



**SOUTH CAROLINA**  
DEPARTMENT OF CORRECTIONS

**Office of the Director**



**Bryan P. Stirling**  
Agency Director

# Agency Mission

- The mission of the South Carolina Department of Corrections is:  
**Safety**--we will protect the public, our employees, and our inmates.  
**Service**--we will provide rehabilitation and self-improvement opportunities for inmates.  
**Stewardship**--we will promote professional excellence, fiscal responsibility, and self-sufficiency.



# Agency History

- 1866: Establishment of the State Penitentiary.
- 1866- 1900: State Penitentiary Management and Operations.
- 1900 - 1930: Emergence of Dual Prison System in South Carolina. Local prisons and jails in full operation by 1930.
- 1960: Creation of the South Carolina Department of Corrections (SCDC).
- 1960-1973: Expansions in facilities and emphasis on rehabilitation programs.



# Agency History continued...

- **1974-1994**: Dramatic inmate population increases, prison overcrowding, and objective classification system.
- **1994 - 2000**: Tightened inmate management and truth-in-sentencing for violent offenders.
- **2001-2003**: Budget crisis and shrinkage of facilities/programs.
- **2010-Present**: Sentencing reform and changing inmate population.





# Agency

## Organizational Chart

*The mission of the South Carolina Department of Corrections is: Safety--we will protect the public, our employees, and our inmates. Service--we will provide rehabilitation and self-improvement opportunities for inmates. Stewardship--we will promote professional excellence, fiscal responsibility, and self-sufficiency.*




**Bryan P. Stirling**  
Agency Director



**Dayne Haile**  
Executive Assistant



**Brian Bolchoz**  
Deputy Director  
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Deputy Director  
Programs, Reentry, & Rehabilitative Services



**Terre K. Marshall**  
Deputy Director  
Health Services



**Michael McCall**  
Deputy Director  
Operations



**Salley Elliott**  
Chief Legal & Compliance Officer  
Legal Counsel & Compliance



**Thomas Osmer**  
Deputy Director  
Administration



**Dexter Lee**  
Legislative Liaison/  
Special Assistant to the Director



# Programs, Reentry, and Rehabilitative Services

The mission of the Division of Programs, Reentry and Rehabilitative Services is to maintain and manage Agency resources while providing quality programs and services in a safe, responsive, effective and courteous manner.

The following are under this division:

- Education (Palmetto Unified School District 1)
- Reentry
- Inmate Services
- Support services
- Internal Communications
- Victim Services



# Operations

Oversees daily operations of the SCDC's 21 correctional institutions as well as the following:

- Division of Classification and Inmate Records,
- Training and Staff Development,
- Facilities Management,
- Inmate Visitation and Drug Testing, and
- Young Offender Parole and Reentry Services.



# Health Services

Includes the following to provide a comprehensive continuum of healthcare:

- Medical Practitioner
- Behavioral/Mental Health and Substance Abuse
- Nursing
- Psychiatry
- Pharmacy
- Psychology
- Dental
- Infection Control





# Administration

The Division of Administration is responsible for the following:

- All agency
  - Human Resources
  - Finance
  - Information Technology
  - Procurement
- Farm operations
- Prison industry operations



# Police Services

Assigns agents needed to investigate criminal acts which are believed to have been committed by SCDC inmates, employees, or others when the crime relates to the agency.

**NOTE:** This is different than security within the prisons



# Legal and Compliance

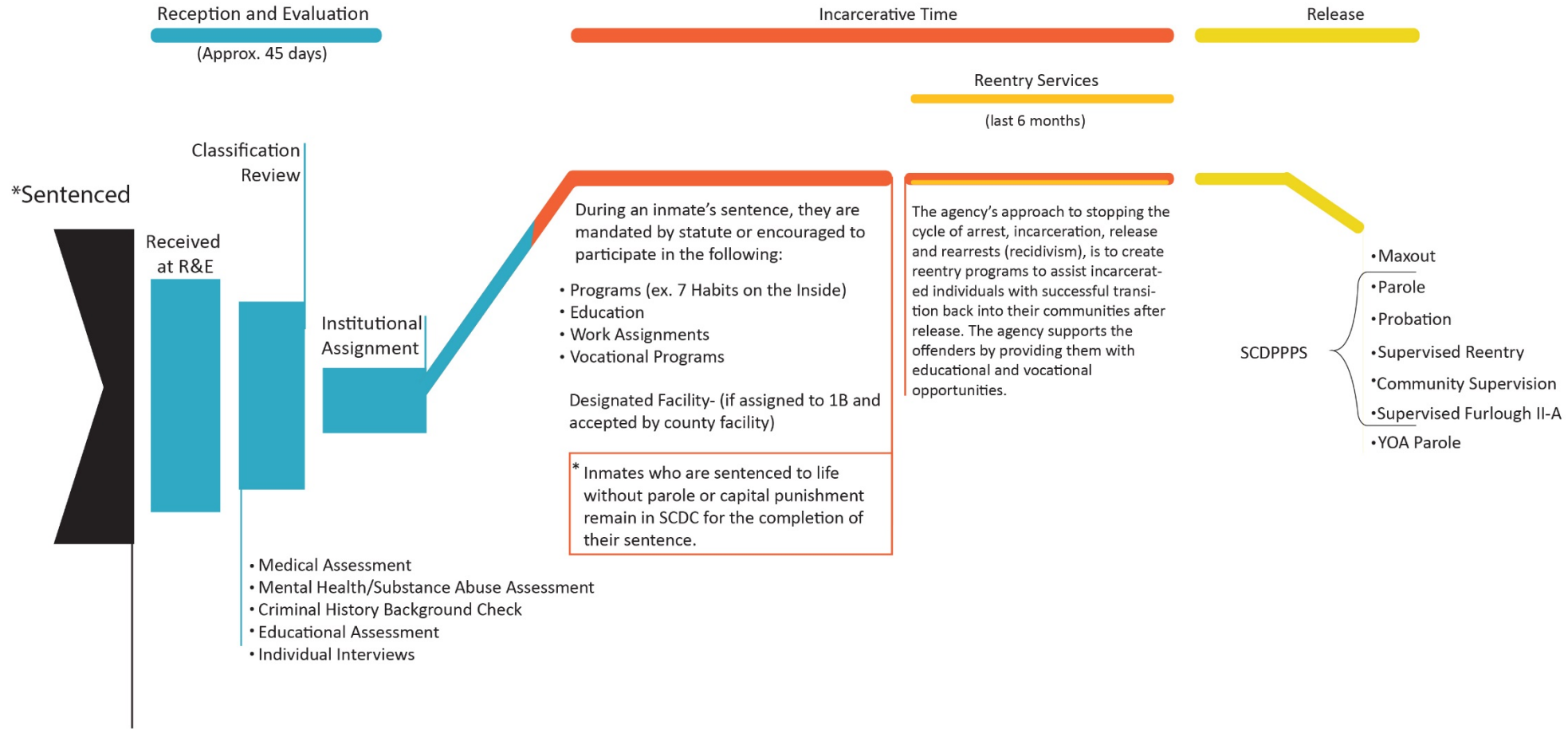
Oversees all Legal and Compliance related functions including:

- Compliance, Standards and Inspections
- Occupational Safety and Worker's Compensation
- Prison Rape Elimination Act Coordinator
- Information Security and Privacy
- Audit Manager
- Quality Improvement and Risk Management
- Americans with Disabilities Act Coordinator
- General Counsel's Office, which includes:
  - Agency Records Retention, American with Disabilities Act Coordinator, Inmate Grievance, Agency Mailroom and Policy Development





# Timeline of Inmates Time Served



\*Note: List of possible sentences:

- Day for Day
- Regular Parolable Offense
- Capital Punishment
- YOA Sentence

**Acronyms:**

- YOA- Youthful Offender Act
- R&E- Reception and Evaluation
- SCDPPPS- SC Department of Probation, Parole, and Pardon Services

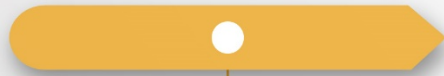


# Timeline of an Inmate Day

## Level I

This is a generalized time frame of the movement of an inmate daily at an institution.

3:00 AM-  
10:30 AM



- Various counts
- Breakfast
- Laundry
- Day rooms open
- Trash goes out
- Yard opens
- Lunch
- \*Inmates with job assignments report to work (varies on shift schedule)

10:30AM-  
5:30PM



- Yard opens
- Laundry is complete
- Dinner
- Various counts
- \*Inmates with job assignments report to work (varies on shift schedule)

5:30PM-  
1:00AM



- Various counts
- Yard closes
- Day rooms closed
- \*Inmates with job assignments report to work (varies on shift schedule)

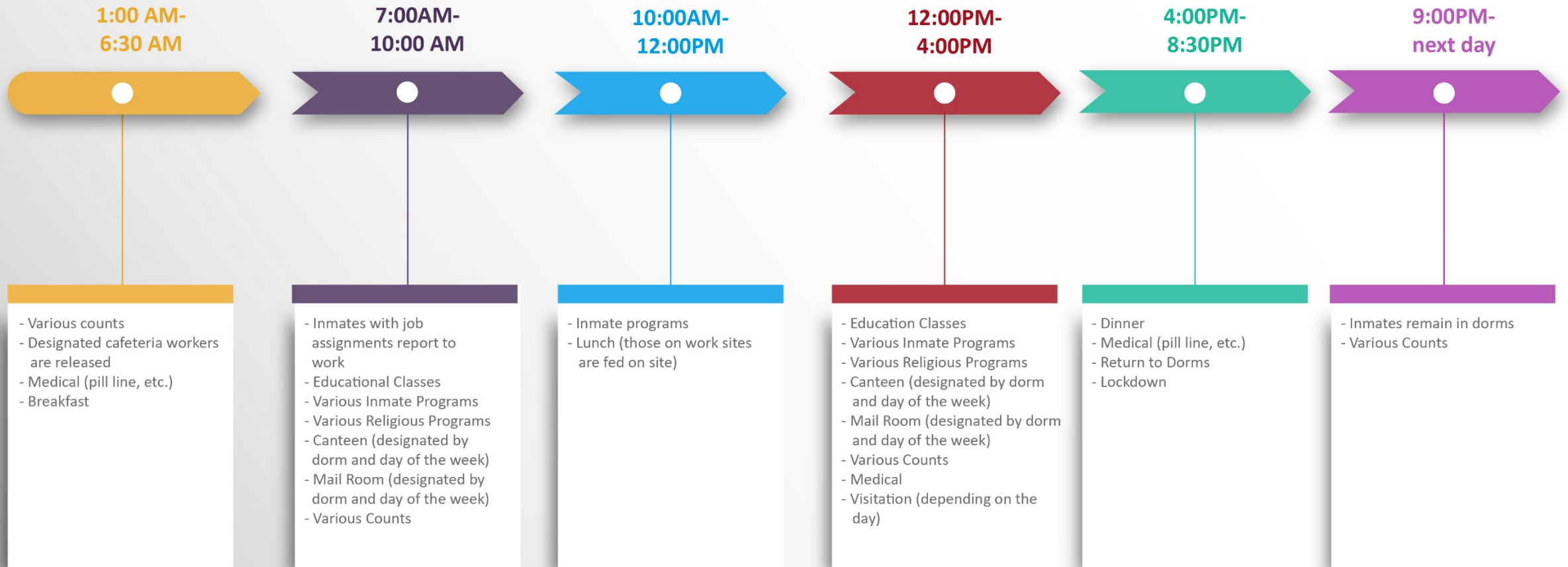
\* Inmates that are at Level I A institutions all have job assignments. Depending on which shift they are placed on determines what time of day, they are supposed to report to work. Shifts can range from 1st shift to 3rd shift. Job assignments also varies as some may work in the institution or in the community.



# Timeline of an Inmate Day

Level II -Level III Institutions

This is a generalized time frame of the movement of an inmate daily at an institution.



\*Recreation schedule varies according to time of the year.



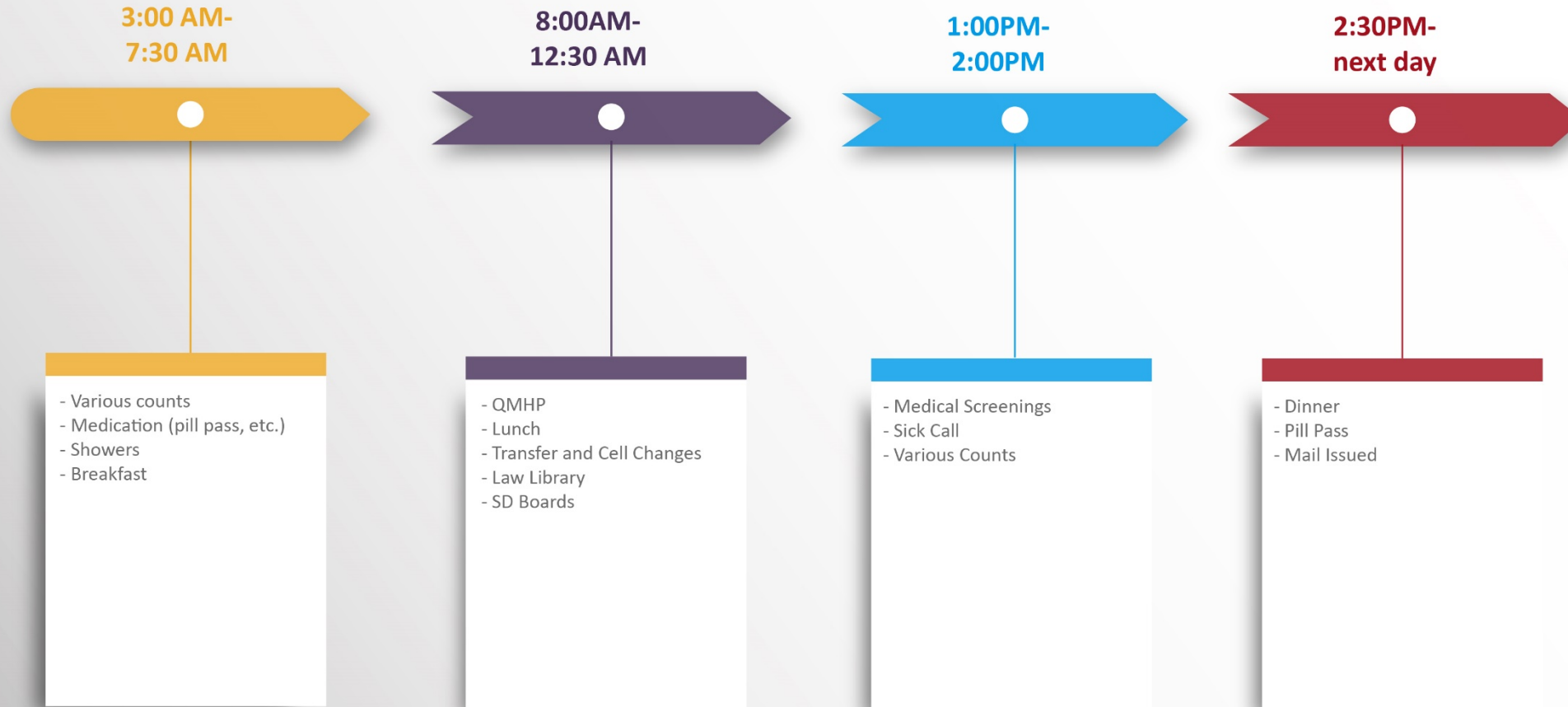


# Timeline of an Inmate Day

## Restrictive Housing Unit Inmates

This is a generalized time frame of the movement of an inmate daily at an institution.

In order to maintain the safety and security of the general population, the staff, and the Agency, the SCDC will house those inmates requiring more intense behavioral levels of supervision and monitoring in separated areas herein referred to as Restrictive Housing Units (RHU) apart from the general population.



# Deliverable 1 – Manage the Agency

Required by S.C. Code Sections 24-1-40 and 24-1-130

- Evaluates
  - Outcomes obtained by customers
  - Customer satisfaction
- Knows
  - Number of potential customers
  - Annual number of customers served
  - Cost per unit
- Not allowed to charge for this service

## Greatest potential harm

Agency would be unable to carry out the mission

## Recommendations to General Assembly

- 1) Provide a safe and secure environment for the officers to work in.
- 2) Provide clear communication to the public that the Legislature supports a safe and secure work environment.
- 3) Greater acknowledgement of the service that the officers perform to keep the prisons safe.



# Deliverable 1 – Manage the Agency

## Components

- Director executing bond for \$50,000
  - *Required by S.C. Code Section 24-1-120*
- Establish rules and regulations for the performance of the agency's functions
  - *Allowed by S.C. Code Section 24-1-90*
- Identify key program area descriptions and expenditures and link those to key financial and performance results measures in the Accountability Report
  - *Required by Proviso 117.29 (2018-19 Appropriations Bill)*
- Request reports from departments as needed
  - *Allowed by S.C. Code Section 24-1-160*

## For each component the agency...

- Evaluates
  - Outcomes obtained by customers
  - Customer satisfaction
- Knows
  - Number of potential customers
  - Annual number of customers served
  - Cost per unit
- Not allowed to charge for the service



# Deliverable 2 – Hire and Manage Employees

Allowed by S.C. Code Section 24-1-110(A)

- Evaluates
  - Outcomes obtained by customers
  - Customer satisfaction
- Knows
  - Number of potential customers
  - Annual number of customers served
  - Cost per unit
- Not allowed to charge for this service

## 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.

## Recommendations to General Assembly

- 1) Provide a safe and secure environment for the officers to work in.
- 2) Provide clear communication to the public that the Legislature supports a safe and secure work environment.
- 3) Greater acknowledgement of the service that the officers perform to keep the prisons safe.



# Deliverable 2 – Hire and Manage Employees

## Components

Prohibit employee from holding two elected positions

*Required by S.C. Constitution, Article VI, Section 3*

Require other employees to execute bond

*Allowed by S.C. Code Section 24-1-120*

Provide Correctional Officer retention incentive (CORI) services

*Allowed by S.C. Code Section 24-1-110(B)*

Retain fees from CORI and apply them to costs associated with operation of CORI

*Allowed by S.C. Code Section 24-1-110(B)*

Establish guidelines for replacement of employee property damaged by inmates

*Required by Proviso 117.17 (2018-19 Appropriations Bill)*

Replace applicable employee property if damaged or destroyed by inmate

*Required by Proviso 117.17 (2018-19 Appropriations Bill)*



Note: There are other components which will be discussed with a different organizational unit.

# Deliverable 4 – Self-sustaining, establish prison system

Required by S.C. Code Section 24-1-20 and 24-1-30

- Evaluates
  - Outcomes obtained by customers
  - Customer satisfaction
- Knows
  - Number of potential customers
  - Annual number of customers served
  - Cost per unit
- Not allowed to charge for this service

## Greatest potential harm

Agency is part of the Legal system during the sentencing phase of punishment as ordered by a judge of the court. Societal values are encroached by lack of law enforcement that includes a penalty phase for an individual ruled as guilty by a court of law.

## Recommendations to General Assembly

1. Continue support for the law concerning incarcerated individuals.
2. Maintain the Agency mission which reflects said deliverables.
3. Be aware of nation-wide changes that occur in the management and operation of a properly run prison system.





# Deliverable 5 — Functions of SCDC and Dept. of Probation, Parole, and Pardon (PPP), collaborate with PPP to consolidate

Allowed by Proviso 117.95 (2018-19 Appropriations Bill H.4950)

- Evaluates
  - Outcome obtained by customers
- Knows
  - Number of potential customers
  - Annual number of customers served
  - Cost per unit
- Allowed to charge for this service

## Greatest potential harm

The agencies are still separate and distinct.

## Recommendations to General Assembly

Continue to explore to merge functions of the agencies.



# Deliverable 7 — S.C. Sentencing Guidelines Commission, Serve (Director or designee) on Legislative declaration in enabling Act (1989 Act No. 152): See Note 20 in "Deliverables Chart - Notes"

Required by S.C. Code Section 24-26-10

- Evaluates

- Outcome obtained by customers

- Knows

- Number of potential customers
- Annual number of customers served
- Cost per unit

- Allowed to charge for this service

## Greatest potential harm

Inmate population continues to grow.

## Recommendations to General Assembly

- 1) Thoroughly evaluate reform recommendations to ensure that it is explained appropriately so that it does not result in litigation if applied retroactively.



# Deliverable 7 – S.C. Sentencing Guidelines Commission, Serve (Director or designee) on Legislative declaration in enabling Act (1989 Act No. 152): See Note 20 in "Deliverables Chart - Notes"

Required by S.C. Code Section 24-26-10

## Components

- Perform required duties as member of S.C. Sentencing Guidelines Commission  
*Required by S.C. Code Section 24-1-120*
- Participate, as a member of the S.C. Sentencing Guidelines Commission, in selection of a staff director  
*Required by S.C. Code Section 24-26-60 and 24-26-40*
- Participate, as a member of the S.C. Sentencing Guidelines Commission, in recommending to the General Assembly a classification system for inmates  
*Required by S.C. Code Section 24-26-60*

## For each component the agency...

- Evaluates
  - Outcome obtained by customers
- Knows
  - Number of potential customers
  - Annual number of customers served
  - Cost per unit
- Allowed to charge for the service



# Deliverable 41 – Encourage and train inmates in the matter of Reformation

Required by S.C. Code Section 24-1-20 and 24-1-30

- Evaluates
  - Outcome obtained by customers
  - Customer satisfaction
- Knows
  - Number of potential customers
  - Annual number of customers served
  - Cost per unit
- Not allowed to charge for this service

## Greatest potential harm

Agency is part of the Legal system during the sentencing phase of punishment as ordered by a judge of the court. Societal values are encroached by lack of law enforcement that includes a penalty phase for an individual ruled as guilty by a court of law.

## Recommendations to General Assembly

1. Continued support for the law concerning incarcerated individuals.
2. Maintain the Agency mission which reflects said deliverables.
3. Be aware of nation-wide changes that occur in the management and operation of a properly run prison system.



# Deliverable 79 – Provide humane treatment to inmates

Required by S.C. Code Section 24-1-20 and 24-1-30

- Evaluates

- Outcome obtained by customers
- Customer satisfaction

- Knows

- Number of potential customers
- Annual number of customers served
- Cost per unit

- Not allowed to charge for this service

## Greatest potential harm

Agency is part of the Legal system during the sentencing phase of punishment as ordered by a judge of the court. Societal values are encroached by lack of law enforcement that includes a penalty phase for an individual ruled as guilty by a court of law.

## Recommendations to General Assembly

1. Continued support for the law concerning incarcerated individuals.
2. Maintain the Agency mission which reflects said deliverables.
3. Be aware of nation-wide changes that occur in the management and operation of a properly run prison system.



# Deliverable 85 – Care and treat for inmates (health)

Required by S.C. Code Section 24-1-130

- Evaluates

- Outcome obtained by customers
- Customer satisfaction

- Knows

- Number of potential customers
- Annual number of customers served
- Cost per unit

- Not allowed to charge for this service

## Greatest potential harm

Agency is part of the Legal system during the sentencing phase of punishment as ordered by a judge of the court. Societal values are encroached by lack of law enforcement that includes a penalty phase for an individual ruled as guilty by a court of law.

## Recommendations to General Assembly

1. Continued support for the law concerning incarcerated individuals.
2. Maintain the Agency mission which reflects said deliverables.
3. Be aware of nation-wide changes that occur in the management and operation of a properly run prison system.





# Questions/Comments

