

2019

Report to the Sentencing Reform Oversight Committee



**SOUTH CAROLINA DEPARTMENT OF
PROBATION, PAROLE AND PARDON SERVICES**

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Major Accomplishments

The Fiscal Year (FY) 2019 accomplishments of the South Carolina Department of Probation, Parole and Pardon Services (SCDPPPS) exhibit the agency's sustained commitment to carrying out sentencing reform. Through the use of evidence-based rehabilitative strategies, SCDPPPS has saved taxpayers more than \$13 million by diverting over 1,500 offenders from the South Carolina Department of Corrections (SCDC) (*2015-2020 Strategic Plan Objectives 1.1.1, 1.1.7, and 1.3.1*).

During the past fiscal year, the Department completed a year-long pilot of **body-worn cameras**. In other states, the implementation of body cameras has been proven to provide an accurate and unbiased recorded account of incidents, transparency to the public, behavior modification of the offender and Agent, a decrease of officer complaints, a decrease in use of force, and a tool for Agent evaluation and training. Among the staff assigned cameras during the pilot project were Agents supervising Domestic Violence specialized caseloads.

Internally, the Director continues to invest in department employees and has laid the foundation for **additional leadership programs**. Initially launched in FY 2016, the Department is entering Phase III of leadership development through the Youth Learning Institute (YLI) of Clemson University (*2015-2020 Strategic Plan Objectives 3.2.1 and 3.2.2*). Components of the YLI training include accountability, culture, goal setting and establishing trust. The Training Compliance and Professional Development section has created a Tiered Leadership Program that is designed to grow leadership from within the department. In addition, SCDPPPS created a Passport to Leadership entry program that will enable staff to attain the foundational training needed to become a supervisor at the department.

During the past year a **vehicle to Agent 1:1 ratio was achieved** (2015-2020 Strategic Plan Objective 1.3.3). SCDPPPS received funding for Phase I of this initiative in FY 2017-2018 and leased 124 law enforcement packaged vehicles. In FY 2018-2019, the General Assembly provided SCDPPPS with funding to lease an additional 104 vehicles - Phase II - through the Department of Administration Master Lease Program. The intent of this initiative was to provide an essential tool for caseload staff to supervise offenders in the field (e.g., home visits, employment verification, offender extraditions, warrant service, response to global positioning system (GPS) alerts). Additional vehicles serve to streamline the special assignment deployment process, including emergency response to hurricane evacuations, lane reversals, law enforcement assistance at Bike Week, and State House demonstrations. Through the assistance of funding from the General Assembly, the Department was able to complete this strategic objective 18 months ahead of schedule.

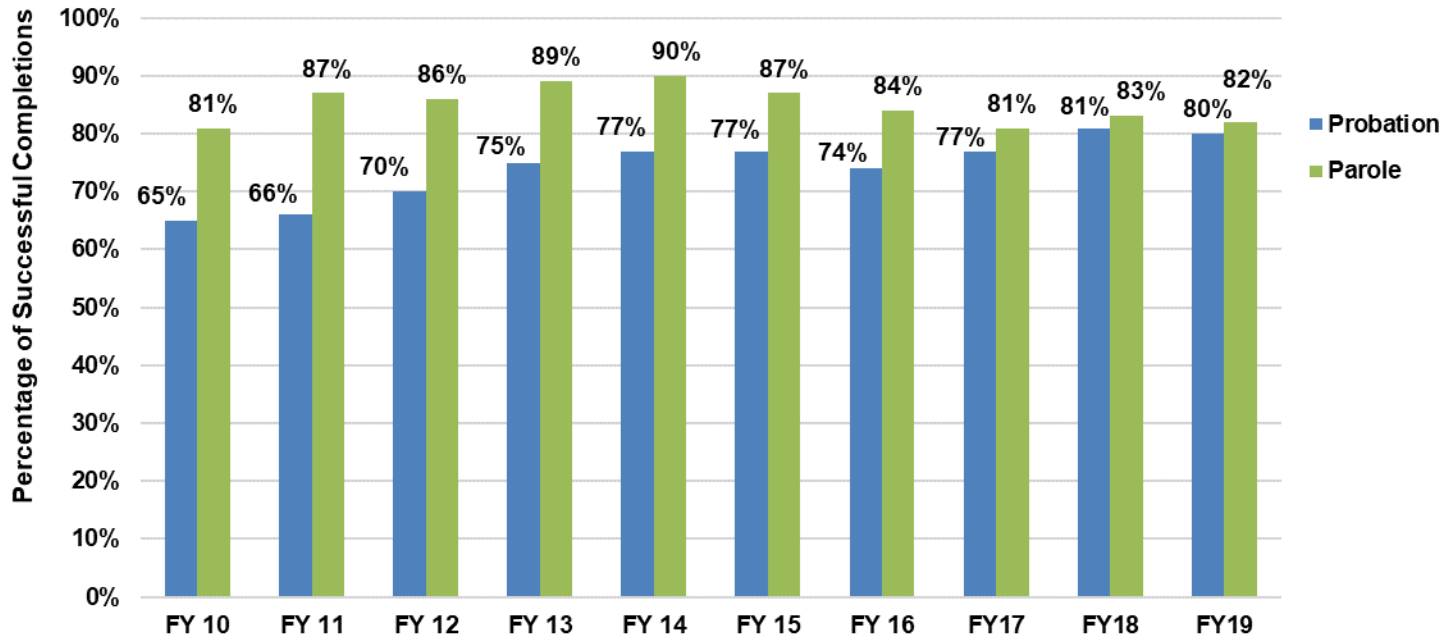
In a collaborative effort between SCDPPPS and SC.Gov, in January 2019 an **online fee payment** option was added to the Department's website (2015-2020 Strategic Plan Objective 2.2.1). Offenders owing supervision fees and restitution, as well as individuals on administrative monitoring, now have an additional option for fee payment. They can pay online in a timely and efficient manner, overcoming the common obstacle of securing transportation

to a SCDPPPS county field office to pay in person. By design, this customer-friendly website feature will allow offenders to meet their financial obligations as part of successful supervision. As the Department has worked diligently to implement the mandates of sentencing reform over the past nine years, it is notable that the **parole rate** of the autonomous Board of Parole and Pardons has increased during that same time period. In the sentencing reform baseline year of 2010, the parole rate was 13%. During FY 2019, the parole rate for inmates who had committed non-violent crimes was 45% and the parole rate for inmates who had committed violent crimes was 26%. This represents a parole rate average of 40%.

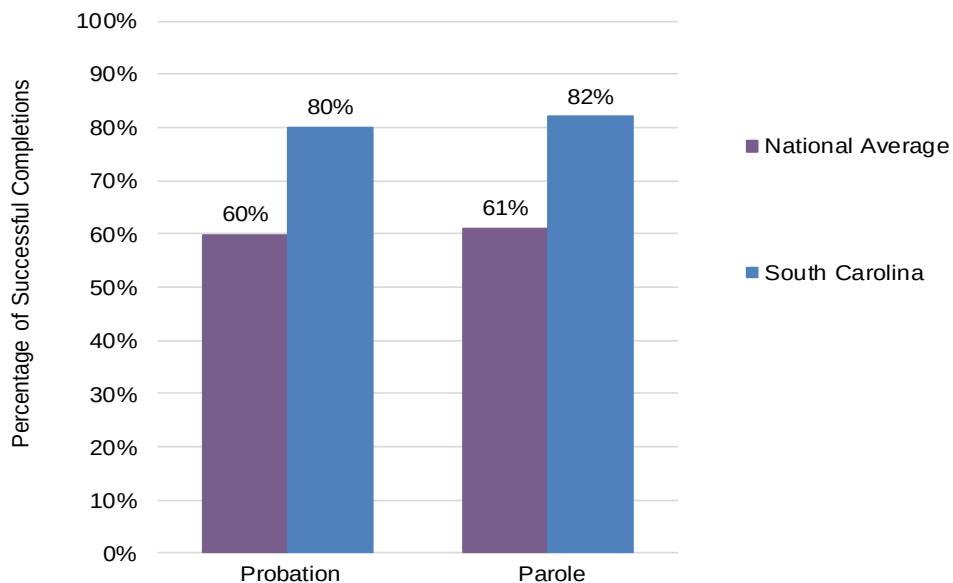
Success Rates: Since FY 2010, the rate of successful completions has increased for both probation and parole.

- In FY 2010, probation had a success rate of 65% and parole had a success rate of 81%.
- In FY 2019, the rate of successful completion increased to 80% for probation and 82% for parole. This reflects a 15% increase for probation and 1% increase for parole since FY 2010.
- SCDPPPS' successful completion rates are above the national average.

Probation and Parole Success Rates Since FY10



Probation and Parole Success Rates Compared to the National Average



* National Average represents the most recent data available from calendar year 2016.

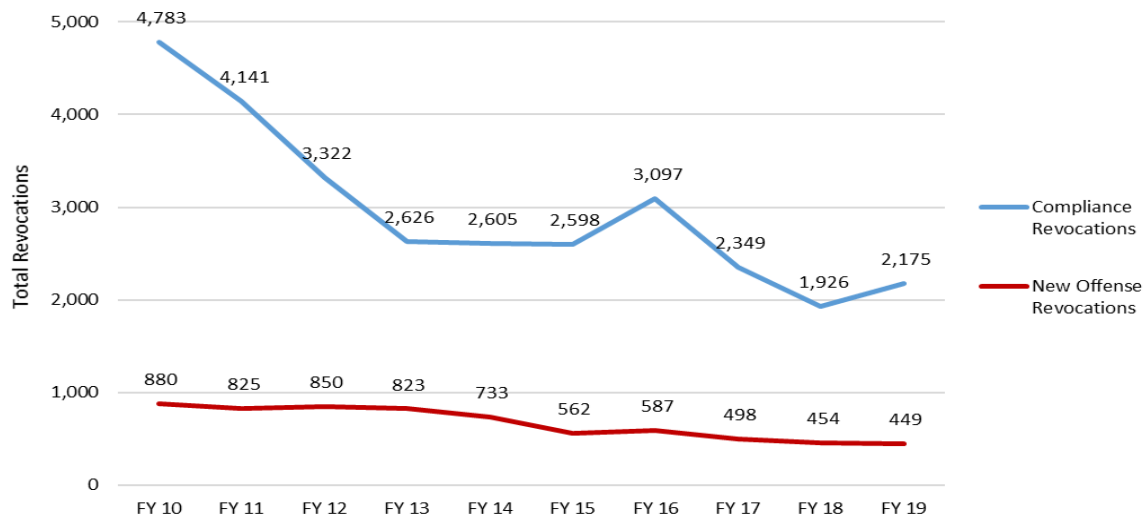
Bureau of Justice Statistics' Report *Probation and Parole in the United States, 2016* (April 2018)

Overview

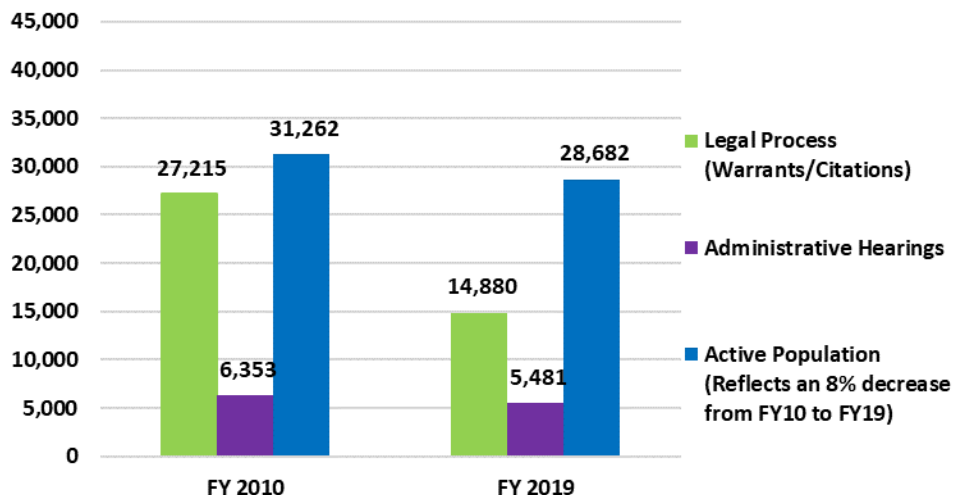
The Department has implemented supervision strategies that resulted in the reduction of recidivism and the financial impact to South Carolina Department of Corrections (SCDC) while maintaining public safety. The following reductions from the FY 2010 baseline data have been achieved for FY 2019:

- 54% (-1,779) Reduction of compliance revocation admissions to SCDC
- 54% (-3,039) Overall reduction in supervision revocation rates
 - 55% (-2,608) Reduction in compliance revocation rates
 - 49% (-431) Reduction in new offense revocation rates
- 45% (-12,335) Overall reduction in the issuance of legal process (i.e., warrants and citations)
- 14% (-872) Overall reduction in administrative hearings

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

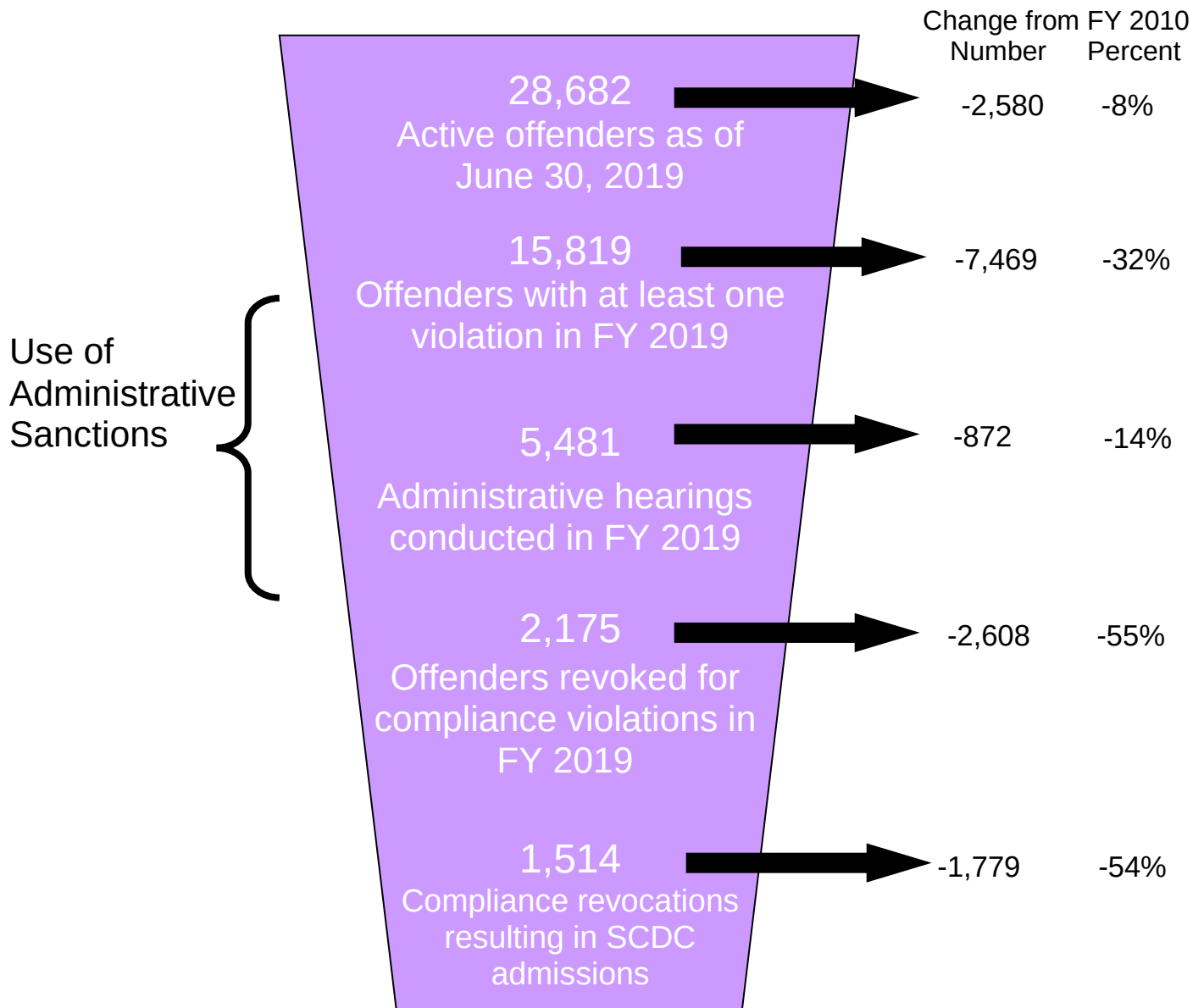


Reduction in Process



SCDPPPS FY 2019 Violations Summary

Impact of Sentencing Reform Act Strategies



Administrative Sanctions:

166 PSE Conversions
 25 PSE Sanctions
 9,115 Fee Exemptions
 9,077 Fee Restructures
 8,077 Home Visits
 7,846 Other Administrative Sanctions
8,314 Verbal/Written Reprimands
42,620 Total Sanctions

Cost Avoidance

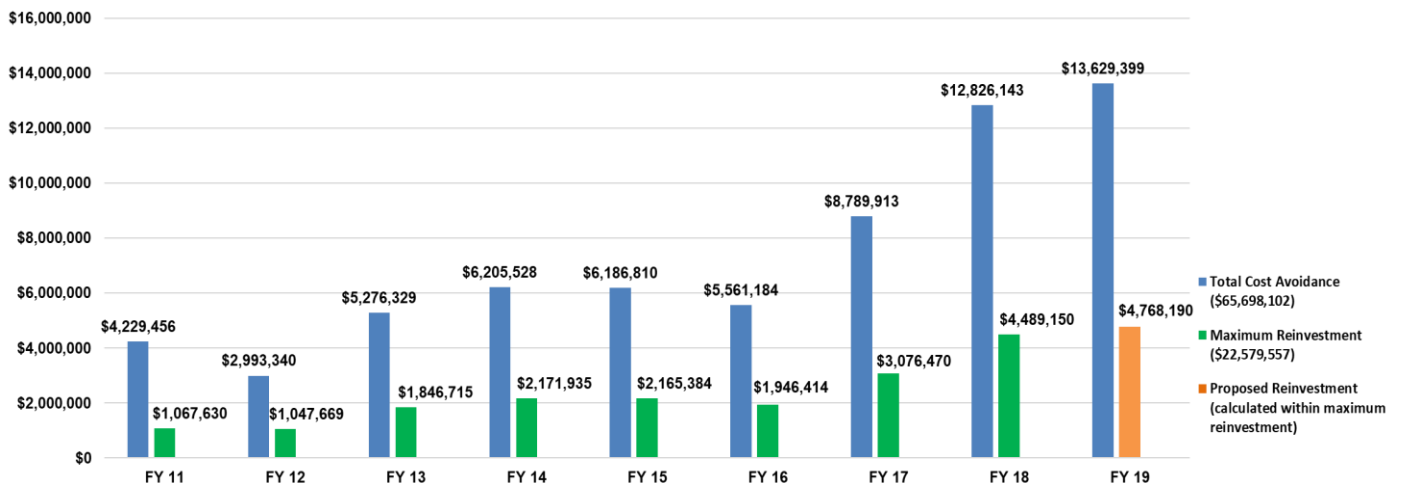
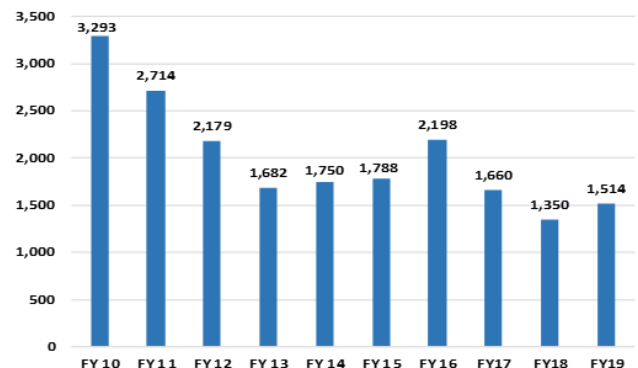
For the sixth year in a row, the Department has achieved its goal of reducing the impact to SCDC through the reduction in the number of offenders revoked for compliance violations and subsequently admitted to SCDC. This year's cost avoidance is \$13,623,399. This is a 222% increase since FY 2010 and a 6% increase since FY 2018.

FY 2019 – Cost Avoidance Calculations for the Sentencing Reform Act*

FY 2019 SCDPPPS avoided bed-days	735,987
Variable cost avoidance	\$6,248,530
Step-fixed cost avoidance	\$7,374,869
Total cost avoidance for FY 2019	\$13,623,399
Maximum reinvestment (\$13,623,399 X 35%)	\$4,768,190

* Numbers are rounded.

Reduction in Compliance Revocation Admissions to SCDC



1,779 – Total reduction in compliance revocation admissions to SCDC from FY 2010 through 2019.

\$65,692,102 – SCDPPPS' total cost avoidance for Sentencing Reform from FY 2011 through 2019.

\$22,579,557 – SCDPPPS' total proposed maximum reinvestment from FY 2011 through 2019.

Cost Avoidance Methodology

- In FY 2012, the Sentencing Reform Oversight Committee (SROC) received technical assistance from the VERA Institute of Justice to design a model to calculate the cost avoidance to SCDC.
- The cost avoidance model with FY 2019 data is located on page 23 of the appendix. The model provides a description of all variables used to generate the total cost avoidance.

Reinvestment Recommendation

Funding Priority 1: Expansion of Mental Health Specialized Caseload Program

Background:

SCDPPPS aims to expand its Mental Health Program so 100% of eligible offenders are supervised under the specialized program. The goals of the program are to 1) improve access to standardized screening and assessment tools, 2) create collaborative comprehensive case management plans that address criminogenic needs, and 3) coordinate wraparound services with the goal of establishing stability for individuals living with mental illness. Emphasis is placed on treatment, medication compliance, and long-term stability that will endure following the end of supervision (2020 Strategic Plan Objective 4.4.2). To ensure the success of specialized caseloads, program staff will have comprehensive training that is tailored to the needs of this population.

Potential use of funding:

41 positions are needed to expand the Mental Health Program statewide:

- (24 FTEs) Mental Health Agents
- (4 FTEs) Department of Mental Health Liaisons
- (3 FTEs) Administrative Hearing Officers
- (5 FTEs) Mental Health Unit Supervisors
- (5 FTEs) Mental Health Offender Supervision Specialists

Estimated Cost: \$3,537,636

Funding Priority 2: Expansion of Domestic Violence Specialized Caseload Program

Background:

SCDPPPS aims to expand its Domestic Violence Program so 100% of eligible offenders are supervised under the specialized program. The goals of the program are to 1) victim safety, 2) offender rehabilitation, and 3) offender accountability. This plan will allow for the expansion of the program to 34 additional counties and will increase the number of eligible offenders supervised under the specialized program from 62% to 100%. The additional positions would allow the program to maintain the APPA recommended caseload size as well as allow for the quick addressing of violations.

Potential Use of Funding:

36 positions are needed to expand the Domestic Violence Program statewide:

- (24 FTEs) Domestic Violence Agents
- (7 FTEs) Administrative Hearing Officers
- (5 FTEs) Domestic Violence Supervisors

Estimated Cost: \$2,051,729

Section 38

Drug Offenses

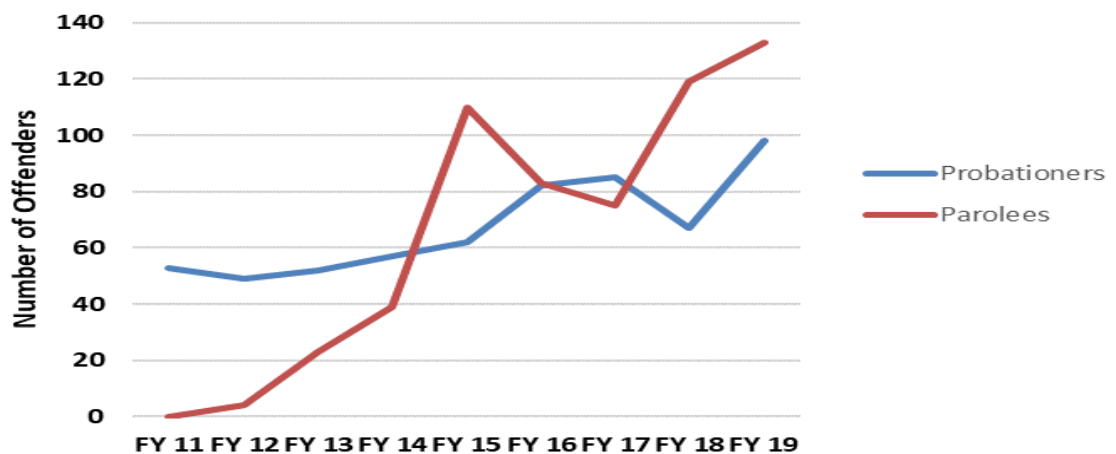
FY 2019 Highlights (All information as of June 30, 2019)

- 443 inmates are currently eligible by statute
 - 71 (16%) of the eligible inmates are currently scheduled for a parole hearing
- 2,525 inmates have been heard for parole since inception
 - 933 (56%) inmates have been granted parole
 - 778 inmates were released to SCDPPPS' supervision
 - 10 inmates are pending completion of pre-release programming (e.g., ATU and SPICE)
 - 145 inmates had their conditional parole rescinded
- 98 offenders sentenced to probation by the courts in lieu of incarceration
- 86,534 bed days saved for inmates released to parole, which equates to a cost avoidance of \$1,601,744
 - 377,702 total bed days saved (FY 2012 to FY 2019) for inmates released to parole, which equates to a total cost avoidance of \$5,132,462
- 192,800 bed days saved for offenders given straight probation, which equates to a cost avoidance of \$3,568,734
 - 1,291,706 total bed days saved (FY 2011 to FY 2019) for offenders given straight probation, which equates to a total cost avoidance of \$16,809,155

§ 44-53-375

- Statutory eligibility – ten specific drug offenses and sentence date of June 2, 2010 or later.
 - Non-violent offenders- after serving 25% of their sentence.
 - Violent offenders- after serving 33% of their sentence.

Admissions with SRA Drug Offenses



Section 40

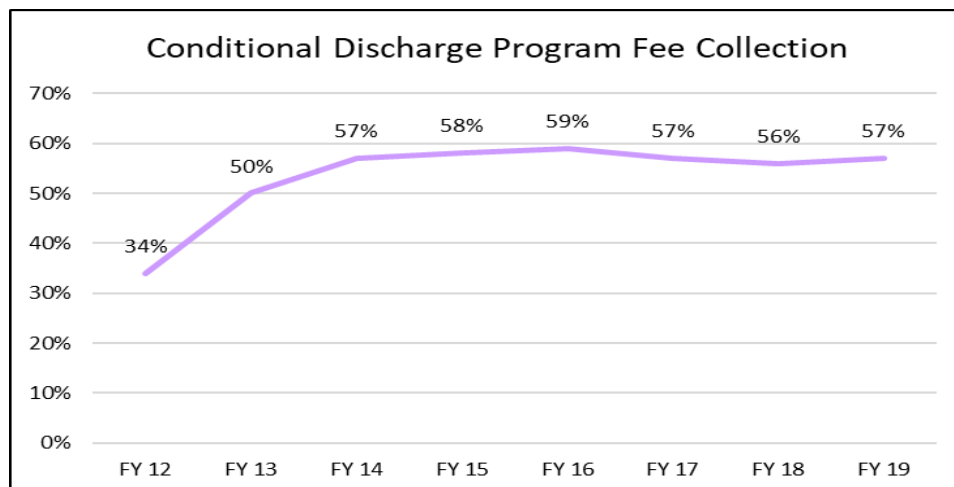
Conditional Discharge

FY 2019 Highlights (All information as June 30, 2019)

- 1,079 offenders were admitted to the program in FY 2018 for a total of 7,596 admissions since inception
- 692 offenders active in the program
- 1,123 closures
 - 586 (52%) offenders closed successfully
 - 537 (48%) offenders were returned to the Solicitor's Office
- 7.44 months – average length of supervision
- Conditional Discharge fees (which go to the solicitor) since inception: \$1,524,356 (62%) collected from offenders that are now closed and \$41,027 (16%) from offenders that are still active for a total of \$2,731,635 (57%) collected

§ 44-53-450

- Statutory eligibility – If (1) the defendant has not previously been convicted of any offense under this article, or any offense under any state or federal statute relating to marijuana, or stimulant, depressant, or hallucinogenic drugs, and (2) the current offense is possession of a controlled substance under either Sections 44-53-370 (c) and (d), or Section 44-53-375 (A) of the Code of Laws of South Carolina 1976, as amended, then without a guilty adjudication the defendant is placed on probation.
- Upon fulfillment of the terms and conditions and payment of a \$350 fee, the court shall discharge the defendant and dismiss the proceedings.



Total Conditional Discharge Closures				
FY	Total Successful Closures	Total Unsuccessful Closures	Total	% Successful
11	11	11	22	50%
12	229	90	319	72%
13	506	242	748	68%
14	512	238	750	68%
15	472	340	812	58%
16	474	422	896	53%
17	523	519	1,042	50%
18	568	635	1,203	47%
19	586	537	1,123	52%
Total	3,881	3,034	6,915	56%

Sections 45 & 52

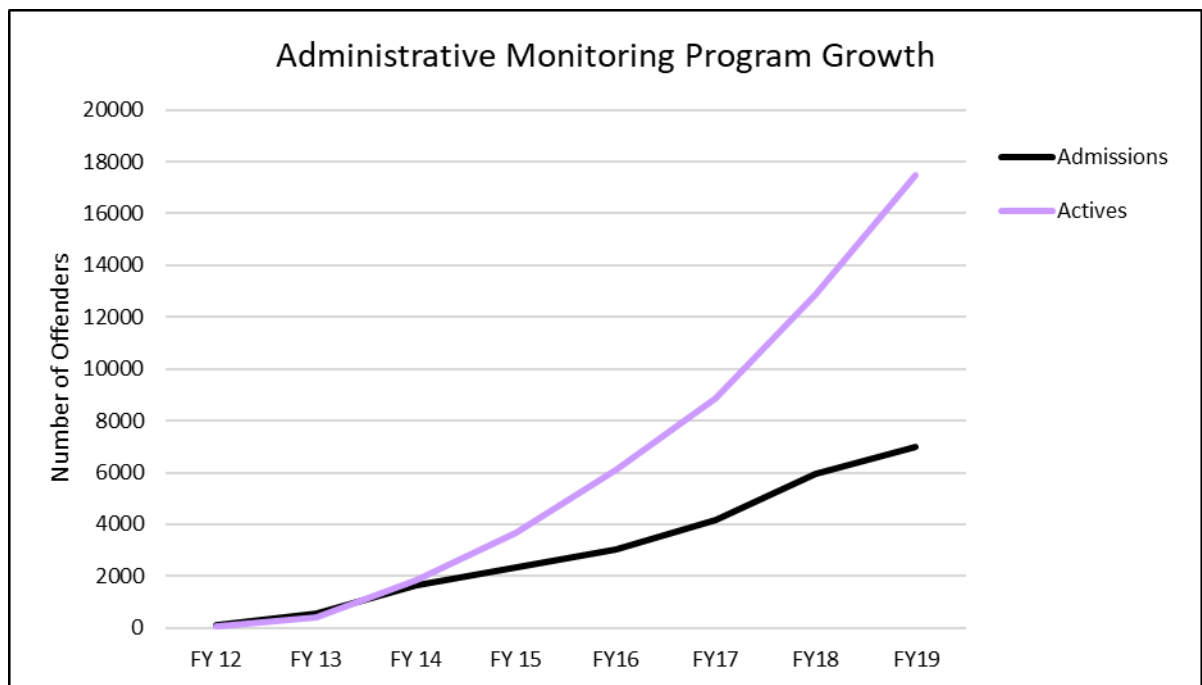
Administrative Monitoring (AM)

FY 2019 Highlights (All information as June 30, 2019)

- 33,669 offenders are currently eligible
- 52,071 cases are currently eligible
- 6,984 offenders were admitted to the program
- 8,799 cases were placed in the program
- 17,475 offenders active in the program
- 22,789 active cases in the program
- 1,262 offenders successfully completed the program
- Current obligations: \$10,430,010 owed
- Collections to date: \$3,0 30% collected

§ 24-21-100

- Statutory eligibility – If (1) the offense date of January 1, 2011 or later, and (2) upon the completion of traditional supervision, and if all obligations other than financial have been met, then offender is in fee-monitoring only status.



Sections 45 & 50

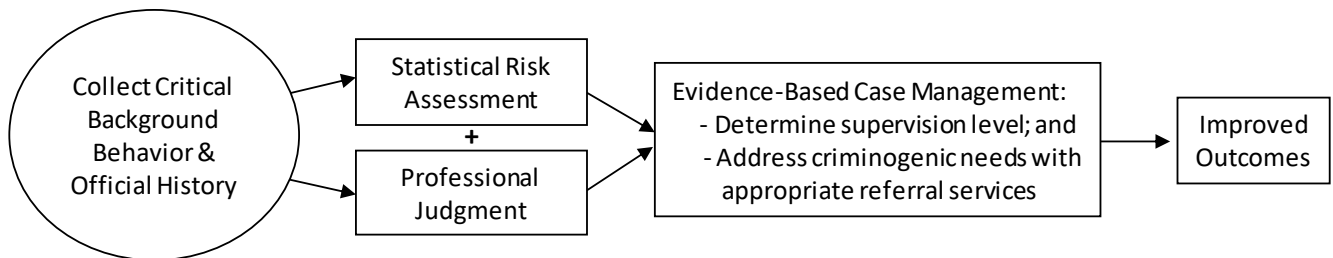
Supervision Risk/Needs Assessment

FY 2019 Highlights (As of June 30, 2019)

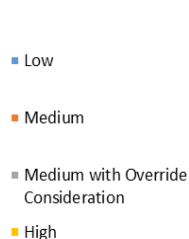
- 20,782 total assessments completed
 - 12,264 Full Core Assessments
 - 8,462 Initial Community Assessments
 - 56 Recidivism Risk Screener
- 17,201 total offenders assessed
- 17,310 Case Supervision Reviews (type of re-assessment) completed
- The diagram below describes how the validated actuarial risk/needs assessment tool is used in conjunction with professional judgment to assess offender risk and determine supervision levels:

§ 24-21-280(C)

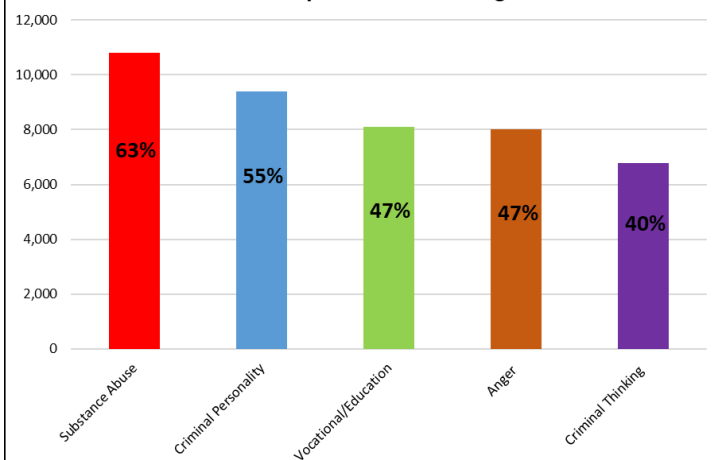
- Adopt a validated actuarial risk/needs assessment tool that is consistent with evidence-based practices.
- The actuarial assessment tool shall include a screener, which shall be used as a triage tool, and a comprehensive version.



Identified Risk Levels of Offenders Assessed in FY19



Most Commonly Identified Criminogenic Needs



Closures by Risk/Needs Assessment Tool Findings for FY 2019

	Total Successful Closures	Total Unsuccessful Closures	Total	% Successful
Low	8,209	1,293	9,502	86%
Medium	2,585	709	3,294	78%
Medium with Override Consideration	1,558	572	2,130	73%
High	411	193	604	68%
Total	12,763	2,767	15,530	82%

Sections 45 & 46

Parole Risk/Needs Assessment

FY 2019 Highlights (As of June 30, 2019)

- 2,992 reentry assessments completed on inmates eligible for parole (including inmates yet to be heard)

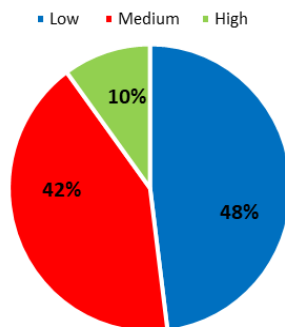
§ 24-21-10(F)

- Adopt a validated actuarial risk/needs assessment tool that is consistent with evidence-based practices.
- In addition to objective criteria, the Parole Board shall use the tool in making parole decisions.

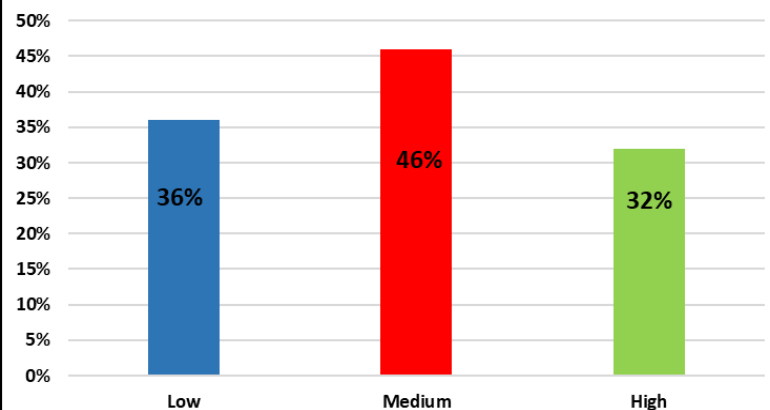
Assessment Finding	Outcome		Total	Parole Rate
	Parole	Reject		
Low	521	916	1,437	36%
Medium	582	672	1,254	46%
High	95	206	301	32%
Total	1,198	1,794	2,992	40%

* Due to a small number of inmates being inaccessible (e.g., out of state), this information should not be used to calculate overall parole rates.

**Reentry Assessment Findings
Completed in FY 2019**



Parole Rate by Reentry Assessment Finding



Section 46

Parole Board Member Training

FY 2019 Highlights (As of June 30, 2019)

- Three members completed the Clemson University Youth Learning Institute Continuing Education (One board member completed ½ day)
- Six board Members attended the SC Criminal Justice Training Conference
- Four board members attended the Association for Paroling Authorities International (APAI).
- Three board members attended the SC Probation Parole Association Training

§ 24-21-10

- Requires new members of the Parole Board to complete a comprehensive training course developed by SCDPPPS using training components consistent with those offered by the National Institute of Corrections or the American Probation and Parole Association.
- Requires each member of the Parole Board to complete eight hours of annual training.

Sample of Training Topics:

- Vicarious Trauma and the HeartMath Solution
- Conflict Resolution
- Decoding Decisions
- Vision, Mission and Values
- Emotional Survival
- Human Trafficking: The Survivors' Perspective
- Domestic Violence Specialized Supervision
- Re-Entry at the SC Department of Corrections
- Rediscover Your Why
- Civilian Response to Active Shooter Events
- Establishing a Common Vision for Your Board and Improving Communication and Teamwork to help you Move in the Direction of that Vision
- Ethics and Parole Decision-Making
- The Value of Structured Decision-Making in Parole
- Victims Right – How to Afford Victims Their Right and Stay Ahead of Constitutional and Statutory Changes

Section 48

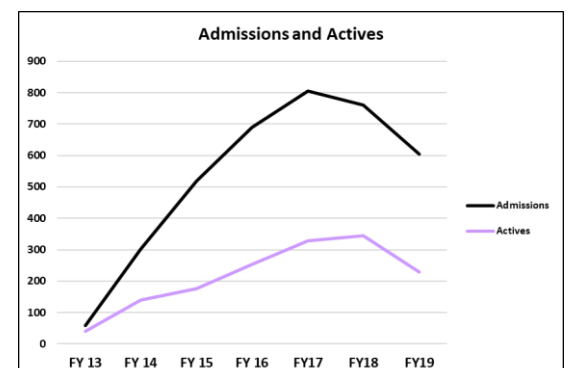
Supervised Reentry

FY 2019 Highlights (As of June 30, 2019)

- 2,521 offenders are statutorily eligible for future release
- 605 offenders were admitted to the program
- 230 offenders active in the program
- 700 (96%) offenders placed in the program successfully completed
- 105,221 bed days saved for inmates released to Supervised Reentry, which equates to a cost avoidance of \$1,947,641
 - 642,291 total bed days saved (FY 2013 to FY 2019), which equates to a total cost avoidance of \$9,423,204

§ 24-21-32

- Statutory eligibility – offense date of January 1, 2011 or later, and a minimum of two years incarceration must be served (includes credit for time served).
- Mandatory release if criteria are met
- Maximum supervision of 6 months



Section 50

Compliance Credits

FY 2019 Highlights (All information as June 30, 2019)

- 34,080 offenders were eligible to earn compliance credits at some point during the fiscal year
- 5,648,119 credits could have been earned in FY 2019
- 1,787,150 credits have been earned
- 20,375 offenders have earned compliance credits
- 187,966 compliance credits were revoked*
- 3,379 offenders had compliance credits revoked
 - 82% (2,766) of offenders with compliance credits revoked had their credits revoked due to unsuccessful closure of supervision
- 4,806 offenders closed early due to earning compliance credits
 - 170 days - the average number of days that offenders closed early due to compliance credits
 - 23.9 months - the average time under supervision for offenders who closed early due to compliance credits

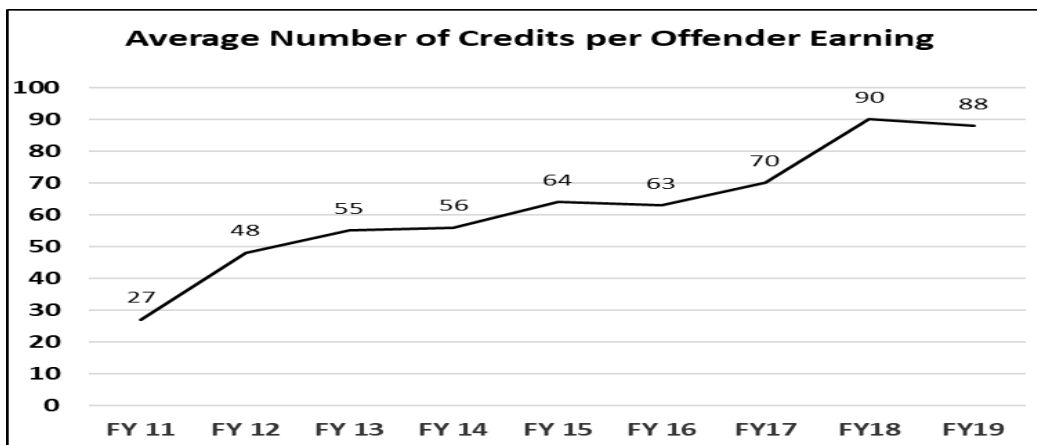
§ 24-21-280

- Statutory eligibility – offense date of January 1, 2011 or later, and an aggregate of 366 days or more of supervision (with no break in supervision).
- Department must identify, calculate and award compliance credits to eligible offenders.
- Statute requires offenders to be current on all their financial obligations.

Compliance Credit Totals Since Inception

FY	# Offenders Eligible to Earn Credits	# Offenders Earning Credits	Potential Credits to be Earned	Credits Earned	Credits Denied	Credits Revoked
11	294	76	10,220	2,080	8,140	20
12	6,025	2,459	639,924	117,198	522,726	1,741
13	14,322	6,166	2,191,448	337,010	1,854,438	21,079
14	22,480	8,872	3,753,485	496,379	3,257,106	59,894
15	27,640	8,552	4,686,097	543,225	4,142,872	58,554
16	30,538	10,007	5,134,849	635,270	4,499,579	97,710
17	31,496	14,799	5,313,916	1,030,733	4,283,183	76,616
18	33,013	19,791	5,460,797	1,771,558	3,689,239	79,328
19	34,080	20,375	5,648,119	1,787,150	3,860,969	187,966
Total	199,888	91,097	32,838,855	6,720,603	26,118,252	582,908

NOTE: It is possible that offenders earned compliance credits in multiple years.



Section 53

Administrative Sanctions

FY 2019 Highlights (All information as June 30, 2019)

- 661 (30%) of the 2,175 individuals revoked for compliance violations were addressed with alternative sanctions that did not impact SCDC
- 54% decrease in total revocations since FY 2010
- 45% decrease in number of legal process documents issued since FY 2010
- 0% change in the use of lower level administrative sanctions since FY 2010

§ 24-21-110

- Department will identify, develop, and implement alternative sanctions to address compliance violations.

Administrative Sanctions and Legal Process

	FY 2010	FY 2019	Change FY 2010 to FY 2019	
			#	%
Active offenders	31,262	28,682	-2,580	-8%
Offenders with at least 1 violation	23,288	15,819	-7,469	-32%
Administrative sanctions				
PSE conversions	1,312	166	-1,146	-87%
PSE accounts	160	25	-135	-84%
Financial assessment restructures	14,168	9,077	-5,091	-36%
Fee exemptions	7,381	9,115	1,734	23%
Home visits*	11,754	8,077	-3,677	-31%
Other administrative sanctions**	2,535	7,846	5,311	210%
Verbal/written reprimands***	5,367	8,314	2,947	55%
Total administrative sanctions	42,677	42,620	-57	0%
Legal process				
Warrants issued	11,163	8,910	-2,253	-20%
Citations issued	16,052	5,970	-10,082	-63%
Total legal process	27,215	14,880	-12,335	-45%

* Number of home visits on standard level offenders 45 days after start of supervision.

**Number of administrative sanctions documented in violations matrix.

***Number of 1182s and 1217s issued. In FY18 Consent orders are pulled separately and included here.

Previously, consent orders were done on 1182s.

Revocations

	FY 2010	FY 2019	Change FY 2010 to FY 2019	
Compliance	4,783	2,175	-2,608	-55%
New offense	880	449	-431	-49%
Total	5,663	2,624	-3,039	-54%

SCDC Admissions due to Compliance

	FY 2010	FY 2019	Change FY 2010 and FY 2019	
	3,293	1,514	-1,779	-54%

Administrative Sanctions Imposed at the Administrative Hearing Level (Hearings Officers) for FY 2019

Administrative Sanctions		Number	Percent	
Revocation				
	Weekend jail	16	0.1%	
	Partial revocation	1,146	7.7%	
	Full revocation	1,286	8.7%	
	YOA revocation- new active sentence	21	0.1%	17%
Reporting				
	Extend supervision	444	3.0%	
	Extend supervision-terminated upon payment	150	1.0%	
	Increase supervision contacts	679	4.6%	
	Decrease supervision contacts	1	0.0%	
	Report more frequently until employed	1	0.0%	9%
Financial				
	Restructure financial obligation	1,942	13.1%	
	Exempt fee(s) PSE	1,757	11.8%	
	PSE conversion	156	1.1%	
	Disability pay to obligation	1	0.0%	
	Stack accounts	89	0.6%	
	Report more frequently until current	3	0.0%	
	Set time to bring accounts current	508	3.4%	
	Defer payment for time period	118	0.8%	
	Civil judgment for fine/restitution	600	4.0%	
	Budgeting ledger	6	0.0%	
	Reduce supervision fee	438	3.0%	
	Restitution Center	2	0.0%	38%
Substance abuse treatment				
	Inpatient substances abuse treatment	570	3.8%	
	Outpatient substance abuse treatment	784	5.3%	
	Alcoholics Anonymous/Narcotic Anonymous (AA/NA) 90 in	20	0.1%	
	AA/NA at agent discretion	47	0.3%	
	Half-way house	64	0.4%	
	Incarceration until bed available	392	2.6%	
	Treatment assessment	11	0.1%	13%
Criminal domestic violence				
	Anger management	58	0.4%	
	Domestic violence counseling	165	1.1%	
	No contact with victim of violence	46	0.3%	2%
Home detention/electronic monitoring/global positioning system				
	Home detention	43	0.3%	
	Electronic monitoring	3	0.0%	
	Global positioning system	17	0.1%	0%
Public Service Employment (PSE)				
	Reinstate PSE	46	0.3%	
	Impose PSE	10	0.1%	0%
Vocation/education				
	General education diploma (GED)	24	0.2%	
	Literacy counseling for reading	1	0.0%	
	Vocational rehabilitation	96	0.6%	
	Five job applications per day	7	0.0%	
	Complete job search forms	26	0.2%	
	Employment Security Commission	3	0.0%	1%
Behavioral treatment				
	Mental health treatment/evaluation	129	0.9%	
	Grief counseling	9	0.1%	
	Family counseling	2	0.0%	
	Sex offender counseling	32	0.2%	
	Restrict where offender may live	60	0.4%	
	Mandate where offender lives	28	0.2%	
	Restrict contact with certain people	47	0.3%	
	Letter of apology to family	2	0.0%	
	Zero tolerance for future violations	295	2.0%	
	Remove special conditions	97	0.7%	
Other		2,345	15.8%	21%
		14,843	100.0%	100%

Section 55

Parole for Terminally Ill, Geriatric, or Permanently Disabled Inmates

FY 2019 Highlights (All information as June 30, 2019)

- 30 referrals received from SCDC since inception
 - 6 inmates were never heard for medical parole
 - 3 inmates were found to have “no parole” offenses
 - 1 inmate died prior to being heard
 - 2 inmates no longer met the criteria
 - 8 inmates were heard and rejected for conditional parole
 - 4 inmates have since been released due to sentence expiration
 - 2 inmates have since died
 - 2 inmates no longer meet the criteria for medical parole
 - 1 inmate is still incarcerated
 - 15 inmates were granted conditional parole
 - 3 inmates had their parole rescinded and have since been released
 - 2 inmates died prior to being released
 - 4 inmates were released on parole and are still under supervision
 - 6 inmates were released on parole but are no longer under supervision
 - 3 inmates have since died
 - 3 inmates completed their term of parole

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- SCDPPPS to provide supervision for inmates paroled due to designated status if (1) the offender is terminally ill, geriatric, permanently incapacitated, or any combination of these conditions; and (2) does not pose a threat to society or himself/herself.

Cost Avoidance Methodology

- In FY 2012, the SROC received technical assistance from the VERA Institute of Justice's Cost Benefit Analysis Unit to prepare a calculation of the cost avoidance to SCDC and to develop a methodology that would allow for this calculation to be used in the future.
- SCDPPPS and SCDC agreed that the calculation would include both variable and step-fixed costs. Step-fixed costs would be calculated by using the ratio of inmates to correctional officers.
- The step-fixed cost avoidance model developed in FY 2012 did not take into account prison closures.
- A template was developed and the FY 2012 cost avoidance calculation was approved on December 14, 2012.
- In FY 2017, the model was modified to take into account prison closures.
- The template of methodology located on page 23 was used for the FY 2019 cost avoidance and provides a description of all variables used to generate the total cost avoidance for FY 2019.

Cost Avoidance Calculation

Fiscal year of analysis		2019
a Days per year	365	Number of days in FY 2019.
Highlighted fields are user inputs. Other fields are calculated.		
Section 1 - Bed-Days Avoided		
1 PPP Avoided Bed-Days	735,987	Bed Days Saved FY10- FY19
2 PPP Avoided Bed-Years	2,016	line 1 / line a (days per year)
3 Beds per Housing Unit	144	144 inmates per unit (wing or dorm) of institution (per SCDC)
4 Avoided Units	14.0	line 2 / line 3 (rounded down)
5 Beds per Institution	432	432 inmates per institution
6 Avoided Institutions	4.0	line 2 / line 5 (rounded down)
Housing Unit Staffing		
7 Correctional Officers per Unit	4.0	Four officers fill two 12-hour shifts
8 Avoided Dorm Officers	56.0	line 4 x line 7
Institution Staffing		
9 Other Correctional Officers per Institution	6.0	Each institution has 6 correctional officers (excluding dorm officers)
10 Avoided Correctional Officers	24.0	line 6 x line 9
11 Shift Supervisors per Institution	4.0	Each institution has 4 security shift supervisors
12 Avoided Shift Supervisors	16.0	line 6 x line 11
13 Administrative Assistants per Institution	2.0	Each institution has 2 administrative assistants
14 Avoided Administrative Assistants	8.0	line 6 x line 13
15 Supply Managers per Institution	1.0	Each institution has 1 supply manager
16 Avoided Supply Managers	4.0	line 6 x line 15
17 Caseworkers per Institution	1.0	Each institution has 1 caseworker
18 Avoided Caseworkers	4.0	line 6 x line 17
19 Human Services Specialists per Institution	1.0	Each institution has 1 human services specialist
20 Avoided Human Services Specialists	4.0	line 6 x line 19
21 Wardens per Institution	1.0	Each institution has 1 warden
22 Averted Wardens	4.0	line 6 x line 21
23 Food Services Specialists per Institution	3.0	Each institution has 3 food service specialists
24 Avoided Food Services Specialists	12.0	line 6 x line 23
25 Trades Specialists per Institution	1.0	Each institution has 1 trade specialist
26 Avoided Trades Specialists	4.0	line 6 x line 25
27 Vehicle Operators per Institution	2.0	Each institution has 2 vehicle operators
28 Avoided Vehicle Operators	8.0	line 6 x line 27
Section 2 - Marginal Costs		
Variable Costs Per Inmate		
29 Food Per Diem	\$ 2.33	FY 19 Variable Food Cost
30 Health Care Per Diem	\$ 6.16	FY 19 Variable Health Cost
31 Total Per Diem Variable Costs	\$ 8.49	line 29 + line 30
32 Total Per Annum Variable Costs	\$ 3,099	line 31 x line a (days per year)
Step-fixed Costs Per Inmate		
Health Care and other programming		
33 Health/programming personnel, per diem	\$ -	No cost avoided. Security level 1 institutions typically do not have full time medical / mental health staff.
Step-fixed Salary Costs		
34 Correctional Officer Salary (Officer I)	\$ 33,803	Per HR 11/14/2019
35 Security Shift Supervisor Salary	\$ 39,852	Per HR 11/14/2019
36 Level 1 Warden Salary	\$ 80,211	Estimate based on level 1 facilities on 11/1/2019.
37 Supply Manager Salary	\$ 27,527	Estimate based on level 1 facilities on 11/1/2019.
38 Caseworker Salary	\$ 30,966	Estimate based on level 1 facilities on 11/1/2019.
39 Human Services Specialist Salary	\$ 34,084	Estimate based on level 1 facilities on 11/1/2019.
40 Food Services Specialist Salary	\$ 32,174	Estimate based on level 1 facilities on 11/1/2019.
41 Trades Specialist Salary	\$ 48,097	Estimate based on level 1 facilities on 11/1/2019.
42 Vehicle Operator Salary	\$ 20,842	Estimate based on level 1 facilities on 11/1/2019.
43 Administrative Assistant Salary	\$ 29,125	Estimate based on level 1 facilities on 11/1/2019.
44 Fringe Benefit Rate	49.05%	Per Budget Division 11/7/2019
45 Salary & Benefits (Officer I)	\$ 50,383	line 34 + (line 34 x line 44)
46 Salary & Benefits (Shift Supervisor)	\$ 59,399	line 35 + (line 35 x line 44)
47 Salary & Benefits (Warden)	\$ 119,554	line 36 + (line 36 x line 44)
48 Salary & Benefits (Supply Mgr.)	\$ 41,029	line 37 + (line 37 x line 44)
49 Salary & Benefits (Caseworker)	\$ 46,155	line 38 + (line 38 x line 44)
50 Salary & Benefits (Human Ser. Sp.)	\$ 50,801	line 39 + (line 39 x line 44)
51 Salary & Benefits (Food Ser. Sp.)	\$ 47,955	line 40 + (line 40 x line 44)
52 Salary & Benefits (Trades Sp.)	\$ 71,689	line 41 + (line 41 x line 44)
53 Salary & Benefits (Vehicle Oper.)	\$ 31,065	line 42 + (line 42 x line 44)
54 Salary & Benefits (Admin. Assist.)	\$ 43,411	line 43 + (line 43 x line 44)
55 Officer I Step-Fixed Cost	\$ 4,030,669.72	(line 8 x line 45) + (line 10 x line 45)
56 Shift Supervisor Step-Fixed Cost	\$ 950,390.50	line 12 x line 46
57 Warden Step-fixed Cost	\$ 478,218	line 22 x line 47
58 Supply Manager Step-fixed Cost	\$ 164,116	line 16 x line 48
59 Caseworker Step-fixed Cost	\$ 184,619	line 18 x line 49
60 Human Services Specialist Step-fixed Cost	\$ 203,206	line 20 x line 50
61 Food Services Specialist Step-fixed Cost	\$ 575,455	line 24 x line 51
62 Trade Specialist Step-fixed Cost	\$ 192,388	line 26 x line 41
63 Vehicle Operator Step-fixed Cost	\$ 248,520	line 28 x line 53
64 Administrative Assistant Step-fixed Cost	\$ 347,287	line 14 x line 54
65 Officer Cost Avoidance	\$ 4,981,060	line 55 + line 56
66 Officer Cost Avoidance per Inmate	\$ 6.77	line 65 / line 1
67 Administrative Cost Avoidance (Institutions Closed)	\$ 2,393,809	line 57 + line 58 + line 59 + line 60 + line 61 + line 62 + line 63 + line 64
Section 3 - Cost Avoidance and Maximum Reinvestment		
68 Variable cost avoidance	\$ 6,248,530	line 1 x line 31
69 Step-fixed cost avoidance	\$ 7,374,869	line 65 + line 67
70 Grand total	\$ 13,623,399	line 68 + line 69
71 Maximum reinvestment	\$ 4,768,190	35% x line 70