



SOUTH CAROLINA
DEPARTMENT OF CORRECTIONS

**Office of the Deputy
Director for
Administration**



Thomas M. Osmer, Jr.
Deputy Director

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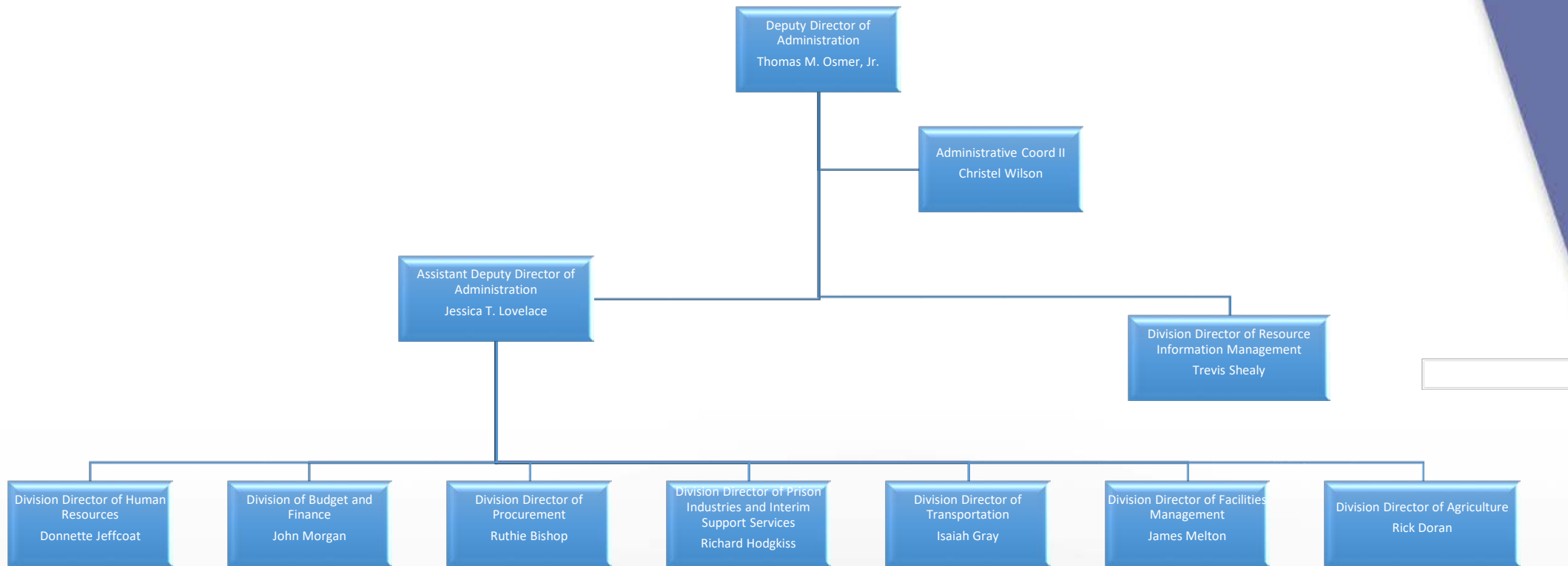
Deputy Director of Administration

- Promoting fiscal responsibility, the South Carolina Department of Corrections (SCDC) will maintain and manage fiscal resources in accordance with applicable State and Federal laws, Agency policies, and sound accounting practices to provide a solid financial platform leading to a successful completion of the Agency's mission.
- Please note that some of the information in this presentation is different than provided in the Agency's original Program Evaluation Report (PER) submission.
- The South Carolina Department of Corrections (SCDC) plans to provide the Committee an updated PER submission in the near future.



Divisions





Deliverables 1.0-1.4, 2.3

S.C. Budget Bill H.4950,
Proviso 117.29
S .C. Code Sections 24-
1-40, 24-1-130, 24-1-
120, 24-1-90, 24-1-160

- 1.0 – Manage the agency
- 1.1 – Director execute bond for \$50,000
- 1.2 – Establish rules and regulations for the performance of the agency's functions
- 1.3 – Identify key program area descriptions and expenditures and link those to key financial and performance results measures in the Accountability Report
- 1.4 – Director can request reports from departments as needed
- 2.3 – Director require other employees to execute bond



Deliverables 1.0-1.4, 2.3

Customers

✓	Does the agency evaluate the outcome obtained by customers / individuals who receive the service or product?
✓	Does the agency know the annual # of potential customers?
✓	Does the agency know the annual # of customers served?
✓	Does the agency evaluate customer satisfaction?

Costs

✓	Does the agency know the cost it incurs, per unit, to provide the service or product?
X	Does the law allow the agency to charge for the service or product?

Greatest potential harm

- Agency would be unable to carry out the mission. (1.0)
- Bond protects the Agency's liquid assets during a breakdown of internal controls and policy deviation. (1.1)
- The agency would not function in a streamlined, cohesive manner. (1.2)
- Agency budget and expenditures must be kept in balance with the Appropriations Act as set by the Legislature. (1.3)
- Improper management decisions that can create an atmosphere of chaos of Agency operations and injury to the inmate population. (1.4)

Recommendations to General Assembly

- Provide a safe and secure environment for the officers to work. (1.0, 1.2)
- Provide clear communication to the public that the Legislature supports a safe and secure work environment. (1.0, 1.2)
- Greater acknowledgement of the service that the officers perform to keep the prisons safe. (1.0, 1.2)
- Have the foresight and understanding of why funds are requested and the potential impact of those unanswered requests on the Agency and the State. (1.1, 1.3-1.4, 2.3)
- SCEIS has provided a usable accounting system that has been adopted State-wide and has a platform for comparative reporting consistent among the agencies. (1.1, 1.3, 2.3)
- The Legislature continues to design better reports such as the new Accountability Report for the Agencies to complete. (1.4)
 The new budget process has been designed better over the past couple of years. (1.4)



Division of Resource and Information Management



Division of Resource and Information Management

- The mission of the Division of Resource and Information Management (RIM) is to leverage technology to support the mission of the Agency, with the following strategic objectives:
 - Provide quality service to increase staff effectiveness and productivity
 - Optimize use of information in decision-making and long-term planning
 - Minimize operational costs and complexity
 - Attract and retain a highly skilled and effective staff
- The Division of RIM is organized into five branches, each of which performs distinct functions while working together to achieve seamless delivery of services for our agency users.



RIM Branches

- The Administration and User Support Services branch is responsible for coordinating:
 - Information technology resources, support, and procurement
 - The help desk which is staffed during weekday business hours and rotates on call to provide 24x7x365 access to support:
 - Inventory of IT assets, support for cell phones and other mobile devices, and the coordination of requests for information technology. The branch is also responsible for traditional computer operations functions, such as output processing, batch job monitoring, etc.
- The Management Information Services Branch is responsible for:
 - Responding to requests for information from both internal and external sources
 - Maintaining historical datasets for long term statistical analysis, evaluation of new legislation, and development of fiscal impact statements for the legislature
 - Administration of the Agency's research policy
- The Health Technology and Informatics Branch is responsible for the implementation and support of medical, dental, and mental health care information technology systems throughout the Agency.
 - This includes electronic health records, picture archiving and communication systems for medical/dental imaging, laboratory information systems for managing test specimens and results, correctional institution pharmacy system for prescription medications, the medication administration record system, support for telemedicine encounters with both internal and external providers, and the interfaces and health care information exchanges that support these functions.



RIM Branches (continued)

- The Network and Infrastructure Services Branch is responsible for the provisioning and support of telephone and data network service throughout the Agency.
 - This includes wiring and network equipment, installation and support of personal computers and associated operating systems, and office productivity software, printers, copiers, etc.
 - The branch is also responsible for support of the agency's server and storage area network infrastructure, providing file, print, email, and other specialized application services, including backup and disaster recovery.
- The Applications Development and Support Services Branch is responsible for the development and support of all computer applications systems for the Agency.
 - These include the core components of our offender management system and other mission critical applications.
 - Many of these applications are mainframe-based, but new development is done in the web environment using open source development tools and application servers.
 - This branch is also responsible for the systems administration of database, web, and application servers; maintaining production and test/development environments on both the mainframe and internet/intranet platforms.



Deliverables 90.0-90.2

Required
S.C. Budget Bill H.4950,
Proviso 65.30
S .C. Code Sections
24-21-710(E-H)

- **90.0 – Utilize video conferencing**
- **90.1 – Utilize video conferencing for all bond hearings for inmates at facilities with video conferencing capabilities that are compatible with county video conferencing equipment, network, firewalls, etc. and charges with criminal offenses that require a bond hearing.**
- **90.2 – Install, maintain, and operate a two-way closed circuit television system in prisons that confines persons eligible for parole for purposes of conducting parole hearings.**



Deliverables 90.0-90.2

Required
 S.C. Budget Bill H.4950,
 Proviso 65.30
 S .C. Code Sections
 24-21-710(E-H)

<u>Customers</u>	
✓	Does the agency evaluate the outcome obtained by customers / individuals who receive the service or product?
✓	Does the agency know the annual # of potential customers?
✓	Does the agency know the annual # of customers served?
✓	Does the agency evaluate customer satisfaction?
<u>Costs</u>	
✓	Does the agency know the cost it incurs, per unit, to provide the service or product?
X	Does the law allow the agency to charge for the service or product?

Greatest Potential Harm

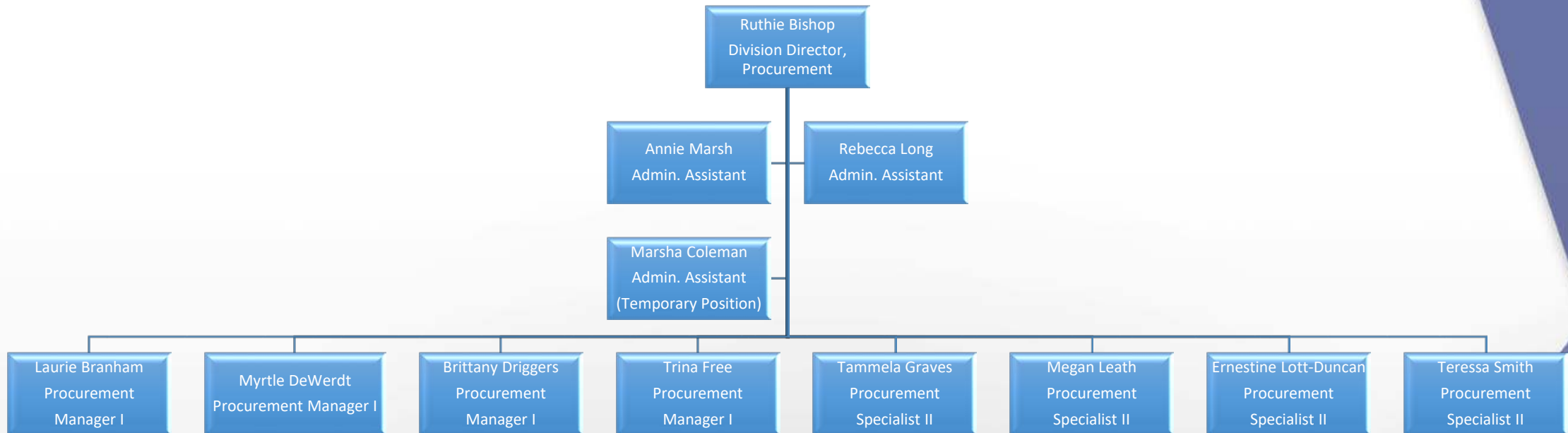
- Costly operation when inmate is transported to hearings; utilizes agency vehicles and manpower. (90-90.1)
- Cost reduction for the agency and allows more officer coverage within the institutions. (90.1)
- Costly operation when inmate is transported to hearings; utilizes agency vehicles and manpower. (90.2)
- Cost reduction for the agency and allows more officer coverage within the institutions. (90.2)

Recommendations

- None noted



Division of Procurement



Division of Procurement

Overview:

- The Division of Procurement is responsible for sound business practices. The business practices must comply with the requirement set forth in the SC Procurement Code and Regulations. Purchases shall be made with the intent of avoiding waste and duplicity, promoting competitive bidding to the maximum extent practicable, and obtaining the best value for the items being purchased.



Deliverable 3.995 – Provide links to websites of any agencies that provide SCDC monthly procurement card statements

<u>Customers</u>	
✓	Does the agency evaluate the outcome obtained by customers / individuals who receive the service or product?
✓	Does the agency know the annual # of potential customers?
✓	Does the agency know the annual # of customers served?
✓	Does the agency evaluate customer satisfaction?
<u>Costs</u>	
✓	Does the agency know the cost it incurs, per unit, to provide the service or product?
X	Does the law allow the agency to charge for the service or product?

Greatest potential harm

- No potential harm.

Recommendations to General Assembly

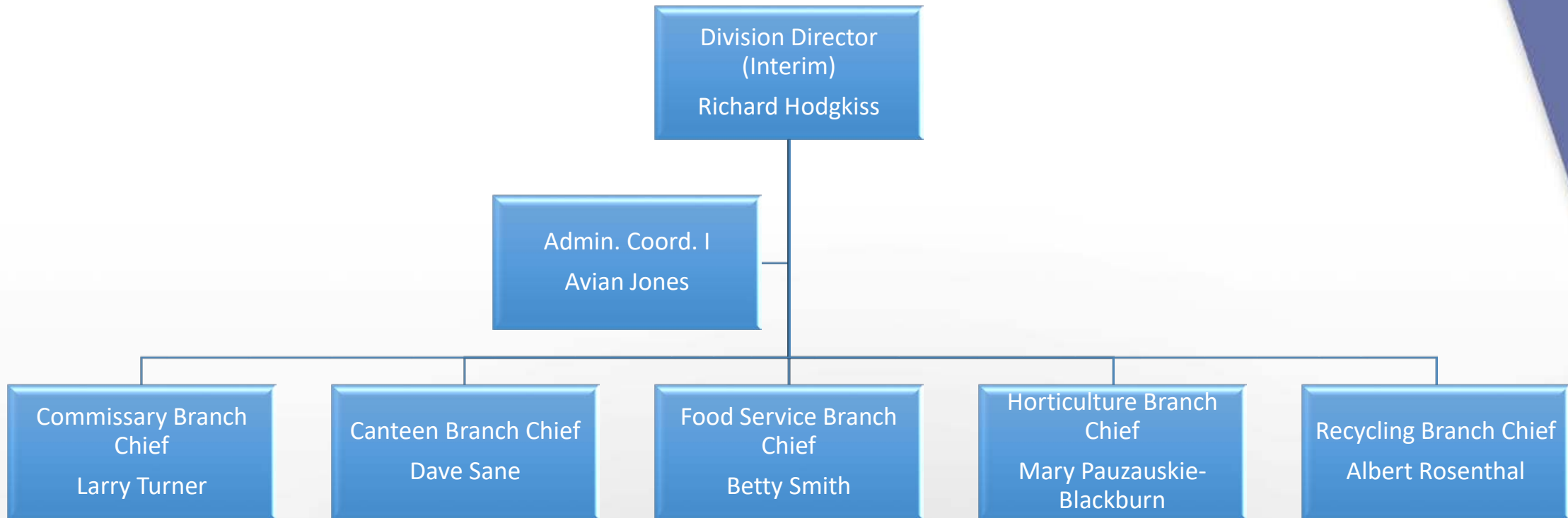
- Amend Procurement Exemption 1986.04.22 that states: “The Board exempted “Advertising time or space in newspapers, on radio or television (Note: Consultants obtained to handle advertising campaigns for agencies such as PRT and State Development Board are not exempted.)” from the purchasing procedures of the Procurement Code.” SCDC recommended to update Procurement exemption 1986.04.22 to include the following advertising medium: internet, radio, television, newspapers, magazines and streaming online.

<http://www.doc.sc.gov/> – Procurement Card pursuant to Proviso 117.83

<https://cg.sc.gov/fiscal-transparency/monthly-charge-card-usage>



Division of Support Services



Division of Support Services

- The Division of Support Services is responsible for the Canteen, Commissary, Food Service, Horticulture Services, and Solid Waste Management/Recycling Branches.



Division of Support Services

- Canteen Branch

- The Canteen Branch maintains a procurement, storage, and distribution system involving over 800 items not provided by the State for inmates. This distribution system consists of the Canteen warehouse and twenty-one (21) institutional Canteen operations
- There are a total of 42 Canteen employees and over 150 inmates statewide involved in the management and supervision of the Canteen warehouse and institutional canteens

- Commissary Branch

- The Commissary Branch is responsible for the management and supervision of an Agency wide logistical supply operation. This consists of procurement, receipt, storage and distribution of inmate clothing, personal hygiene items, bedding, seasonal and job specific wear for an inmate. There are 27 institutional commissaries, including the two at the Reception & Evaluation Centers.

- Food Services Branch

- Food Service Branch manages the Agency-wide food service program consisting of 24 cafeterias serving approximately 56,000 meals daily
- Branch staff monitors institutional food service operations for sanitation and policy compliance via announced and unannounced inspections
- Agency nutritionists create all menus and monitor institutional compliance with nutritional requirements by reviewing their menu changes



Division of Support Services (continued)

- Horticulture Services Branch

- The Horticulture Services Branch consists of programs at 17 institutions and the Broad River Complex. The Horticulture Branch depends on inmate workers assigned to the program to cover all areas of responsibility.
- The branch provides meaningful, productive job opportunities for the inmate population by teaching the vocation of Horticulture such as landscaping projects; nursery production and operation of 21 greenhouses; bi-annual plant sales; partner support/contracts; and equipment self-service and small engine repair
- Horticulture Services provides meaningful, productive job opportunities including: teaching the inmate population the vocation of Horticulture, On the Job Training Certificates and programs through partnerships with:

Partnerships

Palmetto Pride
Town of Cheraw
River Front Park
Tickleberry Cemetery

Certificates

Grounds Maintenance
Greenhouse/Nursey Mgmt.
Small Engine Repair

Programs

Vegetable Initiative
Horticulture Plant Sales
Bee Program
Composting Program

- Solid Waste Management/ Recycling Branch

- SCDC initiated a recycling program in September 1993. The current program provides service to other state agencies. Items recycled include office paper, cardboard, magazines, aluminum, scrap steel, copper, brass, pallets, plastic, batteries and number ten steel cans (from dining facilities). Contributions include:
 - Reduced SCDC's waste stream by more than 40%, resulting in a significant reduction in disposal costs.
 - The program provides a classified/confidential document secured shredding service to the state.
 - In 2005, a shredder was installed allowing the shredding of 15,000 pounds per day.
 - The program also picks up scrap steel from the 21 institutions and redistributes surplus.



Deliverables 3.996-3.997

- **3.996 – Conduct and report a complete inventory of prison property and fiscal affairs – includes complete inventory with market value beside each item and statement of fiscal affairs of prison system for preceding fiscal year**
- **3.997 – Print inventory/ fiscal affairs report for the public**

Greatest potential harm

- Misappropriation of Agency property. (3.996)
- Defeats the purpose of transparency. (3.997)

Recommendations to General Assembly

- None noted.

<u>Customers</u>	
✓	Does the agency evaluate the outcome obtained by customers / individuals who receive the service or product?
✓	Does the agency know the annual # of potential customers?
✓	Does the agency know the annual # of customers served?
✓	Does the agency evaluate customer satisfaction?
<u>Costs</u>	
✓	Does the agency know the cost it incurs, per unit, to provide the service or product?
X	Does the law allow the agency to charge for the service or product?



Deliverables 19.0-19.2

- **19.0 – Land for buildings, sewer or water lines necessary for the prison system, purchase or condemn**
- **19.1 – Use funds generated from the sale of real property to offset renovation and maintenance capital expenditures**
- **19.2 – Utilize appropriated funds to construct multi-purpose buildings at SCDC institutions, once all prerequisites are met: (1) at Lieber, McCormick, Perry, or Allendale Correctional Institution, at least \$150,000 in matching funds and/or construction materials or services must be donated before construction of the facility may begin (2) at other Department of Corrections locations, the Director may require that donated funds and/or materials or services equal to one-half of the cost of construction, including design and engineering cost (joint resolution to appropriate monies from the capital reserve fund for FY2005-2006)**



Deliverables 19.0-19.2

<u>Customers</u>	
✓	Does the agency evaluate the outcome obtained by customers / individuals who receive the service or product?
✓	Does the agency know the annual # of potential customers?
✓	Does the agency know the annual # of customers served?
✓	Does the agency evaluate customer satisfaction?
<u>Costs</u>	
✓	Does the agency know the cost it incurs, per unit, to provide the service or product?
X	Does the law allow the agency to charge for the service or product?

Greatest Potential Harm

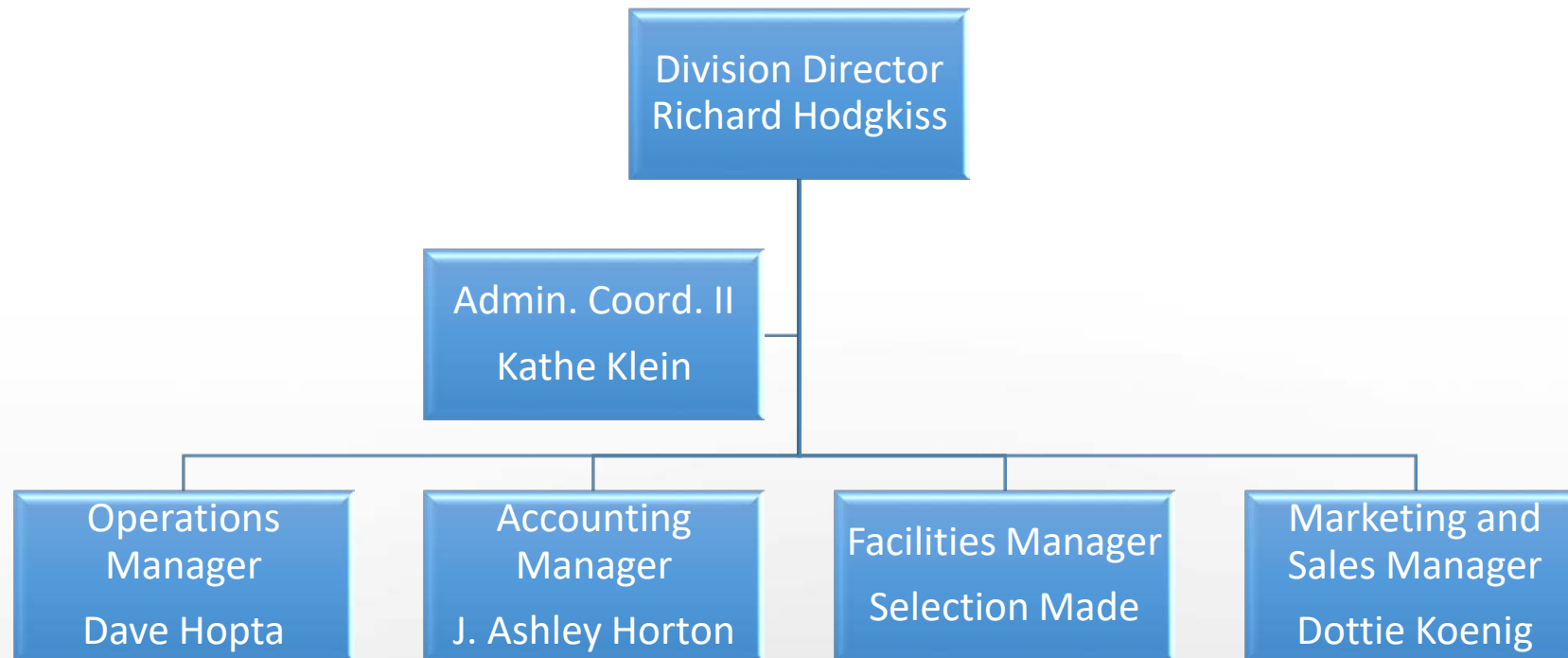
- Lack of property would impact needed space for inmate population. Lack of adequate sewer provisions and maintenance impact safety and security within our facilities and could cause environmental issues in the community. (19)
- Available funds for deferred maintenance projects will be decreased. (19.1)
- Projects such as this increases inmate morale and keeps them busy with activity.(19.2)

Recommendations to General Assembly

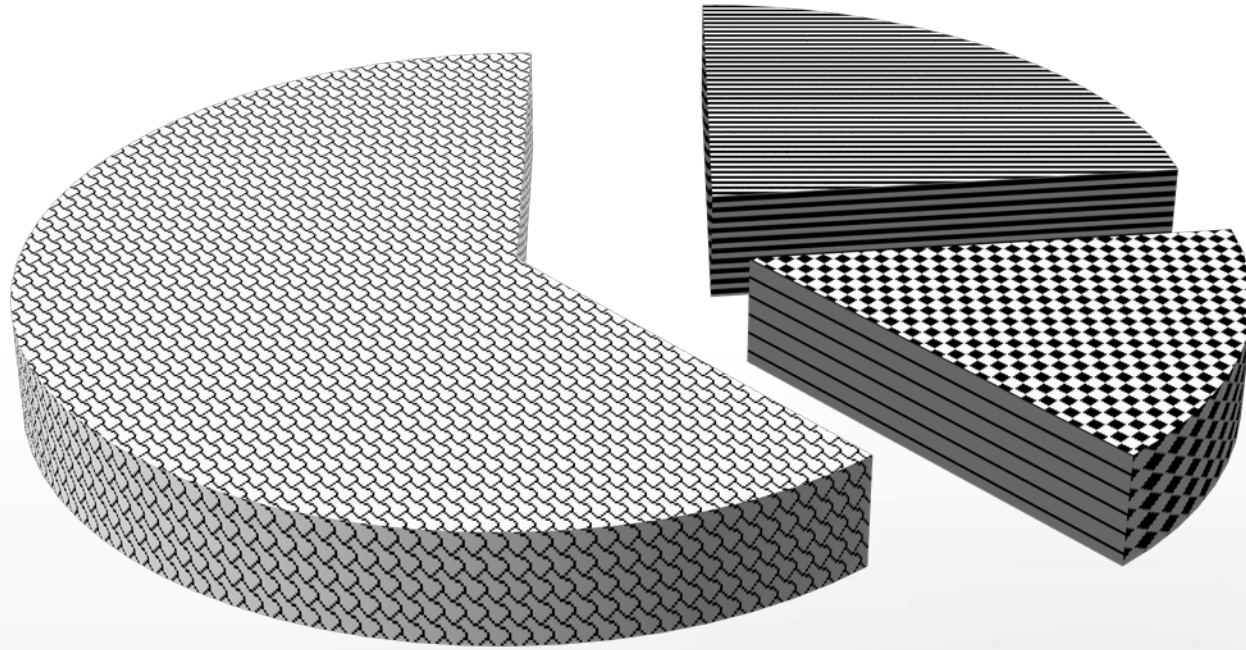
- The ability to quickly gain approvals for projects that impact these deliverables. (19)



Division of Prison Industries



Inmate Workforce - All Programs



≡ Traditional - 202

▣ Service - 141

▣ Prison Industries
Enhancement (PIE) -
643

Date effective 09/30/2019



Deliverables 34.0-34.7

- **34 – "Non-traditional" prison industries program[24-1-290(D) states the statutes may not be construed to apply to "traditional prison industries"]**
- **34.1 – Develop (with Dept. of Commerce) and obtain approval (from Dept. of Administration) on a marketing plan to attract private sector service businesses for the employment of inmates through the prison industries program**
- **34.2 – Develop (with Dept. of Commerce) and obtain approval (from Dept. of Administration) on procedures for negotiation of new contracts and contract renewals between private sector entities and the agency**
- **34.3 – Provide required notice, and obtain necessary certification prior to entering or renewing contracts with private sector service entities that want to hire inmates through the prison industries program**
- **34.5 – Determine wages for inmate labor for private sector entities**
- **34.6 – Make deductions from inmate earnings for working for private sector entities and distribute accordingly**
- **34.7 – Submit audit report of prison industries program (as the term is defined in 24-1-290, not as the term is defined in 24-3-320) to the Senate Corrections and Penology Committee and the House Medical, Military, Public and Municipal Affairs Committee, annually**



Deliverables 34.0-34.7

<u>Customers</u>	
✓	Does the agency evaluate the outcome obtained by customers / individuals who receive the service or product?
✓	Does the agency know the annual # of potential customers?
✓	Does the agency know the annual # of customers served?
✓	Does the agency evaluate customer satisfaction?
<u>Costs</u>	
✓	Does the agency know the cost it incurs, per unit, to provide the service or product?
✓	Does the law allow the agency to charge for the service or product? (34.0-34.2)
X	Does the law allow the agency to charge for the service or product? (34.3, 34.5-34.7)

Greatest Potential Harm

- Not reaching maximum potential customer base. (34.1 & 34.7)
- Unofficial partner relationships place agency and state at risk. (34.1 & 34.2)
- Potential for monetary losses to Industries and the DOC. (34.2)
- Negatively impacting private businesses. (34.3)
- Possible unfair competitive wage disadvantage to the local economy. (34.3)
- Inappropriate wages applied to inmate. (34.5)
- Audit findings not supporting PIE guidelines (34.5)
- Update to bi-annual report to mirror Bureau of Justice Assistance Audits (34.7)

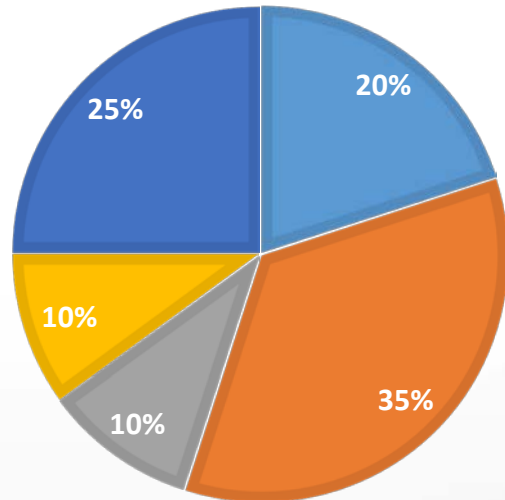
Recommendations to General Assembly

- Continue to support at State level with support from Commerce and Administration.



SC Code of Laws 24-3-40: Disposition of wages of prisoner allowed to work at paid employment

WITHHOLDINGS



- Victim Assistance
- Child Support, Room & Board, Incidentals
- Incidentals
- Inmate LTSA
- Taxes, Restitution or Incidentals

Withholdings

- Supports SCDC Victim Assistance
 - 10% is sent for Prison Industries
 - 15% is sent for Work Release
- Directed to the State Office of Victim Assistance
 - 10% is sent for Prison Industries
 - 5% is sent for Work Release
- 35% child support obligations OR 25% room & board AND 10% incidentals (additional)
- 10% available for incidentals
- 10% held in the inmate interest bearing escrow long term savings account
- 20% used to pay federal and state taxes



Deliverables 44.3-44.9

- **44.3 – Purchase equipment for manufacturing or production of items by inmates**
- **44.4 – Ensure inmates produce items ordered by state agencies first, then items ordered by political subdivisions**
- **44.5 – Require state agencies to purchase items made by inmates**
- **44.6 – Remain under the supervision of MMO**
- **44.7 – Allow political subdivisions to purchase items made by inmates**
- **44.8 – Consider if a service or good is obtainable through the prison industry program, before obtaining the service or good from outside the prison**
- **44.9 – Prohibit sale of items produced by inmates to private sector parties, with certain exceptions**

S.C. Budget Bill
H.4950 Proviso
117.25
S.C. Code Sections
24-3-320, -370,
-330, -410



Deliverables 44.3-44.9

S.C. Budget Bill
H.4950 Proviso
117.25
S.C. Code Sections
24-3-320, -370,
-330, -410

Customers

✓	Does the agency evaluate the outcome obtained by customers / individuals who receive the service or product?
✓	Does the agency know the annual # of potential customers?
✓	Does the agency know the annual # of customers served?
✓	Does the agency evaluate customer satisfaction?

Costs

✓	Does the agency know the cost it incurs, per unit, to provide the service or product?
✓	Does the law allow the agency to charge for the service or product? (44.5-44.9)
X	Does the law allow the agency to charge for the service or product? (44.3-44.4)

Greatest Potential Harm

- Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.

Recommendations to General Assembly

- Continued support for the Prison Industries program.



Deliverables 45.0-45.91

- **45.0 – Prepare annually a catalogue of items made by inmates in the prison system**
- **45.1 – Develop a catalog of prison-made products for national distribution**
- **45.2 – Price items made or produced by inmates at or below prices of other producers or suppliers**
- **45.3 – Set prices for items produced by inmates as close to market price as practicable**
- **45.4 – Send catalogue of items produced by inmates to state agencies**
- **45.5 – Distribute catalog of products and services to a state agency, when requested by the state agency**
- **45.6 – Require state agencies report estimates of the kind and amount of items, within the catalogue of items produced by inmates, reasonably required for the upcoming fiscal year**
- **45.7 – Deposit revenues from sale of prison made products to the state treasurer to designated accounts provided in code**
- **45.8 – Disburse revenues to appropriate accounts**
- **45.9 – Utilize prison industry funds to benefit the inmate population or cover operational costs**
- **45.91– Carry forward any funds remaining in the prison industry fund at year-end**

S.C. Budget Bill
H.4950 Proviso
65.9, 117.25
S.C. Code Sections
24-3-340, -360,
-380, -400



Deliverables 45.0-45.91

S.C. Budget Bill
H.4950 Proviso
65.9, 117.25
S.C. Code Sections
24-3-340, -360,
-380, -400

Customers

✓	Does the agency evaluate the outcome obtained by customers / individuals who receive the service or product?
✓	Does the agency know the annual # of potential customers?
✓	Does the agency know the annual # of customers served?
✓	Does the agency evaluate customer satisfaction?

Costs

✓	Does the agency know the cost it incurs, per unit, to provide the service or product?
✓	Does the law allow the agency to charge for the service or product? (45.1-45.2, 45.5)
X	Does the law allow the agency to charge for the service or product? (45, 45.3-45.4, 45.6-45.91)

Greatest Potential Harm

- Allowable agencies would not know about prison-made products (45.1)
- State agencies could pay higher price for products (45.2)
- Incorrect pricing could lead to loss of program revenue or overcharging allowed customer participants (45.3)
- State agencies would not have updated products and pricing (45.4-45.5)
- Not reaching potential customer base (45.5-45.6)
- State agencies would not know what products and services are available. (45.6)
- Unable to purchase manufacturing supplies, equipment, machinery, and/or buildings. (45.7)
- Loss of revenue to the DOC, victims services, child support, federal, state, and local taxes. (45.8)
- Lack of inmate services. (45.9)
- Could not complete and or provide inmate training, services or projects (45.91)

Recommendations to General Assembly

- Continue to support at State level with support from Commerce and Administration.



Deliverables 46.0-46.5

- **46.0 – Nonprofit projects, establish programs that allow inmates to participate in Legislative Intent in statute 24-3-310**
- **46.1 - Allow voluntary inmate participation in the nonprofit projects**
- **46.2 - Ensure inmate participation in nonprofit projects does not displace employed workers nor impair existing contracts for services**
- **46.3 - Establish contracts for inmate labor for nonprofits**
- **46.4 - Determine appropriate inmate wages for nonprofit projects**
- **46.5 - Collect inmate earnings for nonprofit projects**



Deliverables 46.0-46.5

<u>Customers</u>	
✓	Does the agency evaluate the outcome obtained by customers / individuals who receive the service or product?
✓	Does the agency know the annual # of potential customers?
✓	Does the agency know the annual # of customers served?
✓	Does the agency evaluate customer satisfaction?
<u>Costs</u>	
✓	Does the agency know the cost it incurs, per unit, to provide the service or product?
✓	Does the law allow the agency to charge for the service or product?

Greatest Potential Harm

- Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.

Recommendations to General Assembly

- Released inmate success is based on providing essential skills that will allow them to gain meaningful employment within the community. Continue to support the prison industries concept.



Deliverables 47.0-49.1

- **47.0 – Metal license plates and road signs, produce and sell license plates to Department of Motor Vehicles and road signs to Department of Transportation**
- **48.0– Dry-cleaning facilities to clean state-owned uniforms for SCDC security personnel, install Legislative Intent in statute 24-3-310**
- **49.0 – Tire retreading program, establish one in which inmates may participate**
- **49.1 – Sell Retreaded Tires from Lieber Correctional Institution only to State Agencies**

S.C. Budget Bill
H.4950 Proviso
65.6
S.C. Code Section
24-3-110; 24-3-
350



Deliverables 47.0-49.1

<u>Customers</u>	
✓	Does the agency evaluate the outcome obtained by customers / individuals who receive the service or product?
✓	Does the agency know the annual # of potential customers?
✓	Does the agency know the annual # of customers served?
✓	Does the agency evaluate customer satisfaction?
<u>Costs</u>	
✓	Does the agency know the cost it incurs, per unit, to provide the service or product?
✓	Does the law allow the agency to charge for the service or product? (47, 49-49.1)
X	Does the law allow the agency to charge for the service or product? (48)

Greatest Potential Harm

- Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.
- Insufficient workforce.

Recommendations to General Assembly

- Released inmate success is based on providing essential skills that will allow them to gain meaningful employment within the community.
- Continue to support the prison industries concept.



Deliverables 57.0-57.2

- **57– Prison uniforms statewide, manufacture**
- **57.1 – Clothe Inmates**
- **57.2– Make statewide uniforms available for sale to local detention facilities**



Deliverables 57.0-57.2

<u>Customers</u>	
✓	Does the agency evaluate the outcome obtained by customers / individuals who receive the service or product?
✓	Does the agency know the annual # of potential customers?
✓	Does the agency know the annual # of customers served?
✓	Does the agency evaluate customer satisfaction?
<u>Costs</u>	
✓	Does the agency know the cost it incurs, per unit, to provide the service or product?
✓	Does the law allow the agency to charge for the service or product? (57.2)
X	Does the law allow the agency to charge for the service or product? (57-57.1)

Greatest Potential Harm

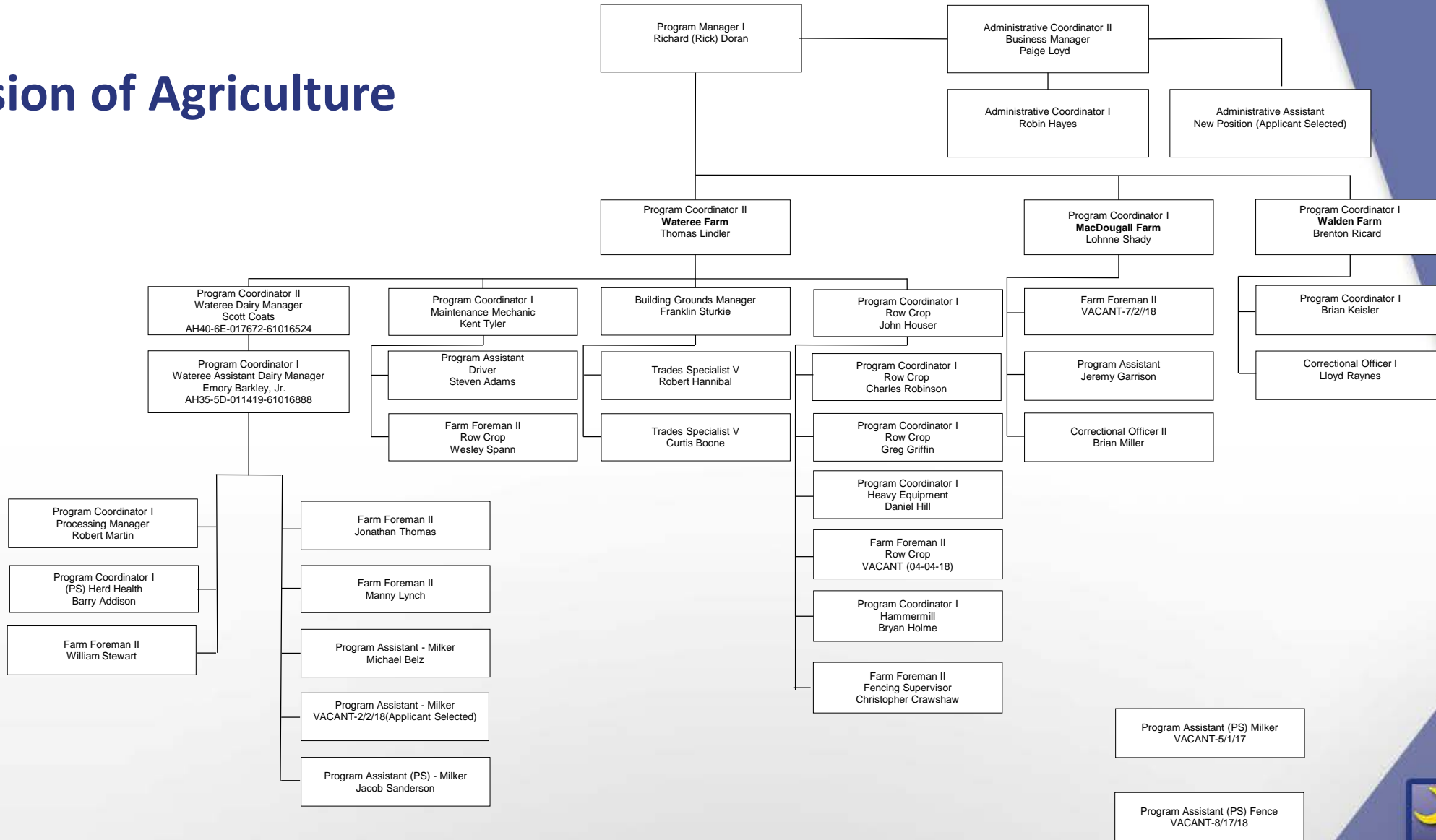
- Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.

Recommendations to General Assembly

- Released inmate success is based on providing essential skills that will allow them to gain meaningful employment within the community.
- Continue to support the prison industries concept.



Division of Agriculture



Division of Agriculture

- **The Division of Agriculture is revenue driven and consists of three major farms.**
 - Wateree River Farm is the largest of the three composed of approximately 8,250 acres (majority owned)
 - Walden Farm is composed of approximately 1,500 acres
 - MacDougall Farm is composed of approximately 1,500 acres
- **The division is also responsible for the management of approximately 3,700 acres of timberland at 15 Institutions throughout the state.**
- **The ultimate goal of the division is to minimize overall food costs for the Agency and to provide constructive employment for inmates through the development and implementation of an agricultural program which maximizes the financial return of the Agency's agricultural assets.**
- **The farm lands, buildings, and equipment are utilized to maximize production and harvest potential, allowing the branch to become more self-sufficient. Agricultural commodities produced in excess of the Agency's demand are sold on the open market in a manner which maximizes the return on investment.**
- **The division includes dairy, beef cattle, row crops, edible crops, egg laying, hammer mill, grist mill, sawmill, maintenance, mechanic, welding, heavy equipment, timber management, greenhouse, meat goats, and honey bees.**



Deliverables 52.0-54.2

- **52.0 - Agriculture Program, establish one in which inmates may participate**
- **52.1 - Sell timber on property owned by agency, after consultation with state forester**
- **52.2 - Utilize funds from timber sales for agency agriculture program or general welfare of inmates**
- **53.1 - Sell horticulture (garden/farm) products grown and produced through agency's horticulture program**
- **53.2 - Utilize funds from sell of horticulture products for general welfare of inmates**
- **54.0 - Farm program, establish one in which inmates may participate**
- **54.1 - Sell surplus products produced by agency's farm program**
- **54.2- Utilize funds from sale of surplus products from agency's farm program for agency farm program or general welfare of inmates**



Deliverables 52.0-54.2

Customers

- ✓ Does the agency evaluate the outcome obtained by customers / individuals who receive the service or product?
- ✓ Does the agency know the annual # of potential customers?
- ✓ Does the agency know the annual # of customers served?
- ✓ Does the agency evaluate customer satisfaction?

Costs

- ✓ Does the agency know the cost it incurs, per unit, to provide the service or product?
- ✓ Does the law allow the agency to charge for the service or product? (52.1, 53-53.2, 54.1-54.2)
- X Does the law allow the agency to charge for the service or product? (52, 52.2, 54)

Greatest Potential Harm

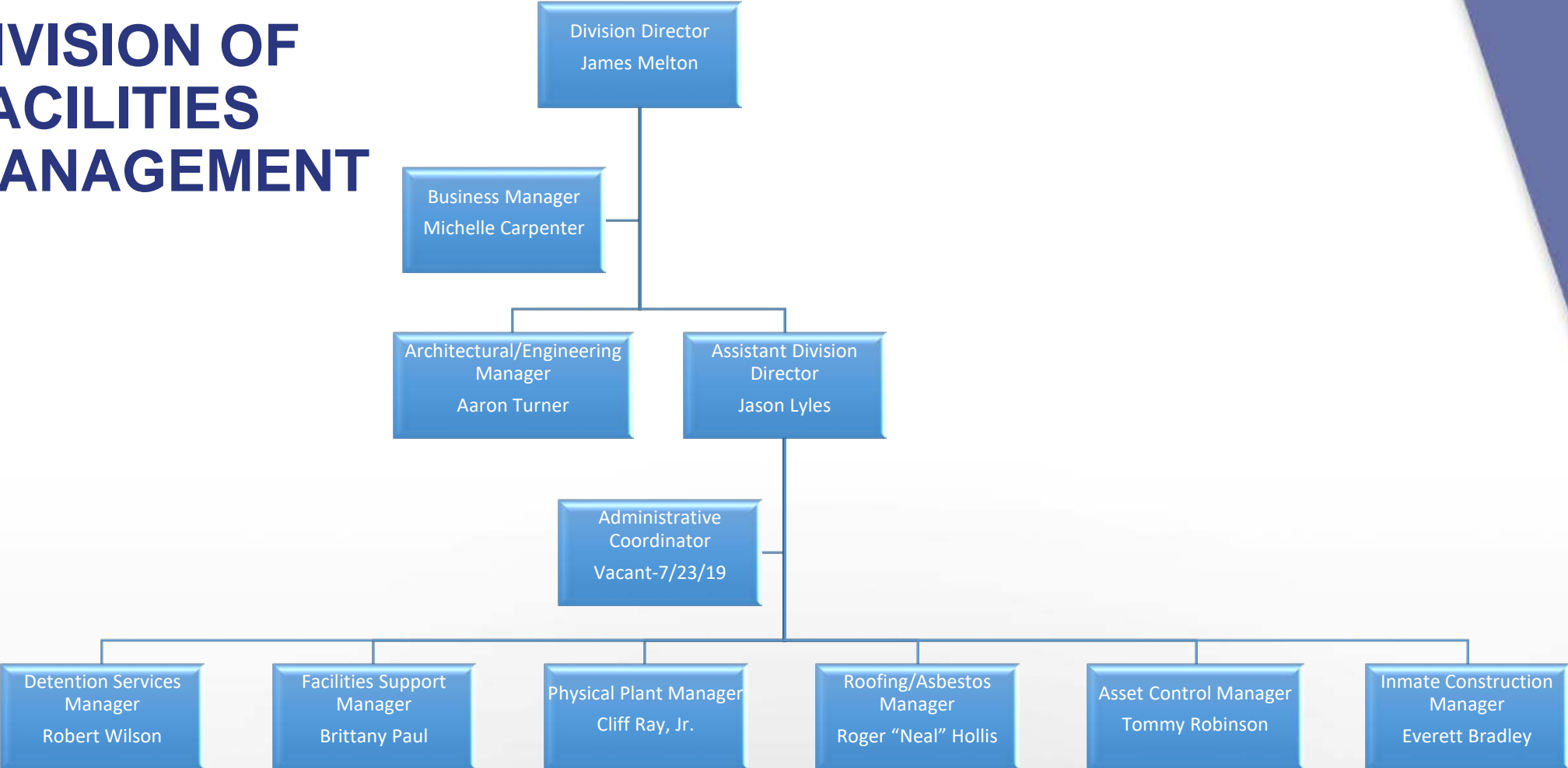
- Not enough participants (52, 54)
- Funds are subject to the approval of the Department of Administration. (52.2, 54.2)
- Loss of funding for the program. (53.1-53.2)
- Loss of revenue. (54.1)

Recommendations to General Assembly

- Continue supporting agricultural programs. (52-52.2, 54-54.2)



DIVISION OF FACILITIES MANAGEMENT



Division of Facilities Management

- The Division of Facilities Management maintains and manages the infrastructure for all SCDC owned properties.
- This includes the 21 correctional institutions, office buildings and supports areas such as the three farms that handle the dairy and egg laying facilities.
- The division oversees or performs all new construction and repairs to existing locations.
- The division works with the Office of the State Engineer to coordinate any work performed in-house, and by outside vendors to ensure all State, Federal, and SCDC regulations and requirements are met.



Division of Facilities Management

The areas of responsibility for this division are:

- Architectural/Engineering
- Detention Services
- Roofing/Asbestos Abatement
- Asset Control/Central Tool Room
- Sheet Metal Services
- Electrical Services
- HVAC/Kitchen Equipment Services
- Plumbing Services
- Construction Services
- Facilities Support Services



Deliverables 58.0-58.1

Allowed
S.C. Budget Bill
H.4950 Proviso
65.26 & 117.67

- **58.0 – Utilize inmates for maintenance and construction projects on SCDC grounds and facilities**
- **58.1 – Utilize inmate labor for construction of an addition to the Edisto Unit at the Broad River Correctional Institution, which houses the Department of Mental Health's Sexually Violent Predator Treatment Program, such addition to be used for additional treatment space and staff offices**



Deliverables 58.0-58.1

Customers

- ✓ Does the agency evaluate the outcome obtained by customers / individuals who receive the service or product?
- ✓ Does the agency know the annual # of potential customers?
- ✓ Does the agency know the annual # of customers served?
- ✓ Does the agency evaluate customer satisfaction?

Costs

- ✓ Does the agency know the cost it incurs, per unit, to provide the service or product?
- X Does the law allow the agency to charge for the service or product?

Greatest Potential Harm

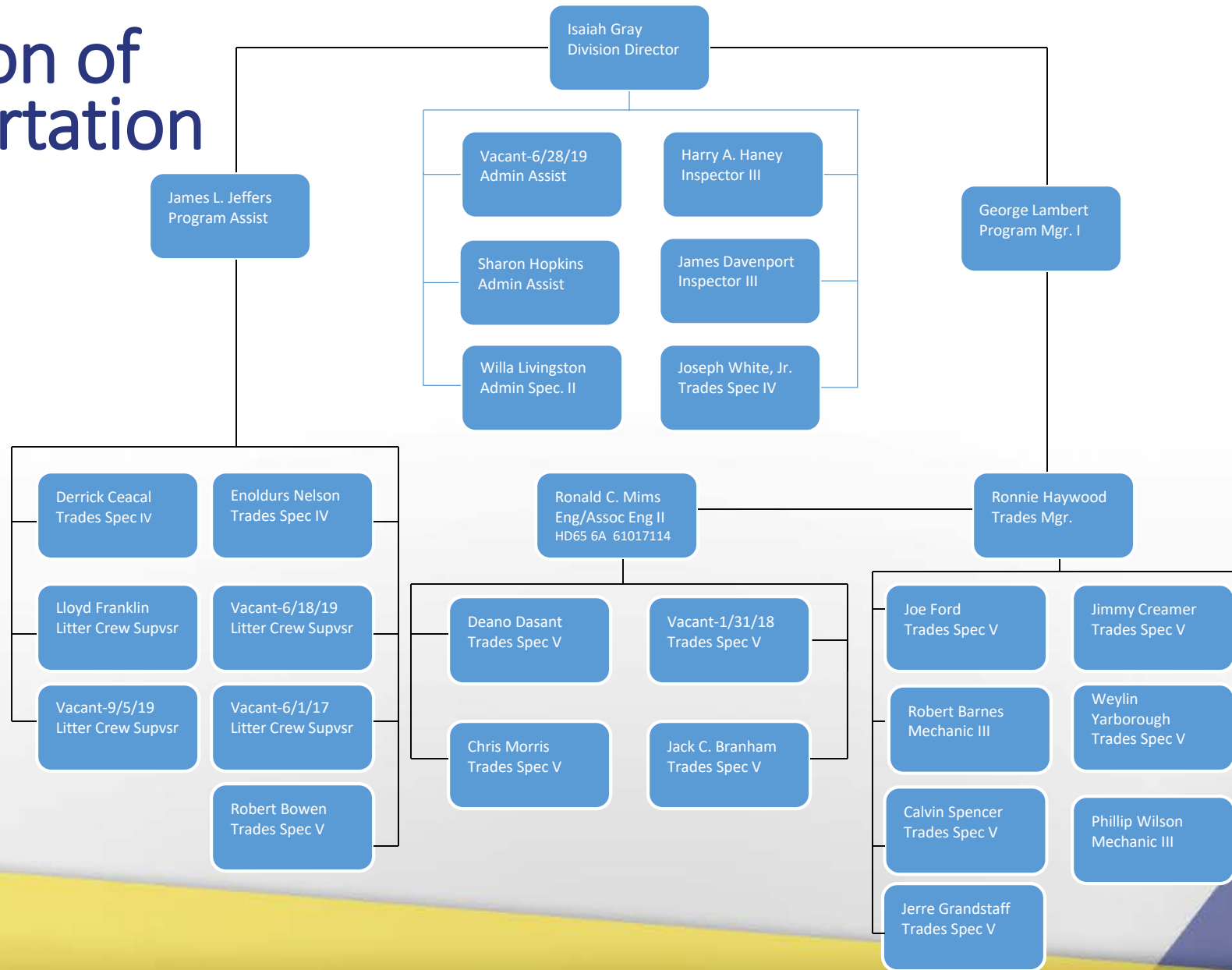
- Providing work skills to inmates requires working equipment. We cannot expose our inmate workforce to unsafe and faulty equipment. (58)
- Provides reduction in labor costs and provides inmates with workability skills. (58.1)

Recommendations to General Assembly

- Provide extra funding for deferred maintenance. (58)
- Remove proviso 117.67



Division of Transportation



Division of Transportation

- **The Division of Transportation is responsible for the management, administration, and development of rules and regulations in compliance with all applicable State and Federal Regulations and statutes which governs the use, procurement, and disposal of all SCDC owned vehicles, heavy equipment, and radio communications equipment.**
- **The division performs and coordinates all vehicle maintenance and repairs for SCDC as well as other State agencies.**
- **The division coordinates Palmetto Pride Litter project and the Agency's litter program.**
- **The division manages and operates SCDC's fuel and car wash depot, which provides fuel for any state vehicle.**



Deliverables 55.0-55.1

- **55.0 – Allow inmates to clean and wax private vehicles**
- **55.1 – Utilize funds generated from cleaning and waxing of private vehicles to benefit inmates (place funds in special account)**

Greatest Potential Harm

- Would not provide a meaningful skill to inmates. (55)
- Would take away a method for funding inmate programs. (55.1)

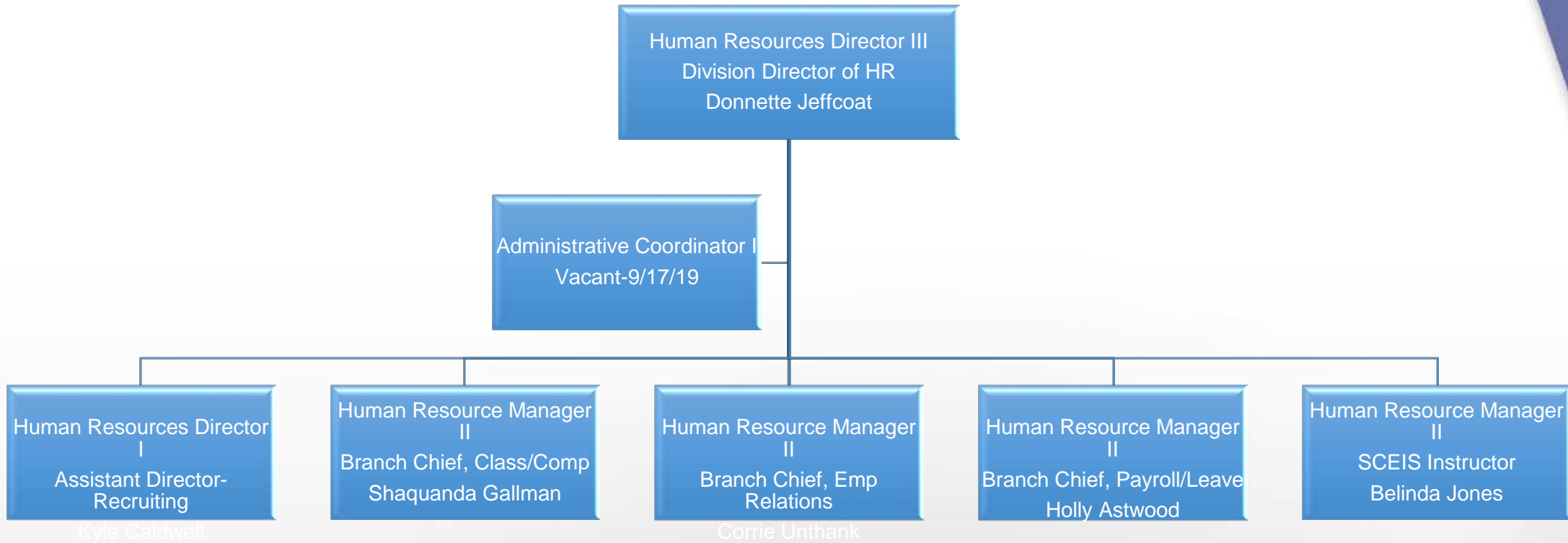
Recommendations to General Assembly

- None noted.

<u>Customers</u>	
✓	Does the agency evaluate the outcome obtained by customers / individuals who receive the service or product?
✓	Does the agency know the annual # of potential customers?
✓	Does the agency know the annual # of customers served?
✓	Does the agency evaluate customer satisfaction?
<u>Costs</u>	
✓	Does the agency know the cost it incurs, per unit, to provide the service or product?
✓	Does the law allow the agency to charge for the service or product?



Division of Human Resources



Division of Human Resources

- **Employee Random Drug Testing, Student Loans, Employee Arrests and Employee Wellness**
 - These are overseen by the HR Administrative Coordinator
- **Employee Classification, Compensation, and Records Branch**
 - Maintains all position descriptions and reviews and recommends salary for all new hires
 - Oversees organizational structure and internal movements and temporary positions in SCEIS and internally
 - Supervises the Employee Records Section
- **Payroll and Leave Branch**
 - Meets prescribed deadlines as outlined by the SCEIS and the South Carolina Comptroller General's Office regarding payment of wages
 - Works closely with Institutional Human Resource Managers/Liaisons and Divisional Liaisons to ensure required employment paperwork is submitted in a timely manner
 - Assists employees with questions relating to their payroll check
 - Serves as a liaison between the Agency and the South Carolina Comptroller General's Office, SCEIS and the South Carolina State Treasurer's Office
 - Ensures state service dates and leave accrual dates for employees are verified and adjusted based on verified information from prior employer(s), including all military leave
 - Branch is responsible for verification and notification of eligibility for Family Medical Leave



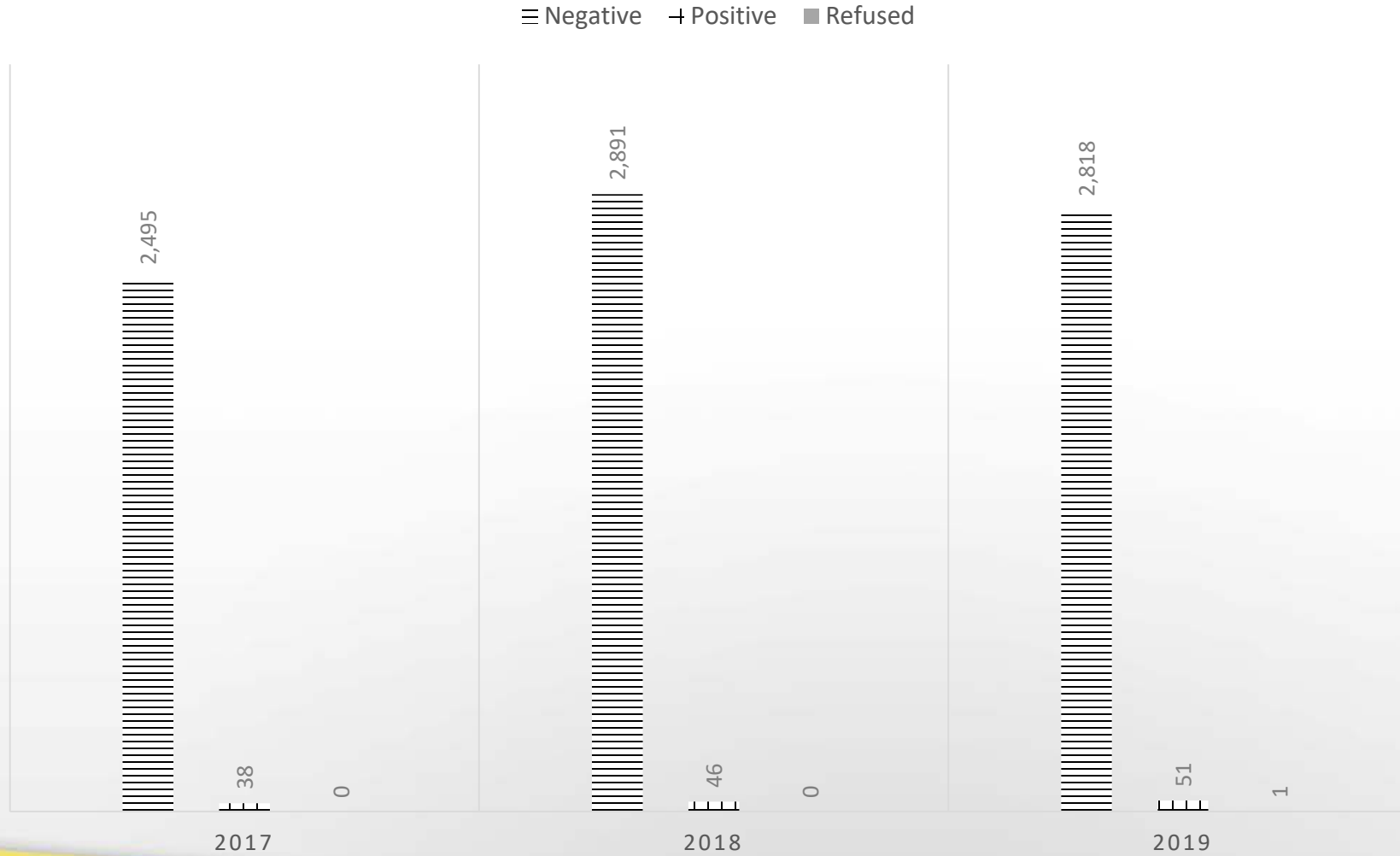
Division of Human Resources (continued)

- **Employee Relations and Benefits Branch**
 - **Handles/manages employee corrective action process, grievances, and appeals and well as sexual harassment/hostile work environment complaints**
 - **Oversees Employee Assistance Program (EAP) and ADA compliance and unemployment benefits**
- **Recruiting , Employment, and Retention Services Branch**
 - **Performs the recruiting and hiring of all positions for the agency**
 - **Announces positions, keying of the applications and ensuring that current and perspective employees meet SCDC requirements as well as those requirements that are governed by the state of South Carolina for state employees and law enforcement personnel**
 - **Schedules new hires for the one day new hire process, which includes the pre-employment physicals, processing of payroll and benefits as well as start date, orientation date, and basic training date as applicable**
 - **Oversees the Benefits Section which is responsible for administering employee benefits**



Employee Drug Testing Results

FISCAL YEARS 2017-2019



Employee Grievances

The following actions are considered grievable or appealable under the Agency's Employee Grievance and Appeals System:

- Terminations, demotions, and suspensions
- Salary decreases based on performance evaluations
- Punitive reclassifications
- Improperly applied reductions-in-force
- Some involuntary reassignments
- Promotions in certain instances

The following actions are not grievable or appealable under the Agency's Employee Grievance and Appeals System:

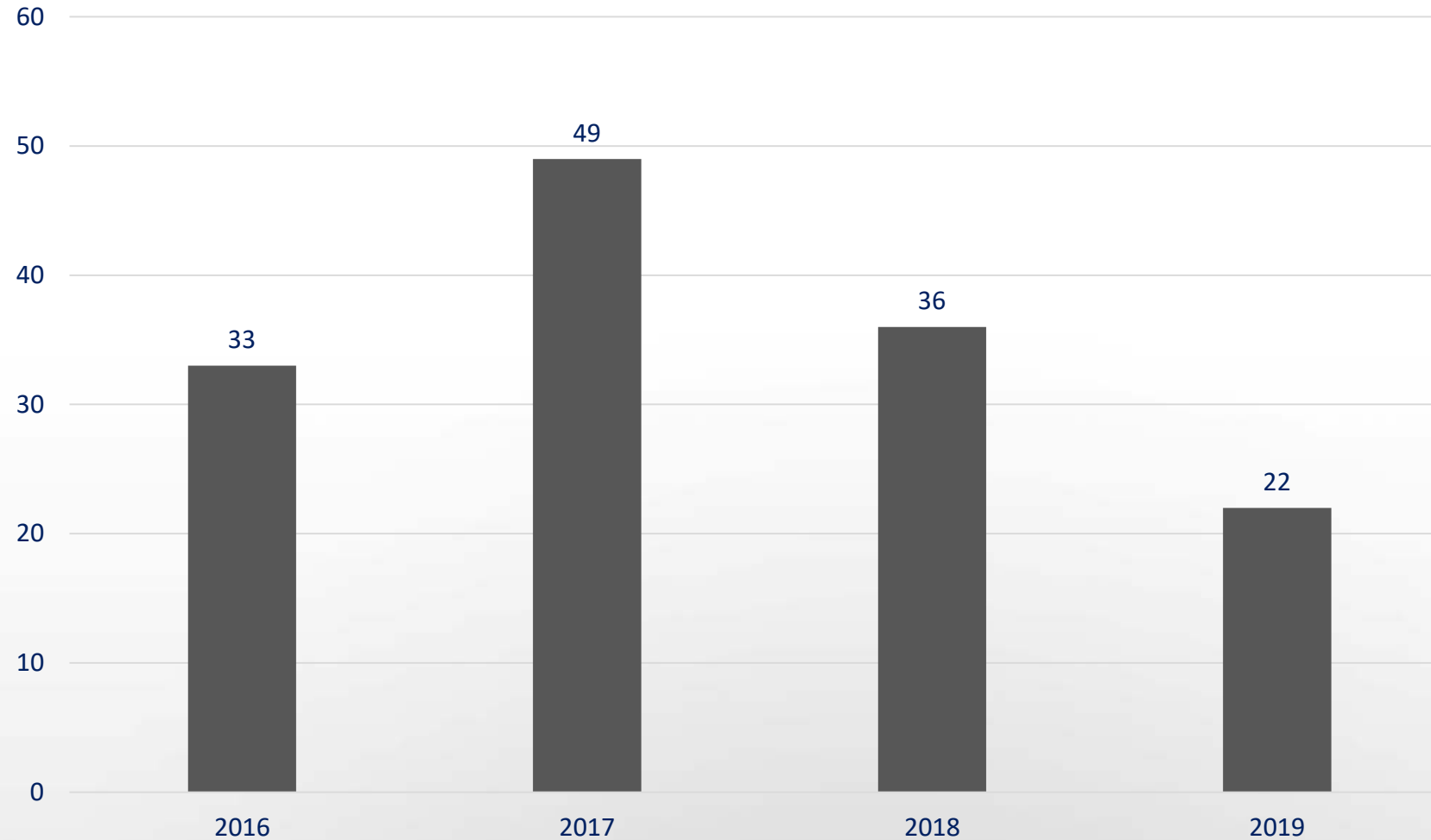
- Written warnings or disciplinary probation periods
- Employee Performance Management System appraisals
- Reclassifications, reassignments, and transfers within the same pay band
- Demotions in certain instances
- Voluntary reassignments or resignations



Employee Grievances Received in the Office of General Counsel

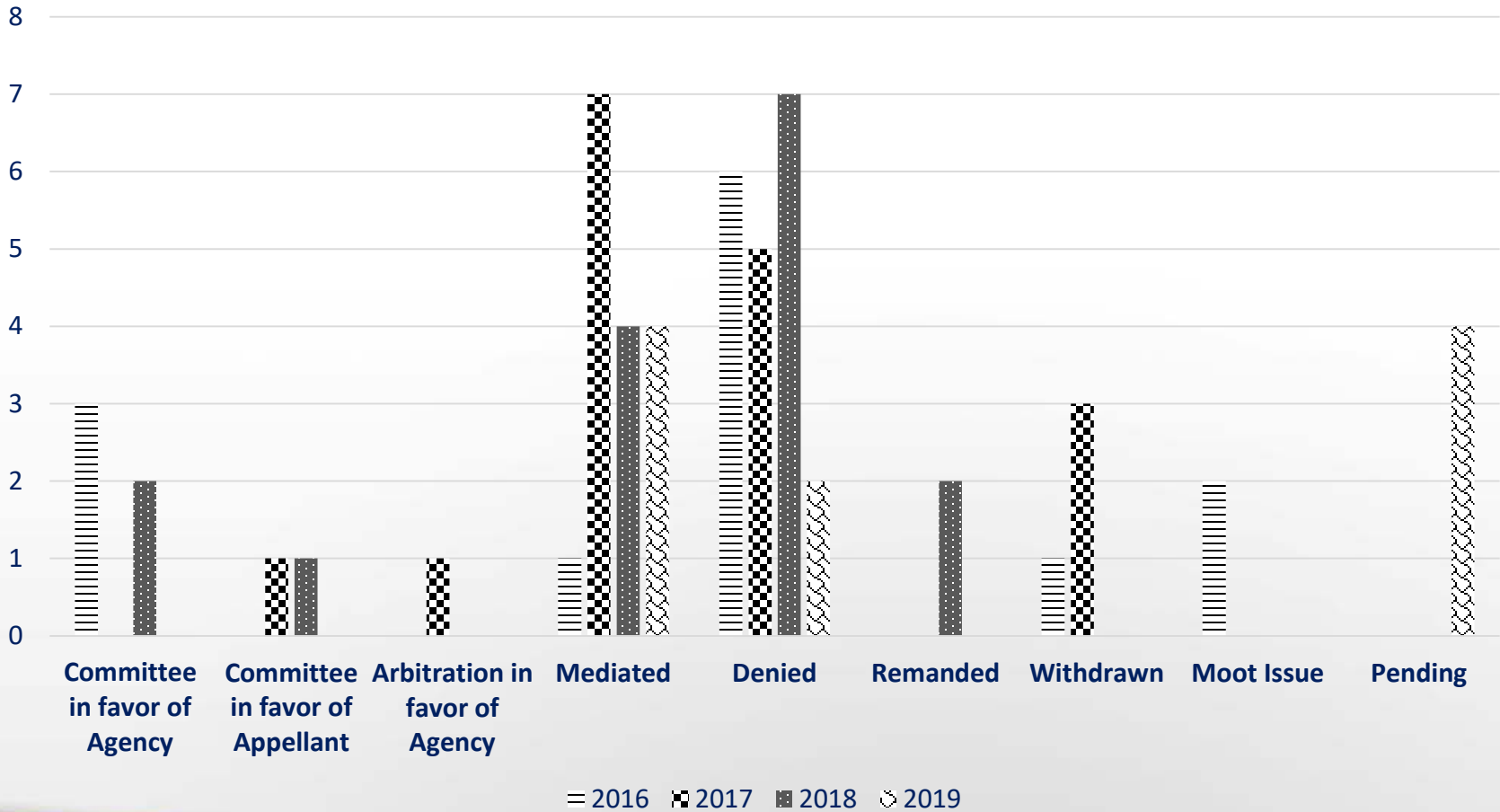
Total Number of Employee Grievances Received in OGC

January 1, 2016 –October 14, 2019



Employee Grievances Appealed to the State Office of Human Resources

January 1, 2016 – October 14, 2019



Note: Multiple SCDC grievances were appealed to State Office of Human Resources subsequently combined.

Equal Employment Opportunity Commission (EEOC) Claims by Employees

Total Number of Claims Filed with EEOC
January 1, 2016 – October 14, 2019



Employee Crisis Participation

CRITICAL INCIDENT STRESS MANAGEMENT (CISM) JANUARY 2018 THROUGH OCTOBER 2019

	2018	2019				
BROAD RIVER	14	75				
LIEBER	8	35				
PERRY	2	10			2018	2019
MCCORMICK	6	30		Staff Survey	120	
KIRKLAND	18	80		Focus Groups	51	
MACDOUGALL		26		CISM Training	33	32
ALLENDALE		30				
LEE	270	65				
EVANS	3	20				
CAMILLE GRAHAM	3	25				
KERSHAW	12	14				
RIDGELAND		22				
TRENTON	5	26				
TURBEVILLE	2	25				
LEATH	1	20				
TYGER RIVER		20				
WATEREE	1	25				
MANNING		15				
GOODMAN		4				
PALMER		18				
LIVESAY	1					
TRAINING ACADEMY	2	50				
HEADQUARTERS		5				
* NUMBERS INCLUDE STAFF OUTREACH						



Overtime

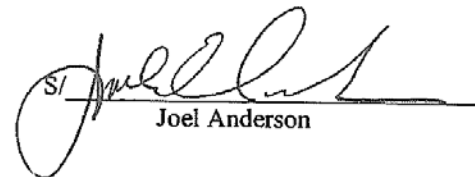
**SOUTH CAROLINA DEPARTMENT OF CORRECTIONS
OFFICE OF THE DEPUTY DIRECTOR FOR OPERATIONS**

MEMORANDUM

TO: Wardens
FROM: Joel Anderson, Interim Deputy Director – Division of Operations
SUBJECT: Overtime
DATE: April 1, 2019

Certified employees (12 hour shift employees) working overtime in excess of their regular hours for the work cycle must be approved in advance by their supervisor and be based on Institutional and/or Agency needs to address staff shortages. Accordingly, certified employees authorized overtime **shall not**:

- 1) Work more than 16 hours in a day,
- 2) Work more than 72 hours in a 7 day period, or
- 3) Work more than 6 days consecutively.

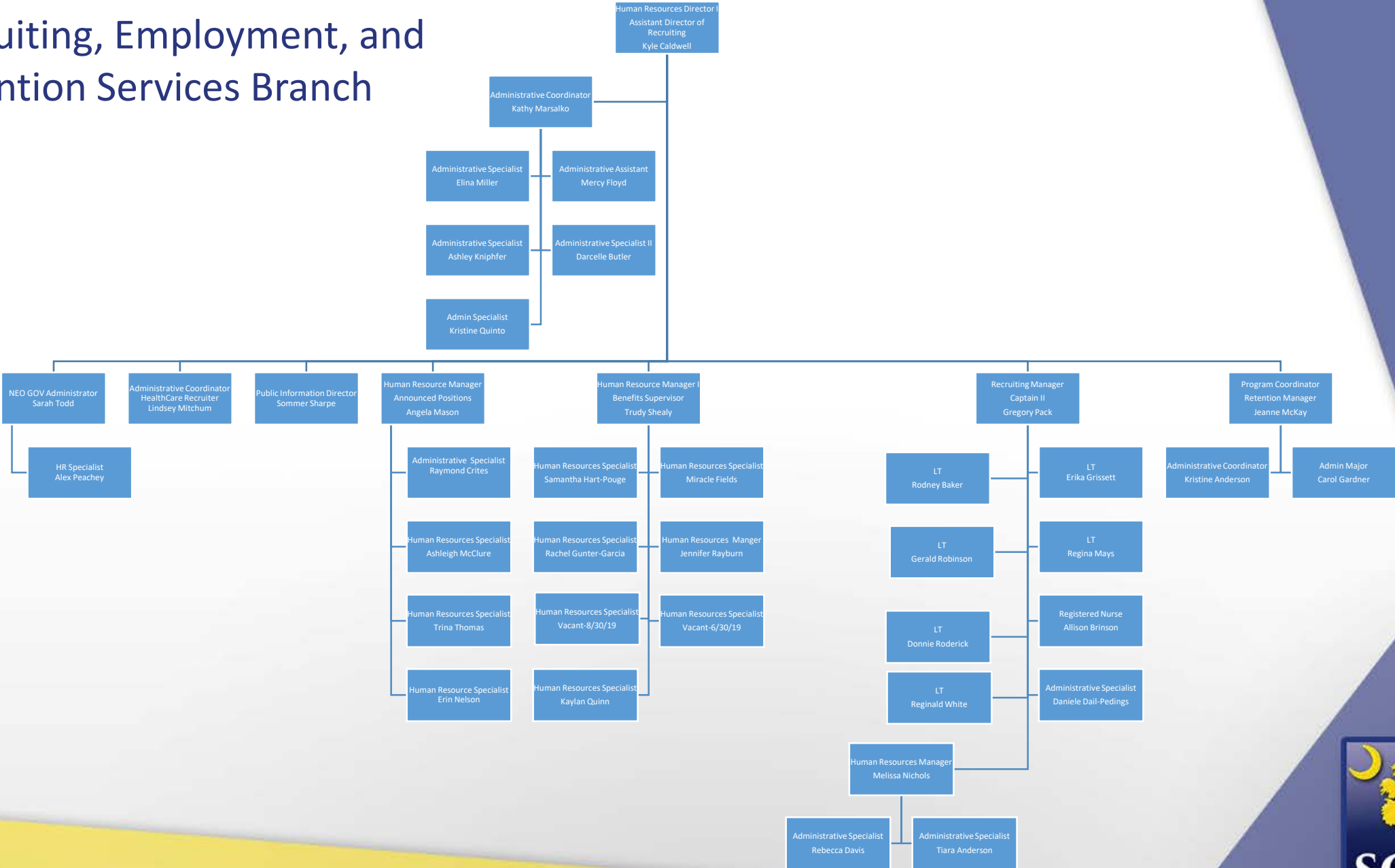

SI
Joel Anderson

DRP

cc: Regional Directors
File



Recruiting, Employment, and Retention Services Branch



Recruiting , Employment, and Retention Services Branch

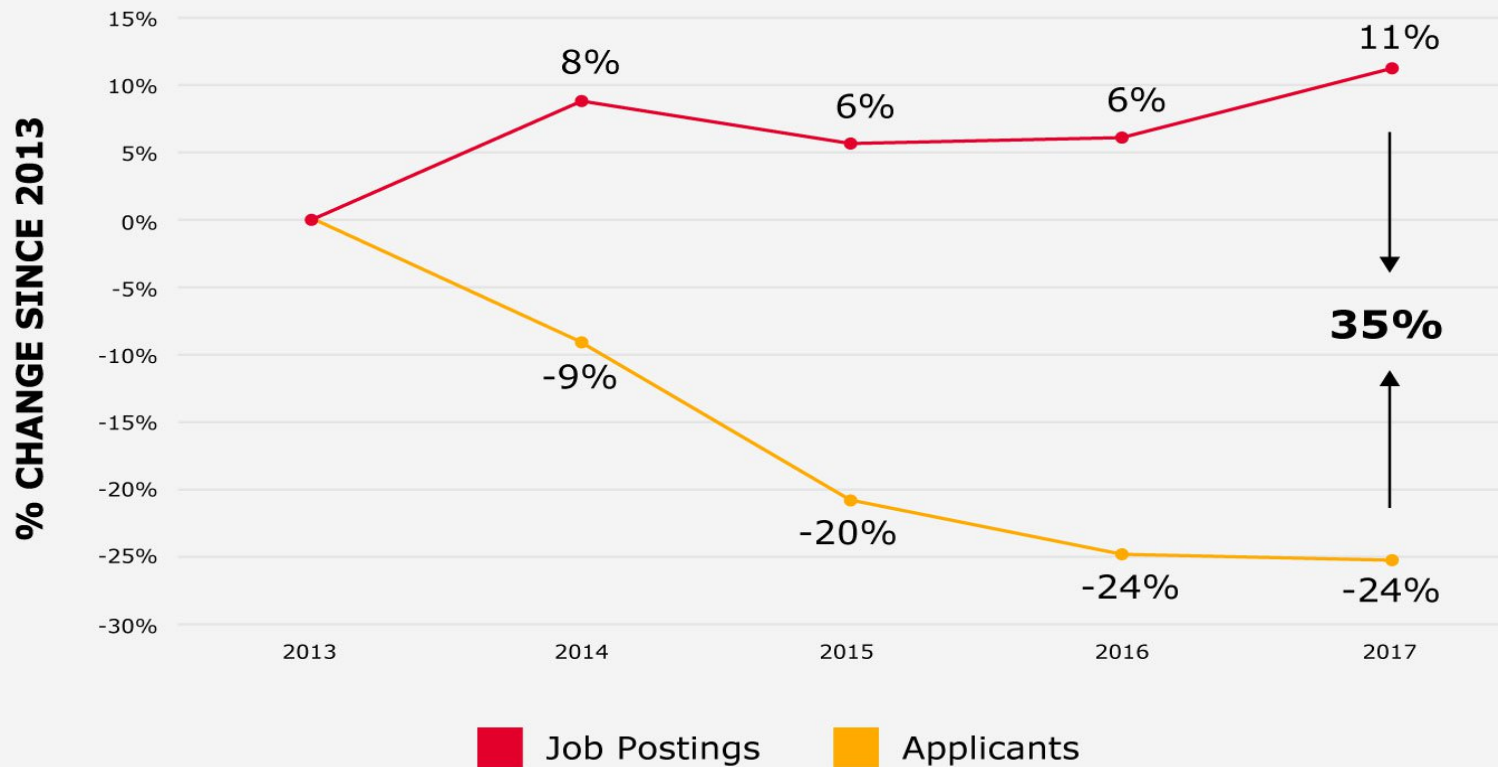
Challenges:

- Public Sector is less attractive to applicants (pay, benefits, perceived risks)
- Applicant shortage (22% reduction in applicants from 2013 to 2018) Equates to 18 fewer applicants per job over the last 5 years.
 - Unless there is a significant macro trend changes, such as increasing unemployment or a slowing of hiring in the private sector, the gap between jobs and applicants in the public sector is expected to grow
- Aging Population
 - Anywhere from 30-40% of state workers are eligible for retirement (41% of SCDC employees are above the age of 50).
- Retention



Based on surveys of chief administrators and human resource (HR) directors in 33 states, a survey of nearly 3,000 state-government job seekers, shows a widening gap between the number of open jobs and the number of applicants.

STATE WORKFORCE: % CHANGE IN JOB POSTINGS VS. JOB APPLICANTS 2013-2017



Talent Gap Top Workforce Management Challenge

State Chief Administrators (Ranked within Top 3)

- 42% cited difficulty attracting new employees
- 36% cited establishing a flexible, agile workforce
- 36% cited the increasing number of retirees

Source: Accenture-NASCA Survey 2018

In SC the gap is 44%

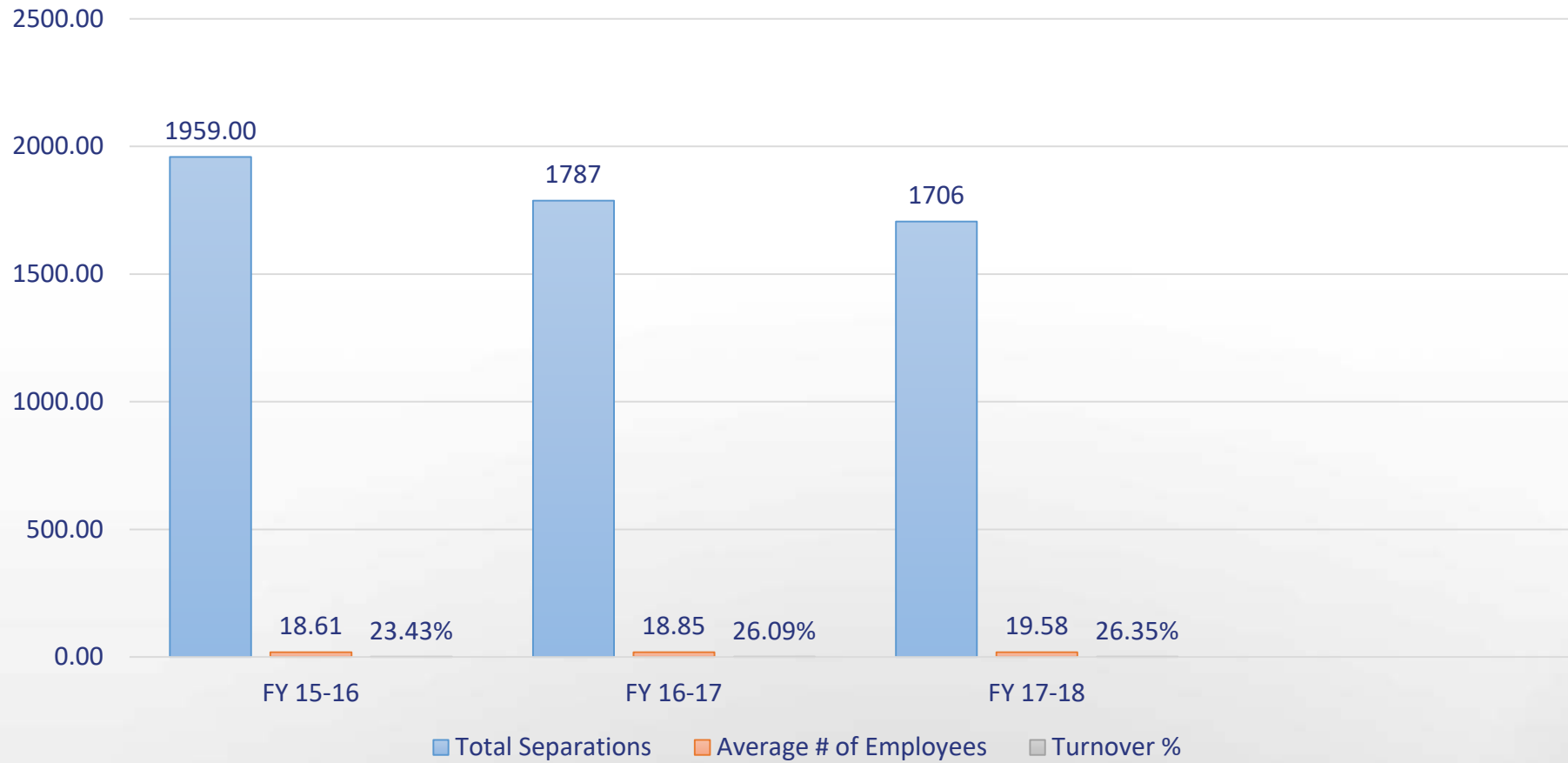


Recruitment

- Internal:
 - Job Postings
 - Employee Inventories (H.R.I.S.)
 - Job Boards
 - Personal Referrals (\$500 Referral Bonus for employees)
 - Promotions & transfers
 - Candidate Fit (Verensics Testing began March 2019)
- External:
 - Marketing (digital & traditional)
 - High School & College Circuit
 - Career Fairs (state, regional, and national)
 - Employment Agencies
 - Social Recruitment Platform (200% increase in applications)
 - Trade Organizations
 - Temp – to –permanent
 - Employee Referrals (\$500 Referral Bonus for employees)
- Outside the box:
 - Monthly Group Events (Meetups, hyper-local campaign)
 - Social Media Sourcing/Networking (LinkedIn, Virtual Career Fairs, Facebook ads)
 - Host quarterly networking events
 - Parlay Skillsets (regularly identify abilities and skillsets that translate across job functions)
 - Developing an EVP (Employment Value Proposition)
 - For example, among organizations in the public sector, the competitive advantage often isn't great pay, but we can excel in other areas—such as work—life balance, exciting career challenges and mission.



FY 15-18 Turnovers



Potential Reasons for Vacancies

- The department has historically had high separation and vacancy rates.
- The department has significant levels of employee separations and vacancies, particularly in security and healthcare positions. The separation rate for correctional officers has fluctuated slightly over the past ten years but has shown an overall upward trend from 20% in Fiscal Year 2013-14 to 26% in Fiscal Year 2018-19. This is higher than the 12% separation rate for all state law enforcement officers, but consistent with correctional officer rates in other states; for example, correctional officer turnover is 28% in Texas and 31% in Georgia.
- The Legislature has taken steps to address this problem by increasing correctional officer salaries. However, local law enforcement agencies continue to hire the state's recently trained correctional officers to work in local jails for higher salaries, thereby obtaining certified officers without incurring the training costs.
- For example, the state correctional officer salary is generally lower than that offered by the counties. For an example, the starting pay for entry-level CO at SCDC is: \$32,908 compared to \$35-36,571 starting pay for a Detention officer at Richland County Sheriff's Office, Lexington County Sheriff's Office and York County a Detention Officer starts out at \$35,520.
- In two locations where we have 2 of our highest vacancy institutions (McCormick and Evans), we can't compete with the Federal Institutions that have a starting pay of 45K.
- The vacancy rate for health professionals is at 18.3%. Some of the continual hard to fill health positions are: physician, registered nurses, paramedics and dentists.
- Attribute the high vacancy and separation rates to three primary factors: the rural location of most prisons, salary competition for medical professionals and correctional officers, and stressful working conditions in correctional facilities. However, we continue to conduct standard agency-wide exit interviews to determine if other factors affect turnover.



Overcoming the Challenges

- Become more attractive to candidates (change perspective of corrections)
 - Rebuild Brand (We Are Corrections), Modernize Job Descriptions, Improve Career Pathway, Launch Citizens Academy (Jan 2020)
- Use data in Recruiting Strategy
- Expand candidate reach (digital campaign)
- Instill confidence in public sector career growth
- Implement Retention Strategies
 - Engaged employees are 59% less likely to seek out a new job or career in the next 12 months (Source: Gallup)
 - Modernize Job Evaluations (overhaul current EPMS in order to develop and grow)
 - Proactive Succession Planning
 - Invest in Leadership Training/Individual performance plan (continual upskilling)
 - Promote Career Advancement



Deliverables 2.0-2.1, 2.7-2.8, 2.91

- **2.0 – Hire and manage employees**
- **2.1 – Prohibit employees from holding two elected positions**
- **2.7 – Utilize funds appropriated for special assignment pay**
- **2.8 – Determine amount of special assignment pay for appropriate staff**
- **2.9 – Replace applicable employee property if destroyed by an inmate**
- **2.91 – Establish guidelines for replacement of employee property damaged by inmates**

S.C. Code Section 24-1-110(A)
S.C. Budget Bill H.4950;
Proviso 65.18, 65.27,
117.17
South Carolina
Constitution, Article VI,
Section 3



Deliverables 2.0-2.1, 2.7-2.8, 2.91

S.C. Code Section 24-1-110(A)
 S.C. Budget Bill H.4950;
 Proviso 65.18, 117.17
 South Carolina
 Constitution, Article VI,
 Section 3

<u>Customers</u>	
✓	Does the agency evaluate the outcome obtained by customers / individuals who receive the service or product?
✓	Does the agency know the annual # of potential customers?
✓	Does the agency know the annual # of customers served?
✓	Does the agency evaluate customer satisfaction?
<u>Costs</u>	
✓	Does the agency know the cost it incurs, per unit, to provide the service or product? (2.0, 2.7-2.8, 2.92)
X	Does the agency know the cost it incurs, per unit, to provide the service or product? (2.1)
✓	Does the law allow the agency to charge for the service or product? (2.9, 2.91)
X	Does the law allow the agency to charge for the service or product? (2.0-2.1, 2.7-2.8)

Greatest potential harm

- Without staff the agency would be unable to carry out the mission. Employees not properly managed may cause harm to the agency. (2.0)
- Correctional officers would be less likely to want to work in higher security required institutions. (2.0, 2.7-2.8)
- Possible conflict of interest. (2.1)

Recommendations to General Assembly

- Be aware of nation-wide changes that occurs in the management and operations of a properly run prison system. (2.0, 2.7-2.8, 2.91)
- Provide a safe and secure environment for the officers to work. (2.0)
- Provide clear communication to the public that the Legislature supports a safe and secure work environment. (2.0)
- Greater acknowledgement of the service that the officers perform to keep the prisons safe. (2.0)
- Continued support for the law concerning incarcerated individuals. (2.7-2.8)
- Maintain the Agency mission which reflects said deliverables.
- Provides inmate accountability for replacement using their own funds. (2.9, 2.91)



Legislative Audit Council Report

Recruitment

Deficiency:

- SCDC could improve recruitment.

Recommendations:

- The SCDC should advertise bonuses on the agency website.
- Lowering the age to become a correctional officer to increase the pool of applicants.
- Improving the tracking of job fairs.
- Improving the referral source options in NEOGOV.
- Implementing new bonuses.
- Tracking the effectiveness of bonuses.

Responses:

- The General Assembly will need to amend state law in order to lower the minimum age of correctional officers.
- SCDC does not currently have Administrator rights for NEOGOV and unable to change the referral sourcing options.



Legislative Audit Council Report

Background Checks

Deficiencies:

- SCDC does not have evidence that national background checks on correctional officer's are conducted at least every five years.
- SCDC does not ensure that background checks are completed for all volunteers before their orientation date and every three years thereafter.

Recommendations:

- The SCDC should include in policy that all correctional officer's are required to complete post-employment background checks every five years.
- The SCDC should ensure that background checks are completed on all volunteers before allowing them to attend orientation.
- The SCDC should complete background checks on all volunteers every three years and maintain documentation.

Responses:

- The SCDC is in the process of updating the policy to reflect this change.
- The SCDC currently verifies that any volunteer must have a completed background check in order to receive an ID from Recruiting and Employment.



Legislative Audit Council Report

Correctional Officer (CO) Staffing and Salaries

Deficiencies:

- The SCDC has experienced low staffing levels for years.
- Correctional officer salaries greatly affect SCDC's ability to attract and retain COs

Recommendations:

- The SCDC should implement incentives for correctional officers that target institutions with high vacancy rates and/or high inmate-to-officer ratios to help alleviate staffing issues at those institutions.
- The SCDC should complete background checks on all volunteers every three years and maintain documentation.
- The SCDC should ensure that overtime is being granted to the institutions that are in most need of staffing assistance due to vacancies.
- The SCDC should contact the Federal Bureau of Prisons to determine if it has evaluated the effectiveness of the various types of incentive pay that are offered to federal correctional officers.
- The SCDC should evaluate whether offering an incentive for correctional officers to work at correctional institutions close to Federal Bureau of Prisons' facilities would help alleviate staffing issues at those institutions.

Response:

- The SCDC currently offers incentive pay at Level 2 and Level 3 institutions due to higher security risks.
- The SCDC agrees with the recommendations of the LAC regarding salaries.



Legislative Audit Council Report

Staff Retention

Deficiency:

- SCDC has difficulty retaining staff.

Recommendations:

- The SCDC should create targeted bonuses for institutions and shifts with high vacancy rates.
- The SCDC should place retention lieutenants at the institutions with the highest turnover rates.
- The SCDC should create a policy that sets a timeframe for the completion of the Correctional Officer Skills Enhancement Program
- The SCDC should work to refine its tracking of employee reassignment requests in order to identify managers who could benefit from additional training.

Response:

- The SCDC is in the process of analyzing shift retention at each institution.



Legislative Audit Council Report

Deficiencies:

- SCDC retirees are held to the retirement earnings cap.
- It is difficult to determine why employees are leaving SCDC.
- SCDC cannot explain its methodology for how it allocates its total security positions among of its 21 institutions.

Recommendations:

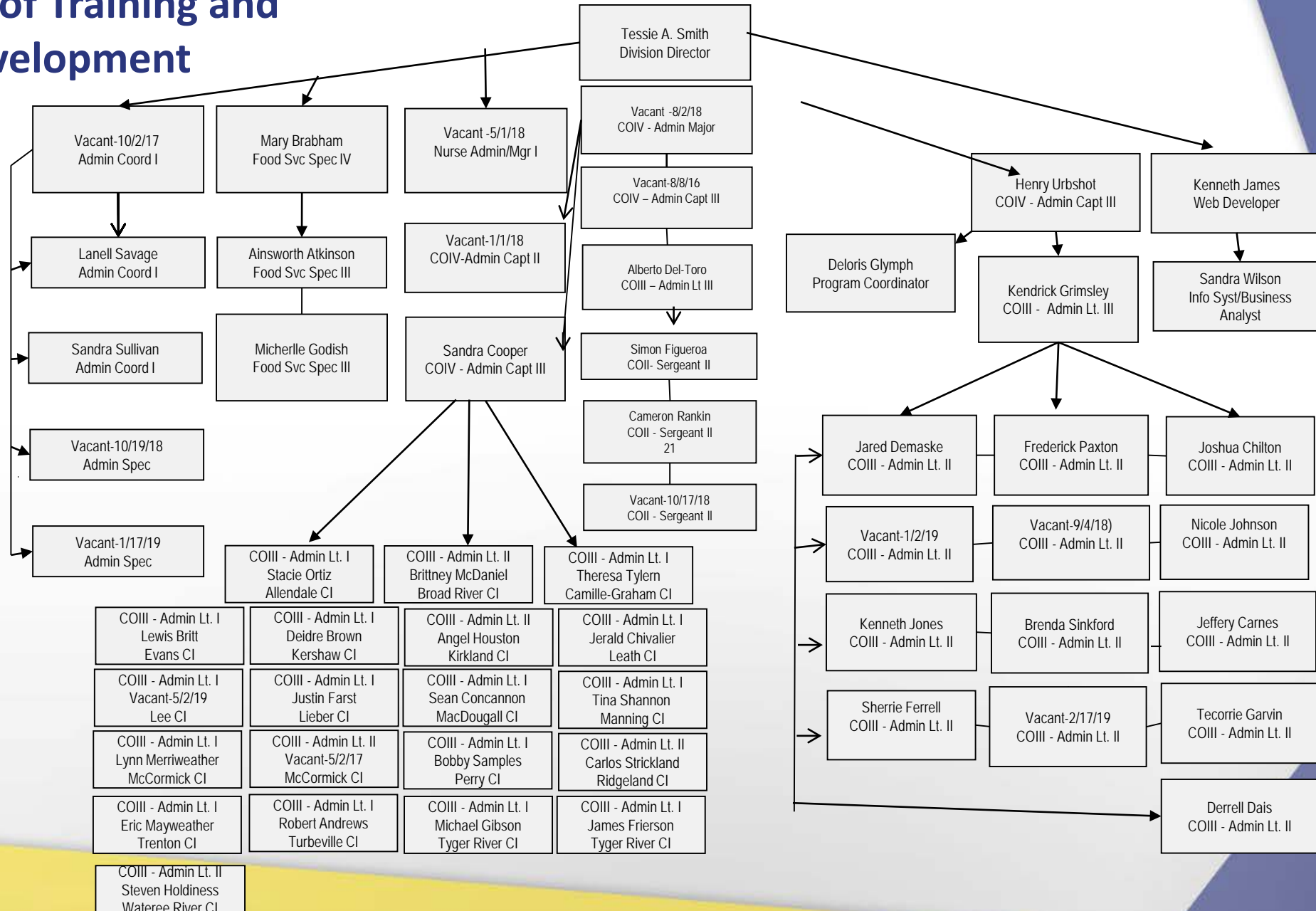
- The SC General Assembly should amend SC Code 9-1-1790 to add an exemption that would eliminate the cap on the annual amount that may be earned by a retired correctional officer who returns to covered employment with the state, if the correctional office works in a critical need area.
- The SCDC should have separating employees directly enter responses into survey software.
- The SCDC should only draw conclusions regarding data when response rates are adequate.
- The SCDC should reevaluate its methodology for determining how it allocates its security positions to each institution, so the agency may accurately calculate its vacancy rates.

Response:

- The SCDC agrees with the need to have a more robust exit interview process.
- The SCDC has followed up with the LAC since this report was published to explain the vacancy methodology.



Division of Training and Staff Development



Division of Training and Staff Development

The Division of Training and Staff Development is responsible for designing, developing and delivering training programs that meet the needs and mandates of the employees of the South Carolina Department of Corrections. The Training Academy:

- Provides Basic Training for Correctional Officer Certification (Class 2)
- Provides mandatory training for all SCDC staff annually
- Provides the opportunity for all employees to further develop their professional skills and knowledge for advancement of their careers within SCDC

There are no deliverables from the Division of Training and Staff Development specified in law.

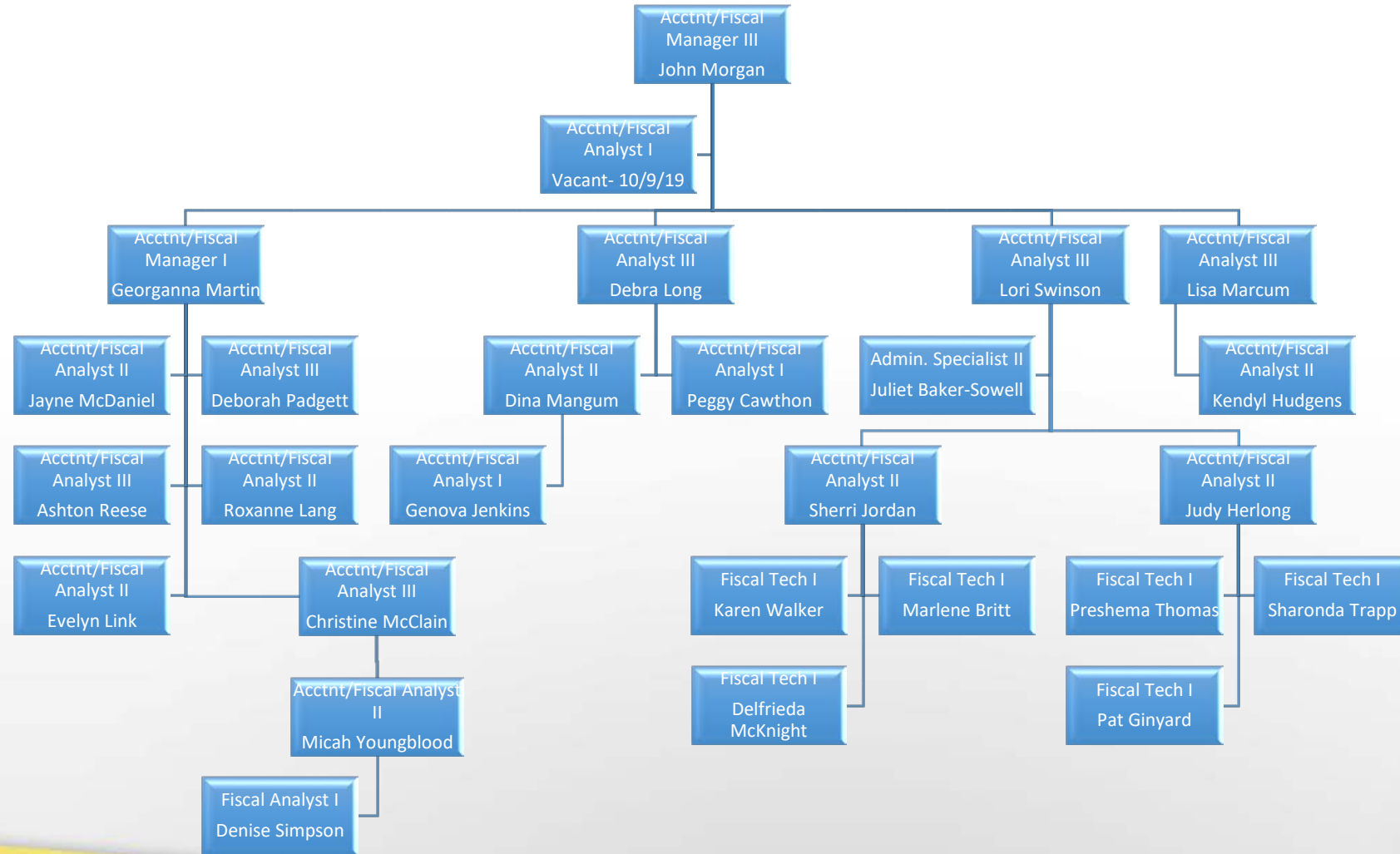


Employees Trained in 2018

Employee Training	Number Trained
C/O Basic Certification Training	744 employees (23 classes)
Cadet Basic Training	68 employees
New Employee On-Boarding (8 hr.)	1,180 employees (41 classes)
Agency Orientation (40 hr.)	1,142 employees (25 classes)
Non-certified employees mandatory training	1,772 employees
Certified employees mandatory training	3,581 employees



Division of Budget and Finance



Division of Budget and Finance

- The mission of the Division of Budget and Finance is to provide guidance and management of the Agency's annual budget
- Establish and maintain accounting management practices and controls that provide reasonable protection against unauthorized use or disposition of Agency funds
 - The accounting management practices and controls used within the South Carolina Department of Corrections will comply with all applicable state and federal statutes, State Fiscal Accountability Authority regulations, and Agency policies and procedures, including prescribed auditing practices as appropriate.
- Ensures correct and timely payment to vendors; and require all financial transactions to be properly recorded



Division of Budget and Finance

The Division of Budget and Finance encompasses the following departments:

- Agency Budget Office is responsible for monitoring the day-to-day budget needs for our various cost centers, supporting the Division of Procurement and working directly with the Accounts Payable section and Institutional Business Officers by providing technical assistance and assisting with the management of their annual budgets.
- Accounts Receivable/Payroll Disbursement Office is responsible for billing and receipting Agency revenue, with the exception of Prison Industries, and distributes employee payroll checks.
- Accounts Payable Office is responsible for obtaining the proper approval and securing payment for all agency vendor invoices. All invoices are subject to final approval from the South Carolina Comptroller General's Office.
- Inmate Trust Accounting Office is responsible for the administration of the EH Cooper Trust Fund (inmate cash), Agency Special Funds, and the Inmate Work Pay Programs.
- Grants Accounting Office is responsible for the financial management of all Agency grant awards.
- Fixed Assets/Agency Property Insurance Office is responsible for the accountability of the Agency's fixed assets and property insurance claims.
- Palmetto Unified School District Accountant is responsible for monitoring the Districts non-Federal funds.



Deliverables 3.0-3.5

- **3.0 – Financial and asset information, deposit, utilize, and record as required in statute**
- **3.1 – Provide Governor, in a timely manner as part of budget submission, detailed statements of sources of funds, expenditures, conditions and any other information pertaining to Federal funds**
- **3.2 – Deposit donations or contributions from sources other than the Federal government in special accounts in the State Treasury**
- **3.3 – Deposit all Federal Funds in the State Treasury**
- **3.4 – Deposit funds received from private entities for processing electronic transfers into the EH Cooper Trust Fund, and into the Inmate Welfare Fund and spend for benefit of the inmate population**
- **3.5 – Retain Purchase Card Program rebates to support operations**

Required

S.C. Code Section 2-65-20, 11-3-100, 11-13-40, 11-13-45; S.C. Budget Bill H.4950; Proviso 65.14

Allowed

S.C. Budget Bill H.4950 Proviso 117.59



Deliverables 3.0-3.5

<u>Customers</u>	
✓	Does the agency evaluate the outcome obtained by customers / individuals who receive the service or product?
✓	Does the agency know the annual # of potential customers?
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✓	Does the agency evaluate customer satisfaction?
<u>Costs</u>	
✓	Does the agency know the cost it incurs, per unit, to provide the service or product?
X	Does the law allow the agency to charge for the service or product?

Greatest potential harm

- State assets must be properly processed and recorded to minimize theft. (3.0)
- Federally funded employees and programs will be discontinued which will harm inmate integration back into society. (3.1)
- Donations from outside parties lend to a higher morale amongst the inmate population. (3.2)
- State Law requires all cash to be managed by the State Treasurer’s Office. (3.3)
- Inmate morale problems if personal funds are not available to purchase individual items over and above what the Agency can provide. (3.4)
- Provides a minimal amount annually for incidental purchases. (3.5)

Recommendations to General Assembly

- Continue to allow the Agency to apply for Federal Grants that have potential benefits for the welfare of the inmate population. (3.1)
- Continue to allow the Agency to supplement State Appropriations with programs established by Federal Funding. (3.1)
- Continue to allow the Agency to receive donations and contributions that have benefited the welfare of the inmate population. (3.2)

Required

S.C. Code Section 2-65-20, 11-3-100, 11-13-40, 11-13-45; S.C. Budget Bill H.4950; Proviso 65.14

Allowed

S.C. Budget Bill H.4950 Proviso 117.59



Deliverables 3.6-3.9

- **3.6 – Do not spend donations or contributions (outside Federal and State funds) outside the same limitations and provisions of law applicable to the expenditure of appropriated funds with respect to salaries, wages or other compensation, travel expense and other allowance of benefits for employees**
- **3.7 – Do not spend Federal funds outside the same limitations and provisions of law applicable to the expenditure of appropriated funds with respect to salaries, wages or other compensation, travel expense and other allowance of benefits for employees**
- **3.8 – Recover maximum allowable indirect costs, credit indirect cost recoveries to General Fund, and prepare and submit indirect costs proposal to Executive Budget Office for approval (and if requested), provide to House W&M and Senate Finance for Federal grants and contracts SCDC receives**
- **3.9 – Notify Executive Budget Office and Comptroller General before transferring any appropriated funds between Agency programs (as programs utilized in the General Appropriation Act)**



Deliverables 3.6-3.9

<u>Customers</u>	
✓	Does the agency evaluate the outcome obtained by customers / individuals who receive the service or product?
✓	Does the agency know the annual # of potential customers?
✓	Does the agency know the annual # of customers served?
✓	Does the agency evaluate customer satisfaction?
<u>Costs</u>	
✓	Does the agency know the cost it incurs, per unit, to provide the service or product?
X	Does the law allow the agency to charge for the service or product?

Greatest Potential Harm

- Contributions are not spent as intended by the donor. (3.6)
- Agency not following State Laws. (3.7)
- Agency not recovering the maximum amount of indirect costs for managing the funds. (3.8)
- Disrupts the balancing of the Appropriated budgets.(3.9)

Recommendations to General Assembly

- None noted.



Deliverables 3.91-3.994

- **3.91 – Do not transfer more than 20% of funds appropriated to a certain program to another program**
- **3.92 – Provide details of any transfer of appropriated funds between agency programs, when requested by a member of the General Assembly**
- **3.93 – Utilize agency appropriated funds to avoid a deficit**
- **3.94 – Notify General Assembly and work with Executive Budget Office to develop plan to avoid year-end deficit**
- **3.95 – Do not withhold services to carry forward general funds**
- **3.96 – Carry forward up to 10% of unspent general appropriated funds from the prior fiscal year**
- **3.97 – Funds carried forward are not part of the base of appropriations for any succeeding years**
- **3.98 – Transfer \$20,500 monthly to the AG’s Office for distribution to State Victim’s Asst. Program**
- **3.99 – Return to the General Fund state appropriations when appropriate**
- **3.991 – Retain, for general operating purposes, reimbursements for expenses incurred in a prior FY**
- **3.992 – Appropriate year-end funds**
- **3.993 – Maintain complete and accurate financial records**
- **3.994 – Submit year-end financial documents to the Office of the Comptroller General**

S.C. Budget Bill H.4950,
Provisos 117.9, 117.81,
117.23, 117.94, 65.10,
118.1
S.C. Code Sections
11-13-45, 24-3-190,
24-1-170



Deliverables 3.91-3.994

Required
S.C. Budget Bill
H.4950 Proviso
117.9

<u>Customers</u>	
✓	Does the agency evaluate the outcome obtained by customers / individuals who receive the service or product?
✓	Does the agency know the annual # of potential customers?
✓	Does the agency know the annual # of customers served?
✓	Does the agency evaluate customer satisfaction?
<u>Costs</u>	
✓	Does the agency know the cost it incurs, per unit, to provide the service or product?
✗	Does the law allow the agency to charge for the service or product?

Greatest potential harm

- Disrupts the balancing of the Appropriated budgets. (3.91-3.92)
- Unlawful budget position and taxpayers lose confidence in the Agency. (3.93-3.94)
- Withholding services is contrary to the mission of the Agency which provides for the welfare for the inmates. (3.95)
- Available funding will be reduced during the next year for the welfare of the inmates. (3.96-3.97)
- Funds collected from the inmates pay deductions are not enough to provide the set monthly amount. (3.98)
- Spending appropriations that are not intended to be spent on other expenditures. (3.99)
- Funds will be taken from the operational welfare for the inmates. (3.991-3.992)
- Lack of communication between Agency and State Chief Accountant. (3.994)

Recommendations to General Assembly

- Provide additional funding sources or a higher deduction rate from the inmate payroll. (3.98)



Deliverables 42.1-42.2

- **42.1 – Regulate and administer restitution program**
- **42.2 – Develop policies and procedures to (1) ensure payment of fines and restitution and (2) report to the court failures to pay in situations when a judge suspends a sentence and imposes a fine or restitution**

Greatest Potential Harm

- Restitution is important for the victims and provides financial responsibility for the inmates

Recommendations to General Assembly

- None noted

<u>Customers</u>	
✓	Does the agency evaluate the outcome obtained by customers / individuals who receive the service or product?
✓	Does the agency know the annual # of potential customers?
✓	Does the agency know the annual # of customers served?
✓	Does the agency evaluate customer satisfaction?
<u>Costs</u>	
✓	Does the agency know the cost it incurs, per unit, to provide the service or product?
X	Does the law allow the agency to charge for the service or product?



Deliverables 76.0-76.3, 85.9, 85.92, and 91.1-91.4

- **76.0 – Establish rules for inmate accounts**
- **76.1 – Establish rules for monetary deductions from inmate’s accounts**
- **76.2 – Take appropriate and necessary steps to determine and contact a rightful owner of unclaimed funds remaining in an inmate account**
- **76.3 – Deposit unclaimed funds in inmate accounts to the Inmate Welfare Funds, after taking steps to contact rightful owner**
- **85.9 – Use insurance reimbursements to cover claim expenses**
- **85.92 – Reimburse money that was deducted from inmate’s account for medical treatment, if inmate is exonerated of all charges for which inmate was being held and inmate requests reimbursement**
- **91.1 – Withdraw funds from inmate trust accounts to pay the filing fees for civil actions brought by the inmate**
- **91.2 – Send funds for filing fees for civil actions brought by the inmate to appropriate clerk of court**
- **91.3 – Withdraw funds from inmate trust accounts to cover court costs for civil actions brought by the inmate**
- **91.4 – Send funds for court costs for civil actions brought by the inmate to appropriate Clerk of court**



Deliverables 76.0-76.3, 85.9, 85.92, and 91.1-91.4

Customers

✓	Does the agency evaluate the outcome obtained by customers / individuals who receive the service or product?
✓	Does the agency know the annual # of potential customers?
✓	Does the agency know the annual # of customers served?
✓	Does the agency evaluate customer satisfaction?

Costs

✓	Does the agency know the cost it incurs, per unit, to provide the service or product?
✓	Does the law allow the agency to charge for the service or product? (76, 85.92)
X	Does the law allow the agency to charge for the service or product? (76.1-76.3, 85.9, 91.1-91.4)

Greatest Potential Harm

- Important for financial responsibility of the inmates and help defray Agency costs. (76.1-76.3, 85.9)
- Funds will taken from the operational welfare for the inmates. (85.92)

Recommendations to General Assembly

- None noted.

