ 45,167,284</b>	<b>\$ 22,984,530</b>	<b>\$ 24,689,330</b>	<b>\$ 463,438</b>	<b>\$ 48,137,298</b>	