



HENRY McMASTER, Governor
BRYAN P. STIRLING, Director

January 16, 2020

Mr. Edward R. Tallon, Sr.
South Carolina House of Representatives
Post Office Box 11867
Columbia, South Carolina 29211

RE: Follow-up to December 11 and 16, 2019 Subcommittee meetings

Dear Representative Tallon:

Please see attached responses to your follow-up from the meetings on December 11 and 16, 2019.

Cell Phones

1. Are there any revisions to S.156 that SCDC suggests obtaining court orders terminating cell phone use in the facilities?
 - No.

Security Staffing

2. Please provide the security staffing report prepared by Dr. Roth.
 - The full Roth Report is not a public document; therefore, I am attaching a redacted version of this report for the committee. The complete unredacted version is protected by a confidentiality court order. Portions that are redacted were done so for protection of security protocol.
3. Has SCDC implemented any recommendations from the security staffing report? If so, which ones?
 - No. In order to implement Roth's recommendations SCDC would need an additional 1,286 Full Time Employment positions. According to the SCDC Division of Administration, SCDC is not properly funded for our current Full Time Employment positions. In order to implement Roth's recommendations, additional funding would be required to fund the current Full Time Employment positions authorized plus additional positions recommended by Roth would need to be authorized and funded by the State Office of State Human Resources and the General Assembly.

Inmate Grievances, Health, and Re-Entry

4. Please provide the number of inmate grievances received by SCDC, separated by type, during the last three years?
 - Please see attached Grievances by Issue and Submission Year CY 2016-2019.
5. What benefits could be obtained if SCDC was authorized (e.g., by statute or court order) to apply for Medicaid on behalf of an inmate without the inmate's consent?
 - In our review of the Medicaid application process, approximately 10% of the inmates refuse to sign the applications. Although that is a small number of individuals, it accounts for an estimated 12-15 inpatient hospital stays for which SCDC pays the claim. If SCDC is authorized to complete the application regardless of the inmates' willingness to consent, the benefit to the State would be that the Medicaid program would pay for the claims rather than the SCDC and federal matching funds would pay the majority of the cost of the claims. Based on a recent Kaiser study, the average cost of an inpatient hospital stay was over \$15,000 in South Carolina. Therefore, the offset of cost for SCDC if we were authorized to apply on behalf of the inmate regardless of their consent is estimated to be \$180,000-225,000 per year. The quality of care provided would remain the same since the care is rendered regardless of which entity pays the claim.
6. Please indicate if inmates who are anticipating re-entry into the community are acclimated to current technology as part of the re-entry program. If so, how is this done?
 - There are reentry programs throughout the State. Currently, classes offered by Department of Employment and Workforce (DEW) includes acclimation to current technology. DEW currently serves Manning Reentry/Work Release Center, and Camille Graham Correctional Institution.
 - SCDC is also in the process of implementing tablets statewide, which will also assist in acclimating our inmate population to current technology.
7. What potential programs, which represent costs to the state, may an individual need if they leave incarceration and are unable to support themselves?
 - When an individual leaves incarceration and is unable to obtain a job to support themselves the following are potential state or federal programs that they may have to rely upon: SC Vocational Rehabilitation Employment Services; Supplemental Nutrition Assistance Program (SNAP) benefits; Temporary Assistance for Needy Families (TANF) benefits; Medicaid, Housing and Urban Development (HUD) Rental Assistance; Special Supplemental Nutritional Program for Women, Infants and Children (WIC); South Carolina Voucher Program (Child Care Assistance); Low Income Energy Assistance Programs (LIHEAP); Children's Health Insurance Program (CHIP); U.S. Department of Veterans Affairs, South Carolina Alcohol and Other Drug Abuse Services (DAODAS).

Remote Release

8. For inmates that could have been remote released (e.g., processed for release at a local jail but were transported to SCDC for SCDC to process the release), please provide the following for the last three years: (a) total number and (b) number by county.
 - Please see attached Possible Remote Releases spreadsheet.
9. When SCDC releases an inmate, how does the individual get back to their home county?

- Inmates who have private transportation are allowed to be picked up on the 1st of the month or previous business day if the 1st of the month falls on a weekend/holiday. Inmates without private transportation are provided a bus ticket and transported to the bus station on the 2nd of the month or next business day if the 2nd falls on a weekend or a holiday.
10. Would SCDC support a recommendation that would mandate local facilities utilize remote release? If so, what statutory or proviso language would SCDC recommend?
- In some cases, inmates are obviously a candidate for remote release. However, since good time is not applied until the inmate arrives at Reception & Evaluation, many counties were not aware the inmate could have been remote released. If this mandate were to be implemented, the counties would need to be directed to utilize the maxout calculation application available on the SCDC website to determine a tentative release date. SCDC would support a recommendation and will work with the counties to draft statutory or proviso language.

Facility Management

11. How many corrections institution managers are trained and certified in mold abatement?
- SCDC currently has 17 Building Grounds Managers trained and certified in mold abatement. Overall, SCDC has 25 SCDC employees trained and certified in mold abatement.
12. Please explain the SCDC indoor air quality protocol for when mold is discovered.
- Facilities Management is contacted when mold or what is believed to be mold is discovered. Facilities Management then contacts one of our outside vendors for air monitoring. If the air monitoring test is positive and shows signs of mold spores, Facilities Management obtains samples and sends the samples to an environmental testing lab. If the samples come back positive, Facilities Management then starts the abatement process.
13. How many personnel are needed to identify and inspect holding cells throughout the state?
- Three (3) funded Full Time Employment positions.
14. How many personnel are needed for the Management Review Program?
- Two (2) funded Full Time Employment positions.

Procurement

15. Please provide the exemption request SCDC submitted related to internet advertising for open employee positions and the response received from the State Fiscal Accountability Authority.
- Please see attached letter to Mr. John White, Materials Management Office, dated November 6, 2017 requesting an update to the exemptions for advertising in S.C. Code Section 11-35-710. Please also see State Fiscal Accountability Authority Meeting Minutes dated January 30, 2018 Page 19 & 20 where the motion failed to pass. Also, recommending an expansion of the procurement exemption is included in Deputy Director for Administration Law Change #1.

16. What other exemptions to procurement does SCDC currently recommend (e.g., boilers, healthcare, etc.)? Please list the potential benefits of these recommendations in comparison to the drawbacks in the current system.
- SCDC does not currently have any other exemption recommendations for the procurement code; however, SCDC would like to respectfully request that SCDC be included in the Exceptions to Project Cost Thresholds in accordance with the higher education institutions for security related matters that currently need approval from the Joint Bond Review Committee, i.e. netting, fencing, boilers, chillers, cell phone interdiction equipment, etc.

Fuel Depot

17. Please provide a list of agencies that currently utilize the SCDC fuel depot.
- Department of Juvenile Justice, State Law Enforcement Division, Criminal Justice Academy utilize the fuel depot on the Broad River Road Complex.
18. What is the price comparison between the SCDC fuel depot and private sector gas stations?
- SCDC operates and owns seven (7) vehicle fuel depots across the State, but the fuel inventories at these depots are owned by Mansfield Oil Company, which is the State's vehicle fuel contractor. SCDC and other state agencies purchase vehicle fuel from the State's fuel contractor at contract prices established by the State Procurement Office. SCDC as well as other agencies pay for vehicle fuel purchases via the WEX fuel card at SCDC/State fuel depots and private sector gas stations. The State's contract price difference between purchasing fuels from state fuel depots as opposed to retail gas stations is generally less than one (1) cent per gallon. There are no real price advantages for onsite fuel depots however, there are operational advantages for possessing onsite fuel depots i.e. 24-hour fuel access, on hand inventories during inclement weather, etc.
19. Please list the cities in which SCDC currently has a fuel depot.
- 1. Columbia, SC- Broad River Road Complex, 2. Kershaw, SC – Kershaw Correctional Institution, 3. Rembert, SC-Wateree Correctional Institution, 4. Greenwood, SC – Leath Correctional Institution, 5. Turbeville, SC –Turbeville Correctional Institution, 6. Bishopville, SC –Lee Correctional Institution and 7. Ridgeland –Ridgeland Correctional Institution

Uniform Purchases

20. Please list which local detention facilities have and have not purchased uniforms from SCDC during the past three years.
- The detention centers that have purchased through SCDC 's Division of Industries during the time frame of 7/2017- 12/2019 are: Department of Juvenile Justice, Barnwell County Detention, Darlington County Detention, Greenville County Detention, Greenwood County Detention, Kershaw County Detention, Oconee County Detention and Williamsburg County Detention.

LAC Audit and Updated Information

21. Please provide the status of implementing changes recommended in the Legislative Audit Council's audit of SCDC.
- Please see attached spreadsheet for Legislative Audit Council Recommendations Action Taken.
22. Please provide an updated version of SCDC's Program Evaluation Report.
- Please see attached updated Program Evaluation Report.

Workforce Programs

23. Please provide a table, similar to the example below, which provides information related to the three main workforce programs.

Workforce Program	Examples of jobs available	Inmate Earns Work Credit	Inmate Earns Work Skills	Inmate Paid Money	Who is the service/product available to? (potential customers)	Is the customer charged for service/product?	Applicable statutes
Traditional	51-6031 – Sewing Machine Operator 51-6099 – Production Worker 49-9042 – Maint & Repair Worker 51-7099 – Woodworker 51-9061 – Inspector, Tester, Sorter 53-7051 – Fork Lift Operator 27-1024 – Graphic Designer 51-9199 – Production Worker 51-2092 – Team Assembler 51-5111 – Prepress Technician & Worker 51-5112 – Printing Press Operator 51-5113 – Print Binding & Finishing Worker	✓	✓	✓/X	SCDC State Agency Local Government Churches Schools Non-profit	Yes	24-3-310 24-3-320 24-3-330 24-3-340 24-3-400
Service	49-9042 – Maint & Repair Worker 51-9061 – Inspector, Tester, Sorter 53-7051 – Fork Lift Operator 51-9199 – Production Worker 27-1024 – Graphic Designer 51-2092 – Team Assembler		✓	✓	Private sector	Yes	24-1-290 24-1-295 24-3-110 24-3-20 24-3-320 24-3-400
Prison Industries Enterprise	43-9061 – Office Clerk 51-6031 – Sewing Machine Operator 51-9199 – Production Worker 49-9042 – Maint & Repair Worker 51-7099 – Woodworker 51-9022 – Grinding & Polishing Worker, Hand 51-9061 – Inspector, Tester, Sorter 53-7051 – Fork Lift Operator 51-9199 – Production Worker 27-1024 – Graphic Designer 51-2092 – Team Assembler 51-5111 – Prepress Technician & Worker 51-5112 – Printing Press Operator 51-5113 – Print Binding & Finishing Worker		✓	✓	Private sector Public (for SCDC Products)	Yes	24-3-20 24-3-315 24-3-320 24-3-40 24-3-400 24-3-410

- Further explanation of Inmate Paid Money Column.
 - Inmates in the traditional program are generally not paid unless:
 - 1) They are grandfathered under the old state wage plan. The inmates in this plan were grandfathered under the old work wage (varies per grandfathered inmate but generally less than \$20 per month). The number of inmates that are grandfathered are relatively small.
 - 2) There are several Director approved "incentive" plans that pay a small step rate for production totals greater than normal production levels. This program allows inmates to make up to an average \$.35 per hour if quantity and quality goals are met. The program requires 95% active participation in each production cycle and inmates must exhibit acceptable behavior to be

eligible. The incentive wage more closely mirrors private sector theory and allows inmates the opportunity to contribute at a higher level. As the Agency meets productivity and revenue goals, the inmates are rewarded for the extra efforts. If the inmate is under item #1 and they do not meet the incentive goals, then they are not paid.

- SC Code of law allows for private sector partners to contract with SCDC for certain business opportunities. Some examples are recycling, refurbish, remanufacture, etc. The code of law is very specific about the process to enter into the contract and once engaged, the partner is responsible for paying all incurred operating expenses and inmate wages. There is a small margin added in to the cost so that SCDC can maintain the program and pay for necessary upkeep and training. In the service relationship, SCDC provides the workforce, location and inmate management and it is the partners responsibility to run the business and manage product quality and logistics. The program is managed so that neither SCDC nor the state subsidize the partners business. Most of these partnerships are with business owners that would have to move their business out of state or overseas if not for the SCDC workforce. They partner with SCDC because of the lack of available workforce in the private sector.

24. During the past three years, how many items did agencies purchase from SCDC and what types of items did each agency purchase?

- Please see attached file “Active Customer List”

25. Please provide the revenue and costs from prison industries for the past three years.

	FY19	FY18	FY17
Revenue	\$ 17,885,780.00	\$ 18,858,118.00	\$ 18,472,834.00
Expense	\$ 17,206,956.00	\$ 18,262,118.00	\$ 18,569,010.00
Net (profit/loss)	\$ 678,824.00	\$ 596,000.00	\$ (96,176.00)

- Prison Industries has improved our business model by focusing on improving operations efficiencies and managing partner contracts. Prison Industries has changed the way we write contracts to ensure no losses and have worked hard to change our culture and ethos to one of positive efforts and gains. Investing in the right workforce and partnering with the right private sector partners is important. Prison Industries has streamlined several of our plants and just entered in to another successful plant partnership with Shaw Industries which will keep positive momentum and cash flow. It is our goal to have every plant self-sustaining while providing training and growth opportunities for our inmates while adding value to the state and SCDC.

26. State statute requires agencies to provide SCDC information on products the agencies anticipate purchasing from SCDC in the coming year. Please provide a list of agencies which provided this information to SCDC in each of the last three years.

- Agencies do not provide a listing of items until they have a need. They contact our sales team and place an order based on need and budget availability.

27. Please list which prison industries are, and are not, financially self-sustaining.

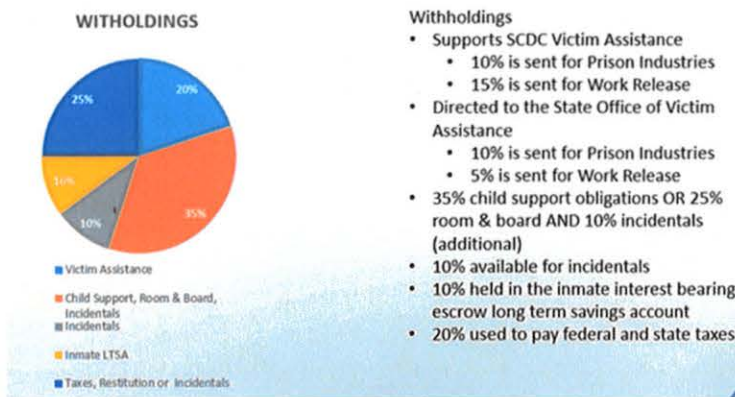
Plant	Traditional	Service	PIE	Self Sustaining	Product	Comments
Broad River Correctional I	Y	Y	Y	No	Signs, Plates, novelties	Possible losing SCDMV plates, need to get more SCDOT work
Broad River Correctional II	N/A	N/A	N/A	N/A	Vacant	
Camille Graham	Y			Yes		Pursuing PIE approval
Industries HQ	Y			Yes	Moving Service	New start up
Industries Frame Shop	Y		Y	No	Frame and novelties	Need to increase volume
Industries HQ Print Shop	Y		Y	Yes	Print and Vinyl	
Evans Correctional			Y	Yes	Midcon Cables	
Lee Correctional	Y	Y		Yes	SCDC Commissary items, Recycle Project	
Kershaw Correctional	N/A	N/A	N/A	N/A	Vacant	
Perry Correctional			Y	Yes	Shaw Flooring	
Tyger River Correctional			Y	Yes	Shaw Flooring	
Livesay Correctional			Y	Yes	Shaw Flooring	
Leath Correctional	Y		Y	Yes	Sewing, PIE Sewing	
McCormick Correctional	Y			No	Furniture, Modular, Seating	New plant startup will be a combination of 2 prior plants with smaller footprint, need state sales
Trenton Correctional		Y		Yes	Package program	
Ridgeland Correctional		Y		No	Recycling project	Billing issue corrected and plant should operate in black
Lieber Correctional I		Y		No	Tire/Retread	Plant has restarted under new effort with SC Education to try to make plant self sustaining
Lieber Correctional II	N/A	N/A	N/A	N/A	Vacant	
MacDougall Correctional		Y		Yes	Textile recycle	

Important to Note: Industries has steadily increased profitability over the past 4 years. All plants are being re-worked to operate on a stand alone basis with positive cash flow. Industry programs support: Agency programs, offset expenditures, inmate rehabilitation, inmate engagement and yard stability, In FY18, Industry programs contributed \$1,393,781.00 to victims and victim programs, offset room and board \$1,397,612.00, provided \$629,199.00 in child support and provided \$83,978 in restitution. In FY15, Industries offenders recidivism was rate 8.9% lower, 13.4% compared to 22.3% (study every 3 years).

28. In the SCDC Office of the Deputy Director for Administration presentation, why does the pie chart on slide 28 not add up to 100%?

- The pie chart does add up to 100%; however, the explanation on the side does not as there are different variables based on the inmate's sentence and his/her responsibilities. Please see the following examples: 1) an inmate sentenced that is required to pay child support would have 35% deducted for that obligation in lieu of 25% room and board and 10% incidentals; 2) an inmate sentenced and ordered to pay restitution is paid according to the sentence imposed by the judge and 3) any other court ordered obligation. These are a few examples of inmate pay. The withholdings do not have to equal 100% as the leftover percentage is given to the inmate as their pay.

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



Example 1 - Inmate ordered by the Court to pay child support

Inmate earns \$100 at paid employment in Prison Industries

- \$5 goes into the inmate's cooper trust account for the inmate to use at any time.
- Law requires \$35 be withheld to send for child support obligations
- (Prison Industries Inmate Pay does not withhold any funds for State and Federal Taxes. The only paid programs that withhold funds for taxes are Work Release (Community Services) and Prison Industries Private Sector and those deductions are based on the individual inmate's election of dependents
- Law requires \$10 be withheld to send to the Department of Crime Victim Compensation, which is under the purview of the Office of the Attorney General
- Law requires \$10 be withheld to support SCDC Victim Assistance program
- Law requires \$10 be withheld for incidentals (Incidentals refers to items for purchase in the canteen, postage, copies, etc. This amount is not technically withheld, it is made available for the inmates use through their E H Cooper account.)
- Law requires \$10 be held in the inmate's interest-bearing escrow long term savings account. (Please note funds held in escrow are not available for use by the inmate while incarcerated unless they are serving a "life or death" sentence. Those funds are given to the inmate to assist them upon release from SCDC.)
- Inmate earns \$100 at paid employment in Work Release
 - Same as above except for the two items below.
 - Law requires \$15 (instead of \$10) be withheld to support SCDC Victim Assistance program
 - Law requires \$5 be sent to the Department of Crime Victim Compensation, which is under the purview of the Office of the Attorney General

Example 2 - Inmate ordered by the Court to pay restitution

- Same as above except for the items below
 - Law requires \$20 to be paid towards court ordered victim restitution in lieu of SCDC Victim Assistance program

and Department of Crime Victim Compensation until paid in full

- Law requires \$20 to be to SCDC Victim Assistance and Department of Crime Victim Compensation upon court ordered victim restitution being paid in full as shown above

Example 3 - Inmate not ordered to pay anything extra (e.g., child support or restitution) or has already paid them in full)

Inmate earns \$100 at paid employment in Prison Industries

- \$25 is paid toward Room and Board
 - \$40 goes into the inmate's cooper trust account for the inmate to use at any time.
- Prison Industries Inmate Pay does not withhold any funds for State and Federal Taxes. The only paid programs that withhold funds for taxes are Work Release (Community Services) and Prison Industries Private Sector and those deductions are based on the individual inmate's election of dependents
- Law requires \$10 be withheld to send to Department of Crime Victim Compensation, which is under the purview of the Office of the Attorney General
- Law requires \$10 be withheld to support SCDC Victim Assistance program
- Law requires \$10 be withheld for incidentals (Incidentals refers to items for purchase in the canteen, postage, copies, etc. This amount is not technically withheld, it is made available for the inmates use through their E H Cooper account.)
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 - Same as above except for the two items below.
 - Law requires \$15 (instead of \$10) be withheld to support SCDC Victim Assistance program
 - Law requires \$5 (instead of \$10) be sent to the State Office of Victim Assistance Department of Crime Victim Compensation, which is under the purview of the Office of the Attorney General

Drug Testing

29. In other southeastern states, how many personnel are responsible for conducting drug testing of employees?

- SCDC has attempted to contact other southeastern states with no response to this question including individual phone calls.

30. Please indicate whether SCDC has an annual benchmark number of staff to drug test.

- 100 randomly selected staff per month.
31. In regards to pre-employment drug tests, what is the approximate number of positive versus negative results for job candidates during each of the last three years?
- CY 2017 22 Positive 1,669 Negative
 - CY2018 49 Positive 1,583 Negative
 - CY2019 28 Positive 1,457 Negative

Employee Grievances and Recruitment

32. What were the five most commonly received employee grievances, by year, from 2016-2019 and number of each?

Grievance Types	2016	2017	2018	2019
Administration				
Suspension	11	9	13	8
Demotion	0	1	0	1
Disciplinary				
Suspension	9	15	6	12
Termination	14	21	15	23
Transfer	0	0	2	1
Total	34	46	36	45

- **Administrative Suspension:** refers to a period of suspension without pay that may exceed 15 workdays if the alleged violation *or circumstances* requires that an employee not be allowed to return to work pending the outcome of an internal/external investigation or when the presence of an employee presents a perceived threat or danger to the health and/or safety of other employees or to the operation or security of an office or institution. (NOTE: If an employee is authorized to return to work, reimbursement for back pay may or may not be approved by the Division Director of Human Resources based on the circumstances of the administrative suspension.)
 - a. **Example:** If an employee is **suspected of** introducing contraband, he will be placed on administrative suspension pending the outcome of the investigation.
- **Disciplinary Suspension:** is an action taken to remove the employee from pay status. Periods of suspension for **corrective action** may be from 1-15 workdays depending on the violation. To ensure uniformity throughout the SCDC and for all work schedules, each day of suspension will equal 8.0 hours for those employees working a 40 hour work week or 28 day cycle, and 7.5 hours for those employees working a 37.5 work week. Disciplinary suspensions are fixed periods of suspension also known as corrective actions.
 - b. **Example:** A warden finds one of his correctional officers sleeping while on duty. The warden will likely issue a written warning all the way up to a 10 day disciplinary suspension without pay.

33. How does SCDC track which employee recruitment methods are most effective?

- SCDC tracks which recruiting methods are most effective by the following:
 - Time to hire from application to onboard.
 - Cost of filling the position.
 - New employee retention rate.
 - NEOGOV Applicant Tracking system which generates everything from sourcing candidates to onboarding new hires. It also allows us to gain insight into our recruitment process and enables us to modify our methods of recruitment to maximize the conversion rate.
 - NEOGOV Analytics (tracks candidates by source (ex. Job fair, Recruitment Event, Referral)).
 - NEOGOV Applicant Tracking system which generates everything from sourcing candidates to onboarding new hires. It also allows us to gain insight into our recruitment process and enables us to modify our methods of recruitment to maximize the conversion rate.
 - Applicant Flow- provides the source and status of each candidate in our Applicant Tracking System (NEOGOVS)
 - Application Source- allows us to see how the candidate heard about the opportunity (i.e. state job board, social media, advertisement, etc.)
 - Applicant by Job- allows track trends and health of job postings
 - Cost-per-hire Summary- allows us to track agency advertisements
 - EEO Reporting- for EEOC Compliance
 - Evaluation Step Report- allows us to audit our Recruitment process and highlights some barriers to recruitment process
 - Time-to-Hire- shows the length of time from it takes from job posting to potential candidate being offered
 - Referral Report- allows us to see how many applicants have been referred by current employees
 - New Hire Report- tracks every new hire within SCDC
 - Vacancy Report- lets us to see all vacancies by position/location

34. Approximately how many law enforcement personnel have been lost to local detention facilities during the last three years? Of those, for how many has SCDC been able to recover training costs?

- Employers cannot legally require an employee to submit an exit interview. We are exploring options through General Counsel to incorporate a legally binding agreement to have them sign during onboarding to allow us to track going forward.
- In 2019, we had 17 officers that disclosed they were taking another position at a local detention office. None of those qualified for us to recoup the training dollars since they all worked with us more than 2 years.

35. Please describe the SCDC intern program and number of persons who have participated in the last five years.

- Prior to 2018, SCDC did not have a formalized internship program. In 2018, we formalized the program to broaden our approach to interns in hopes to increase our talent pipeline.
- The SCDC internship program is open to current students and recent graduates from colleges and universities, and some of our internship participants include:
 - Recent high school graduates
 - Students enrolled in continuing education programs throughout the South Carolina Technical College System
 - Individuals completing military service
 - Individuals who have experienced a reduction in force and are entering a new career field
- The internship is compensated, and the hiring rates are from \$10-14/hourly. SCDC also has other incentives for externships that are unpaid but offer educational credit, flexible scheduling and training opportunities (OJT).
 - 2016- 7 internships
 - 2017- 9 internships
 - 2018- 14 internships
 - 2019- 18 internships

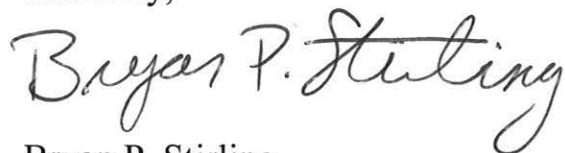
In addition, as a supplement to our December 18, 2019 letter below are answers to question #15.

15. Do any other states have an in-house evaluation process? If yes, please list which ones.

- SCDC has submitted a survey request to the Correctional Leaders Association to gather this information from other states and will share the results with the committee as soon as they are available.
- 23 agencies responded 12 are accredited by the American Correctional Association as follows: Georgia, Nebraska, Wyoming, Massachusetts, Kentucky, Florida, Virginia, Arkansas, Colorado, Delaware, New York, Texas and 11 have an in-house evaluation process and those states are as follows: Hawaii, North Carolina, Wisconsin, Utah, Oklahoma, New Hampshire, Michigan, Arizona, Rhode Island, Mississippi and South Dakota.

Should you have further questions or require additional information, please do not hesitate to contact me. Thank you.

Sincerely,

A handwritten signature in black ink that reads "Bryan P. Stirling". The signature is written in a cursive style with a large, prominent initial "B".

Bryan P. Stirling

cc: The Honorable Wm. Weston J. Newton
The Honorable Micajah P. "Micah" Caskey, IV
The Honorable Gary E. Clary
The Honorable Chandra E. Dillard
The Honorable Joseph H. Jefferson, Jr.
The Honorable Jeffrey E. "Jeff" Johnson
The Honorable Robert Q. Williams

Security Staffing Assessment of SCDC (Redacted)

Included in the Department of Corrections' (SCDC) January 16, 2020 letter to the House Legislative Oversight Committee (LOC). This information was provided in response to the following question in LOC's December 20, 2019, letter to the Department of Corrections: "2. Please provide the security staffing report prepared by Dr. Roth."

In addition to providing the information in this document, SCDC provided the following response:

- The full Roth Report is not a public document; therefore, I am attaching a redacted version of this report for the committee. The complete unredacted version is protected by a confidentiality court order. Portions that are redacted were done so for protection of security protocol.



SECURITY STAFFING ASSESSMENT

South Carolina Department of Corrections

A review of thirteen Department of Corrections facilities to determine the required security staffing levels necessary to meet established responsibilities

Submitted for the South Carolina Department of Corrections

Columbia, South Carolina

Tom Roth, Security and Detention Consultant

March 2018

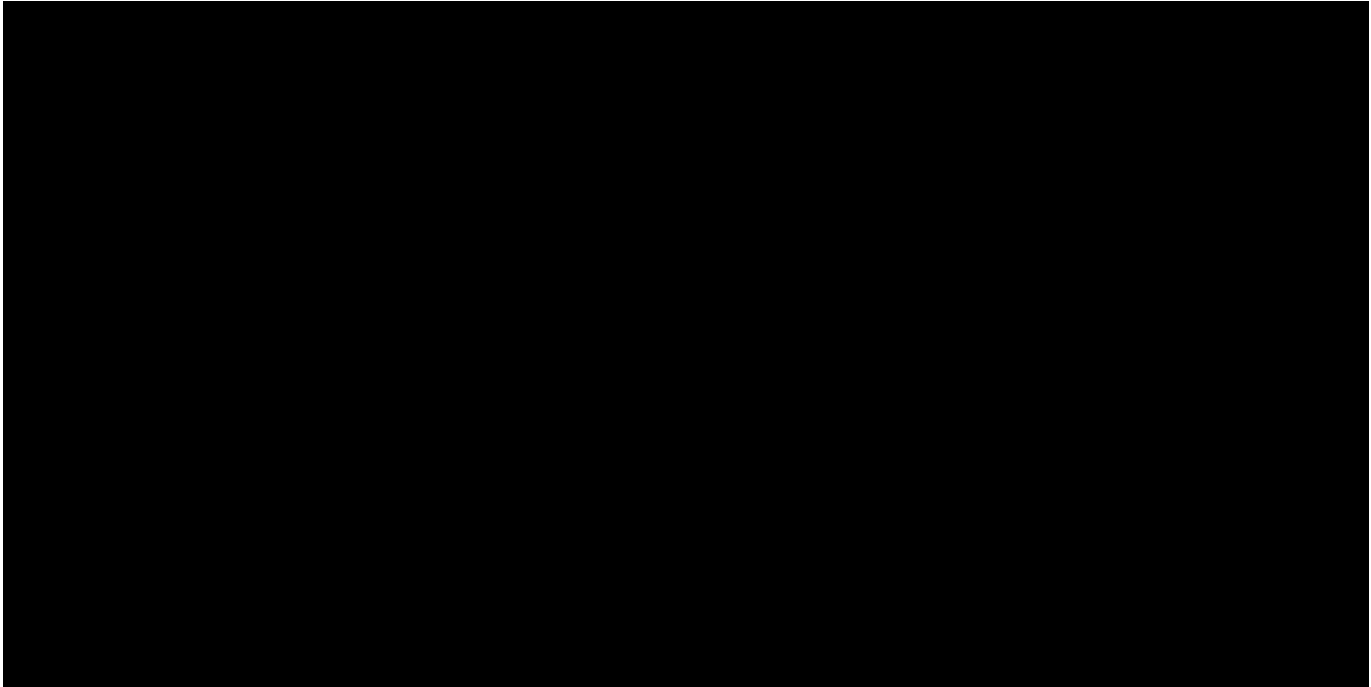
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EXECUTIVE SUMMARY

Although the number of inmates within the South Carolina Department of Corrections (SCDC) has steadily dropped, the agency still faces a significant shortage in the number of security personnel available to meet the mission of the agency. The primary purpose of this project is to identify the recommended number of security staff necessary to meet existing responsibilities. The study indicates that for the thirteen institutions included in the review, a total of 4,042 security positions are being recommended. On January 1, 2018, there were 2,030 security staff assigned to the same facilities. The recommendations are reflective of establishing an effective level of security personnel for each institution in a manner consistent with individual institutional needs, professional industry standards and practices.



Security staffing levels have not been aligned with meeting established workload responsibilities for an extended period. This occurrence is not the result of a recent event or circumstance; however, has been an ongoing trend and only recently in the past two years been exacerbated by the growing number of alternative job opportunities available. Half of the thirteen institutions reviewed were operating with fewer than 50% of the security personnel needed, and not one of the institutions was operating at higher than 62%. On average the facilities were operating at 50.5% of the recommended staffing level.

Facility management personnel have had to deviate from the established staffing plan and implement initiatives to maintain minimum operations at each facility. These initiatives often result in higher operating costs, elevated turnover rates, assaults, and a reduction in services.

As front-line staff account for most of the overall security positions, they also account for most of the vacancies. Approximately 1,440 of the vacancies are in the front-line positions. This includes cadets, correctional officer I/II's and corporals.

Employment Options.

Department executive personnel have recognized the staffing issue and have aggressively identified hiring and staff retention as a priority for the department. Efforts by the department have been both expansive and creative. All the traditional marketing methods have been used as well as applying methods beyond the norm. With the state and federal unemployment rates being in the 4.1% range at the time this report was prepared, a surplus of employment options are available for both potential candidates and existing employees seeking new opportunities.

The state of South Carolina and the Department of Corrections is not alone in this challenge. Within the past two years at least ten states have recognized the need to establish increasing incentives for state correctional staff by approving legislation resulting in a combination of pay raises, annual increases, comparable leave-time provisions, and sign-on bonuses. Compensation and incentives are steadily increasing on a national basis to commensurate with the duties associated with performing one of the more demanding responsibilities within state government.

For the department to have any opportunity to meet the staffing levels required to accomplish the established responsibilities of the department, legislative initiative and support is a requisite.

Scheduling and Staff Availability.

In the corrections industry it is critical to clearly identify the workload responsibilities to be met and to establish assignments designed to meet those responsibilities. In an industry where safety is paramount for both staff and inmates, the availability of sufficient personnel and the effective deployment of well-trained staff is essential to achieving the goal of successfully maintaining overall operations. When that does not occur the most common responses are:

- *Excessive overtime expenditures (The state pays more to get the same job done);*
- *Temporary curtailment of programs, services and treatment (Failing to meet the mission);*
- *Post assignments do not get filled (Safety); and*
- *Operational deficiencies are exposed to all concerned. Observed deficiencies often can lead to perceived opportunities which can result in contraband, disturbances, assaults and escape-related incidents.*

As part of the staffing recommendation process, work schedules and the frequency in which staff are available to fill a post assignment were reviewed.

There are several different work schedule options to consider when deploying security personnel. The department follows the Federal Fair Labor Standards Act and state guidelines regarding work hours and overtime. South Carolina wage and hour laws are primarily adaptations of the federal laws. Established work periods and overtime thresholds have been defined to allow the most cost-effective schedules to be applied.

In comparing a 12-hour work schedule with a more traditional 8-hour schedule from an initial cost perspective, fewer staff are required to fill the same posts when applying the 12-hour schedule. Additional factors to be considered when choosing a work schedule include whether staff support the recommended schedule, the impact and ability to back-fill vacant assignments and the fatigue factor. The application of a 12-hour, (168 hrs.) work schedule is recommended. Staff would be scheduled to 168 hours per pay cycle.

A second element which influences the ability to meet workload responsibilities includes identifying the average number of hours staff are available to fill a post assignment. Shift relief factors were developed for each institution, by security level and as an overall average. Applying a shift relief factor is critical to determine how many full-time staff are needed to fill one post assignment throughout the year. The shift relief factors were based on average reported leave/off-post time for the most recent completed three-year period.

The following table provides a breakdown by institution of the revised shift relief factors when applying three different work schedules. The shift relief factor (SRF) represents the average number of staff required to fill one 24-hr. assignment throughout the year.

SCDC Updated Shift Relief Factors – 2018			
Average 2015, 2016, 2017	8 Hour Shift 24/7 days (160 hrs.)	Straight 12 Hour Shift 24/7 days (168 hrs.)	Combined 10 hr./8 hr. (160 hrs.)
Institution			
<i>Level 3</i>			
Broad River	5.45	5.03	5.88
Kirkland	5.56	5.12	5.98
Lee	5.56	5.13	5.99
Lieber	5.47	5.04	5.89
McCormick	5.67	5.21	6.11
Perry	5.45	5.03	5.88
Average	5.53	5.09	5.96
<i>Level 2</i>			
Evans	5.33	4.92	5.75
Ridgeland	5.49	5.06	5.92
Turbeville	5.57	5.13	6.01
Tyger River	5.35	4.94	5.76
Kershaw	5.41	4.99	5.82
Average	5.43	5.01	5.85
<i>Female</i>			
Camille Graham	5.46	5.03	5.88
Leath	5.56	5.12	5.99
Average	5.51	5.08	5.94
Overall Average	5.49	5.06	5.91
Ten Posts - 24/7	54.9	50.6	59.1

The table identifies the “Straight 12-Hour Shift” as the work schedule which results in the fewest number of staff to be required. Staff assigned are scheduled to work (168) hours in a 28-day cycle.

The remaining work schedules result in staff scheduled to work (160) hours in a 28-day period. After applying the additional 8-hours per pay-cycle, the straight 12-hour schedule remains initially the most cost-effective.

As noted, additional factors to be considered when choosing a work schedule should include whether staff support the work schedule, the impact and ability to back-fill vacant assignments and the associated fatigue factor.

Additional information derived from collecting the shift relief data for the three-year period includes:

- The average full-term security employee worked approximately (46) fewer hours in 2017 compared to 2015 due to an overall average increase in the use of leave-time during 2017;
- The average full-term employee used (108) sick-leave hours in 2017. In 2015, an average of approximately (82) hours of sick-leave was used;
- The average full-term security employee at McCormick used (146) hours of sick-time in 2017. The average at the remaining level 3 facilities was (107.8).

Shift relief data is inputted at the institutional level and managed by personnel from the Resource and Information System. Data is submitted for all full-term security staff and is not sorted based on work schedules. To determine whether staff assigned to one work schedule may result in less overall leave-time being used, the department may want to consider establishing a pilot-study to evaluate the same.

Roster Management

The fundamentals of an operations-based roster management system are in place. The Division of Security has established a system that incorporates all the required elements to identify, deploy and track staff utilization. As staffing levels within the institutions decreased and personnel changes occurred, portions of the system began to breakdown. During the review period, post assignments identified as "mandatory" go unfilled, minimum staffing levels established by the department are no longer consistently being met, required full-shift post assignments are being filled intermittently and daily shift rosters have become less accurate.

Without the use of an effective roster management system it becomes extremely difficult to communicate the staffing needs to major stakeholders. As a result, the actual number of staff required for each facility becomes unknown. When staffing levels are operating at approximately 50% of the required level, the institutions are limited in what can be accomplished. However, staff can ensure shift schedules are balanced, deployment practices are prioritized, and accurate documentation is provided to reflect how staff are used. Daily shift rosters should be viewed as potential legal documents, that identify post assignment coverage.

A training curriculum should be developed to address appropriate roster management issues and to better prepare institutional personnel in how to properly maintain their roster management systems.

Post Assignment Enhancements

Recommended staffing levels have been developed based on identified workload responsibilities for the thirteen institutions. Workload responsibilities were determined after considering the mission of each institution, applicable state and federal laws, national standards, best practices, SCDC policies and directives and the 2016 approved Mental Health Settlement Agreement (*T.R. V. South Carolina Department of Corrections, No. 2005-CP-40-02925*).

The results of the assessment reflect each institution requires significantly more security staff to meet existing responsibilities. A total 4,042 security positions are being recommended and on January 1, 2018, there were 2,030 assigned. Additional personnel are recommended for each institution and in every classification except for the "major" position. 68% of the recommended positions are considered front-line staff which includes cadets, correctional officer I/II's and corporals. The recommendations are based on each institution being fully operational including the use of housing areas and select posts not routinely being used.

The recommendations represent a combination of factors that include the following:

- A Shift Relief Factor (SRF) is applied to most post assignments to recognize the importance and potential impact of not meeting the associated workload responsibilities. The lack of applying a SRF, will result in not enough personnel being built into the roster, thereby increasing the probability that post assignments go unmanned.
- Additional security personnel are recommended for all inmate housing units. The workload responsibilities of a correctional officer assigned to a housing unit are expansive. Based on the everyday responsibilities of an officer and the activity levels of housing units, the current staffing practice is inconsistent with realistic expectations of what an officer can accomplish.
- Additional security personnel are recommended for each yard area. Observed practices, supported by daily rosters reflected no yard officers, one officer and/or intermittent coverage is normally provided. It is an essential and fundamental correctional practice that non-stationary security staff be available to conduct security checks throughout the facility, provide support, be available to monitor, control and authorize inmate movement and to serve as first responders.
- Additional individual post assignments are being recommended to meet existing workloads that are routinely being met by staff working overtime or not being met, and to address areas to be consistent with established policies and professional industry standards and practices. This includes:
 - Providing sufficient personnel for outside hospital coverage;

- Establishing institutional security compliance personnel;
- Recognizing the personnel requirements necessary to apply an integrated approach to the operations of residential mental health treatment programs;
- Providing medical escort/security coverage to ensure program and treatment services are provided as needed in a secure manner;
- Establishing a Front-End Sergeant position to address area responsibilities;
- Establishing Security Relief posts to meet established policies that require staff receive at least one 30-minute break each shift;
- Establishing a Field Training Sergeant position for each institution to assist in providing on-post mentoring, support and guidance; and
- Establishing a Security Captain position for each level 3 facility to coordinate, develop and enforce in-house strategies designed to enhance overall security within the facility.

Summary Statement

For the past several years the executive leadership team of the South Carolina Department of Corrections has explored most every option to effectively operate the institutions in a manner that is consistent with the mission of the agency. Due to staffing levels, existing human resources have been overextended, day-to-day operations have been streamlined, and program and treatment services have been curtailed.

There is simply not enough security staff assigned to effectively meet the established responsibilities on a consistent basis. Staff utilization patterns, alternative work schedules, condensed housing, enhanced physical plant security, and centralized programs and services have all been thoroughly examined and implemented to ensure the most cost-effective practices are being applied.

It is not a question of ineffective policies, inappropriate use of available resources or an executive leadership team that is not committed. Unless there is a dramatic decrease in the overall number of inmates housed within the facilities that would reduce the workload or a significant increase in staff, there will continue to be challenges to maintain an environment consistent with the department's mission.

The average overall staffing level of the (13) institutions was approximately 50 percent of the recommended level required to effectively meet the workload requirements. Most of the operational deficiencies cited in the report can be attributed in variable magnitudes to existing staffing levels.

INTRODUCTION

PROJECT BACKGROUND

In June 2017 representatives of the South Carolina Department of Corrections contacted the analyst regarding the feasibility of conducting a security staffing study of thirteen institutions within the South Carolina Department of Corrections (SCDC). Specifically, the expressed interest was to have an independent assessment conducted on security staffing positions and for staffing level recommendations to be established taking into consideration department policies, state and federal laws, national standards, recognized best practices, the mental health settlement agreement¹ and the mission of each institution. The primary goal was to identify the appropriate number of security staff required to efficiently operate each of the thirteen institutions.

Level 1-A, community-based pre-release centers, stand-alone work release centers, level 1-B minimum-security facilities and four level 2 SCDC institutions were not included in the project.

The scope of services required the staffing analysis to include developing shift relief factors for each institution as well as provide an analysis of current deployment practices based on existing resources.

Final approval for the project was received in September 2017 and the first of thirteen separate on-site facility visits occurred in September 2017. The thirteen facilities identified as part of the project included the following:

Institution	Location
<i>Level 3 Maximum Custody</i>	
Broad River	Columbia, South Carolina
Kirkland	Columbia, South Carolina
Lee	Bishopville, South Carolina
Lieber	Ridgeville, South Carolina
McCormick	McCormick, South Carolina
Perry	Pelzer, South Carolina
<i>Level 2 Medium Custody</i>	
Evans	Bennettsville, South Carolina
Kershaw	Kershaw, South Carolina
Ridgeland	Ridgeland, South Carolina
Turbeville	Turbeville, South Carolina
Tyger River	Enoree, South Carolina
<i>Female Multi-Level Custody</i>	
Camille Graham	Columbia, South Carolina
Leath	Greenwood, South Carolina

¹ T.R. V. South Carolina Department of Corrections, No. 2005-CP-40-02925.

To perform the work, the analyst submitted a list of requested documents, met with members of the executive staff and conducted initial interviews both at department headquarters and by telephone. Follow-up interviews and requests for additional documentation occurred throughout the duration of the project. At least one full day of an on-site assessment was conducted at each institution. While at the facility management personnel, supervisors and line staff were interviewed, post assignments were inspected, documentation was examined, and operational practices were observed. Follow-up contacts were made repeatedly throughout the project.

The observations, comments and recommendations contained in this report are based on the findings and professional judgement of the analyst, feedback received from nationally recognized peers in the industry, feedback from SCDC personnel, forty years of experience in the adult detention field, prior completion of over 100 correctional staffing assessments, and knowledge of industry standards and best practices.

The report represents the completion of a "security staffing assessment" of thirteen institutions and should not be considered an audit or system-wide operational review. The use of professional audit standards for documentation review was not requested and a comprehensive review of all operational practices was outside the scope of the project.

METHODOLOGY

To address the goals and gain an improved appreciation for the recent history and current impact security staffing levels were having on institutional operations, three primary components were applied: Documentation Review, Staff Interviews and On-Site Assessments.

Document Review. In September 2017 a document and data request for materials pertinent to the project was submitted. SCDC was extremely responsive to the request and has continued to be supportive throughout the project. Documents requested and reviewed included in part the following:

- Applicable Department of Corrections policies that identified staff-related requirements, conditions of employment, coverage and responsibilities;
- Post Orders describing expected staff responsibilities for specific post assignments;
- Security staff overtime usage reports;
- Completed daily shift rosters from each institution and each operating shift;
- Post Charts identifying the department recognized security staffing requirements for each institution;
- Security staffing levels by position classification;

- Approved full-time equivalent (FTE) security positions by classification;
- Inmate profile demographics;
- Established mission and profile of each institution;
- Security staff use of benefit-time and training data;
- Number of staff assigned to inmate transportation and the frequency of the same;
- Security staff workload responsibilities at outside hospitals;
- The applicable Mental Health Settlement Agreement;
- Mental Health Implementation Panel Reports;
- 2017 SCDC Mock PREA Audit Results;
- Number of lock-down days due to staffing levels;
- Starting and average salaries by position classification; and
- Assault and contraband related incidents by institution.

Interviews. For a better understanding of the data collected and clarification on the responsibilities and mission of each facility, staff were interviewed including both central office personnel and personnel assigned to each institution. The primary purpose was to gain a more in-depth understanding of both the day-to-day and operational management issues underlying the data collected.

On-Site Assessments. Prior to arriving at each institution, telephone contact was initiated, and an email was sent to each warden advising them of the purpose of the upcoming site visit. A request for additional documentation was submitted and valuable feedback was gained pertaining to staffing related issues.

Each warden, when available was interviewed at the start and end of the on-site assessment. If the warden was not available an associate warden was contacted. During most assessments the warden or associate warden accompanied the analyst during part or all the assessment.

The on-site assessment included reviewing requested documentation, observing ongoing institutional operations, interviewing staff, inspecting the physical plant, and examining post assignments and their associated responsibilities. Follow-up telephone calls were made to most institutions to clarify pending issues.

Initial staffing recommendations were developed based on using the following standards:

- Post assignments are established in accordance with the goals of maintaining effective security;
- Post responsibilities are completed by personnel in the appropriate position classification;
- The level of staff deployment is consistent with inmate classification levels, programs, services and treatment requirements;
- Staff deployment levels correspond with meeting established workload responsibilities;
- Staff deployment levels allow for staffing requirements and inmate services to be provided according to established SCDC policy;
- Post Orders for each assignment are documented and well-defined;
- Security supervisors are available to provide guidance and support as needed;
- Post assignments are staffed by a certified employee if during normal operations there is regular contact with inmates;
- Staff assignment practices are flexible enough to deploy personnel as needed to respond to changing demands throughout the institution while maintaining post assignment security;
- Staff deployment patterns are based on established workload responsibilities and properly balanced between shifts;
- Application of a cost-effective work schedule;
- Overtime utilization is held to a minimal level required to perform critical operational functions;
and
- Staff deployment levels take into consideration the on-going activity schedule, inmate classification, availability of security enhancement equipment, electronic surveillance and the overall integrity of the physical plant.

Applying these standards, staffing recommendations were then developed based on each institution being fully operational, including staffing housing areas and select perimeter towers that may have been closed during the review period.

SECURITY STAFFING PROFILE

Security staffing levels in most of the institutions have been a critical concern for an extended period. To accomplish the goal of identifying the number of security staff required to effectively operate each institution, a review of current and recent staffing trends was initially completed for the thirteen institutions.

SCDC personnel made available security staffing level data for the period of January 2011 through January 2018. Results reflected staffing levels for every institution except for one had dropped significantly. The Camille Graham Correctional Institution had (7) additional staff on January 1, 2018, compared to January 1, 2011. Workload responsibilities at Graham were enhanced in 2015-2017 to include the operations of a work-release program, crisis stabilization unit, expanded intermediate care services, and to provide inmate hospital coverage at the Palmetto Richland Memorial Hospital. Each added responsibility required additional personnel.

The remaining twelve institutions were operating at an average of approximately 74% of the staffing level that was available in January 2011. The levels in 2011 were considered less than optimal as facilities were

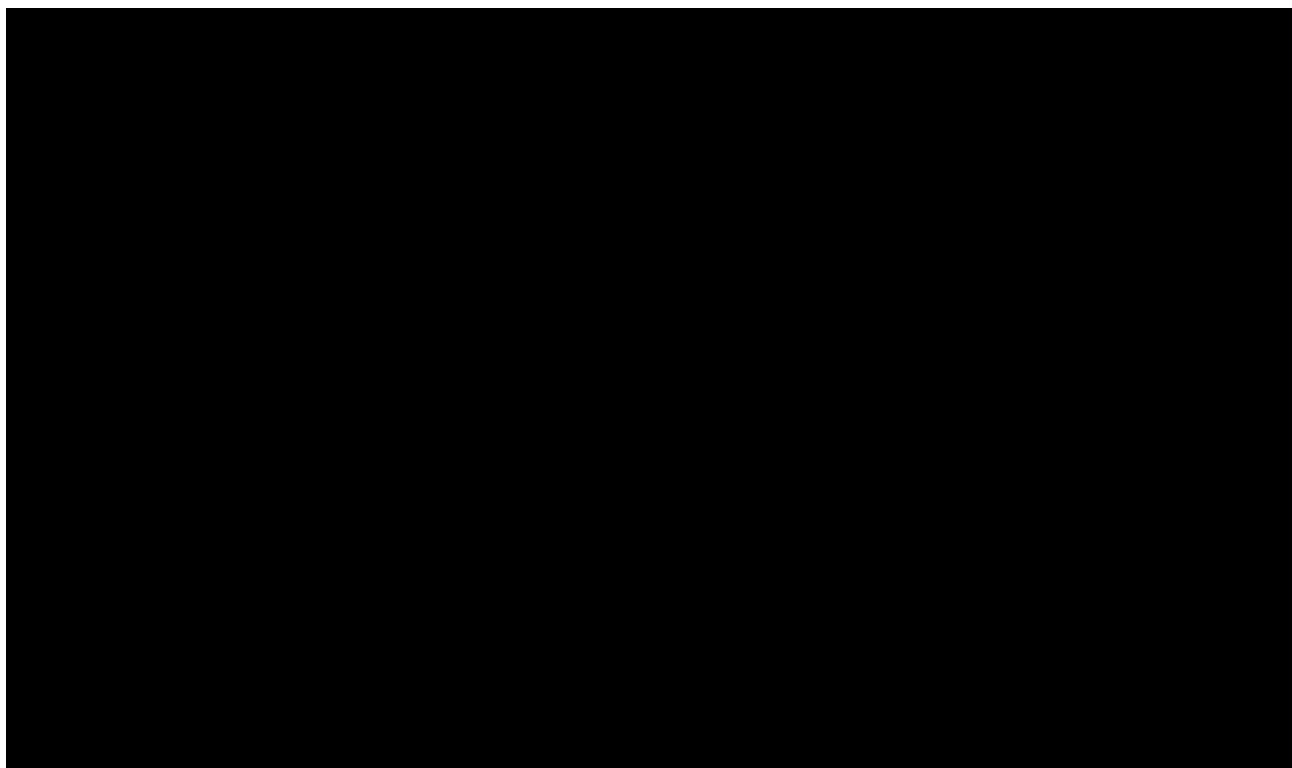
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At no time during the period of 2011 through 2017 were security staffing levels considered optimal. Institutions modified daily operations based on available staffing and the mission of each facility. Modifications often included deviating from established policies and adjusting on-going practices to maintain minimum operations. Unfortunately, those adjustments often lead to potentially dangerous situations. The job responsibilities for most security staff have expanded to the point where only the basic duties are routinely completed. When this occurs, staff spend a greater portion of their day responding, reacting, and recovering and less time preparing, preventing and providing.

Department executive personnel have recognized the concern and have aggressively prioritized hiring and staff retention for the department. In calendar year 2017 the department reported 1,052 new (JD30) hires which includes cadets, correctional officer I's and II's.

In the six previous years the department averaged 835 new (JD30) hires each year. Despite the 1,052 new (JD30) hires in 2017, the total number of security staff identified on January 1, 2018 for the thirteen institutions increased by (39) compared to January 1, 2017. Staff retention in the security ranks at the institutions appears to be a major issue within the department.

The following chart identifies reported security staffing levels for the thirteen institutions on January 1 of each corresponding year. Staffing levels on those dates have gone down every year except for the most recent, 2018. Also identified in the chart is the total number of security staff recommended by the analyst



As noted, the number of security staff available has been an ongoing concern. During the two most recent completed years, 2016 and 2017, the levels have reached a point where several institutions are operating with fewer than 50% of the security personnel recommended to meet their mission. Specific institutions operating at 50% or lower include: Lieber, McCormick, Perry, Tyger River, Evans and Leath. The institutional percentages in the sub-50% level, ranged from 38% to 48%. None of the thirteen institutions had been operating at 62% or higher compared to the recommended level. The practice of operating SCDC institutions with insufficient security staffing levels has become the norm and should not to be considered the results of a recent phenomenon. The deficient staffing levels have impacted daily operations for an extended period and appear to have gotten worse over the past three years.

Efforts by the department to attract potential new hires in the recent years have been expansive. Traditional methods including the use of social media, job fairs, partnerships, state websites, and different forms of marketing are all being used. In addition, applicant qualifications have been revised to increase potential candidates, monetary incentives have been established including providing stipends for employees who refer applicants that remain employed for a minimum period, two separate pay increases have been approved for officers, and legislative bills have been submitted for additional increases.

Security staff reported they had not previously received a pay raise in over fifteen years prior to the recent increases and are currently not eligible to receive an annual merit or cost-of-living increase.

With the state and federal unemployment rate being in the 4.1% range at the time this report was prepared, employment options for potential candidates and existing employees looking for new opportunities appear to be readily available.

A review of six of the larger South Carolina county jail websites reflected they were all currently soliciting applicants to fill detention officer positions in their jurisdictions, some of which reported higher starting salaries than the SCDC.

National Trends

Identifying incentives to attract qualified applicants is not just a local concern but also a national concern. In the past year the following states have been actively initiating additional incentives for correctional officers:

- West Virginia legislatures approved a \$2,000 annual pay raise for state personnel, removed the cap on use of annual leave-time, and submitted a bill that would increase a correctional officer's pay \$2,000 a year over each of the next three years;
- Arkansas legislature approved raising the hazard pay 4% for staff assigned to four institutions;
- Corrections officers hired at the Kentucky Correctional Psychiatric Center and Central State Hospital received a 13% percent increase over the previous entry salary;
- TDCJ (Texas) raised pay for correctional officers by 12.6% and provide a \$4,000 sign-on bonus with stipulations;
- Maryland Department of Public Safety and Correctional Services is offering new correctional officers \$5,000 in financial incentives to join the department. This includes \$2,000 when a candidate completes training and an additional \$3,000 after successful completion of a one-year probationary period;
- Delaware Department of Corrections is offering a \$3,000 sign-on bonus, half paid on completion of initial training and half paid after 18 months of service;
- Kansas increased pay for all uniformed corrections staff by 5% and for staff assigned to a high-risk facility by 10% in 2017;
- Oklahoma legislatures have approved a 5% across the board pay raises for correctional officers; and

- Florida increased minimum salaries for the correctional officer series, increased salaries by 10% for certified officers assigned to mental health units and provided \$1,000 bonuses for institutions with a vacancy rate that exceeds 10% during the preceding quarter.

Several agencies across the nation are experiencing a staffing shortage just like South Carolina. In a competitive labor market attracting qualified candidates to meet the operational needs of the department is a serious challenge and one that requires both resourcefulness and support. The offering of more competitive incentives to initially attract potential candidates has been widespread in the industry over the past two years.

States are looking for ways to be more competitive and should be, as starting salaries have historically been low and not commensurate with the duties associated with such demanding high-risk positions. The state has a legal obligation and to meet this obligation sufficient personnel resources are essential.

OPERATIONAL INITIATIVES IN RESPONSE TO STAFFING LEVELS

In view of the staffing levels, facility management personnel have had to deviate from the established staffing plan and implement several initiatives to maintain minimum operations at each facility. Oftentimes these initiatives result in higher operating costs, great turnover rates, assaults, a reduction in access to basic services, and limited self-improvement opportunities for the inmate population.

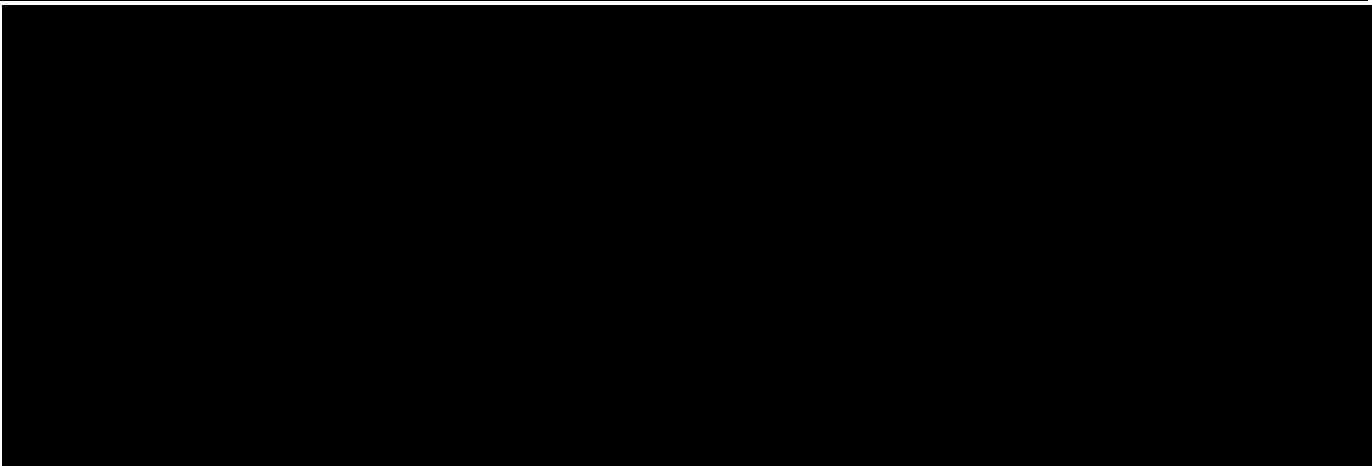
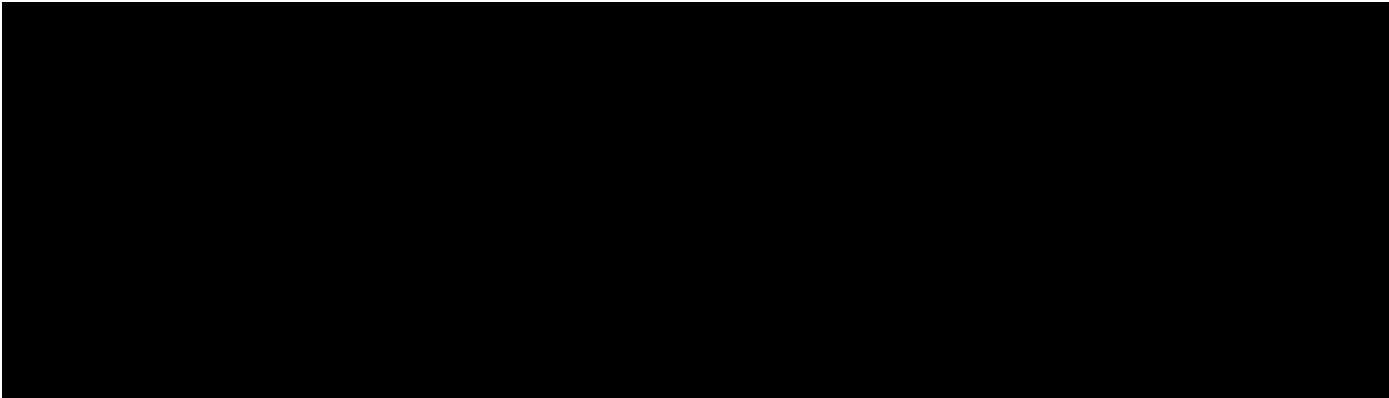
The most common initiatives include the following:

- **The facility is placed on full or partial lockdown to limit inmate movement outside the cell and reduce overall workload.** During the first eleven months of calendar year 2017, institutions were placed on lock-down anywhere from (10) to as many as (350) times due to reported staff shortages. It was common during an on-site assessment to learn that the institution was placed on lock-down status immediately before or after the evening meal. One institution reported they routinely went on lockdown daily after 2:00 pm. This practice was initiated to maintain safety by limiting mass movement and out-of-cell time. This practice also limits inmate access to programs and services during those periods. Based on staff reports this initiative often leads to increased tension throughout the facility;
- **Staff responsibilities are expanded beyond the established post order.** Each post assignment includes a written post order that describes the normal responsibilities associated with the post assignment (OP-22.24)². Under normal circumstances security staff are responsible for one post at a time. There were staff at every institution that were assigned to more than one post assignment, i.e. courtyard, housing units, cafeteria.

² SCDC Policy OP.22.24 Post Orders.

As a result, basic operating practices are impacted most notably in the frequency of regular cell inspections, building and area inspections, pat-down searches, engaging in pro-active security measures, developing and maintaining a professional rapport, and the overall supervision of the inmate population. Such practices often result in fewer inmate escorts, delays and or cancellations in program and service delivery, and potential contraband remaining undetected;

- **Staff are augmented to leverage existing personnel resources.** The highest number of vacancies at each institution was in the front-line positions. This included cadets, correctional officer I's and II's and corporals. Front-line staff have the most direct contact with the inmate population. To fill vacant front-line post assignments personnel from outside those positions are frequently used limiting their ability to perform their own assignments. This may include sergeants, lieutenants, captains or civilian staff that may have been certified in the past. The use of augmentation generally results in existing work responsibilities not being completed (staff supervision) while other responsibilities are often completed by staff who may not be as familiar with current practices, activity levels, recent trends or challenges;



- **Front-line security staff assigned to a 40-hour work week are routinely scheduled to work extra hours to assist both on weekends and after their shift, Monday thru Friday.** To supplement existing staffing levels, staff normally scheduled to work an 8-hour shift stay after their shift to assist in evening meal delivery, lock-up and/or filling weekend post assignments such as inmate visitation;

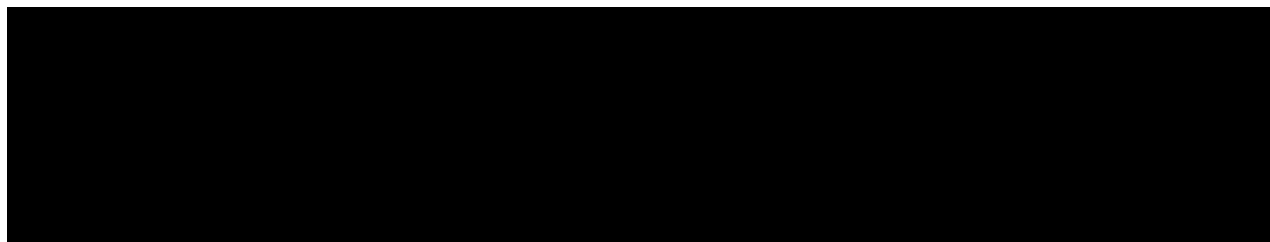
- **Security personnel from alternative institutions are used to fill post assignments often at an overtime rate.** Security personnel from other SCDC institutions are frequently used at several institutions to fill post assignments;
- **Post Assignments go unfilled.** A review of daily shift assignment rosters from July 2017 through December 2017 reflect all post assignments in the housing units, escort positions, yard, cafeteria and education are frequently not being filled. When the posts are not filled, all the responsibilities associated with the post assignment are usually not met;
- **Staff initially not scheduled to work are frequently required to fill vacant post assignments beyond their normal work schedule.** Overtime expenditures³ identified for the (13) institutions in December 2017 had increased by approximately 42% from expenditures reported for December 2016. This did not include the GAP hours which include the (11) extra hours that can be worked in a pay cycle at straight-time. Facility management personnel reported overtime was primarily the result of personnel filling vacant required post assignments, fewer FLS staff being available, staff staying after their shift to fill an assignment, expanded responsibilities and to attend required training during their scheduled off-time. Overtime is not automatically considered a poor reflection of an existing staffing plan; however, excessive overtime can lead to job dissatisfaction, employee ineffectiveness and high rates of turnover. For the December 2017 pay cycles a total of (41) staff were identified as having worked (80) or more overtime hours during the 28-day cycle. Overtime expenditures appeared not only to be rapidly increasing but excessive;
- **Personnel are often compensated at an overtime rate to complete required staff training.** Uniformed security personnel are routinely scheduled to complete required training on their off-days resulting in additional overtime expenditures. Due to limited staffing levels and the unavailability of staff to back-fill post assignments, staff are required to remain on their post and attend mandatory training on their off-day often at an overtime rate;
- **Staff assigned to the 12-hour shifts are routinely scheduled to work a minimum of 168 hours in a recognized 28-day pay cycle.** Initial Department policy was to provide staff assigned to the 12-hour shifts, 8 hours off per pay cycle, to maintain the (160) hour work schedule. Due to limited staffing, this practice was no longer occurring, and staff are scheduled to work the additional hours;
- **Closed Multi-Purpose Building.** The multi-purpose building at a few of the institutions were closed and unavailable for inmate use due to the lack of staff;
- **Out of Cell recreation is not consistently being offered in all restricted housing units.** Based on staff interviews and a review of available documentation, all inmates assigned to the Restricted Housing Units do not consistently receive access to recreation outside their cells as required⁴.

³ SCDC pay codes, 1265 and 1266 for pay cycles 23/24.

⁴ SCDC Policy OP-22.38, Restricted Housing Unit.

Personnel reported the lack of staff and additional responsibilities associated with the post assignment prevented personnel from consistently providing inmates access to recreation;

- **Meals served in Housing Units.** The controlled movement schedules for several institutions have been modified to serve one or two meals in the housing units per day instead of moving the inmates to the dining halls which requires additional supervision. Most institutions that applied a movement restriction impacted one meal; however, one institution reported two meals were being provided in the housing units per day;
- **A “Tier Management” Schedule has been developed to limit inmate movement.** Tier Management is implemented at several institutions limiting the number of inmates out of their cell at one time. This results in half the inmates remaining in their cells (Upper Tier or Lower Tier) instead of having all the inmates assigned to the wing allowed into the dayroom area;



- **RHU wellness checks are not always completed in a manner consistent with policy.** SCDC operational policy, OP-22.38, Restrictive Housing Unit states the following: *Correctional Officers assigned to the RHU will be required to conduct security checks and to personally observe each inmate at least every 30 minutes on an irregular, unannounced schedule. The time of each security check will be recorded in the RHU permanent log book and SCDC Form 19-7A, "Cell Check Log."*⁶

There was no consistent evidence in several log books to indicate 30-minute checks were being completed on a regular basis at all the institutions;

- **12 hr. shift supervisory personnel routinely work 14-15 hr. days.** To meet responsibilities, shift supervisors routinely arrive prior to the start of their shift. Supervisors are required to do the following: review staff availability; facility schedules; overall workload; manage the shift and remain after their shift is normally over to ensure effective communication and staff coverage. Shift supervisors are considered exempt employees and are not eligible for overtime and lose select earned benefit-time if not taken within 90 days;
- **Inmate family and friends (social) visits are occasionally cancelled due to insufficient staffing levels.** Due to limited staffing levels social visits are occasionally cancelled due to lack of security personnel to provide site supervision and appropriate searches; and

⁵ SCDC Policy, OP-22.38, Restricted Housing Unit.

⁶ SCDC Policy OP-22.8 Restrictive Housing Unit, 14.

- **Outside medical appointments are routinely re-scheduled or cancelled due to limited transport security personnel.** Facility medical administrative personnel reported scheduled medical appointments outside the facility are frequently not being provided due to limited transport security personnel. Staff reported they routinely re-schedule or triage appointments based on available security transport personnel.

Serious consideration should be given to formally recognize a “dusk to dawn” movement policy at each institution, for all non-programming housing units, until staffing levels can be aligned with meeting established workload responsibilities. Allowances should be made to accommodate individual medical needs and showers when properly staffed.

SHIFT RELIEF FACTOR (SRF)

National best practices reflect one of the most widely accepted methods used to determine appropriate staffing levels is to: identify workload responsibilities; the position classification needed to meet those responsibilities and the frequency in which those responsibilities are to be met.

In the corrections industry it is critical to clearly identify the workload and to establish post assignments designed to meet those responsibilities. In an industry where safety is paramount for both staff and inmates the availability of sufficient personnel and the effective deployment of well trained staff are essential to achieving the desired goal of successfully maintaining overall operations. When that does not occur the most common responses to this concern are:

- *Excessive overtime expenditures. (The state pays more to get the same job done);*
- *Temporary curtailment of programs, services and treatment; (Failing to meet the mission);*
- *Key post assignments not being filled. (Safety); and*
- *Operational deficiencies are exposed. Most inmates are observant. Observed deficiencies often lead to perceived opportunities which can result in introduction of contraband, disturbances, assaults and escape-related incidents.*

As part of the process of identifying recommended staffing levels, interviews with senior staff members were conducted to determine how current recommended staffing levels were decided. Command staff reported post assignments are initially identified by veteran command personnel from the Division of Security based in part on feedback received from executive staff and facility personnel. Once identified, the post assignments are then added to an institution “post chart”. As workloads change or the mission of the facility changes adjustments may be made to the “post chart”. After the post assignments have been identified a shift relief factor may be applied.

The shift relief factor (SRF) represents the average number of staff required to fill a post assignment throughout the year. The SRF is based on the number of hours the post needs to be filled divided by the number of hours the average employee assigned to the post is available. **Applying a SRF is critical in estimating how many full-time staff are needed to fill one post assignment throughout the year.**

Each institution operates 24 hours per day. Given that employees have regularly scheduled days off, are scheduled to work between (8) and (12) hours per day, take vacations, utilize sick time, etc., staffing any given post throughout the year requires more than one staff member. The SRF recognizes the amount of employee leave and off-post time which results in staff not being able to fill a post assignment.

When the average number of staff available hours are combined with a post assignment, the established SRF provides the opportunity to advance from the number of personnel needed for one day to the average number of personnel needed to operate the institution year-round. At no time should a shift relief factor be considered a reflection of surplus staff, as it is a fundamental component necessary to identify required staffing levels.

SCDC shift relief factors are maintained by personnel assigned to the Research and Information Management Division (RIM). Staff attendance, training and leave-time data from each institution is entered in to a department recognized electronic data base that allows RIM personnel to apply the information received into an automated pre-established formula that can identify a shift relief factor. The SRF calculation is based on scheduled hours, actual leave-time, and reported off-post assignment time for staff who were at the institution during the entire year. Refer to Appendix A for the detailed formula used to determine shift relief factors.

One concern with the shift relief factor formula used, is that the information received from the institutions is not separated based on employee work schedule. To determine whether staff assigned to one work schedule results in less benefit-time being used was not possible based on how the data was collected. Currently, all employee leave-time data is submitted without reference to assigned work schedule. The department may want to consider establishing a pilot-study if alternative shift schedules are ever considered or the current blended schedule continues to be used.

A second concern is how holiday-time is calculated. All employees receive (13) holidays per year. If non-exempt staff do not use the holiday-time within (90) days, they are paid for the holiday-time. Exempt staff lose the holiday-time if not used within (90) days.

Holiday-time in the shift relief factor formula is calculated based on all staff using the (13) days off. This may not be the case. Serious consideration should be given to track holiday-time resulting in time off work compared to holiday-time paid.

Overall, the department has established one of the better SRF tracking and calculation systems. The SRF workbooks have been set up to allow the user to specify the hours per shift and as a result, the spreadsheet will automatically recalculate SRF accordingly. The system has been in place for an extended period and is easy to use and managed by professional personnel.

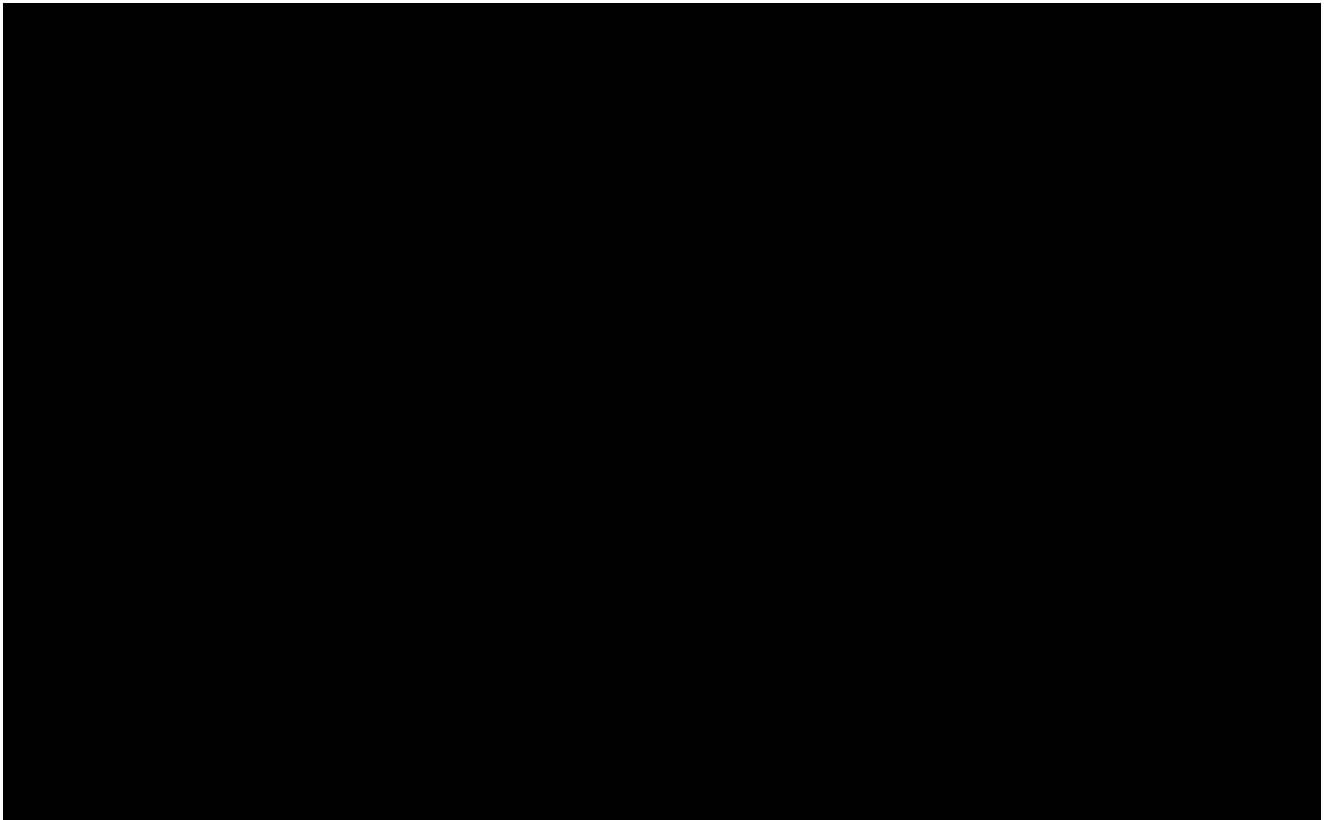
Many jurisdictions do not track leave/off-post time. In this report, relief factors have been developed for each institution, by custody level and as an overall average when applying several different work schedules.

The data used to establish a SRF is collected continuously throughout the year and maintained on an annual basis.

For this project, the shift relief factors developed were based on the three most recent completed years. This included calendar years 2015, 2016 and 2017. Previously in the post charts the department was using a shift relief factor based on data received in 2011.

The purpose of evaluating leave and off-post data from the past three years instead of one year minimizes the chances the SRF will be influenced by one or more unusual factors or outliers. For example, leave time and off-post data reflected outliers may have negatively skewed the results if only one year was used. In the following table a few sample outliers are identified.

The numbers reflected in the table represent the average number of days a full-term security employee was not available to fill a post assignment based on the identified type of leave or off-post time listed.

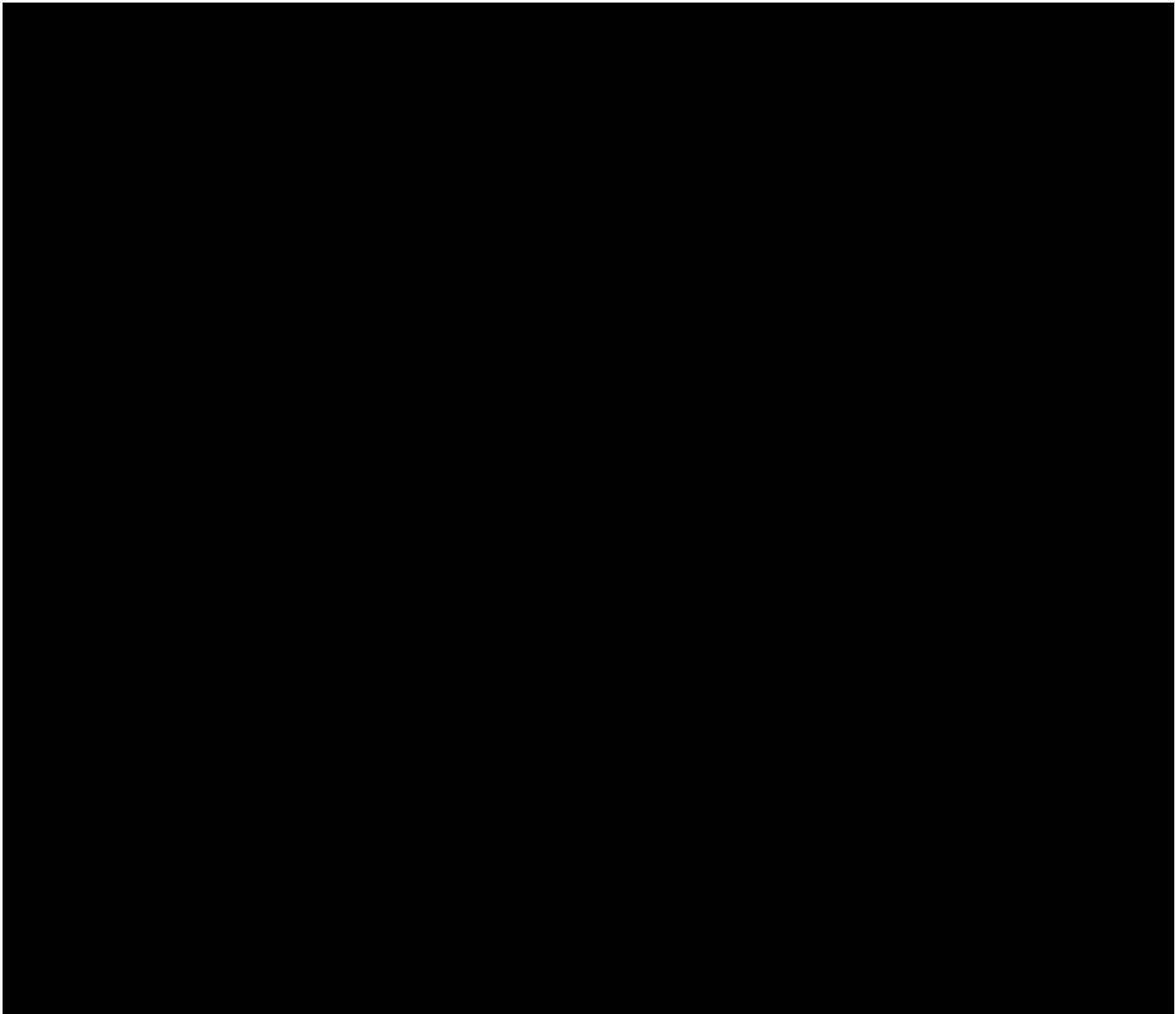


The common theme identified in the outliers table reveals employee use of sick-time at the identified institutions, significantly increased during 2016 and 2017 in comparison with the previous year.

At Kershaw, for example, the average full-term security employee used over (4) additional 8-hour days of sick leave (14.9 v. 10.49) in 2017 compared to 2016, and (6.2) more days than in 2015.

An increase in use of leave-time often results in an increase in the number of post assignments not being filled, increase in responsibilities not being met, an increase in overtime expenditures, and an increase in the number of facility lock-down days due to staffing.

In 2017, the average full-term security employee worked (22) fewer hours when compared with 2016 and (46) fewer hours than in 2015. Not only are there fewer security staff, the staff that are assigned, are available for fewer hours. The expanded use of sick-time is a primary factor resulting in the reduction of total work hours. Applying the appropriate shift relief factor and monitoring leave-time usage is critical in identifying the number of staff needed to fill most post assignments throughout the year.



Existing Post Charts. In reviewing the post charts established by the department, a shift relief factor (SRF) is applied to a select number of posts; however, not all the post assignments. The SRF applied was based on 2011 data taking into consideration staff turnover rates, personnel being assigned to (160) hours in a 28-day cycle and working either an 8-hour or 12-hour schedule.

As staff turnover rates at some institutions started to exceed 40%, the value of applying a turn-over rate allowance to determine required staffing levels diminished. In this project, stakeholders expressed an interest in knowing how many staff are required to meet existing responsibilities when fully operational. There was not an interest in knowing how many staff are required to meet responsibilities when there is a 30%-50% turn-over rate. Turn-over rates are currently extremely fluid, and the department is aggressively initiating efforts to reduce those rates.

The existing department post charts primarily include a shift relief factor for seven-day frontline posts. These are posts required to be filled seven days per week by front-line staff (cadets, officers, corporals). The post charts do not identify a shift relief factor for any supervisor post assignments and very few of the five-day front-line posts. As a result, when staff assigned to those post responsibilities become unavailable, very few if any personnel are available to back-fill the post assignment. Posts are then closed, responsibilities may not be met, or a combination of options are applied: staff are assigned to more than one post, staff work extra hours or are augmented into the assignment. Based on observations these practices were occurring on a routine basis at each of the institutions. When a required post is not consistently being staffed, the more labor intensive or difficult responsibilities are usually not being met.

All post assignments do not require a shift relief factor; however most do. In some circumstances there are posts that may not warrant a relief factor based on the responsibilities associated with the assignment. For example, the contraband control/intelligence post is often considered an information-sensitive post assignment. A specific skill-set and training is required. The processing of sensitive information and material is routinely part of the post responsibilities. This post is normally considered a non-relief post. Staff training, grounds maintenance and environmental health and safety posts require a specific skill-set and may also be considered non-relief posts. However, most post assignments should include a shift relief factor to recognize the importance and potential impact of not meeting the associated workload responsibilities. The lack of applying a SRF or the use of a relief factor that is too low will not build enough recommended personnel into the roster, thereby increasing the probability that core posts go unmanned.

Due in part to the lack of shift relief factors being applied for many of the post assignments, the department recognized post charts significantly underestimate the number of staff needed to meet existing workload responsibilities.

Updated Shift Relief Factors. In the following table, updated shift relief factors have been developed for each institution based on average leave and off-post data collected for a three-year period. The data provided was then applied to different work schedules. Two of the shift schedules represent schedules that were being used at the institutions during the review period.

This included the "8-hour shift" and the "Straight 12's - (168 hrs.)". In addition, one additional 24-hr. alternative schedule is presented for comparison purposes.

To better appreciate the data, a table has been developed to illustrate shift relief factors when applying separate work schedules. A shift relief factor of 4.99 (Kershaw, *straight 12's*) can be translated to mean it will take an average of five (4.99) staff to fill one post assignment seven days per week, 24-hours each day.

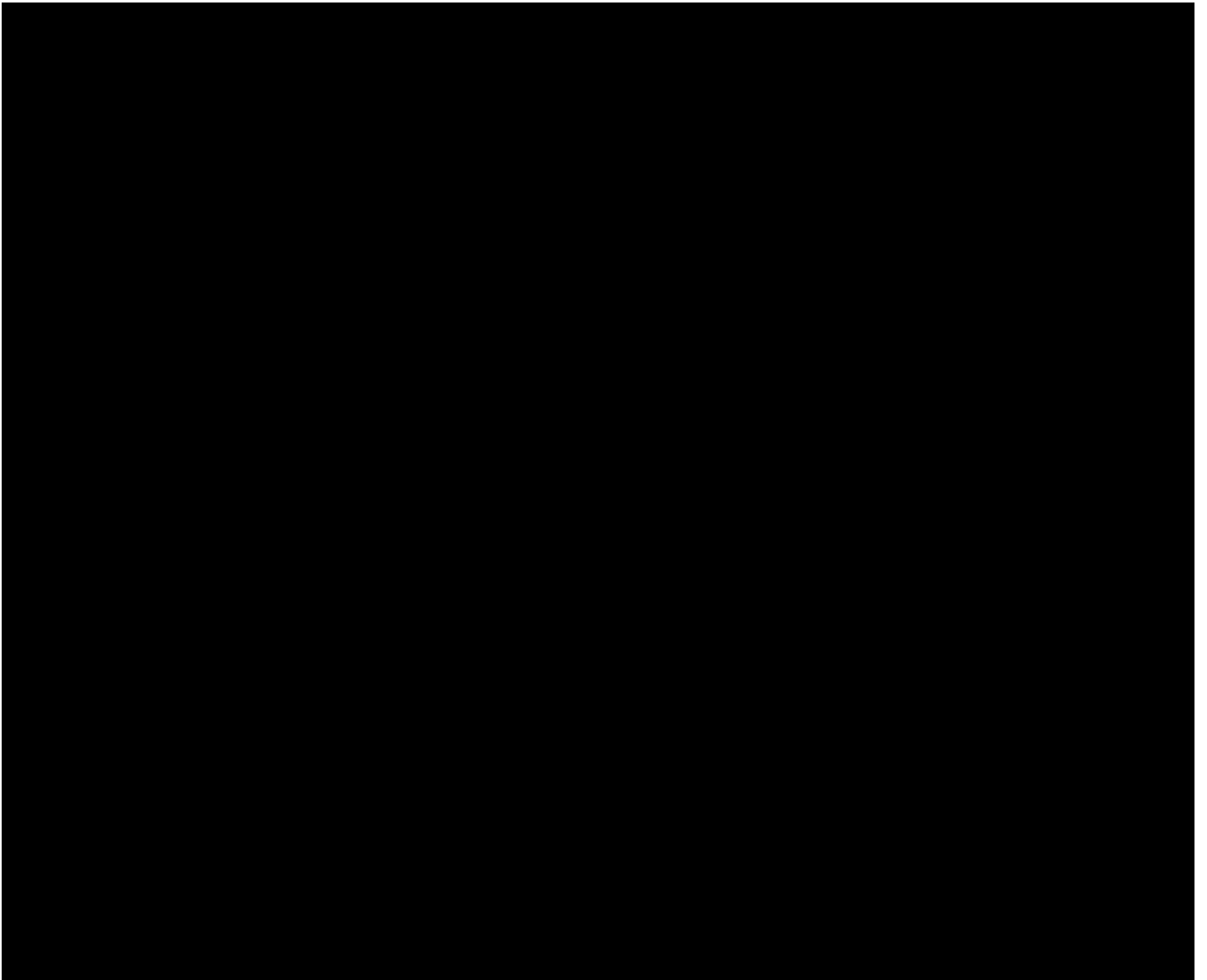
The table identifies the institution and the corresponding shift relief factor when applying different work schedules. SRF averages are additionally presented by custody level and as an overall number for all thirteen institutions.

The table reveals the work schedule that would require the least number of staff to fill ten 24-hour post assignments would be the "Straight 12's - (168) hrs." This was the prominent shift schedule being used, by default, at each institution. Based on the SRF, approximately (50) staff are required to fill ten 24-hour post assignments. Initially department personnel reported that the original intent was for staff assigned to the 12-hour shift to be provided (8) hours off per pay cycle to maintain the (160) hour schedule. Based on institutional responsibilities and the number of staff available this practice had not been occurring on a consistent basis. The actual schedule normally being applied, resulted in each staff member being assigned to work (14) 12-hour shifts per 28-day work period **without**, the additional (8) hours off per pay cycle.

Staff are compensated at straight time for working the additional (8) hours which is consistent with the Fair Labor Standards Act (FLSA), 7k overtime exemption⁷.

In comparison, the other shift schedule options were all based on staff being scheduled to work (160) hours in a 28-day work period. As a result, additional staff would be required to fill the same ten 24-hour post assignments. As noted, some of the work schedules were more staff intensive than others.

⁷ 29 U.S.C. Section 2017(k) 553.230, 553.211.



The following additional information can be derived from the SRF table:

- 12-hr. shift: The average shift relief factors for level 3 (maximum custody) institutions is slightly higher (5.09) than the average for the level 2 (5.01) and female institutions (5.08). The average full-term security employee at a level 3 facility used approximately six additional sick hours during the year than the average level 2 security employee;
- McCormick CI had the highest 12-hr. SRF, (5.21) and Evans CI had the lowest (4.92). The average full-term security employee at McCormick used more sick-time during the three-year period than at any other facility. The average full-term security at Evans used the least amount of sick-time. McCormick staff averaged (130) hours over the three-year period and Evans averaged (73) hours;

- A SRF of 5.06 indicates it will take an average of 50.6 staff to fill ten 24-hour seven-day post assignment throughout the year;
- A SRF of 5.06 indicates the average security officer is available to fill a post assignment approximately 79% of the time they were originally scheduled, when working a (168) hour schedule. *(# of hours per yr./SRF)/ (scheduled work hours)*. The overall average shift relief factor when applying the straight 12-hr. schedule is 5.06;
- A SRF of 5.49 indicates it will take an average of 54.9 staff to fill ten, 24-hour seven-day post assignments throughout the year. The overall average shift relief factor when applying an eight-hour schedule is 5.49;
- A SRF of 5.49 indicates the average security officer is available to fill a post assignment approximately 76.7% of the time they were originally scheduled (160) hour schedule; *(# of hours per yr./SRF)/ (scheduled work hours)*; and
- The Combined 10/8 (160) hour schedule has staff on one shift working four 10-hour days and staff assigned to two shifts working five 8-hour days. This results in an overlap of staff between multiple shifts, and approximately 8.5 more staff are required to fill ten 24-hr. post assignments, then when using the “straight 12’s – (168) hrs.”.

Comment: Develop additional Internal Data Bases for the Collection of Off-Post and Leave Data:

- *Current practice is for institutional personnel to input staff training hours into the central office electronic data base as part of the shift relief factor program. This data is reported as off-post time based on staff being pulled from a post assignment to attend training. Ideally, this is a preferred practice. Each institution reflected most staff training was conducted during the employee’s off-day and not during their scheduled work-day. Consideration should be given to notify institutions to identify whether training reported is completed while on shift, after their shift or during their off-day;*
- *Current practice is to report all earned holiday-time (13 days) as time off-duty. By policy, correctional officers who are scheduled to work and work on a legal (state) holiday are given up to 8 hours of holiday compensatory time. Correctional Officers whose regular day-off falls on a legal (state) holiday, are given up to 8 hours of holiday compensatory time. If the holiday compensatory time is not used within 90 days of the date it was earned, the non-exempt employee will be paid their regular hourly rate for that time. Exempt employees will lose unused time, if not taken within 90 days. Since there is a good chance all staff do not use all their earned holiday-time to be off-duty, but are paid, serious consideration should be given to identify **actual off-duty time** for state holidays, not earned time when determining a shift relief factor; and*

- *Current practice is to combine all scheduled, leave and off-post time, to determine shift relief factors. Serious consideration should be given to sort the information by position classification to determine whether there is a significant difference in leave-time between the position classifications with the highest number of employees, i.e. correctional officer I/II's, sergeants and lieutenants.*

WORK SCHEDULE OPTIONS.

In determining which work schedule to endorse several factors were considered as there is no one schedule that works best for everyone. Each jurisdiction has unique characteristics and responsibilities that prevent any one work schedule from being the most effective. As a result, there are several common factors that should be explored before deciding the work schedule to adopt.

The most cost-effective work schedules are usually designed in a manner to meet the operational needs of the institution and take into consideration employee feedback and support. For employees to become vested in a schedule they should be given a clear understanding of what the schedule options include, what shift patterns are available, and the ability to provide input into the selection process.

Some posts are required to be filled 24 hours each day, while others may be required to be filled between eight and sixteen hours for fewer days. In these cases, a combination of work schedules may best meet the needs of the institution.

Shift variations are unlimited and changes in shift schedules can initially be difficult to implement and may generate a mix of emotional responses. However, selecting a well thought out cost-effective schedule can result in significant benefits.

Based on the documentation provided, staff interviews and conducting on-site assessments there were two primary work schedules in place at the institutions:

There was a shift schedule in place designed to be filled between 12 and 24 hours each day, and a work schedule designed to fill posts assignments for less than 12-hours in a day and normally, but not always, less than seven days per week. The combination of more than one schedule is commonly referred to as a "Blended Work Schedule".

Staff assigned to both schedules initially focus on specific responsibilities; however, may be available to assist staff assigned to the other schedule when needed. It is a common practice for institutions operating 24-hours with diverse responsibilities to use a blended schedule. The debate as to which work schedule to use, usually relates to how to best meet the workload responsibilities that require seven-day coverage for eight or more hours per day.

A third schedule that is occasionally used is the four-day ten-hour work schedule. This schedule is primarily used within the SCDC in prison industries where industry operations may only be four days, and in select transport posts, where the work responsibilities often exceed 8-hours.

To provide a more detailed comparison of work schedules, the two schedule options with the lowest average shift relief factors: *Straight 12-hour shift (SRF: 5.01)* and the *8-hour shift, 24/7 (SRF: 5.44)* are examined in further detail.

Cost-Effectiveness.

Straight 12's. As shown in the SRF table the work schedule that requires the least number of staff when fully staffed compared with the other options is the straight 12-hour schedule (straight 12's). The schedule results in an average 24-hour SRF of 5.06, translated to mean it takes slightly more than 50 staff to fill ten 24-hour post assignment throughout the year. The straight 12's has staff scheduled to work (14) 12-hour days in a 28-day cycle. This results in (168) hours in the work cycle, or (8) additional hours per 28-day cycle compared to staff assigned to an 8-hour schedule. The additional (8) hours worked in the 28-day cycle is paid at straight-time, consistent with state and federal laws. Staff are assigned to one of four shifts, including two alternating day shifts and two alternating night shifts. Based on the day-off rotation; staff will have a three-day weekend every other week, are never initially scheduled to work more than three days in a row and are always scheduled to have at least two consecutive days-off. The work day rotation will be the same; however, the specific days on/off will vary.

8-hour shift. The 8-hour shift schedule had the second lowest shift relief factor. It has an average 24-hour SRF of 5.49, translated to mean it will take approximately 54.9 staff to fill ten 24-hour post assignments throughout the year. The 8-hour schedule has staff scheduled to work (20) 8-hour days in a 28-day cycle. This results in (160) hours in the work cycle. Staff are assigned to one of three (8) hour shifts: days, afternoons or evenings, and scheduled to work five consecutive days followed by two days off. Days-off will be balanced on each shift to maximize coverage over a seven-day period. Over half the staff will not be scheduled to have a weekend day off.

From a personnel resource standpoint, the straight 12's will require approximately 4.4 fewer staff to fill ten 24-hour post assignments throughout the year when fully staffed. The straight 12's will also require each qualified staff member to be paid an additional (8) hours per 28-day pay cycle. To illustrate both work schedules a side-by-side cost comparison has been developed, using the Ridgeland Correctional Institution as an example. Ridgeland was selected in part, because the facilities current shift relief factor is the same as the overall average.

The schedules are considered blended as they both also apply an 8-hour administrative shift (Monday – Friday) referred to as *C-Card*. The same post assignments are applied for each work schedule and the difference between the total number of post hours is eight. Because one shift operates with a 12-hour schedule, and one uses an 8-hour schedule, a slight variation in total post coverage hours is expected to meet post responsibilities. In this comparison, the 8-hour schedule provides an overall total of eight additional hours of post coverage.

The comparison table identifies estimated costs when applying the following: Department reported average salaries and fringes by position and reported average hourly costs for staff assigned to the straight 12's scheduled to work (8) additional hours per 28-day work period.

The primary purpose of showing the table is to provide an illustrated estimated cost **comparison** when applying two different work schedules to the same institution when appropriately staffed. **The table does not take into consideration potential overtime costs, which would vary based on vacancy rates, associated new hire costs which may be slightly more for the 8-hour work schedule due to (12) additional staff being required, and pre-shifting briefing costs that may be slightly higher for the 8-hour schedule because more staff are required to work, and they work more days.**

Estimated Work Schedule Initial Cost Comparison							
8's (160 hrs.)	Staff	S & F*	Total S & F	12's (168 hrs.)	Staff	S & F*	Total S & F
Major	1	\$ 82,481	\$ 82,481	Major	1	\$ 82,481	\$ 82,481
Captain	4	\$ 73,215	\$ 292,860	Captain	5	\$ 73,215	\$ 366,075
Lieutenant	34	\$ 57,424	\$ 1,952,416	Lieutenant	32	\$ 57,424	\$ 1,837,568
Sergeant	45	\$ 52,544	\$ 2,364,480	Sergeant	43	\$ 52,544	\$ 2,259,392
Officer (JD30)**	143	\$ 47,335	\$ 6,768,905	Officer (JD30)	134	\$ 47,335	\$ 6,342,890
Sub-total	227		\$ 11,461,142	Sub-total	215		\$ 10,888,406
<i>Extra hrs. (104)</i>				<i>Extra hrs.</i>	Staff	Ave. Hourly Rate	
Front-Line	NA	NA	NA	104	105	22.76	\$ 248,539
Sergeants	NA	NA	NA	104	38	25.26	\$ 99,828
Sub-total							\$ 348,367
Overall Estimate			\$ 11,461,142				\$ 11,236,773
Difference			1.96%				\$ 224,369

*Average department-wide salaries plus fringes by position classification.

**Officer (JD30) includes average salary and fringe for officers only, not cadets or corporals.

As reflected in the table, it would take approximately \$224,369 (1.96%) more per year to staff the recommended post assignments when using the 8-hour work schedule, than when using the straight 12-hour schedule. Approximately (12) additional staff would be required when applying the 8-hour work schedule.

The salary and fringe rates and hourly rates are based on average salaries identified for the position classification by the Division of Budget and Finance and are not based on actual individual salaries for staff currently assigned to the institution. The officer (JD30) rates are based on reported average salaries and fringe rates for (JD30) correctional officers and excludes cadets and corporals.

The (104) Extra Hours, reflect the (8) additional hours per work period, staff assigned to the straight 12's are scheduled to work. Since the schedule is considered blended, all staff are not scheduled to work (168) hours. Staff assigned to the 8-hour shifts are scheduled to work (160) hours per work period.

Oftentimes, the use of overtime is considered an expected option in filling post assignments; however, any savings should be balanced against the **productivity and human costs associated with excessive reliance on overtime**. Particularly in a job as stressful and demanding as that of a correctional officer, routine reliance on staff to work substantial hours beyond their normal duty can be detrimental to overall operations. As a result, generally recognized best practices in correctional agencies dictate that permanent post assignments should be filled with full-time staff, rather than by staff working overtime. The potential negative impact when a large amount of overtime is required to permanently staff a full-time position far outweighs the potential incremental savings achieved by using overtime to cover post requirements.

Taking into consideration the cost factors presented, the blended straight 12's schedule, when staffed properly, can potentially be the most cost-effective work schedule of the options reviewed. Appendix B provides the Ridgeland recommended post chart used in the comparison.

Employee Buy-In. As noted, during each on-site assessment formal and informal interviews were conducted throughout the facilities including on the yard, in the housing units, cafeteria and in staff offices. A formal questionnaire was not used due to the logistics in which the interviews took place. One of the questions repeatedly asked during the interviews was, the employees' preference on work schedules. Most staff assigned to the 12-hour shift preferred the shift, primarily because of the opportunity to have three days off and a three-day weekend every other week. Most staff assigned to the 8-hour shift, preferred the 8-hour shift; however, voiced concern that the schedule routinely resulted in the shift lasting more than 8-hours. The general attraction to the 8-hour administrative shift was it provided more family time, consistent days-off, and normally the weekend and holidays off.

While 12-hour shifts result in more days-off, they are not the unanimous preference of all shift-workers. Staff interviews in other jurisdictions have shown that generally older staff, staff working part-time jobs, and staff having child care or other scheduled responsibilities may prefer a traditional eight-hour shift. SCDC currently offers a blended schedule that allows staff the opportunity to work a schedule that best meets their needs and when properly staffed, can be the most cost-effective schedule.

Back-Filling Post Assignments. When there is not enough staff to meet post responsibilities, facility management personnel are required to make decisions as to which post assignments are to be filled and who will fill the posts.

Operational practices reflecting a combination of options are applied, including: filling the vacant post intermittently by staff assigned to other posts; augmenting position classifications; expanding the post responsibilities of staff assigned to a nearby post; cancelling services; closing the post or hiring staff not initially scheduled to work, to fill the post. When this situation occurs, the identified staffing plan has become disrupted and oftentimes less gets done.

When applying the 12-hour work schedule, there are limitations as to the number of staff available to back-fill a vacant post. Selecting staff to stay over that were scheduled to work the previous 12-hour shift, are only available to safely work four additional hours. Selecting staff scheduled to work the following shift, can only work four additional hours preceding their shift. This leaves the four middle hours of a 12-hour shift vacant, which is often extremely difficult to fill. It has been my experience that staff normally do not prefer to come to work during their off-time for four hours to fill a post assignment. Another option to consider instead of extending an employee's shift, is utilizing staff on their scheduled off-days. This often ends up being the preferred, choice provided the staff member has received sufficient rest.

Establishing effective limits and thresholds should be considered a priority and be maintained to include the frequency, number of days and hours staff can work extra hours, and the required rest/break in a defined period. It is my understanding that in November the department had established thresholds. This is a critical component to establishing a cost-effective 12-hour work schedule.

Regardless of the option chosen, back-filing a vacant 12-hour post assignment is generally more difficult to consistently provide, than filling an 8-hour post, and should be considered the primary drawback on applying the 12-hour work schedule.

When applying an 8-hour shift schedule, the pool of staff available to back-fill vacant post assignments increases. Staff that were scheduled to work the previous 8-hour shift can occasionally work four to eight additional hours resulting in a 12 to 16-hour shift. Staff scheduled to work the following shift, can also occasionally be available to work four to eight additional hours for a total of 12 to 16 hours. This is not highly recommended; however, since, each shift is 8-hours, staff scheduled to work the previous or following shift can assist by working four to eight hours and still ensure the vacant post assignment is filled. Qualified staff that are on their off-days, should also be considered as preferred to fill the vacant post assignments, expanding the pool of eligible staff available, provided they have received sufficient rest.

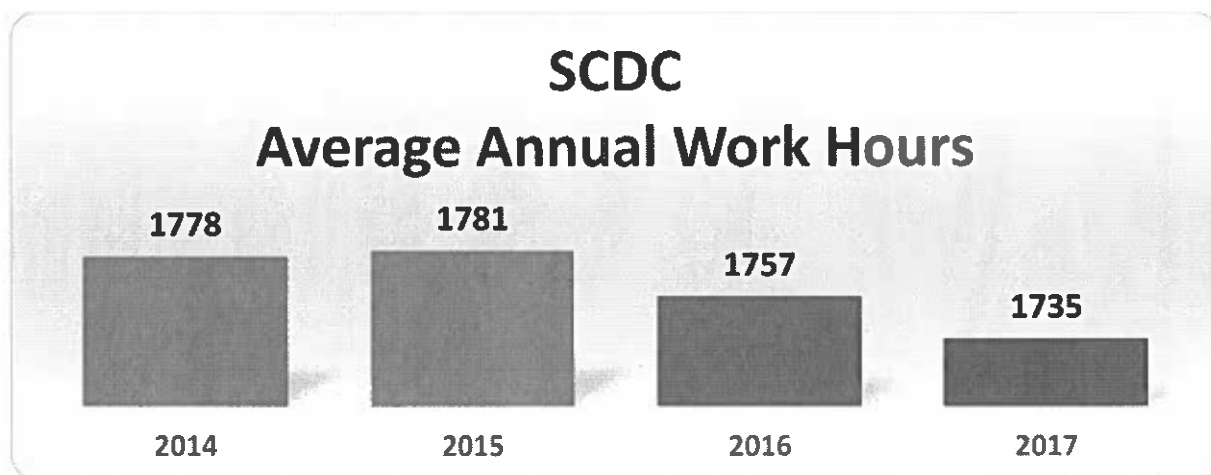
Based on the number of staff available and the length of time a post needs to be filled, it is generally easier to fill a vacant 8-hour post assignment than it is to fill a 12-hour post assignment. As a result, if an institution is operating at a less than optimal level and additional staff are required to fill post assignments, fewer post assignments may remain vacant when applying the 8-hour work schedule.

Fatigue Risk Management. It has been reported that the cumulative effect of having staff repeatedly work extended hours may contribute to job-related stress and can lead to fatigue-impaired employees. Most of the research reviewed involved the nursing profession, as there was very little detailed empirical research available in the corrections industry. Based on experience and anecdotal evidence it is fair to assume, elevated levels of stress and fatigue may be contributing factors to higher staff turnover rates.

The staffing levels for each institution was less than optimal and most staff reported they had frequently worked extra hours. This was supported by the escalating overtime expenditures reported in 2017. For example, in December 2017, overtime reports reflected (41) staff assigned to one of the thirteen institutions had worked 80 or more overtime hours in the 28-day cycle.

This means there were (41) staff that had worked at least (80) additional hours over and above (171) hours in a single 28-day pay period. One can conjecture that when staff work extra hours it can often reduce their potential off-duty rest hours. Depending on how an individual manages their off-duty time, this may directly impact work performance.

For some staff, a 12-hour shift just may be too long to remain motivated and vigilant. For others, the three consecutive days off, three-day weekend every other week, and limited extra hours, allows them to stay motivated. During interviews there were staff working both 8-hour and 12-hour shifts that gave the appearance of being fatigued and less than vigilant. This could possibly be because of the numbers of hours worked, how they manage their off-duty time, or a combination of both. However, measures should be in place to continuously monitor work performance and limit the number of extra hours personnel can work.



Comments:

Consider re-evaluating the maximum number of extra work hours an employee can work during a 7 and 28-day work period.

Based on existing staffing levels compared to overall workload responsibilities, until additional personnel become available, or workload levels are significantly decreased, overtime opportunities are going to be available. Due to the impact working extra hours may have on staff (elevated levels of stress, fatigue, vigilance), existing limits need to be monitored and potentially re-evaluated to identify the most effective limits;

Re-evaluate "extra hour" call-out procedures to include voluntary and scheduled call-out lists to cover core post vacancies. Ensure lists are updated on an as needed basis, or no less than once per month, and ensure extra hour limits are incorporated into the call-out selection process.

ROSTER MANAGEMENT

Effective roster management systems maximize the efficient use of staff resources using post analyses, master rosters, daily rosters, and an ongoing recapitulation of actual staff utilization. When properly applied, roster management systems create the means in which institutional administrators can ensure available staff resources are allocated appropriately and staffing needs are communicated effectively to department executive personnel.

A post analyses has been developed for each of the institutions as required by policy, which was prepared by the Division of Security with feedback from both executive and institutional staff. Based on the analysis, staffing level recommendations were identified for each institution. Institutional personnel were provided a post chart that serves as a guide to facility personnel on what post assignments should be filled and when they should be filled.

In most circumstances institutional post charts had been adjusted to reflect workload changes, in a few situations, they had not been adjusted. For example, at Kirkland staffing allowances increased as residential mental health programs were established and the death row population was moved to Kirkland. When a work release program and Crisis Stabilization Unit (CSU) were established at Camille Graham staffing allowances were provided. In other situations, including daily inmate supervision at the Palmetto Richland Memorial Hospital from the Broad River and Camille Graham Correctional Institutions, no staffing adjustments were made. Each institution was providing approximately (4) staff per shift, seven days a week. In these circumstances, where the additional responsibilities were not being recognized, the department recommended staffing level was underestimating workload responsibilities and staffing requirements.

As noted previously, to determine proper staffing levels shift relief factors need to be applied to most post assignments to allow for post coverage when assigned staff are unavailable. The department recognized post charts apply a shift relief factor to seven-day front-line posts and a few five-day posts; however, do not apply a shift relief factor to any supervisory posts or most five-day front-line posts. This results in underestimating the required staffing levels for each institution.

Post Classification. By memorandum from the *Division of Security*, the institution post chart is required to identify post assignments as either, *Pull Post Level I, Level II, or Level III (Mandatory)* to assist shift supervisors when determining which posts can be temporarily collapsed or closed.

The classification of post assignments is designed to ensure certain post are shut down first. It is a nationally recognized best practice. The practice had been in place; however, when staffing levels dropped, the need for post classifications became less important as available staff were only being assigned to critical posts. Most institutions operate at minimum staffing levels or below, and normally only fill mandatory or level II posts at best. At no time during the on-site assessments did I observe staff assigned to any trivial or less than essential post assignments.

As part of the post classification process, minimum staffing levels are also established by shift for each institution. Oftentimes based on completed daily rosters and feedback from institutional shift commander's, minimum staffing levels were not always provided. The general protocol in filling post assignments is for the shift commanders to contact staff working the off-going shift to determine if there is any interest in working extra hours, and if needed, to contact staff on their off-days in attempt to fill minimum levels. If sufficient personnel are not available, the institution operates with the personnel they have. This often results in program and service cancellation, housing unit lockdowns, responsibilities not being met and operating at less than the minimum levels.

Minimum staffing levels should be re-visited and re-defined. As critical workloads change, the minimum levels may change. With the recent mental health settlement agreement, the minimum staffing requirements must ensure the post requirements established in the department agreement are met. Core post assignments should be established to assist shift leaders in deciding which posts to consider as the number of post-eligible security staff changes. Core posts are posts that are considered either essential or critical to shift operations. Monthly in-house reviews should also be established to clearly identify realistic minimum staffing levels, the on-going effectiveness of the roster management system and to confirm or re-establish minimum levels.

Core post assignments have been identified for each institution in the recommended post charts as a guide to fill front-line positions. The core posts should not be considered minimum staffing levels; however, essential priority posts required to meet institutional operations and established agreements.

Shift assignments and deployment. Facility management personnel have developed a shift assignment roster for security staff that identifies the names of the personnel assigned to each shift, their position classification and status. The *C-Card* (8 hr. shift) roster also identifies the employee's normal post assignment. A review of shift assignment rosters reflected, staff were primarily assigned to one of five shifts. The shifts included one of four 12-hour work schedules and the 8-hour administrative shift. In reviewing the number of staff assigned to each shift and the corresponding work load responsibilities associated with each shift, most institutions properly balanced available staff resources between shifts.

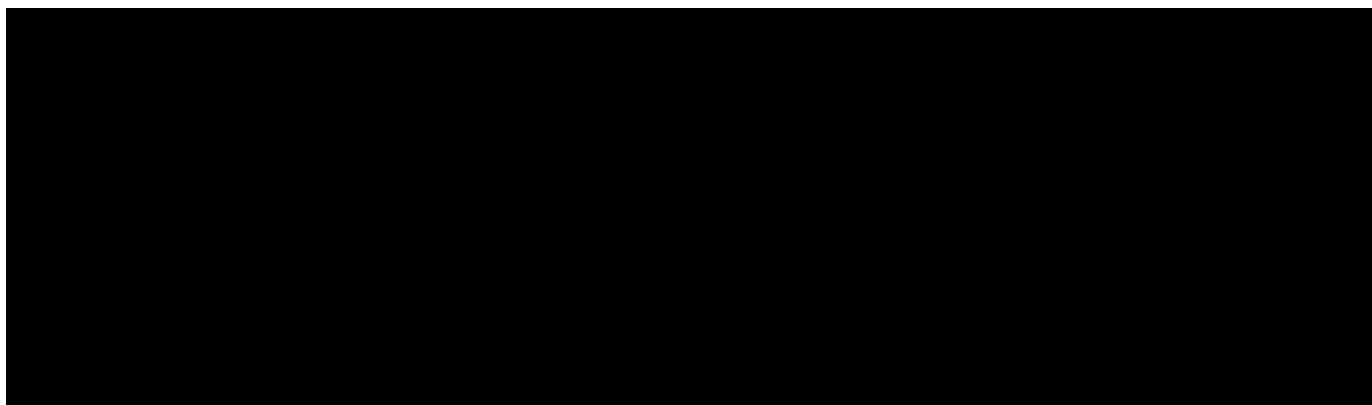
At a few institutions the 12-hour shifts were not always balanced. A review of one shift assignment roster reflected the D-1 shift had (35) FLS staff and the E-1 shift had (47) FLS staff. This represented a significant discrepancy between the two alternating day shifts. In respect to the 12-hour evening shifts, D-2 had (26) FLS staff and E-2 had (38) FLS staff. This also represented a discrepancy between the two alternating evening shifts.

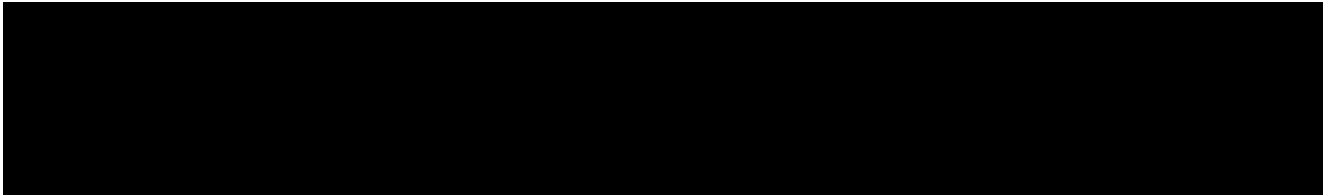
In this situation, there were more staff assigned to the E-2, night shift than the D-1, day shift. Balancing the alternating shifts provides for consistency in operations and potentially a reduction in overtime expenditures. Concerns with providing a more balanced approach to deployment of personnel was observed at two of the thirteen institutions.

Daily Rosters. In addition to the shift assignment roster, daily shift rosters are also maintained for the 12-hour shifts, identifying in more detail, the actual staff assigned by day, their post assignment, staff on leave and responders. The daily shift rosters should be designed to identify how scheduled personnel are utilized and to provide a best practice tool for documenting staff accountability. The rosters should be viewed as a legal document, that can assist the department in tracking how staff are used. Based on a review of sample daily post assignment rosters, several different templates were being used that may lead to additional concerns.

Some of the concerns include the following:

- ***Provide a recapitulation table as part of the daily roster.*** *There is no recapitulation data available on most daily rosters. Daily shift rosters should be designed to identify how every staff member assigned to the shift is being utilized. This includes staff on leave-time, training, off-post and those staff normally not assigned to the shift filling a post assignment. The daily roster should be considered a staff accountability document showing how staff are being deployed. A recapitulation table should be considered a fundamental component of each daily roster; without one it is difficult to track how all staff are being assigned. This is critical when identifying post coverage trends, staffing needs, historical data and how available staff are being utilized. Based on daily rosters reviewed one institution incorporated a recapitulation table on one of their shifts. For the remaining daily rosters, it was difficult to determine whether all staff assigned to the shift were being utilized;*
- ***Document intermittent coverage.*** *Several daily rosters reviewed reflected the same individual assigned to more than one post assignment. In most circumstances it was to two different post assignments. In one situation the same individual was assigned as working four posts; including a housing unit, shift commander, yard and cafeteria. No replacement personnel were listed as being assigned to any of those four posts. When staff are intermittently assigned to a post, times should be listed to provide accountability. If a post is closed it should be noted on the daily roster;*



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- *All security personnel should be listed on a daily shift roster. In some institutions transportation, shock program, youthful offenders or other specialized areas maintained a separate or no daily shift assignment roster. Daily rosters are designed to provide staff accountability and should document how all security staff are being utilized.*

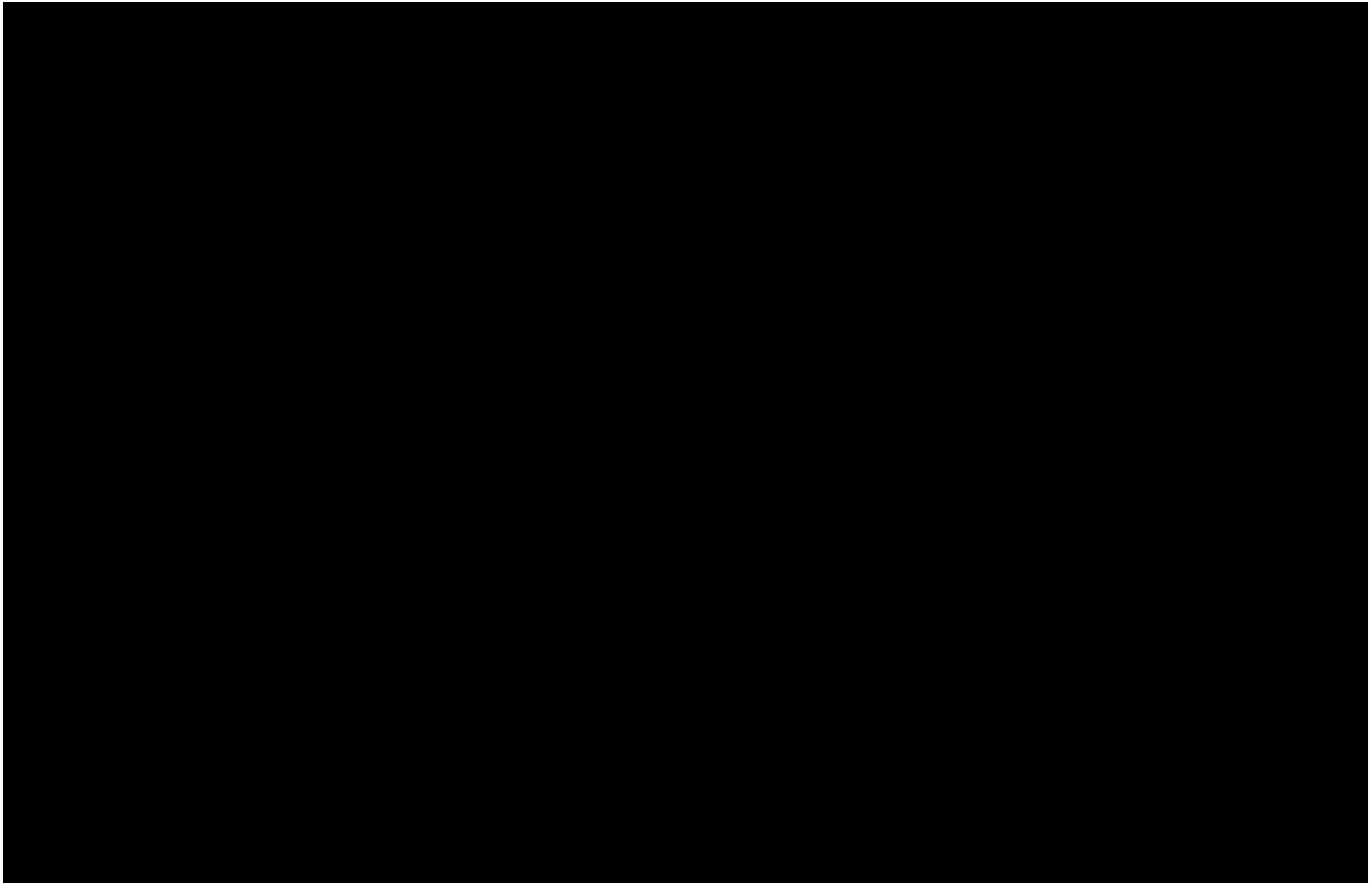
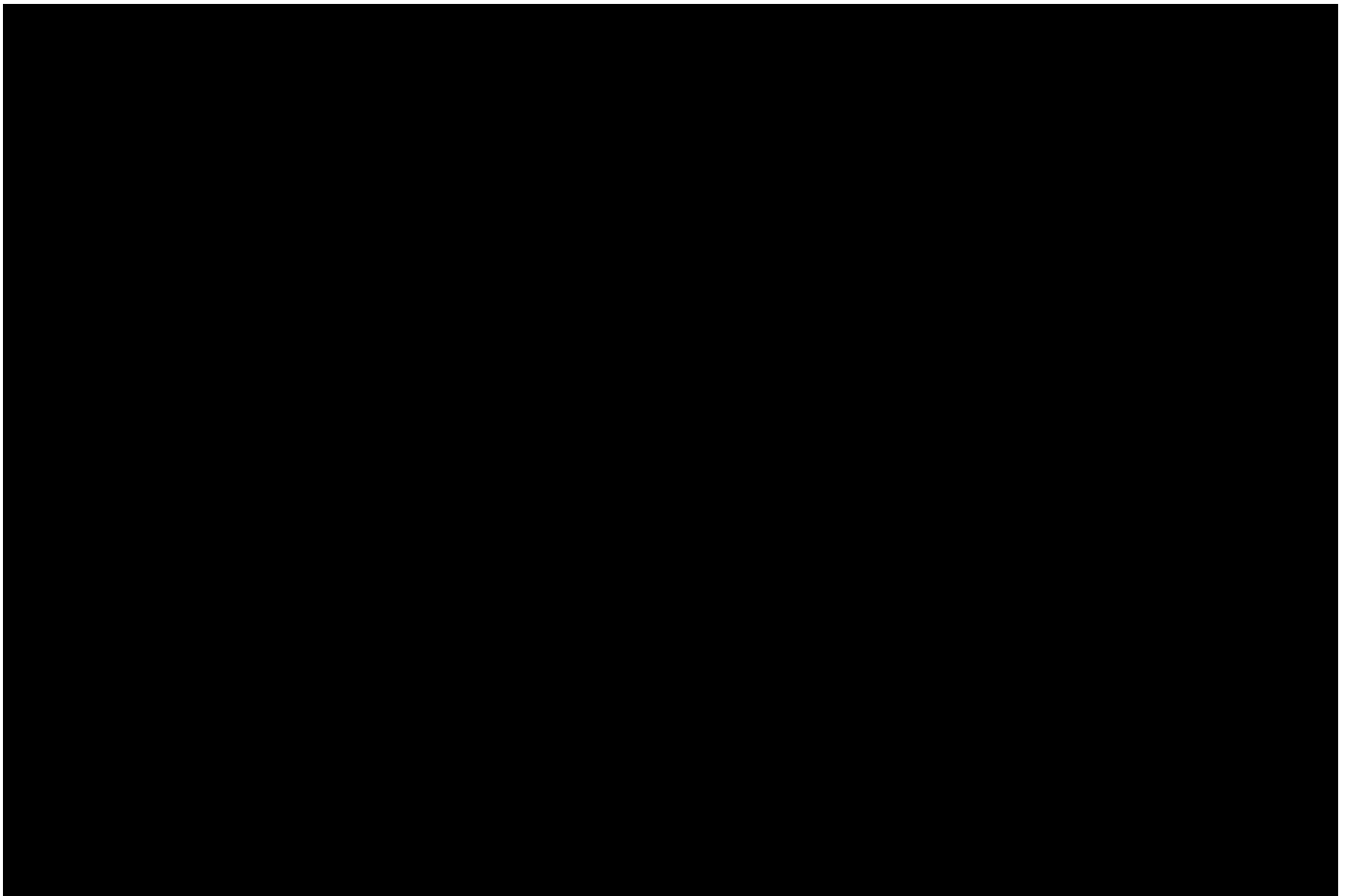
RECOMMENDED STAFFING LEVELS

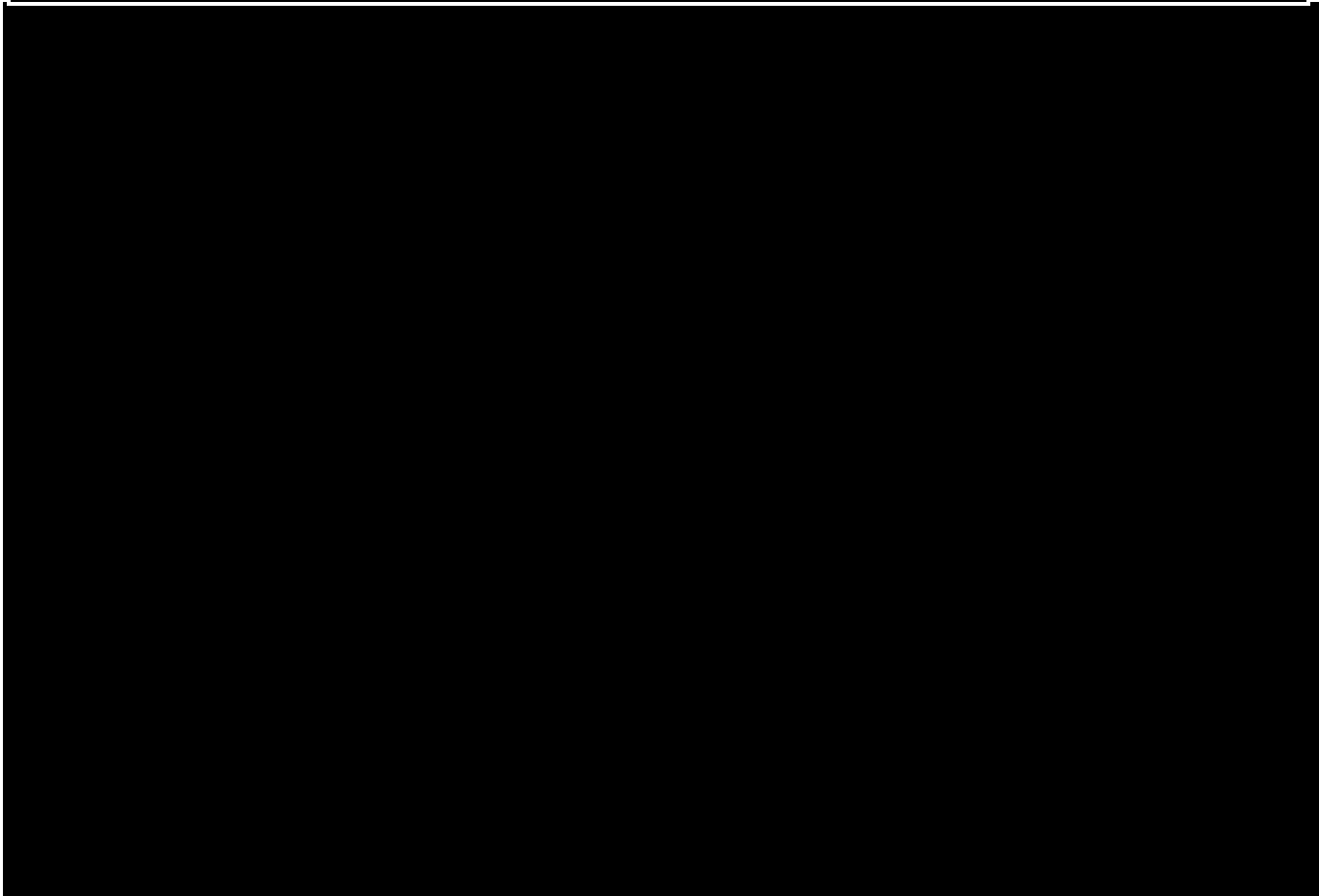
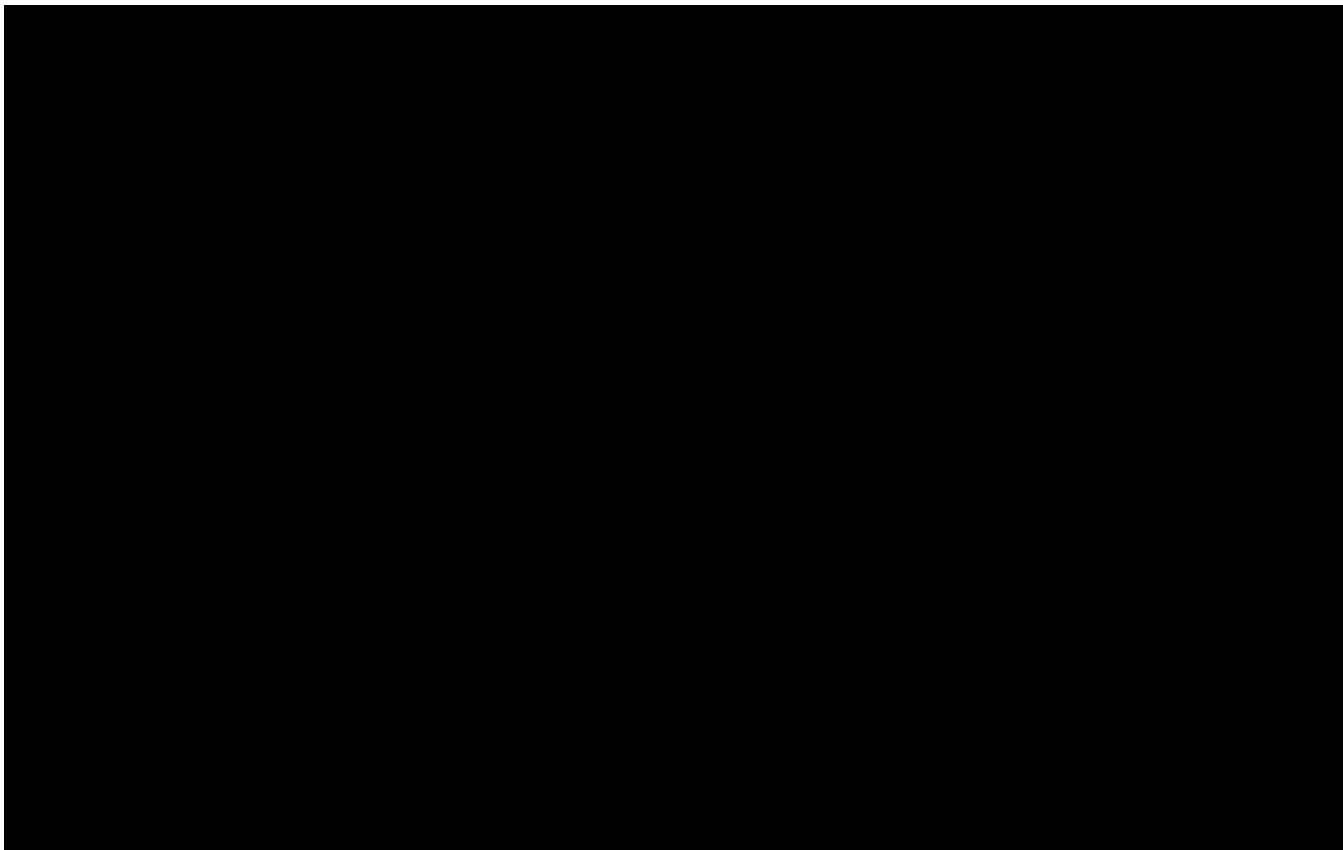
Recommended staffing levels have been developed based on identified workload responsibilities at each of the thirteen institutions. Workload responsibilities are the result of a combination of meeting the mission of each institution, applicable state and federal laws, national standards, best practices, SCDC policies and directives and the 2016 approved Mental Health Settlement Agreement (*T.R. V. South Carolina Department of Corrections, No. 2005-CP-40-02925*).

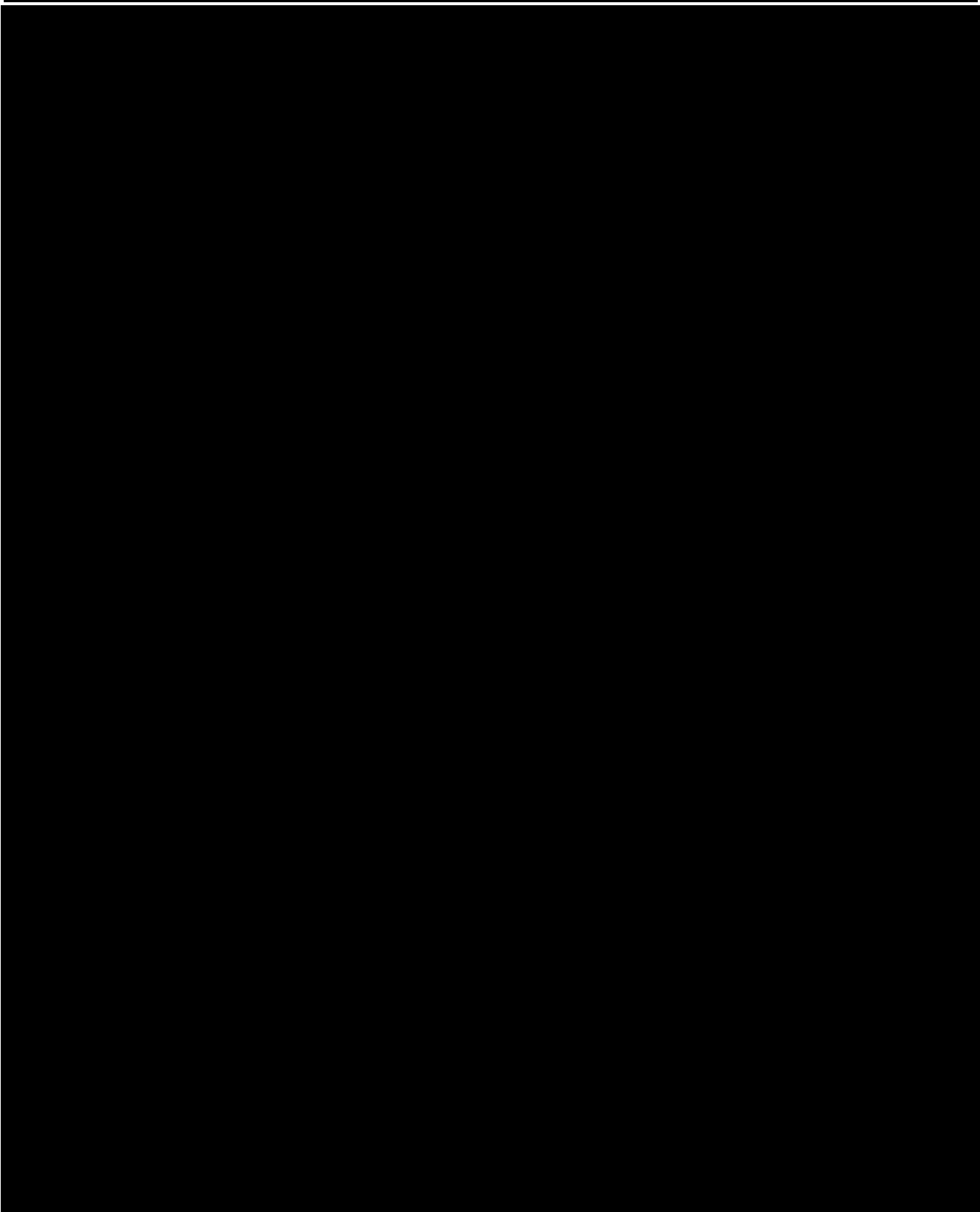
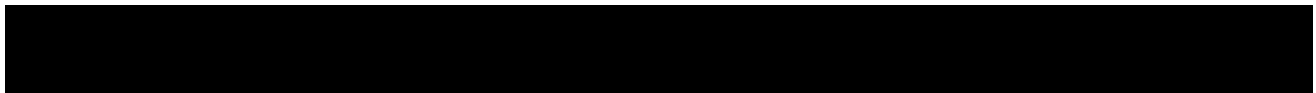
Overall staff-to-inmate ratios were not established as there are a plethora of variables such as diverse missions, physical plant design, custody level, number of inmates, mental health classification, program and treatment requirements, department policies and state laws that impact recommended staffing levels. To oversimplify the complexity involved in determining appropriate staffing levels for each diverse institution would only invite confusion.

During the on-site assessments there were several institutions which included housing areas that were not operational. Overall inmate population levels have decreased each year since 2011, allowing the executive staff flexibility in housing options. Some of the housing areas had been closed for less than a month and one had reportedly never been used (Leath CI). Department staff requested the staffing assessment include the use of all available housing areas, including the areas that were closed during the on-site assessments.

The results of the review reflect a significant increase in the number of security staff recommended to effectively operate each institution in a safe manner, consistent with established workload responsibilities. The following table identifies each institution, associated custody level, the security staffing level reported on January 1, 2018, the recommended number of security staff recommended and the difference between the recommended number and staffing level on January 1, 2018. Not one of the institutions was operating at or near the recommended level.







General Population Housing. The workload responsibilities of a correctional officer assigned to a housing unit are expansive. Their primary responsibility is to supervise inmates in the housing units, including those assigned to work details within the unit, and those unassigned. Additional responsibilities include: maintaining an open-line of communication, addressing inmate concerns, conducting security inspections, cell searches, operating security equipment, responding to incidents, preparing and submitting written reports, enforcing policy, providing escort for both inmates and non-security staff, monitoring programs and treatment, coordinating daily activities including access to showers, supply distribution, mail delivery, telephone access, clothing/linen exchange, recreation and performing institutional counts and wellness checks. As many as nine inmate counts are also to be conducted each day separately by two different staff. It can be a difficult job to do well and requires sufficient personnel to meet the ongoing responsibilities.

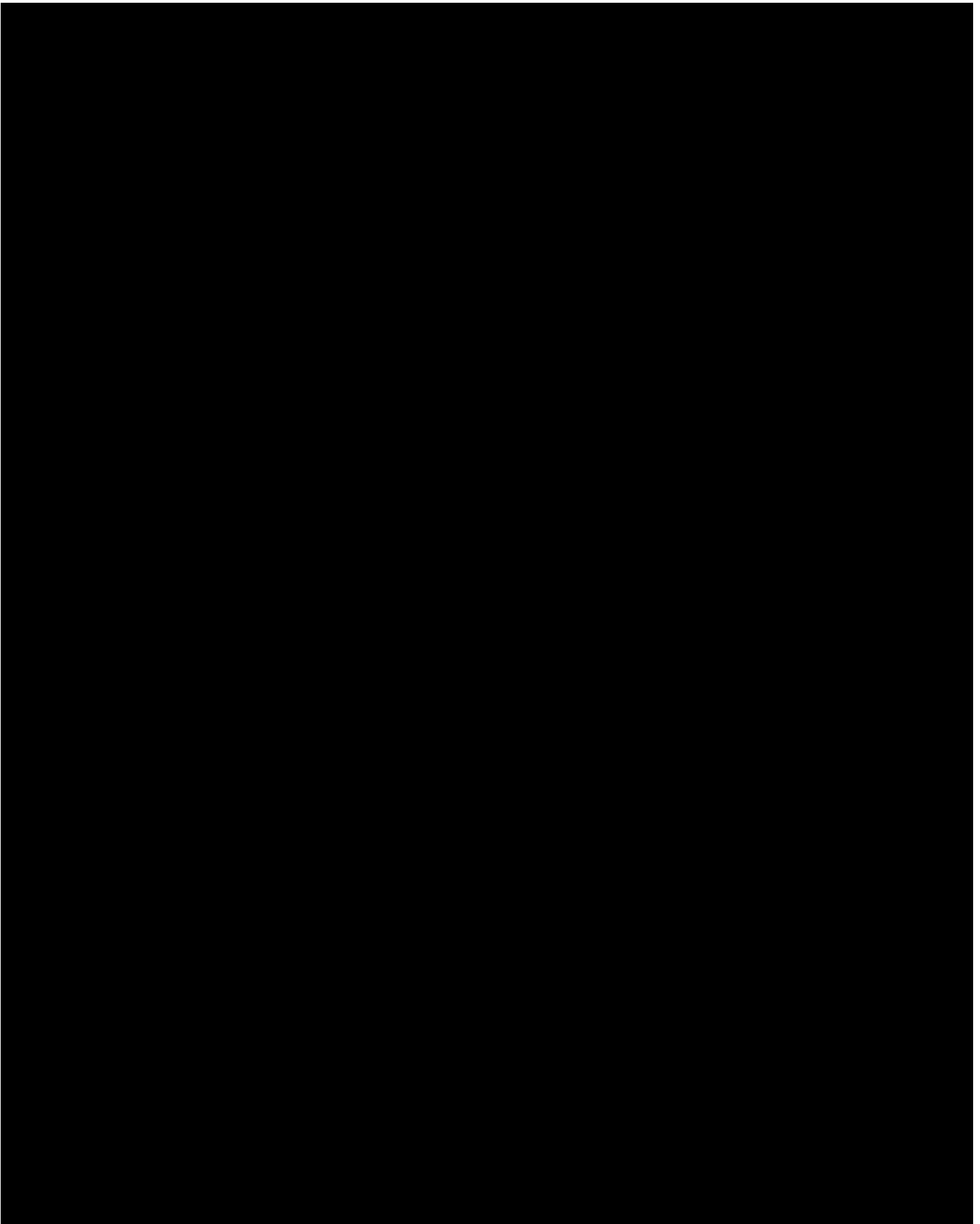
Current practice is for between one and three officers to be assigned to a unit during the day shift to meet existing responsibilities. The number varies based on the inmate count, design and type of inmate housed in the unit. When applying this staffing compliment, based on staff interviews and review of available documentation, services are not consistently being provided, supervision is limited, searches are not frequently being conducted, and the number and type of inmate counts completed were not always consistent with policy. The first tasks not to completed, often are the most labor-intensive, i.e. searches.

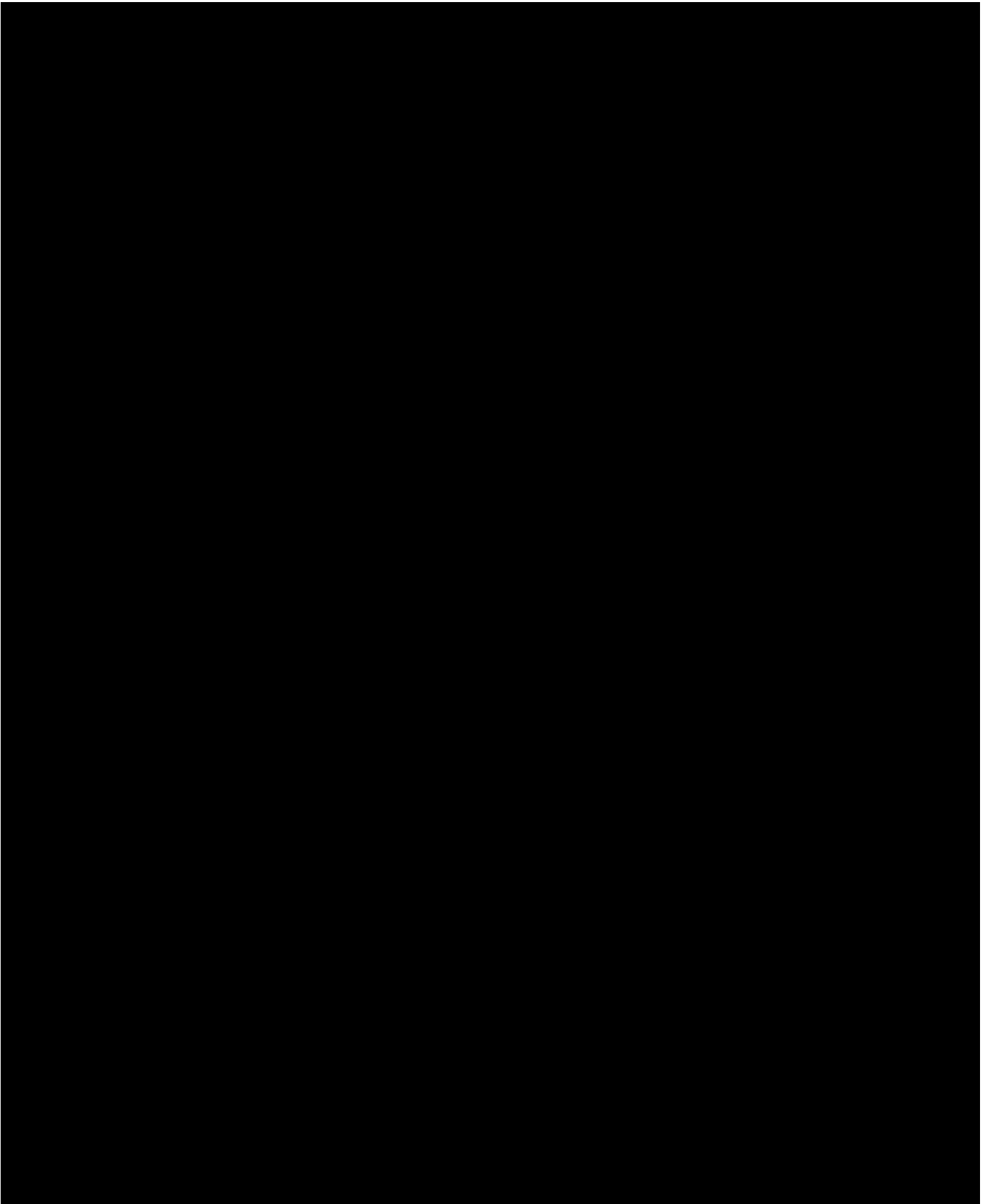
Based on the everyday responsibilities of an officer and the activity levels of housing units, the practice of having between one and two officers assigned to provide security, custody and control of over (200) inmates during the day shift is inconsistent with realistic expectations of what an officer can accomplish and underestimates the demands of the job. Depending on supervisory staff to assist, impacts the ability of the supervisor to meet their position responsibilities. As a result, effective supervision in the housing units is not consistently being provided at current levels.

During the evening shift, even fewer staff are available resulting in institutions routinely being placed on lockdown status. Correctional officers assigned to the housing units, due to limited staffing serve more as "watchmen" or "gatekeepers", not by choice, rather than as correctional officers. Their primary focus turns into conducting security rounds, inmate counts and contacting others when assistance is needed. A total of approximately (200) additional staff are being recommended to be assigned to general housing units.

Courtyard. All the institutions included in the project contain at least one courtyard that consists of open space surrounded by housing units, physical plant support buildings, service areas, administrative buildings and program space. All authorized inmate movement is considered controlled movement and the type of movement varied based on the inmates' classification, the purpose for the movement, destination and time of day. A combination of line movement, escorted, supervised and the use of passes (OTR's) was all being used. To proceed from the housing units to most program activities and services, inmates are required to walk through a courtyard or open area leading to the cafeteria, visitation, education and medical services.

It is essential and a fundamentally supported best practice that, staff be available to conduct security checks throughout the facility and be available to monitor, control and authorize inmate movement.





Establish core security positions for each Restricted Housing Unit (RHU) to include sufficient personnel to maintain compliance with established policies. To prevent the triaging of required services, sufficient staff need to be available to meet the myriad of responsibilities associated with operating a restricted housing unit. Appropriate standards cited in established SCDC policy⁸ require: irregular 30-minute security checks on all inmates; cell searches at least weekly; daily meal delivery; access to recreation outside the cell five days per week, one-hour per day weather permitting or unless safety and security reasons dictate otherwise; access to showers a minimum of (3) times per week; access to telephones; strip searches to be conducted; a minimum of two certified officers when removing, escorting or replacing inmates into a cell; inmate and staff escorts and complete inmate counts.

Current practices as represented in the log books and based on feedback received from staff was that all essential services are not consistently being provided in accordance with policy. The reason frequently cited, is there are not enough staff available to meet the responsibilities. The requirements established by the department are consistent with national standards.⁹

The RHU's are staff intensive units due to the enhanced security precautions appropriately required and the associated responsibilities. Most often a high percentage of inmates are on an active mental health caseload requiring additional services.

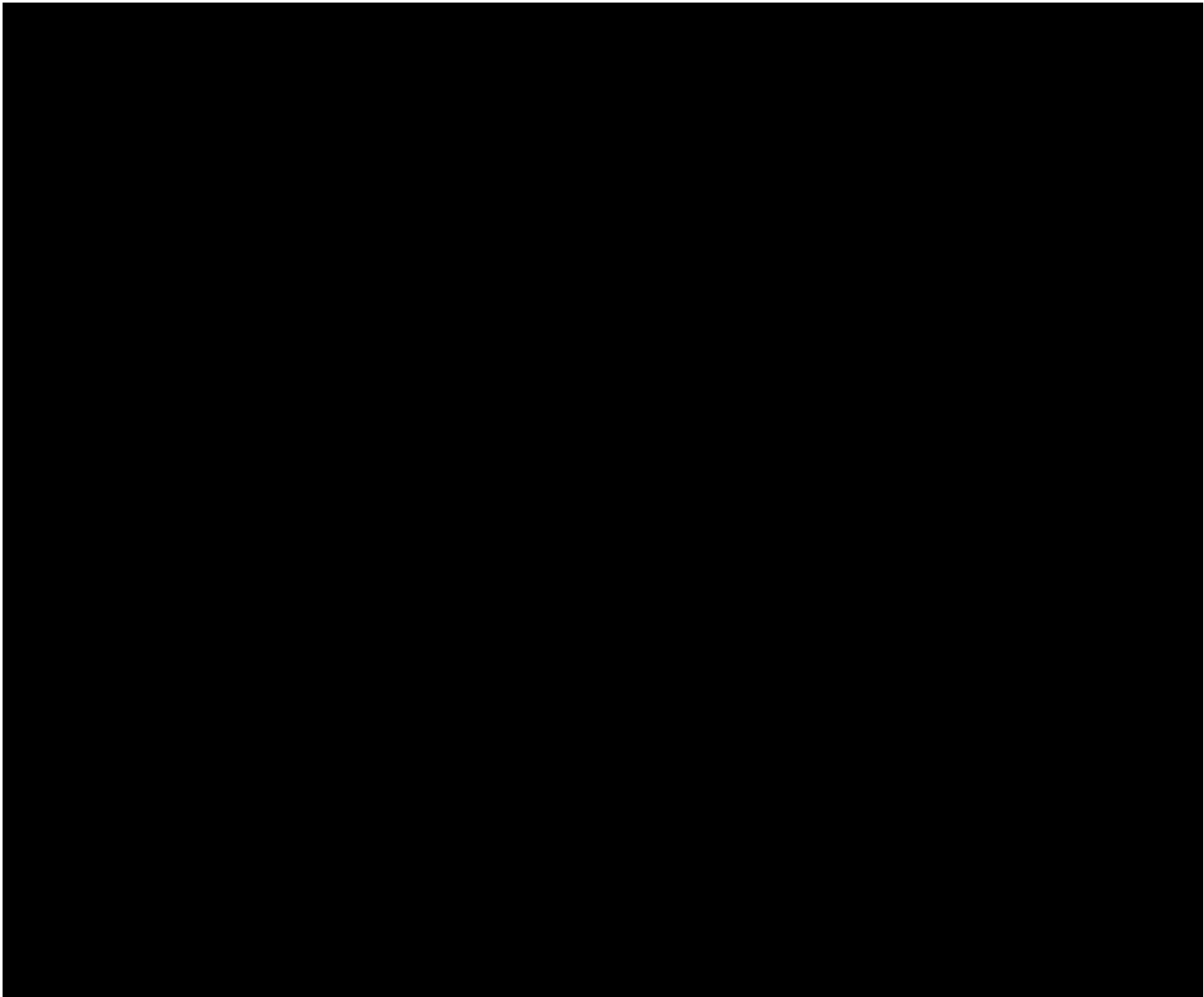
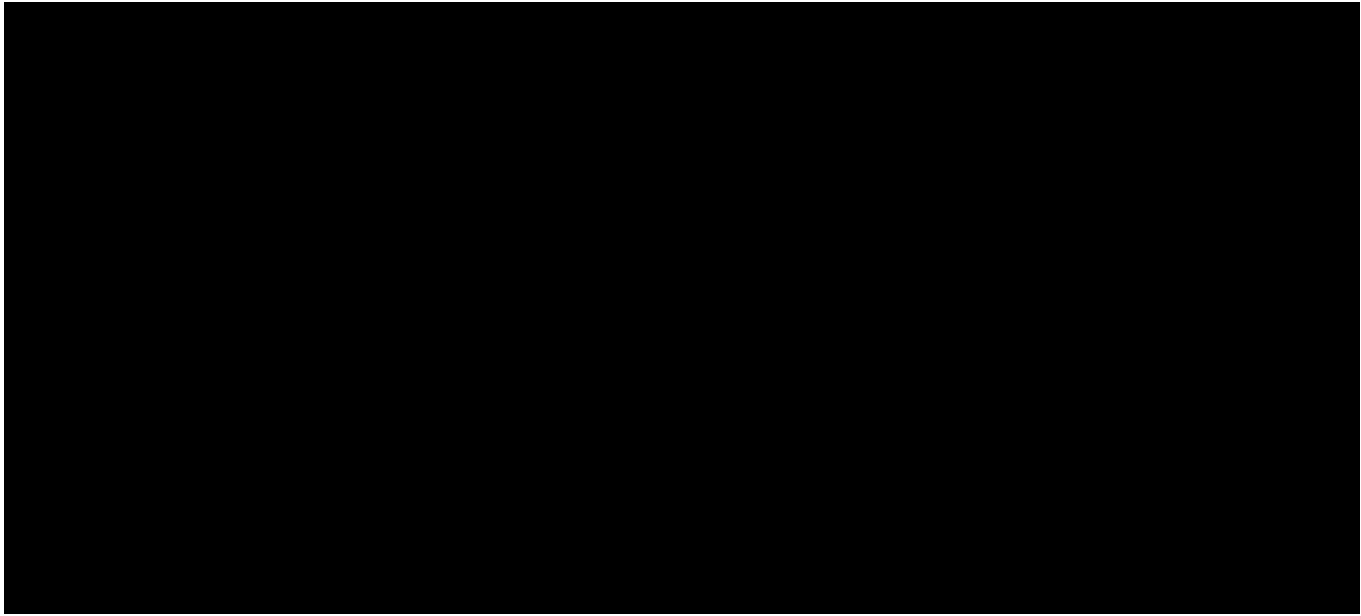
The analyst recommendations include converting established five-day recreation and escort positions to relief posts, adding recreation and/or escort positions as needed and increasing the number of wing officers in select institution to meet established responsibilities;

Recognize post assignments associated with housing areas and select perimeter towers not in use on the date of the on-site assessment. The current recommendation, by request, includes staffing all housing areas, including those areas that were closed during the on-site review.

Most, but not all of the institutions had either a housing unit wing, infirmary or entire housing unit closed. In addition, select perimeter towers that were not in use including the new towers at Lieber and an existing tower at Tyger River were also included in the recommendations. The staffing recommendation includes those unused areas being fully operational. This accounts for approximately (140) additional security positions of which, approximately (38) did not appear to be identified in the department post charts. Those positions included the (3) new Towers at Lieber, Infirmary at Evans, third tower at Tyger River and the Reynolds Unit at Leath. With the inmate population consistently going down each year since 2011, the housing post assignments recommended may not be needed;

⁸ SCDC OP-22.38, "Restricted Housing Unit"

⁹ American Correctional Association, (ACI 4th Edition).



As referenced, it is the understanding and agreement of the parties, that implementation and effectuation of the provisions of the policies, as a portion of the remedial plan, are to be phased in over time, and all aspects shall not become effective immediately.

In reviewing the settlement agreement¹¹, associated policies, description of mental health services and interviewing institutional personnel and the director of Behavioral/Mental Health and Substance Abuse Services, it is clear that the provision to provide mental services is a priority for the department.

In order to be consistent with the established mission of the department and applicable guidelines, all institutions, including especially those providing residential mental health treatment programs, are required to be viewed from more than just a security lens. An integrated approach is necessary to ensure on-going practices are reflective of the established policies, settlement agreement and the three primary elements identified as the departments mission.

- **Safety: *Protect the public our employees, and our inmates;***
- **Service: *Provide rehabilitation and self-improvement opportunities for inmates; and***
- **Stewardship: *Promote professional excellence, fiscal responsibility, and self-sufficiency.***

To accomplish these goals each institution needs to be calibrated to meet both security and treatment needs of the population.

Security personnel need to be available to perform traditional security-related duties and responsibilities, which include in part: conducting inmate counts, cell and area searches, providing inmate supervision, maintaining an open-line of communication with the inmates, intervene as necessary, conduct security inspections, operate security equipment, prepare and submit written reports, coordinate daily activities including access to showers, telephone and recreation, provide supply distribution, mail delivery, clothing/linen exchange, provide escort for both inmates and non-security staff and enforce policy. There is not much more an officer can effectively absorb while meeting these post responsibilities.

In addition to the traditional responsibilities, a dedicated security presence is required to allow for inmate group sessions, on-wing and off-wing interviews, and consultations to occur. It is critical, that non-security providers be able to focus on treatment and programming and not feel impelled to focus primarily on safety, due to the lack of a security presence. This takes a combination of properly trained and motivated staff and a sufficient number of personnel to meet the existing responsibilities.

The effective use of certified mental health technicians can assist in providing program support, but should not be considered as a replacement for properly trained security personnel.

¹¹ T.R. V. South Carolina Department of Corrections, No. 2005-CP-40-02925

Based on observations and staff interviews, the current practices in the specialized units often results in services not being consistently provided or delayed, resulting in the need to triage treatment, due to limited staffing levels.

This specifically included each Restricted Housing Unit; Gilliam Psychiatric Unit; Kirkland Intermediate Care Services; Kirkland HLBMU; Broad River Crisis Stabilization Unit; Broad River Outpatient Care housing; Camille Graham Crisis Stabilization Unit; Camille Graham Intermediate Care Services and Leath Outpatient care housing;

The updated recommended staffing levels, identify core security post assignments for each of the specialized mental health units; including a supervisory presence, wing officers, control room officers (as needed) and dedicated escort, support and recreation posts. None of the specialized mental health units includes a recommendation for fewer than two security staff at any given time. Specific recommended post assignments can be viewed for each institution in the analyst post charts identified in Appendix.

Serious consideration should be given to seeking support for a pay increase for security personnel permanently assigned to designated residential mental health units, as has recently been adopted in both the Kentucky and Florida Department of Corrections.

Establish a dedicated “Inmate Medical Escort/On-Site Security” post assignment for most institutions. A dedicated inmate medical escort/on-site security post is being recommended for most facilities. Current operating practice is to have one officer assigned to the medical unit. Primary post responsibilities include monitoring and controlling movement into/out of the unit, placing inmates in a secure waiting area, supervising inmates, escorting inmates within the unit and completing security rounds. Based on the location of the front entrance to the building and the inmate holding area, most of the officer’s time is required in the front of the unit. Exam rooms and staff interviews, including mental health interviews/clinic, usually occur in areas not often in direct line of site of the front entrance.

For example, medical/mental health interviews/consultation may occur five days per week, psychiatric clinics/interviews may occur less frequently; however, require a security presence within line of sight while maintaining confidentiality.

Most staff assigned to the medical unit are civilian and/or non-security contractual staff. It is not feasible for the officer assigned to the front entrance/inmate waiting area to meet the responsibilities required to include providing escort to/from the medical unit and to provide a roving or constant presence within line of sight of the interviews/consultation. To meet this responsibility, an additional officer needs to be available between five and seven days per week depending on the institution’s schedule. To rely on the front entrance officer to provide these responsibilities is inconsistent with the demands of the position. Current practice results in limited to no staff being available which often results in delays in conducting the clinic/interviews and no direct security oversight. Dedicated security staff are recommended in the revised post chart to meet this responsibility. This accounts for approximately (24) additional positions when applying the updated shift relief factor;

Establish a dedicated “Compliance Lieutenant” post assignment for most institutions. SCDC had a long-standing history of being a part of the American Correctional Association (ACA) accreditation process. The accreditation process examined institutional policies and practices in relation to nationally recognized best practices. Most, if not all the SCDC institutions had received accreditation status. State budget deficits led the department to cancel accreditation contracts with plans to replace the ACA inspections with a more demanding in-house evaluation process.

An SCDC policy was established entitled, *Management Reviews*¹², designed to evaluate institutional operations, programs and activities to determine compliance with established policies. This policy dated 2005, is well developed and technically in effect; however, staff reported the policy has not been followed for the last several years.

A new policy, entitled Continuous Quality Improvement Review, (GA-06.06) was developed in June, 2017 in response to the mental health settlement agreement and to ensure continuous improvement through a process of self-evaluation and action planning.

The focus of this policy is primarily related to healthcare services and SCDC’s quality improvement process. The 2017 policy is designed to be phased-in over time and not to be considered effective immediately. During the on-site assessments occurring between September and December 2017, the policy did not appear to be in full effect. The foundation appears to be in place.

At two of the thirteen institutions staff identified as “compliance officers” were available. Responsibilities associated with the positions focused on areas such as ensuring documentation was provided and retained on issues such as shower and/or recreation access for restricted housing unit inmates and/or the monitoring of Prison Rape Elimination Act (PREA) standards. It appeared no dedicated institutional staff was available to focus strictly on monitoring institutional security practices in relation to established policy. The limited number of personnel resources were reported to be the primary reason, in-house evaluations were no longer occurring.

The SCDC policies are thorough; they cite national standards and most have been updated to reflect current requirements. The updated recommended staffing assessment includes approximately, (13) additional security positions dedicated to institutional compliance review and enforcement;

Establish a “Field Training Sergeant” post assignment for most institutions. Each institution had at least one training lieutenant, several institutions had a central-office retention lieutenant position and a few of the more remote facilities had a recruiting lieutenant position based out of the institution. The central office staff do not officially report to the warden.

The number of security staff being recommended for several of the institutions exceeds twice the number employed on January 1, 2018.

¹² SCDC GA-06.01 Management Reviews.

As the staffing levels at each institution increases, the workload for training personnel will increase. The number of classes, training hours, scheduling, documentation follow-up and mentoring will increase.

Since field training officers are currently not available, in-house practices initiated by the new training personnel should include; providing continuous on-post mentoring, support and guidance, especially to the new staff. Working a post assignment can often be overwhelming, stressful and at times, intimidating. It is difficult for annual block training to compete with the daily ongoing responsibilities, supervising a diverse group of individuals and the pressures often associated with the sophisticated and unsophisticated "grooming" techniques deployed by representatives of the inmate population. An additional field training position is recommended to meet the anticipated demands of the position, and be expanded to include a field training sergeant for each institution. This recommendation accounts for approximately (13) additional staff;

Establish a Front-End Sergeant position for each institution. The front-end of most institutions contain a Master Control Room, Visitation, Front Gate, Outer Perimeter Patrol, Lobby, Personal Property, Holding, Administrative Services, Support Service office areas and Operations.

The front-end is an area where all staff and visitors usually experience their first encounter of the day with security procedures. This initial point of contact often results in the unexpected. Based on a review of daily rosters and on-site observations, several of the front-line post assignments are intermittently filled by personnel assigned to other posts in the general area.

Most of the post assignments do not require a supervisor to be constantly present, but for one to be immediately available to address issues as they arise. A seven-day 12-hour front-end roving sergeant position is recommended for most level 2 facilities and a 24-hour position for level 3 facilities resulting in approximately (40) additional positions. Primary responsibilities to consider for this position should include absorbing responsibilities associated with the operations post assignment at most but not all the institutions. The existing responsibilities associated with the operations positions at Kirkland and Lieber require the posts to remain filled;

Establish additional Kitchen/Dock post assignments. Each institution has a kitchen and every kitchen has a dock area where supplies are received and garbage and re-cycle is normally processed. In most institutions the dock area is a shared dock, some may have fencing providing limited separation; however, several docks provide access to other areas such as canteen, commissary, grounds maintenance, plant maintenance, vehicles, waste containers, back gate, vocational education and/or prison industries.

Food Service personnel are assigned to the kitchen and are required to be present when the kitchen dock area is open. The analyst inspected the kitchen/dock areas and at four of the thirteen institutions the kitchen door leading to the dock was open with no staff present. At all thirteen institutions no dedicated security staff were assigned to the kitchen, however food service staff were assigned.

The kitchen in a correctional institution is generally one of the more active support service areas. Correctional institutions rely on pre-screened inmates to assist in food preparation, prepare tray-lines, serve inmates and staff, operate dishwashers and complete area sanitation. The physical layout of the kitchen contains multiple blind spots, storage space, food preparation, dish-washing area, culinary tools, a large number of assigned inmates and access to outside the building.

Food service personnel are normally present in the area; however, their primary focus appeared to be on food preparation and delivery of meals. No security personnel are normally assigned to the kitchen/dock area which should be considered a high-risk area. The updated staffing recommendation includes a post assignment for the kitchen/dock area.

Due to a combination of shared dock, proximity to other areas, lack of security personnel assigned to the kitchen portion of the cafeteria, two staggered (8) hour five-day kitchen/dock relief post assignments are being recommended for (7) of the institutions. Three of the institutions already had a post on the department recognized post chart and three of the institutions had a more controlled and limited dock space. A total of approximately (17) additional positions are recommended;

Establish a “Security Captain” post for level 3 institutions to coordinate and focus primarily on developing and enforcing strategies to enhance the security of their assigned institution. A dedicated in-house supervisory post assignment is being recommended for the level 3 institutions to identify, coordinate and maintain appropriate security preparation and enhancements at the institution level.

Re-evaluating Post Assignments. In an effort to streamline responsibilities there are three post assignment areas that are not being identified in the analysts recommendation. These include the following:

- Litter Crew Detail.

Title 24-13-65 states: *The Department of Corrections shall provide prisoners not otherwise engaged in a useful prison occupation for litter control projects proposed by counties and municipalities*¹³;

The analyst is aware of the statutes and that the department is a partner in *PalmettoPride*, a non-profit organization with a focus on eradicating litter in South Carolina. In this partnership, the department is responsible for assisting, by providing inmate labor. Serious consideration should be given to ensure facilities that are properly staffed are engaged in this detail; however, in view of the level of staffing at the thirteen facilities, litter crew post assignments are not being recommended. Overtime expenditures is normally required to provide this service.

¹³ Section 24-13-65, Prisoners to be provided for litter control projects.

- The *operations* post assignments in most of the institutions are not being recommended. Based on the primary responsibilities associated with the position, the duties do not consistently require an employee to be certified. In several institutions the duties were being managed by non-security personnel with support from security staff when needed.

The current recommendation does include a seven-day *Front-End Sergeant* position whose responsibilities should include, assisting *operations* personnel when needed. Based on the unique role of the *operations* position at Kirkland and Lieber, those post assignments have been included in the recommendation; and

- Unit Management Concept. A seven-day security supervisor post assignment is being recommended for every housing unit in the eleven male institutions, as well as an increase in the number of FLS positions assigned to the housing units, and an increase in both supervisory and FLS positions for the courtyard. I fully recognize that recommending additional posts is not the same as applying the unit management concept, however after interviewing both unit management personnel and facility staff, examining available staff resources and reviewing the overall current operation, specific unit management positions were not identified in the current post recommendations.

APPENDIX

APPENDIX A

SHIFT RELIEF FACTOR CALCULATION FORMULA - SAMPLE

	SCDC SHIFT RELIEF FACTOR CALCULATION	SAMPLE
A.	Agency Closings	0
B.	Agency Work Days (# of days in a year)	365
	Days Contracted to Work (160 hrs. per 28-day cycle) # of Cycles per Year x Days to Work per Cycle	260.71
C.	Regular Days Off (Days in Year - Days Contracted to Work)	104.29
D.	Vacation Days (Average Annual Leave hours taken per employee / # of hours in shift)	10.8
E.	State Holidays (13 Days)	13
F.	Sick Leave (Average Sick Leave hours taken per employee / # of hours in shift)	8.4
G.	Other Days Off (injury, military, funeral, unexcused, disciplinary, special assignments, etc.) (Average "Other" Leave hours taken per employee / # of hours in shift.)	2.25
H.	Training Days (Average Training hours per employee / # of hours in shift.)	5.8
I.	Total Days Off (C+D+E+F+G+H)	144.54
J.	Actual Work Days (B-I)	220.46
K.	Meal Time Allowance (J x .0625)	13.78
L.	Actual Work Days (Including Meal Allowance) (J - K)	206.68
M.	Number of Employees for one 8-hour shift, 7 days per week (B/L)	1.77
M.1.	Number of employees for 24-hour coverage	
	7-day posts	5.3
	5-day posts	3.78
	2-day posts	1.51
M.2.	Number of employees for 12-hour coverage	
	7-day posts	
	5-day posts	
	2-day posts	
M.3.	Number of employees for 8-hour coverage	
	7-day posts	1.77
	5-day posts	1.26
	2-day posts	0.5
	Option: Staffing Enhancement after Turn-Over	
N.	Staffing Enhancement to Accommodate Turnover	10.70%
O.	Additional Employees needed to cover (1) 8-hour shift (M x N)	0.19
P.	Number of Employees for (1) shift, 7 days per week (M + O)	1.95

SCDC

INSTITUTIONAL

SECURITY

STAFFING

ASSESSMENTS

March 2018

Broad River Correctional Institution

The Broad River Correctional Institution (BRCI) is a state operated level 3 facility located within the Broad River Complex in Columbia, South Carolina. The facility was originally opened in 1988 and serves as one of South Carolina's maximum-security adult male correctional facilities. The operating capacity at Broad River is reported as (1,435) and the average daily population during the last six months of 2017 was (1,354). One wing of a housing unit was not being used during the reporting period reducing the current operational capacity.

While most of Broad River's inmate population are considered maximum custody an average of 17% of the inmates housed at the facility have a custody level of 2 (medium) or lower. The institution provides housing and services for general population and a diverse group of special needs inmates including the Restricted Housing Unit, Statewide Safekeeping, Crisis Stabilization Unit, Area Mental Health and Medically Dependent Services. At the time of the review approximately 23% of the inmate population was on a mental health caseload.

In 2016 the department implemented a 32-bed Crisis Stabilization Unit (CSU) at Broad River to centralize medical and mental health care for adult males who have reported or demonstrated an increased risk of self-harm and/or suicide. During FY 17, there were reportedly (668) inmates admitted to the CSU.

Program services are available and integrated into the daily facility schedule which includes ABE/GED, Religious Services, Character Program, Anger Management, Crisis Stabilization, Dialysis, Mental Health Services, Volunteer Services, Sex Offender Treatment, Alcohol and Drug Education, General Library, Law Library, Recreation, Visitation, Canteen and the Prison Industry Program.

The facility operates as a maximum security correctional institution and is surrounded by a double perimeter fence reinforced with multiple layers of razor ribbon, concertina wire, electronic surveillance equipment, roving perimeter patrol, high-mask lighting, vehicle access gate and an alarm detection system.



Inside the perimeter of the facility are a variety of buildings, equipment and open space available to help meet existing facility responsibilities.

The physical plant contains the following: Front Gate/Vehicle Access Gate; Administration Building; Main Control; Secure Personal Property Storage; Visitation Area; Support Services Building; Medical; Maintenance; Education; Multi-Purpose; Greenhouse; Cafeteria; Execution Chamber; Prison Industries; Dialysis Building and seven Housing Units. Expansive internal movement control fencing, gates and security surveillance cameras are available throughout the interior of the facility.

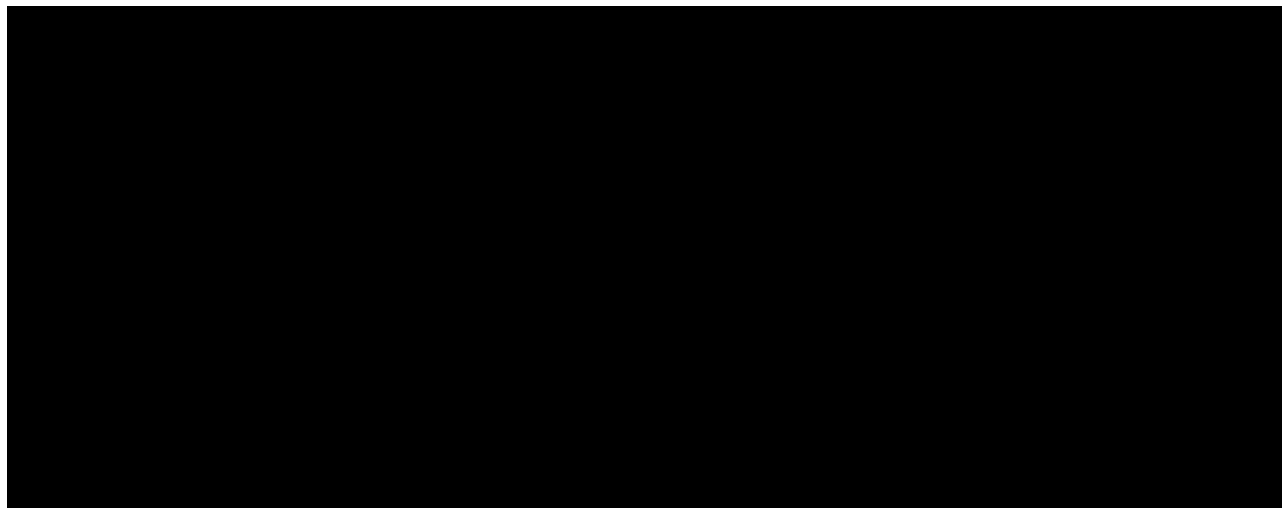
Food Services are normally provided to the general population inmates in the main cafeteria which is in the Support Services area.

All inmate movement was considered controlled movement and the type of movement varied based on the inmates' classification, the purpose for the movement, destination and time of day. A combination of line movement (food services), escorted, supervised and the use of passes (OTR's) was all being used.

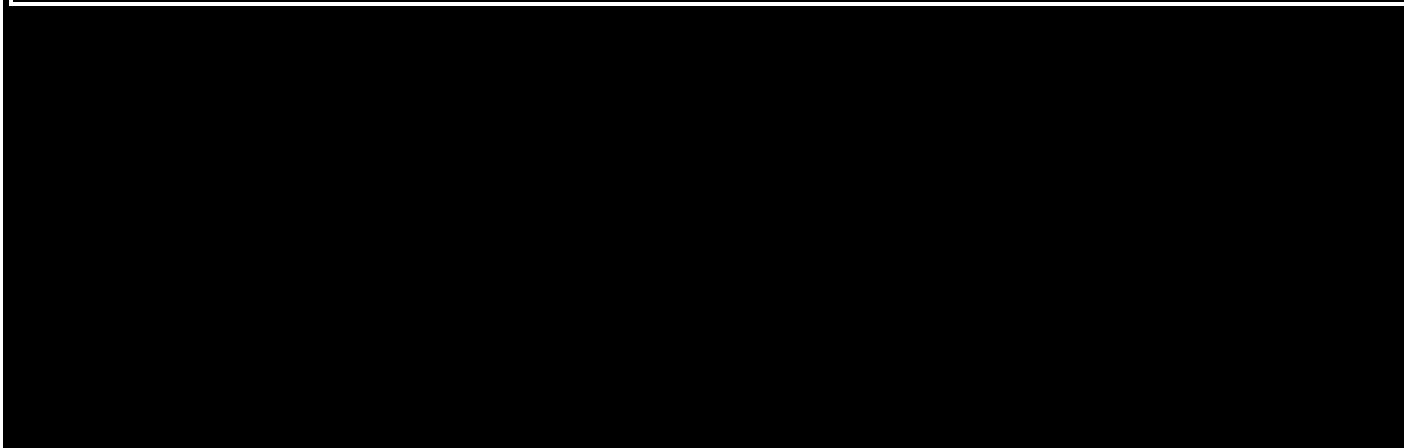
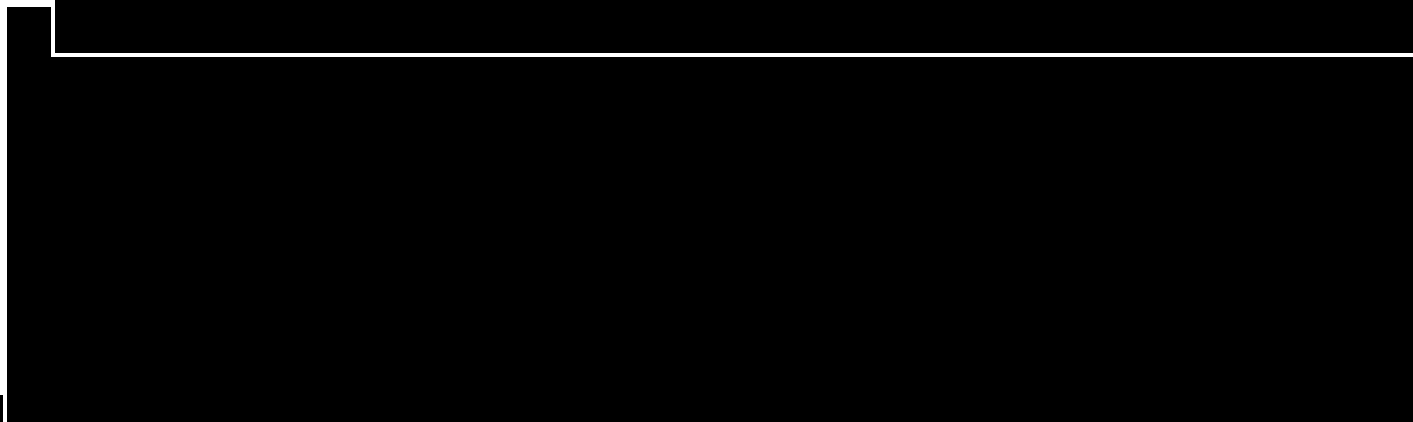
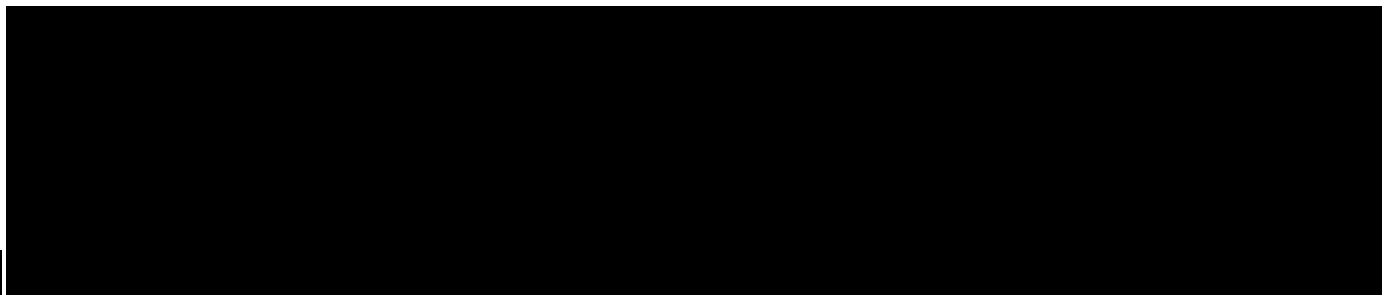
Housing Unit Designs

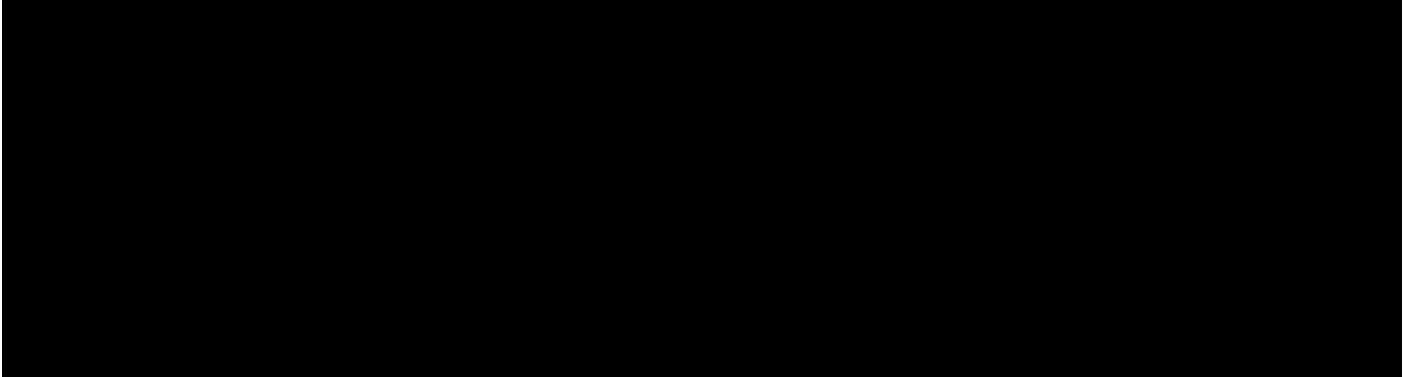
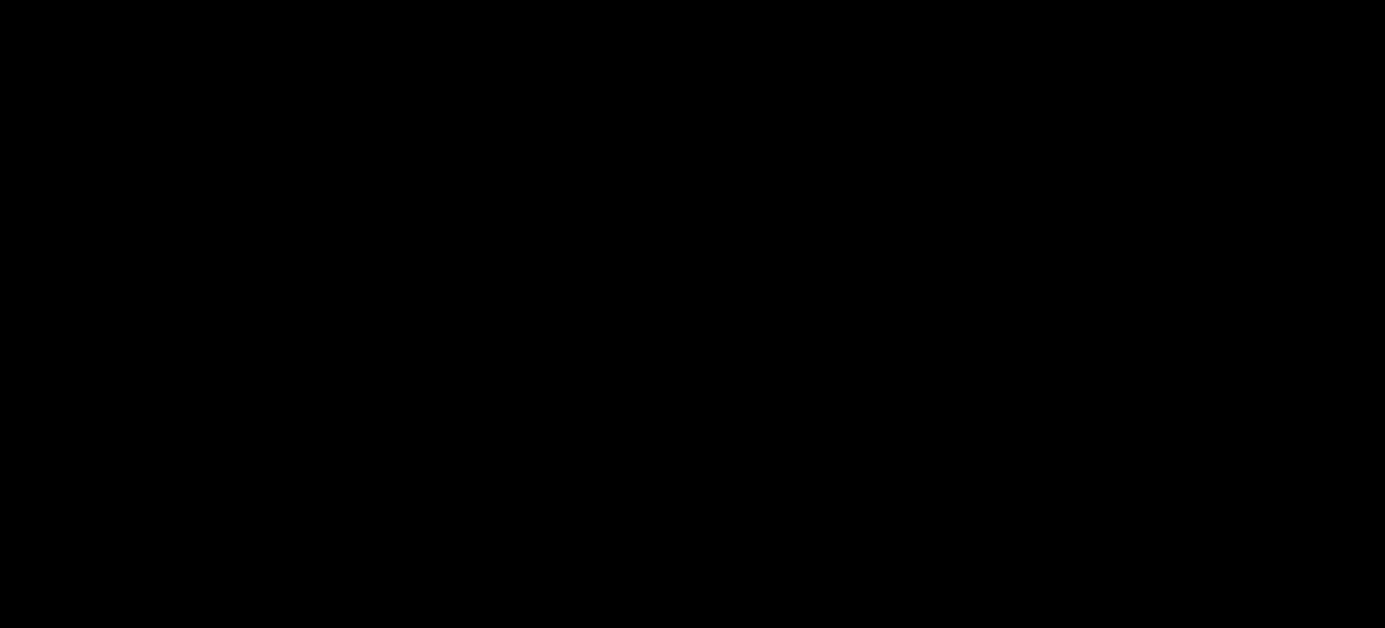
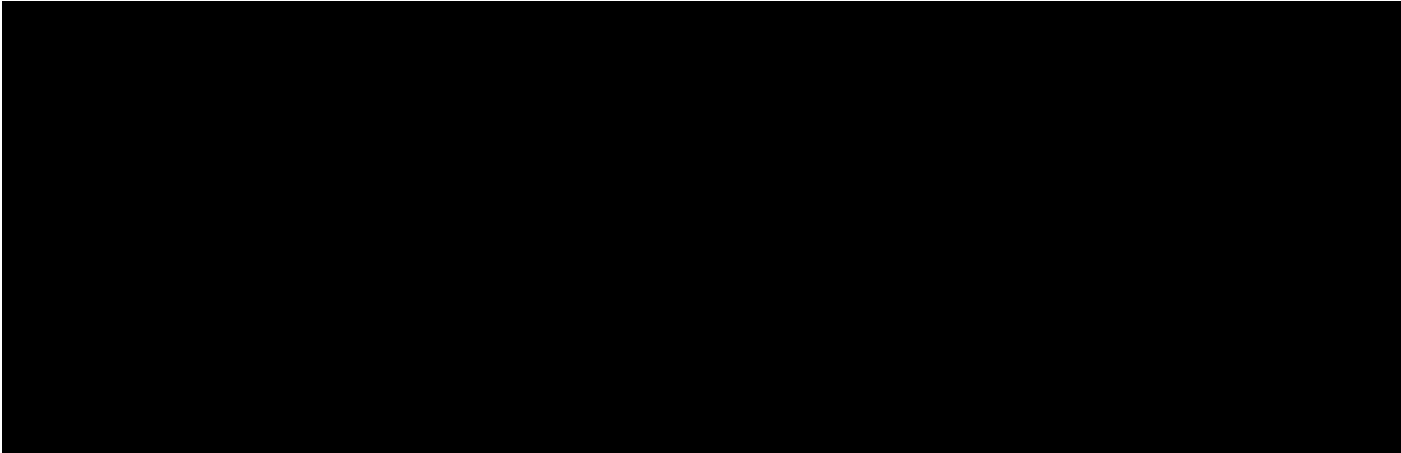
There are three primary housing unit designs at BRCI. All the housing units contain secure cells as dormitory style housing is not available at this facility. The housing unit designs are consistent with nationally recognized practices for a level 3 facility and include both direct and indirect supervision units. In total there are seven housing units at BRCI.

- Four of the units are designed as **indirect supervision** units and were being used to house general population inmates on the day of the site visit. Primary staff working space is located outside the living area. One wing in *one* of the units was being used to provide housing, programming and services for inmates assigned to a Life-Style Change program referred to as the "Character-Based Program". Each housing unit contains double occupancy cells located in one of two multi-level wings. All the cells have a toilet and wash basin and showers are in the common area within the wing. In the front center of the building is a secure sally port which contains staff office space. This area is located directly adjacent to the housing unit wings and adjacent to the entrance of the unit. Secure outdoor recreation space is available immediately in front of each housing unit. Staff reported to centralize programs and services, in November 2017 one of the housing units had been identified to house outpatient/area mental health inmates that had previously been assigned to several different level 3 facilities.
- In addition to the four indirect supervision units there are two units, which staff described as "Starship" in design. Officer work stations are located both within the living area as well as outside the living area immediately adjacent to the inmate living space. The common area also provides a conference room, interview space and medical/exam area. The units were designed to have officers stationed in the living area. The housing unit contains two wings (living area) and secure cells located on both the ground floor and mezzanine level. The wings contain a dayroom, an officer work station, showers, program space and passive recreational opportunities. In total between the two units there are four housing wings. One wing was being used as the **Crisis Stabilization Unit**, one wing was empty on the date of the site visit, and two wings were being used to house medically dependent inmates.



Security Staffing Profile





Operational Initiatives in Response to Staffing Levels

Based on staffing levels facility management personnel have deviated from the original staffing plan and implemented several initiatives to maintain minimum operations at the facility.

These initiatives include the following:

- **Staff responsibilities are expanded beyond the established post order.** Each post assignment includes a written post order that describes the normal responsibilities associated with the post (OP-22.24)¹⁴. Under normal circumstances security staff are responsible for one post at a time. Because of limiting staffing levels, staff assigned to existing posts are routinely required to be responsible for meeting both their assigned responsibilities and responsibilities of an additional post. This often results in fewer inmate escorts, delays and or cancellations in program and service delivery and labor-intensive tasks often not being completed;
- **Staff are augmented to leverage existing personnel resources.** Since 62% of the total vacancies were in the front-line staff positions staff outside those position classifications are frequently required to fill line staff post assignments. A review of daily shift assignment rosters reflect sergeants, lieutenants, captains, counselors and unit managers are routinely used to meet front-line staff post assignments, limiting the amount of time available to supervise or perform their normal responsibilities;
- **Shift Supervisory personnel routinely work 14-15 hr. days.** To meet existing responsibilities, shift supervisory personnel routinely arrive prior to the start of their assigned shift, review staff availability, facility schedules, workload, manage the shift and remain after their shift is normally over to ensure effective communication and staff coverage. Lieutenants and captains are considered exempt employees and are not eligible to receive overtime compensation;
- **The facility is placed on full or partial lockdown to limit movement outside the cell and reduce staff workload.** During the first eleven months of calendar year 2017 the facility reported they were on full or partial lockdown a total of (128) days due to staff shortages. This resulted in limited access for the inmate population to programs and services during those days;
- **Personnel are often compensated at an overtime rate to complete required staff training.** Uniformed security personnel are routinely scheduled to complete required training on their off-days resulting in additional overtime expenditures. Traditional practices include relieving staff from their post assignment and/or shift to complete training at straight time;
- **Post Assignments go unfilled.** A review of daily shift assignment rosters from July 2017 through September 2017 reflect all post assignments in the housing units, front gate, cafeteria and yard are not routinely being filled;
- **Filling Mandatory 24-hr. post assignments intermittently.** The Division of Security has developed a post chart as a guideline to identify post assignments required to be filled and when they are to be filled. Existing operational practices frequently result in all posts not being filled and staff assigned to non-stationary posts, intermittently filling posts such as the yard and medical posts only during peak hours;
- **One housing unit wing was closed.** One housing unit wing in the unit referred to as "Greenwood" was closed during the review period in part due to limited staffing levels;

¹⁴ SCDC Policy OP.22.24 Post Orders.

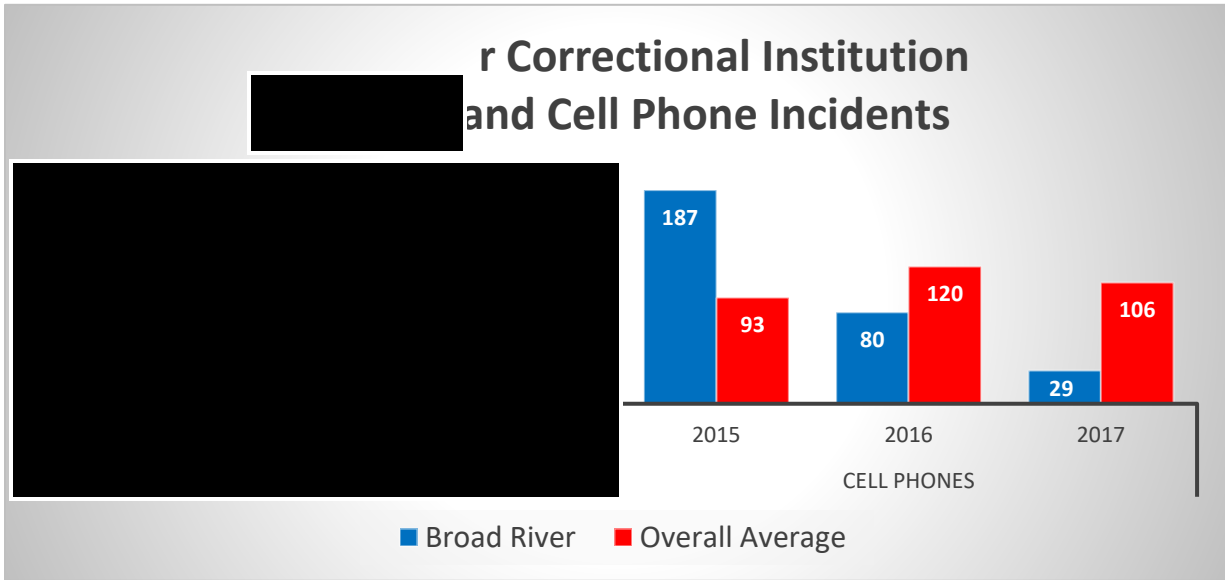


- **Staff initially not scheduled to work fill vacant post assignments often at an overtime rate.** Overtime expenditures have continued to increase significantly during calendar year 2017 when compared with 2016. During the first eleven months of 2017 the facility reported \$843,046 (rounded) in overtime expenditures. In 2016 during the same reporting period the facility reported \$505,397 (rounded) in overtime expenditures. Most of the overtime is the result of staff not initially scheduled to work filling required post assignments, providing transports and hospital coverage, attending required training and filling a post assignment because of late reliefs. At Broad River shift command staff reported the extensive reliance on overtime to fill post assignments was impacting morale and staff's ability to effectively supervise the inmate population;
- **Limit Inmate Movement after 7:00 pm.** Inmate movement during the evening hours normally after 7:00 pm is primarily limited to address medical related needs; and
- **Staff assigned to the 12-hour shifts are routinely scheduled to work a minimum of 168 hours in a recognized 28-day pay cycle.** Staff working the additional 8 hours are compensated at straight-time for working the 8 hours. Initial Department practice was to provide staff assigned to the 12-hour shifts, 8 hours off per pay cycle; however, this practice was no longer occurring. Staff assigned to the 8-hour shifts are routinely scheduled to work (160) hours in the same recognized pay cycle.

Demonstrated Risk Factors

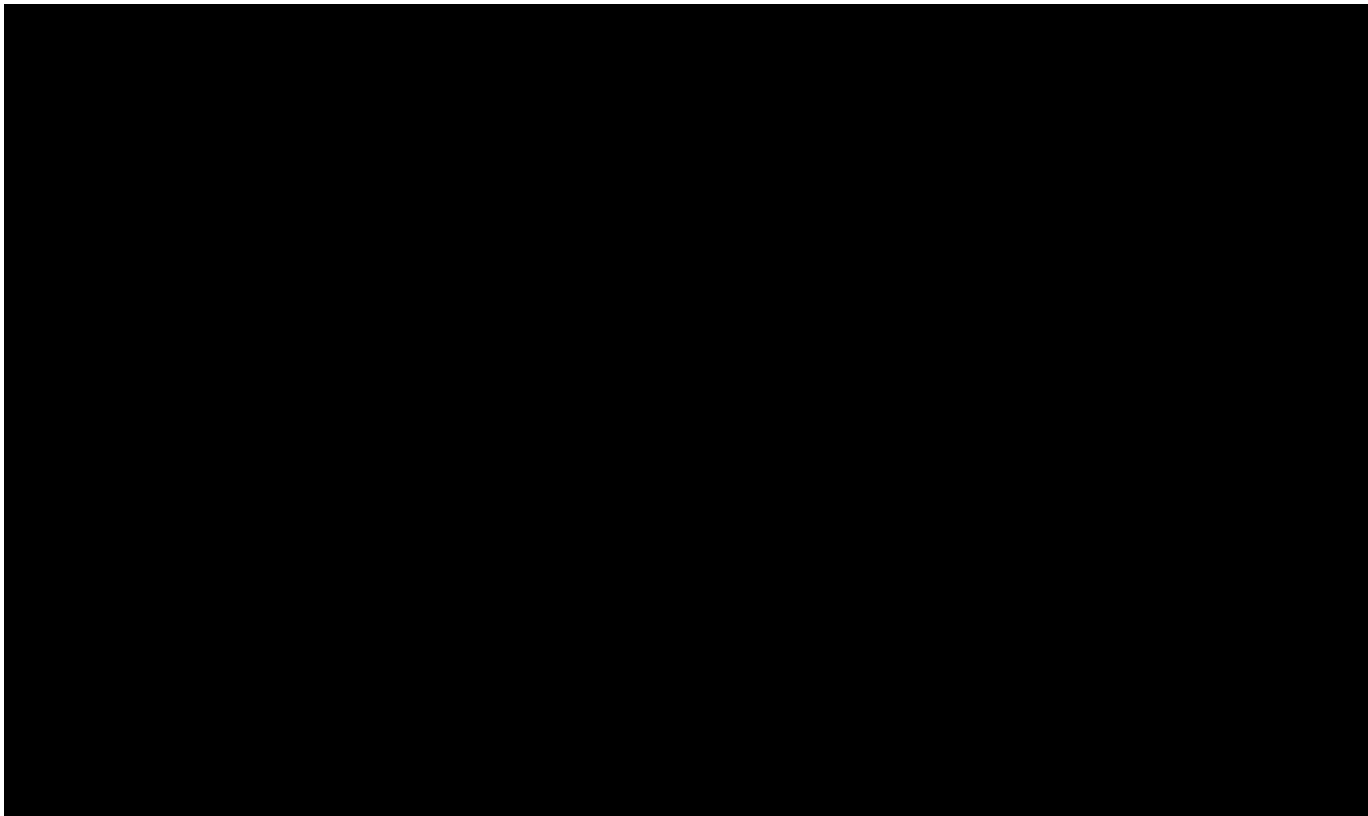
Contraband Incidents. The introduction and presence of contraband in a correctional facility has always been an issue and a primary management concern in operating a facility. It often leads to unauthorized movement, destruction of property, compromised staff, public trespassing, criminal activity and violence. At Broad River there has been a history of weapons used to stab inmates. Reports reviewed reflected an inmate death occurred at the facility in 2009 as the result of a stabbing.

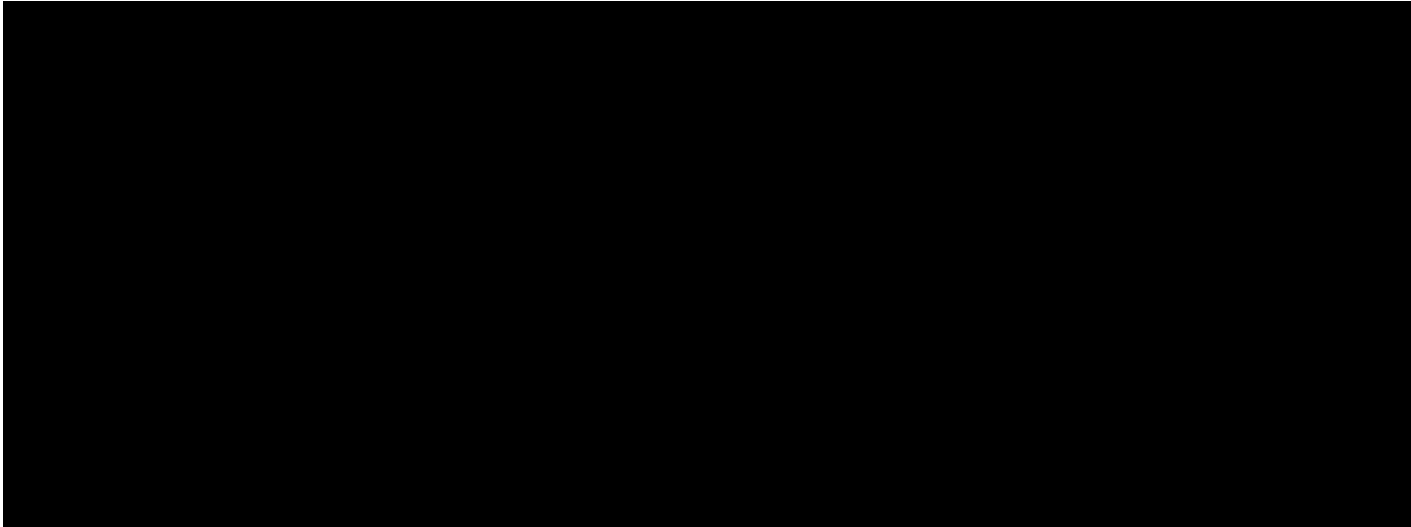
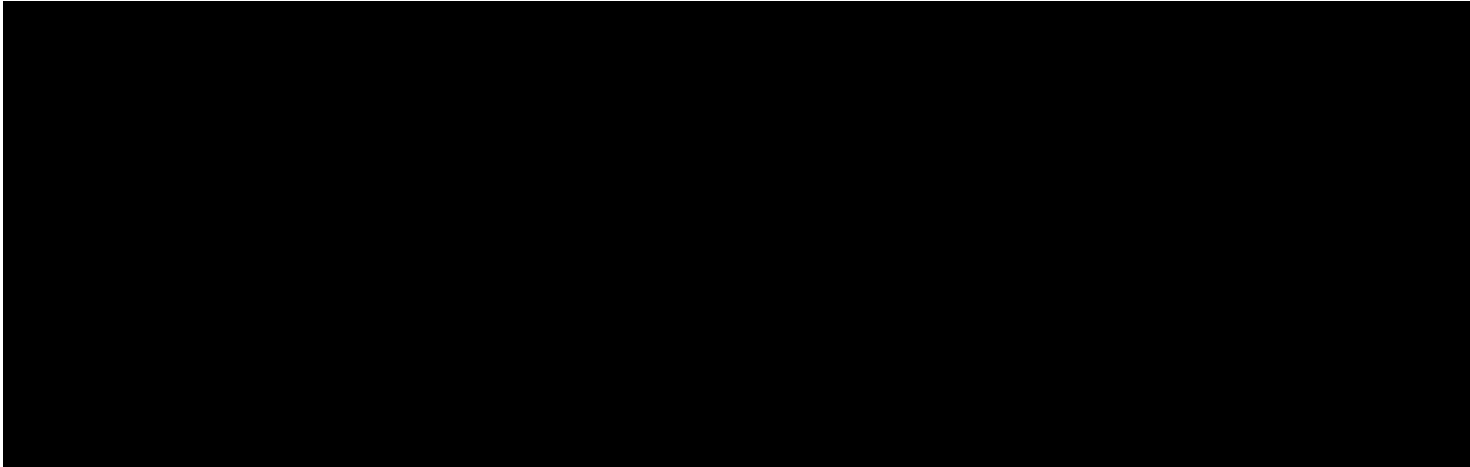
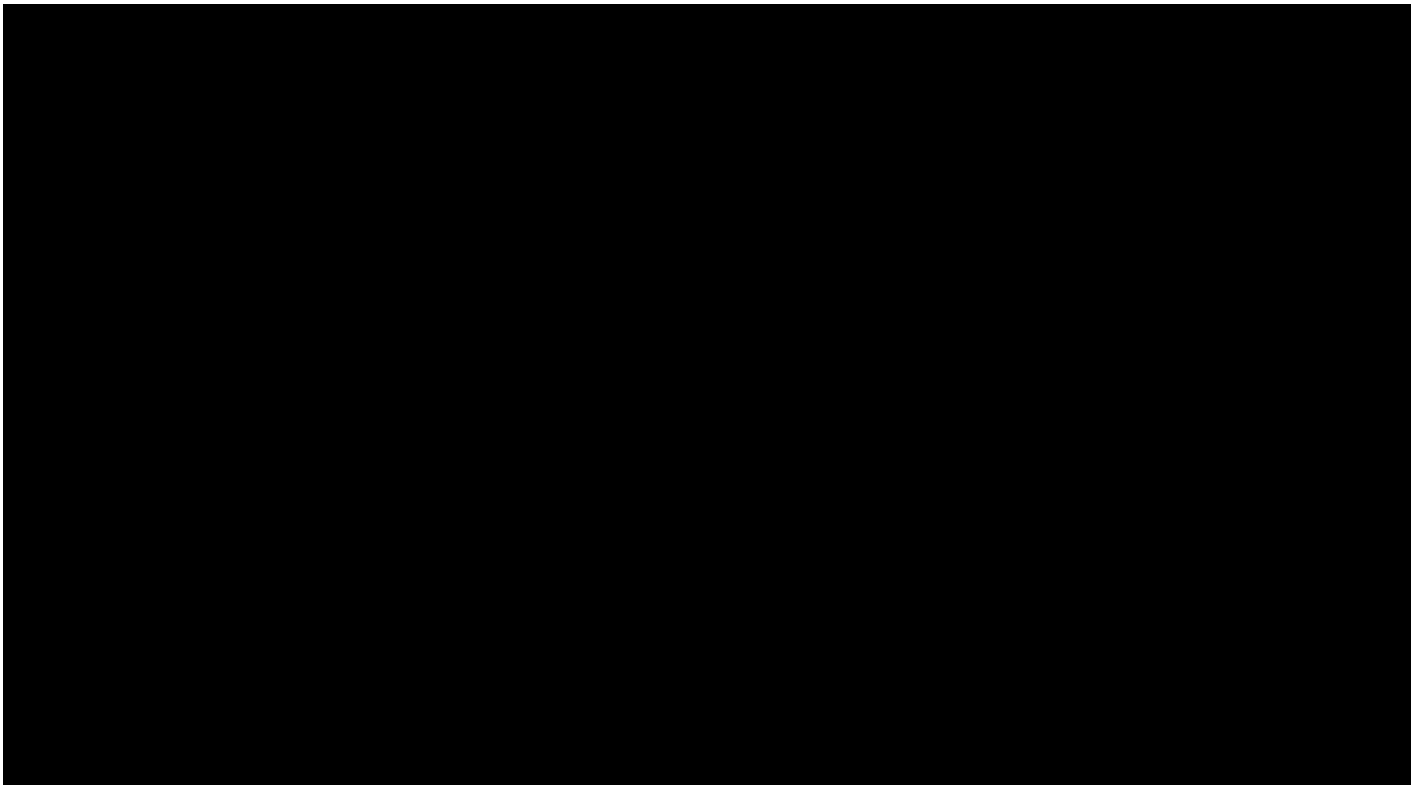
As shown in the chart, weapons and cell phone related incidents have decreased each year during the past three years. The volume of weapons and cell phone related incidents during 2017 at BRCI has been less than half the average reported for the other facilities reviewed in this project. Staff deployment rosters identify three staff are assigned to contraband control at the facility.

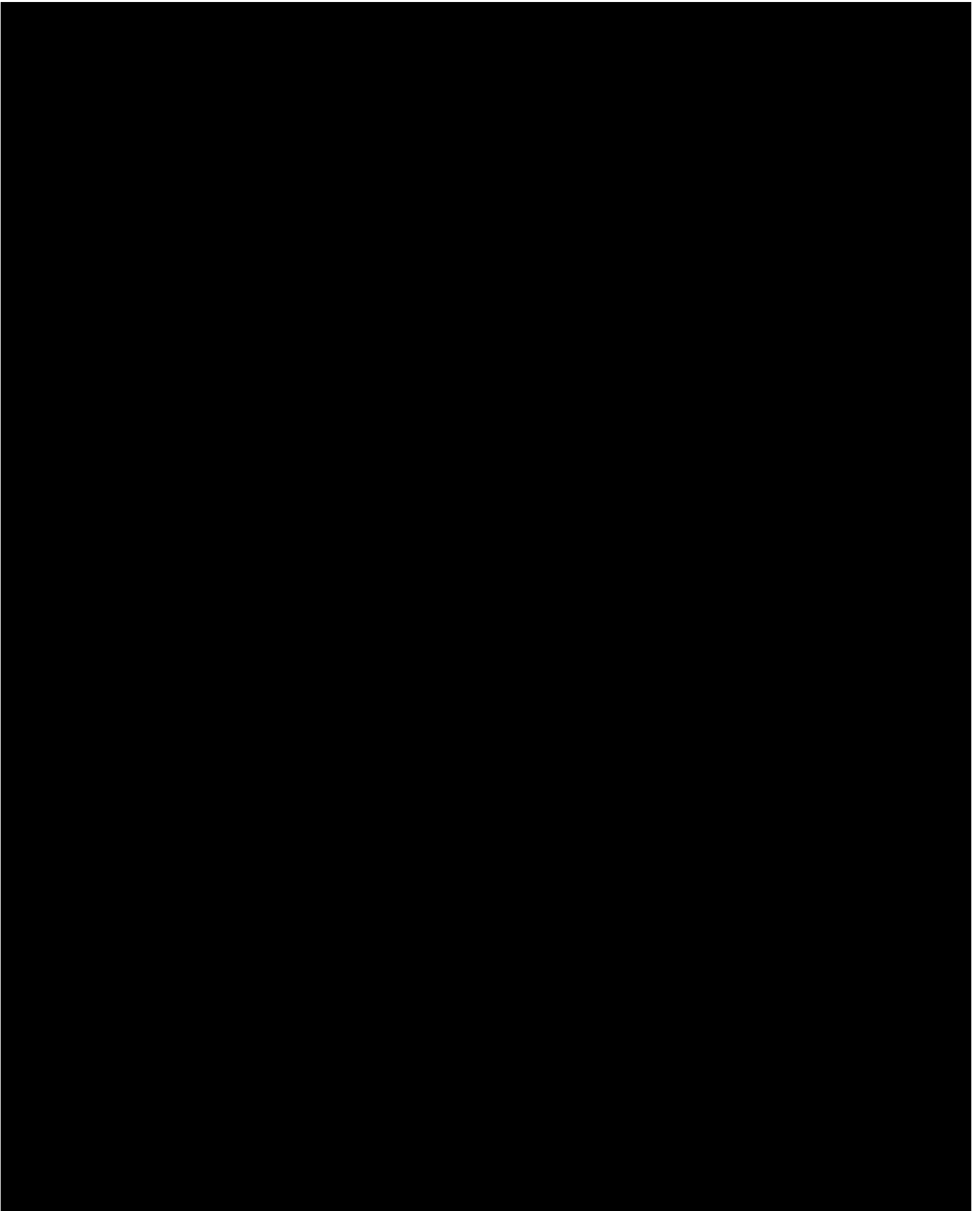


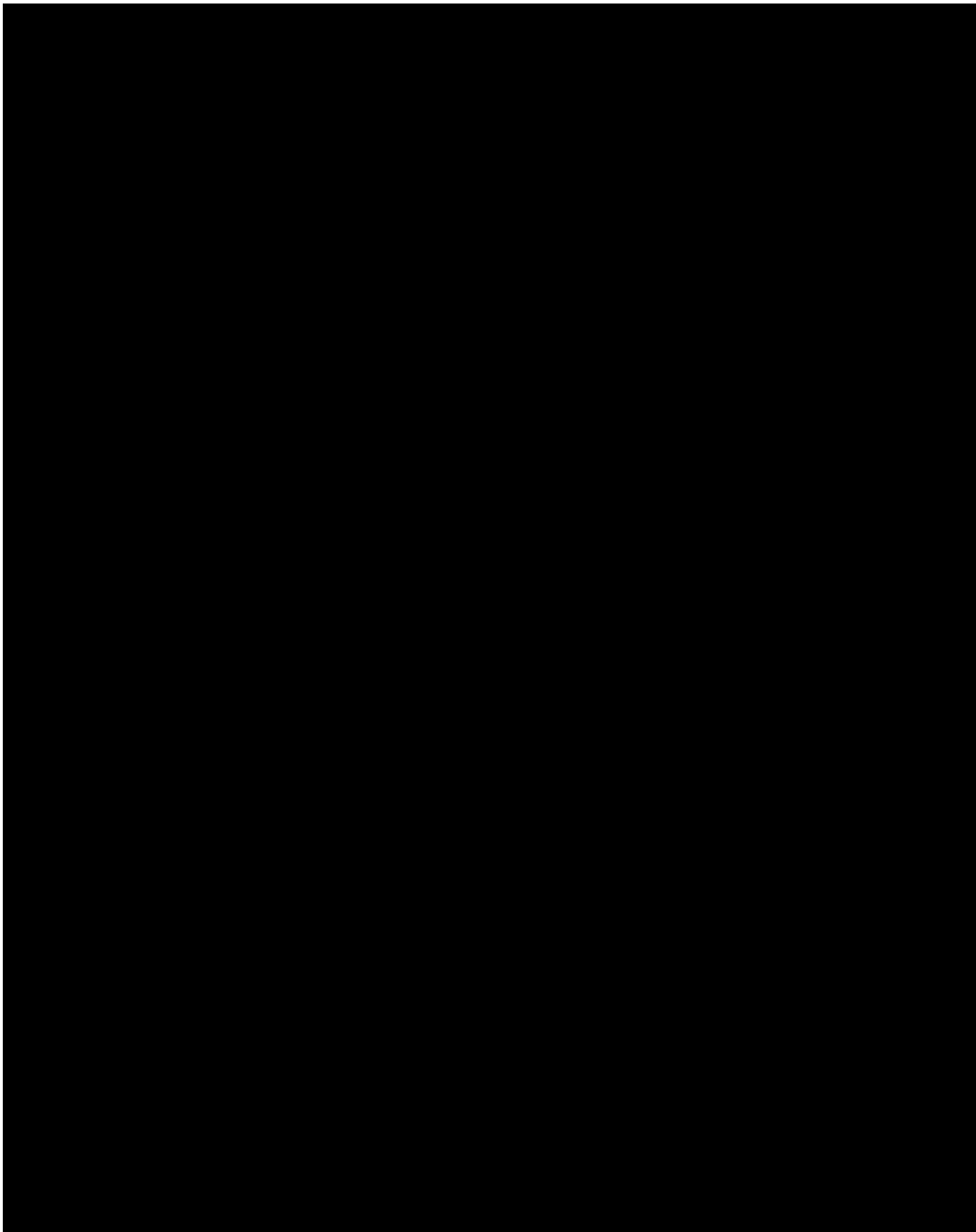
Source: SCDC RIM

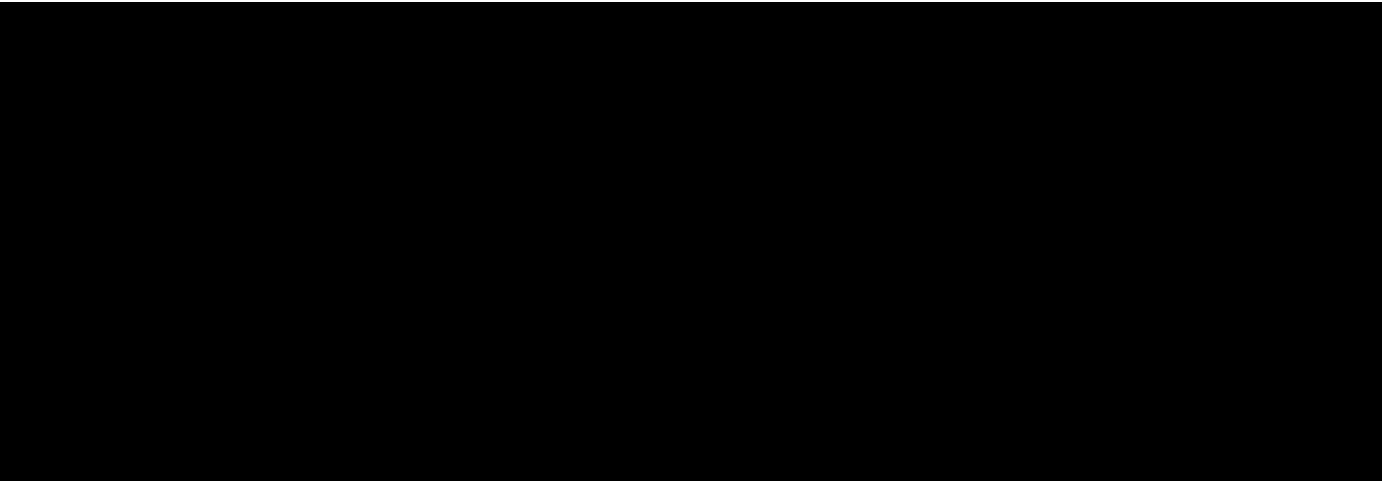
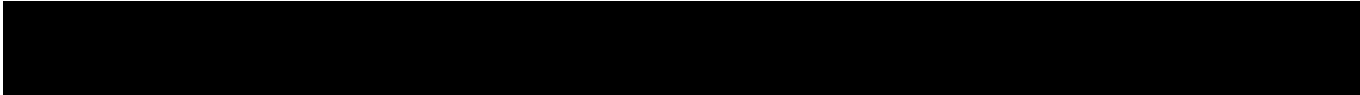
The Director has been at the forefront on a national basis calling for federal support to repeal federal laws to allow cell phone jamming in correctional facilities. The Communications Act of 1934 and the Telecommunications Act of 1996 prohibit the operation of cell-phone-jamming equipment by any person, including state and local officials.



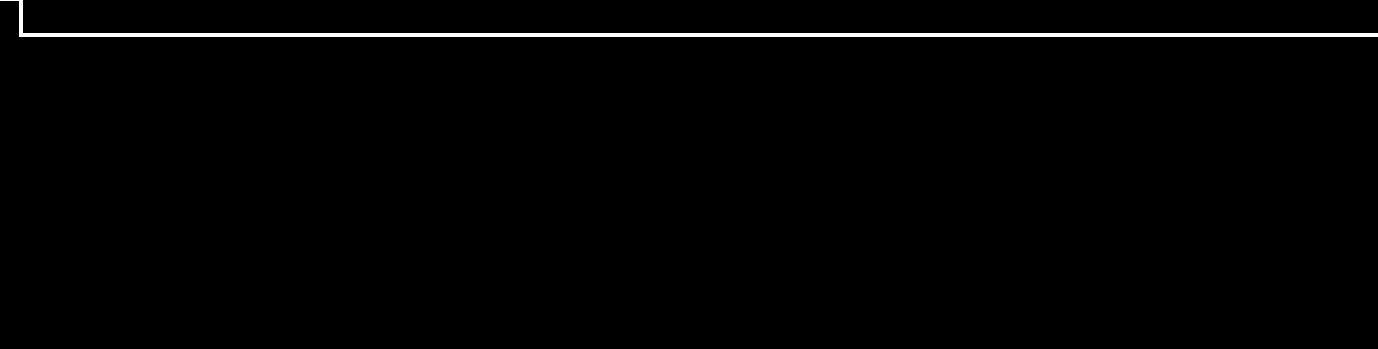
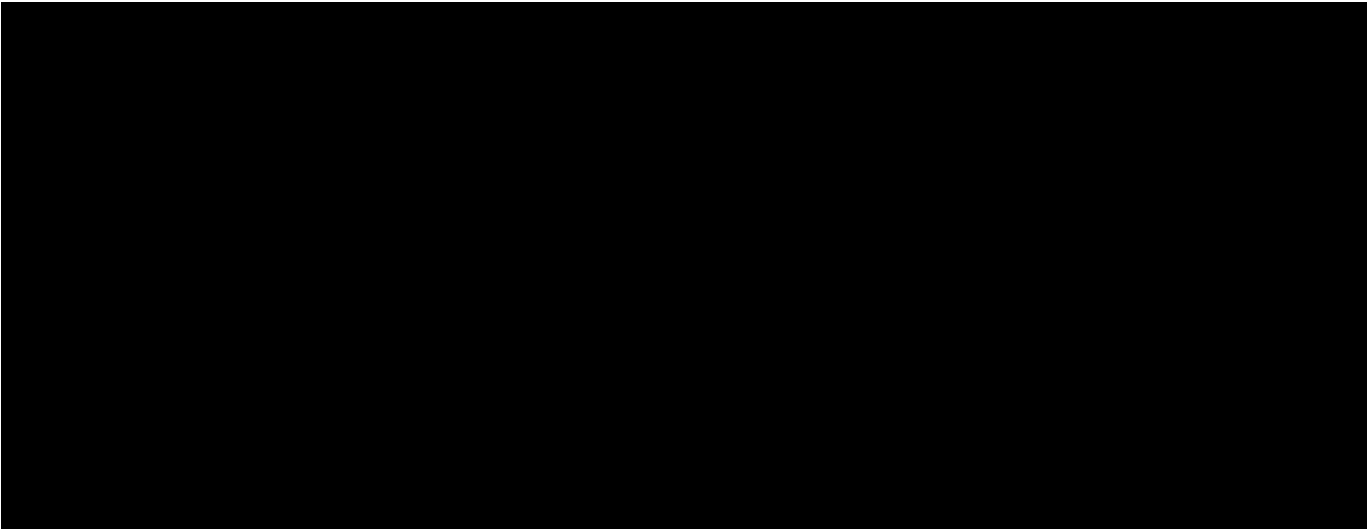


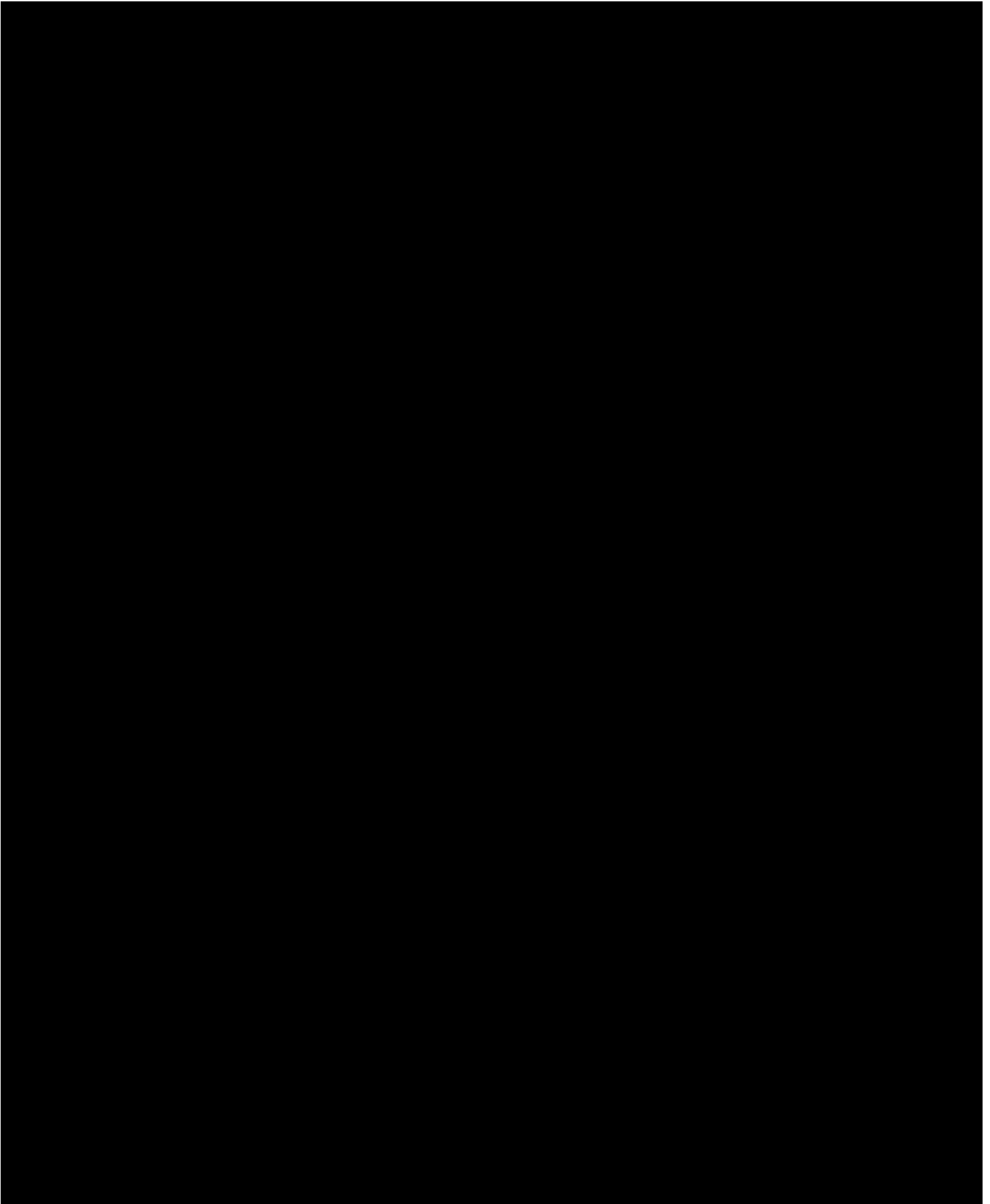






Daily Shift Roster. Daily shift rosters are also maintained that identify in more detail the actual staff assigned by day, their post assignment and scheduled staff on leave. The daily shift rosters are designed to document how scheduled personnel are utilized and provide staff accountability. Daily shift rosters should be managed as essential documents that will assist the department in identifying post coverage trends. Initial manual daily rosters are developed and later entered into an automated electronic management





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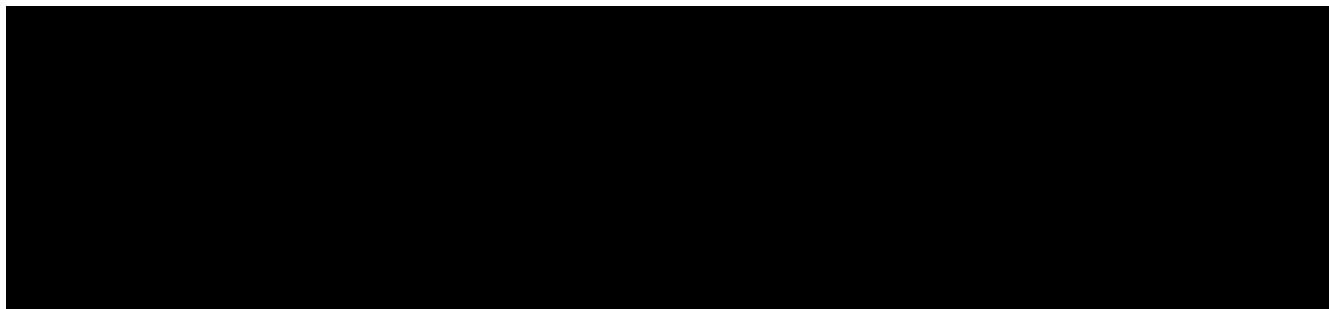
This should be considered a core post that is required to be staffed whenever inmates are present. The updated recommended post chart includes the addition of security personnel for the medical unit.

Court Yard. The Broad River Correctional Institution is a campus-style facility with seven housing units, programs and service areas surrounding a large courtyard. To get from the housing units to most program activities and services inmates are required to walk through the courtyard which includes interior fencing and gates. The gates were locked on the day of the site visit and the interior fence lines were approximately 12 feet high. All authorized movement at this maximum-security facility is controlled movement. It is essential and a fundamentally sound correctional practice in a maximum-security facility, that security staff be present to monitor, control access and authorize inmate movement.

When sufficient staff are not available to operate a gate, delays can occur. Slowing down and controlling movement in most circumstances is highly recommended, creating unnecessary delays or long delays can lead to security concerns. Staff need to be present not only to control gates but to monitor pill-line windows, canteen lines, commissary and food services where inmates congregate while waiting for access.

Courtyard security personnel are also required to be readily available and accessible to provide access to/from the Moultrie/Greenwood Access Gate. The courtyard consists of a large space which is the primary path to most housing, programs and services. Extensive internal fencing and secure gates are located throughout the courtyard. A manual gate separates the courtyard from Moultrie/Greenwood housing units. Greenwood provides housing for inmates assigned to the Crisis Stabilization Unit and Moultrie provides housing for medically dependent inmates.

Based on the size of the facility and location of work, program and service areas in relation to the housing units dedicated yard officers should be consistently assigned to the courtyard to control access, monitor existing activity levels, provide internal roving physical plant security and to serve as responders.



Shift Relief. The shift relief factor allowance is not fully reflected in current staffing levels. Security personnel time-off is generally covered through assigning overtime, closing posts, or redeploying staff from other designated post assignments. The recommended post chart includes the updated shift relief factor being applied to most post assignments, to recognize the importance of the associated post responsibilities, and to provide a staffing allowance during absences.

Kitchen/Dock. BRCI routinely requires supervisory personnel to assist in providing security supervision during meal periods. The cafeteria is divided into three primary sections, the dining area, serving line and kitchen. The kitchen contains a food preparation area, storage, office space and access to the loading dock.

¹⁵ SCDC Policy ADM-11.21 Regular Working Hours and Overtime.

This area includes multiple blind spots, culinary tools, a high number of assigned inmates and access to outside the building including the dock areas for the cafeteria, canteen and commissary. Food service personnel are present in the area; however, their primary focus is on food preparation and getting the meals ready to be served. Dedicated security personnel are normally not assigned to the kitchen/dock area which should be considered a critical post and high-risk area. The recommended post chart includes (2) five-day, 8-hr. posts with staggered starting times to maximize post coverage.

Housing Units. The general population housing units when fully operational each have an operating capacity of 250. Approximately 83% of the inmates housed at Broad River are considered level III maximum security inmates. These are generally individuals with a history of violence with long sentences and/or inmates who have exhibited behavioral problems while in the system. The inmates are housed in one of two wings located within each unit. Each wing is separated by a common sally port that contains a secure entry/exit to the building, officer work space and entry into each wing. Visibility from this area into each wing is limited.

Actual staffing levels vary by shift, day and the availability of supervisory staff and unit management personnel. Based on the everyday responsibilities of an officer and the activity levels of each unit, the practice of having one officer assigned to provide security, custody and control of 250 maximum custody inmates is inconsistent with realistic expectations of what one officer can accomplish. The duties and responsibilities of a correctional officer assigned to a housing unit are expansive and often misunderstood. They range from establishing and maintaining open communication with the inmate population, to conducting inmate counts, escorts, access to program services, searches, supply distribution, supervision, writing reports to gaining intelligence. To accomplish these responsibilities, the number of staff assigned should be aligned with meeting those established responsibilities. Based on current staffing trends effective supervision in the housing units is not always being provided.

CSU Staffing. The crisis stabilization unit is located on one wing of the housing unit referred to as "Greenwood". This is a medical and mental health care unit designed to provide housing, programs and services for a high-risk adult male population. The CSU is the department recognized unit designed to house male inmates who have reported or demonstrated an increased risk of self-harm. The high-risk inmates are housed on the ground level and trained inmate observers are housed on the mezzanine level of the wing. Some of the inmates (non-observers) assigned to the unit may be on restricted housing status while others may not.

Based on the type of inmate housed on the wing this should be considered a staff intensive security unit that requires elevated levels of vigilance and focus. Inmates assigned to the unit have demonstrated they are a high risk to commit self-harm and as a result are required to be supervised appropriately and provided access to programs and treatment while in the unit.

Programs, services and treatment may occur from 5:00 am to 9:00 pm seven days per week; however, most programs and treatment occur during the day shift, Monday through Friday. Security staffing levels need to be aligned with meeting the expanded responsibilities during the peak periods to allow non-security personnel the ability to focus on treatment and programming not strictly safety. Mental health techs have been assigned to assist, however not to replace, dedicated security personnel.

Current reported security staffing allowance calls for normally one floor officer, one escort officer and a security supervisor.

Based on existing facility policy current responsibilities are expansive. Two staff are required to be present when opening a restricted inmates cell door, one officer is to be within line of sight when an inmate is being interviewed by staff while in the same room, an officer is required to provide escort, an officer is to be on the recreation yard when occupied, and an officer is required to complete wellness checks of each inmate every 15-minutes.

In addition, traditional post responsibilities are to be completed including providing access to showers, conducting searches, building inspections, providing documentation, inmate counts, radio/telephone contact and being available to respond instantly. During the day shift three FLS staff are recommended to be assigned to the housing unit wing, one escort/support officer and one recreation officer.

Shift Relief Factor (SRF)

An updated shift relief factor has been developed for Broad River based on data provided by personnel assigned to the Research and Information Management Division (RIM). The shift relief factor (SRF) represents the number of staff required to fill a post assignment throughout the year based on the number of hours the post needs to be filled divided by the number of hours the average employee assigned to the post is available.

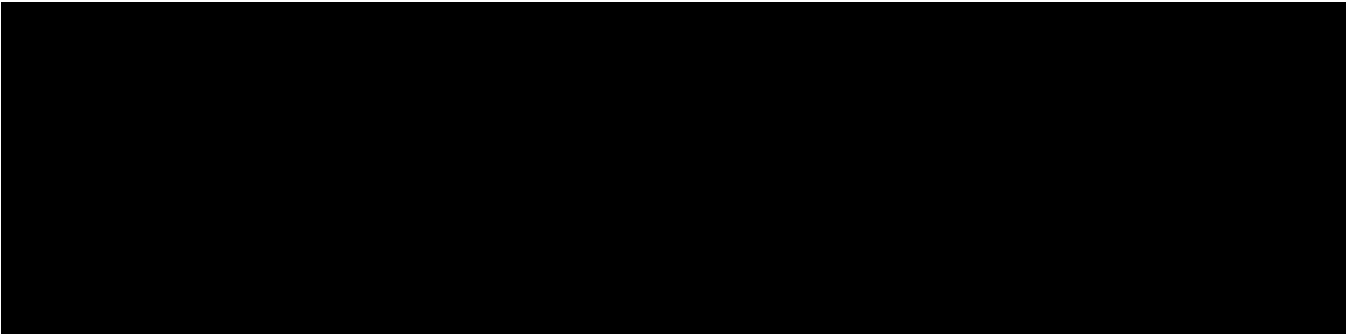
Staff attendance, off-post hours and leave-time results are inputted into a department recognized electronic data base and transferred into an automated system that can identify the shift relief factor. The SRF electronic workbooks have been set up to allow the user to specify the institution and hours per shift which will automatically recalculate the SRF accordingly.

The SRF calculation for this project is based on the following:

- All security staff (cadets – major) who were assigned to the institution during the entire year;
- A blended work schedule, including the use of both an eight-hour administrative shift (160 hours) and the straight 12's (168 hours) schedule;
- An average of the three most recent completed years. This included 2015, 2016 and 2017. The purpose of evaluating data from the past three years instead of one year minimizes the chances the SRF will be influenced by one or more unusual factors or outliers.

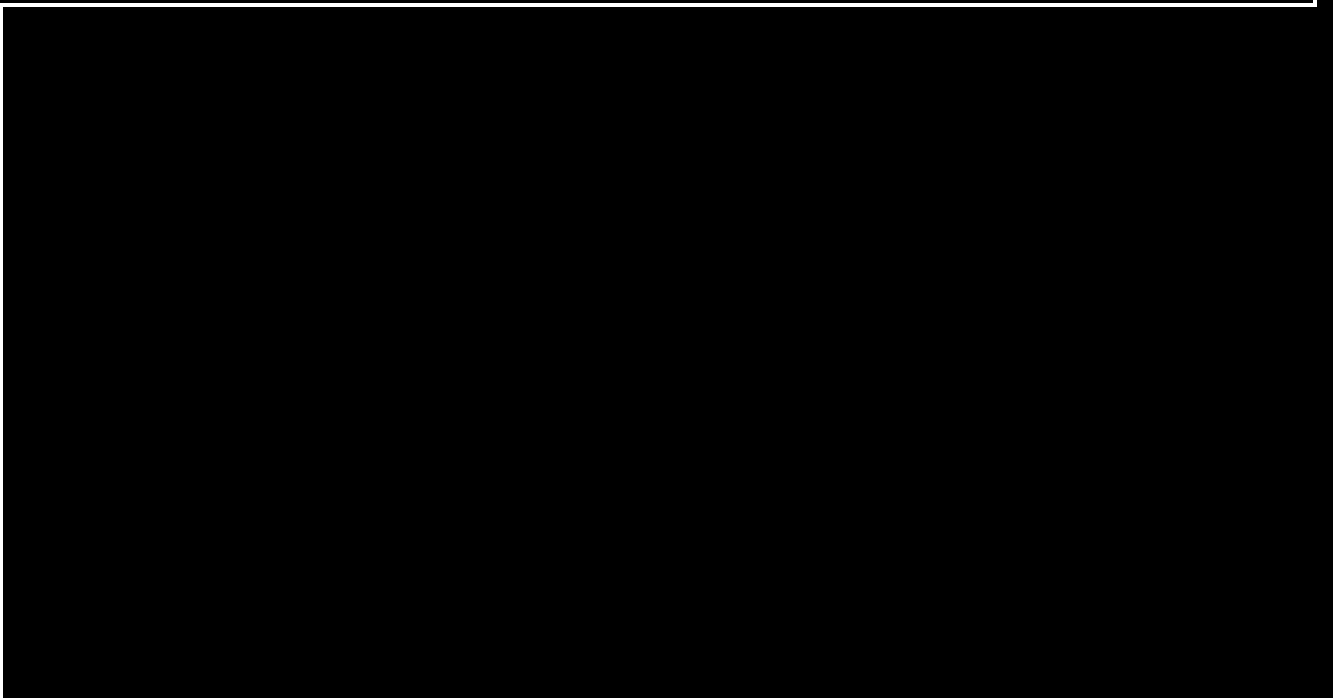
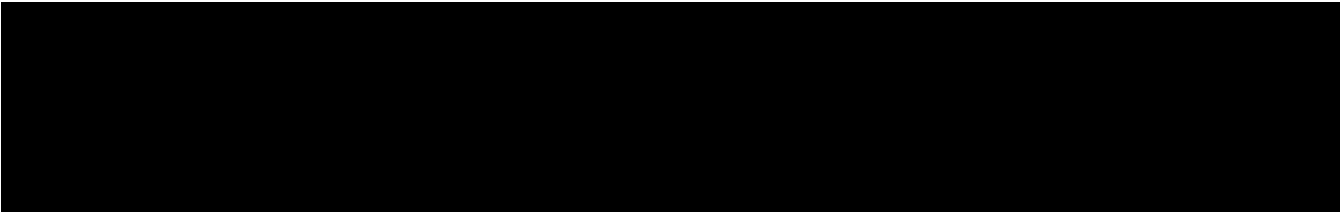
At Broad River the use of "sick-time" increased significantly in 2016 compared to 2015. In 2015 the average full-term security employee used (54.25) sick-time hours, in 2016 (105.4) and in 2017 (99) hours;

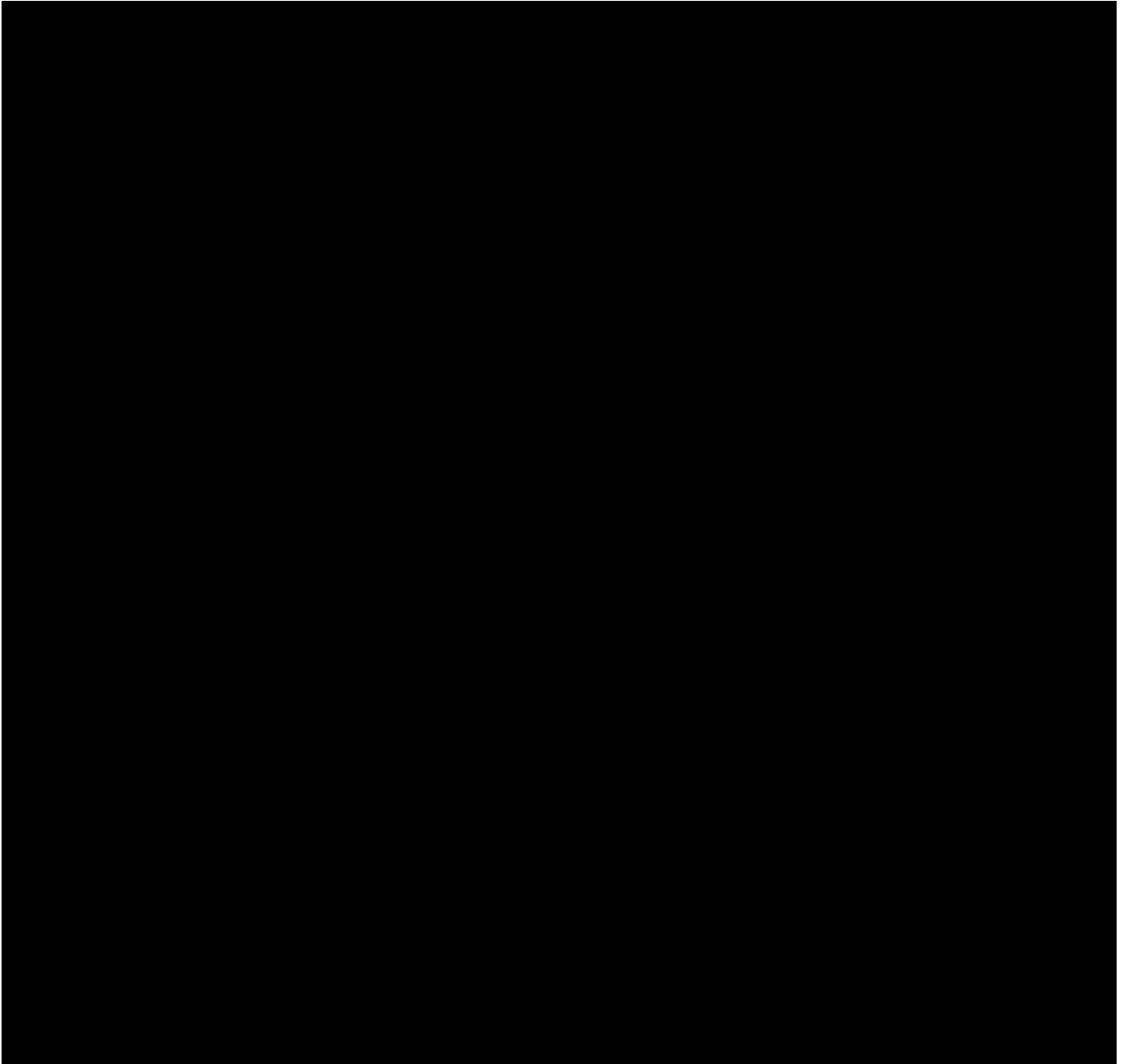
- The SRF is reflective of the facility being fully staffed; and
- Most posts recommended are considered relief posts. Refer to Appendix A for the detailed formula used to determine shift relief factors and the post chart appendix to identify specific post assignments being recommended.



A shift relief factor of 5.03 can be translated to mean that for one year an average of approximately five staff (5.03) will be required to fill one 24-hour post assignment when applying the *straight 12-hour shift schedule* (168 hours). A five-day shift relief factor for one 8-hour post assignment requires an average of 1.30 staff (160 hours) throughout the year.

Staffing Level Recommendations





Kirkland Correctional Institution

The Kirkland Correctional Institution (KCI) is a state operated level 3 facility located within the Broad River Complex in Columbia, South Carolina. The facility was originally opened in 1975 and provides a wide variety of services for the South Carolina Department of Corrections. Additional housing has been added to the facility since it was originally opened.

KCI currently serves as the Men's Reception and Evaluation Center (R & E) in addition to providing housing and services for a variety of male inmates that have been admitted to the South Carolina Department of Corrections (SCDC). The overall combined operational capacity at KCI is reported as 1,910 and during the last six months of calendar year 2017 the average daily population was 1,835. The custody classification of inmates assigned to the main facility varies from level 1 to level 3. In September 2017 the department transferred male Death Row inmates from the Lieber Correctional Institution to KCI.

The mission of the facility includes the following:

- **Reception and Evaluation (R & E).** KCI is the only male R & E facility within the South Carolina Department of Corrections. All males admitted to the South Carolina Department of Corrections are processed initially through the KCI Reception and Evaluation Center. Kirkland receives, classifies and assigns offenders age 17 and above sentenced to 91 days or more. During FY 2017 there were 7,237 males admitted to the Department. The first nine months of calendar year 2017 an average of 606 inmates were being processed each month at the R & E;
- **Kirkland Max Unit.** KCI provides housing and program services for the designated Maximum-Security Unit that serves the South Carolina Department of Corrections. This specialized housing unit is where male inmates identified as potentially the most disruptive, dangerous and violent within the department are housed and receive access to programs and services. In addition, inmates with a sentence of death are assigned separately within the unit;
- **Kirkland Infirmary.** KCI provides a Department of Health & Environmental Control licensed 24-bed infirmary available for use by SCDC male inmates. Appropriately screened male inmates incarcerated throughout the department requiring infirmary placement are housed and treated at the KCI Infirmary;
- **Gilliam Psychiatric Unit.** KCI provides housing and services for adult male inmates screened and approved for placement at the SCDC licensed inpatient psychiatric care facility. This is a staff intensive therapeutic program that includes an 84-bed residential unit offering therapeutic programs, treatment and services for mental health inmates classified as Level 1;
- **Death Row.** On September 26, 2017 inmates on death row were transferred from the Lieber Correctional Institution to KCI and housed in the Maximum-Security Unit separate from non-death row inmates assigned to the same unit;
- **Restricted Housing Unit.** The Restricted Housing Unit is available to house inmates requiring more intense behavioral levels of supervision.

Additional security personnel are required to supervise inmates assigned to this unit. The inmates are housed and programmed separately from inmates assigned to the general population;

- **High-Level Behavior Management Unit (HLBMU).** The Behavior Management Unit at KCI is designed as an alternative to long-term segregation placement for inmates designated as having a mental health classification suffering from severe personality disorders and associated disruptive behaviors. The unit is designed to operate as a therapeutic program with a focus on disrupting a cycle of repeated disciplinary infractions resulting in frequent, repetitive sanctions that extends their segregation placement. This is a staff intensive unit that houses inmates with a higher security custody and documented history of being assaultive and aggressive toward inmates or staff;
- **Intermediate Care Services (ICS).** The ICS is a residential mental health program for inmates with persistent mental illness who require intensive treatment, monitoring and care. Structured and unstructured out of cell programming, as well as group therapy are essential parts of the program. Inmates assigned to the ICS were housed in two separate units based on their functioning level. A behavior-based level system is used to facilitate inmate adherence to program rules and to provide incentives for advancement through the ICS Program; and
- **General Population.** General population inmates are housed together in the same housing units at KCI and assigned to program services and work details throughout the facility.

KCI operates as a maximum security correctional institution surrounded by a double perimeter fence reinforced with razor ribbon, concertina wire, electronic surveillance equipment, sensors, armed perimeter patrol, high-mask lighting, vehicle access gate and an alarm detection system.

Inside the perimeter are a variety of buildings and services designed to meet existing responsibilities. The physical plant includes the following: A Secure Front Gatehouse; Armory; Administration Area; Main Control; Visitation Area; Infirmary; Medical Clinic; Reception and Evaluation Center; Medical Annex Building; Cafeteria; Back Vehicle Gate; Commissary; Canteen; Maintenance/Horticulture; Support Services and 14 different inmate housing areas.

Food services are normally provided to the general population and R & E inmates in the cafeteria.

All inmate movement was considered controlled movement and the type of movement varied based on the inmates' classification, the purpose for the movement, destination and time of day. A combination of line movement, escorted, supervised and the use of passes (OTR's) was all being used.



Housing Unit Designs

The 14 inmate housing units at KCI represent six different building designs.

- Three of the housing units are multi-level units containing two separate housing wings. These units are designed as **direct supervision** housing units described by staff as “Starships” or “Green Tops”. The officers primary work station is located within the living area. Additional work space and interview rooms are provided in a common area immediately adjacent to the entrance sally port. Direct full visual observation into the living areas is not possible from the office space located in the common area. The living areas provide secure cells on both the ground floor and mezzanine level. In addition, each wing contains an appropriate size dayroom, showers, program/group space and passive recreational opportunities. Secure outdoor recreation space is located adjacent to each unit. The units are identified as F1, F2 and F3;
- Seven of the housing units located in what was referred to by staff as the “Horseshoe” are similar in design. Each unit contains two wings and two levels on each wing. A secure control room is located in between the two wings. Direct visibility into each wing from the control room is partially obstructed because of the building design. Security surveillance cameras are in some of the units, including the **High-Level Behavior Management Unit (HLBMU) and Restricted Housing Unit. (RHU)**. This is a staff intensive unit that requires detailed inmate movement control and access to structured and unstructured program services. Each wing contains strictly cells. Showers, storage and dayroom space are also available on the wings outside the individual cells;
- One **indirect supervision** single story housing unit was being used to house general population inmates primarily assigned to the inmate work cadre for the facility. The housing unit contained two open bay wings clearly visible from an elevated open officer work station. Each wing had toilets, sinks, showers and dayroom space.

The work station was strategically located in the center of the unit to provide visual observation into each housing area. Additional office and group space was available within the unit;

- KCI also provides a **Department of Health & Environmental Control licensed 24-bed infirmary** which is located adjacent to the administration building. Appropriately screened male inmates incarcerated throughout the department requiring infirmary placement may be housed and treated at the KCI Infirmary. Housing options including secure single rooms, isolation rooms, two-person and larger open bay rooms were available on a single floor. Showers for most rooms are located off the hallway in the infirmary;
- **The Maximum-Security Unit** is a single-story building which includes a secure centralized control room surrounded by four housing wings. Each wing contains two side-by-side hallways. Wings are separated by secure gates and security glazing.

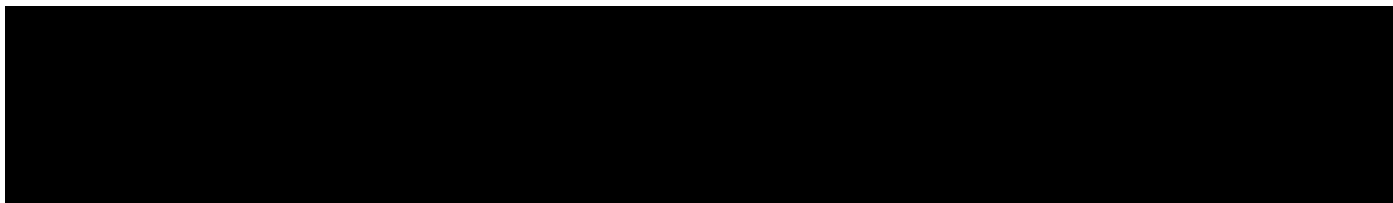
On each hallway there are secure cells on one side of the wing with double entrance doors and an individual secure vestibule provided for each cell. Toilets, wash basin, bed, lighting and a shower are in each cell. Visibility into each wing from the control center is gained through direct observation into the wing through security glass and by video monitors. Recreation space is available outside the cell adjacent to the building; and

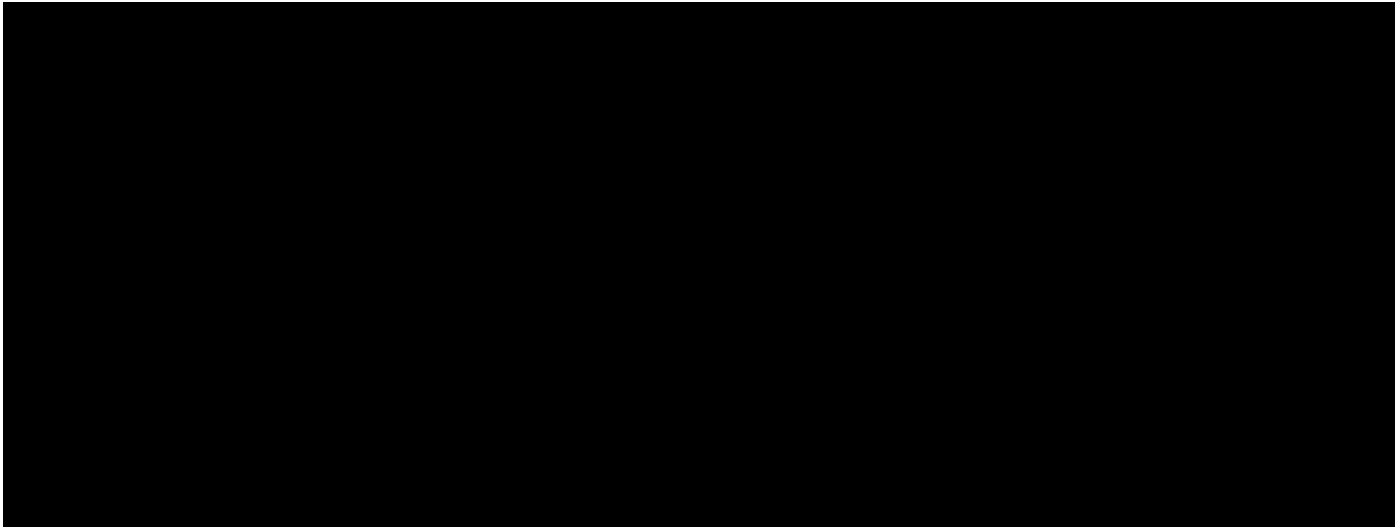
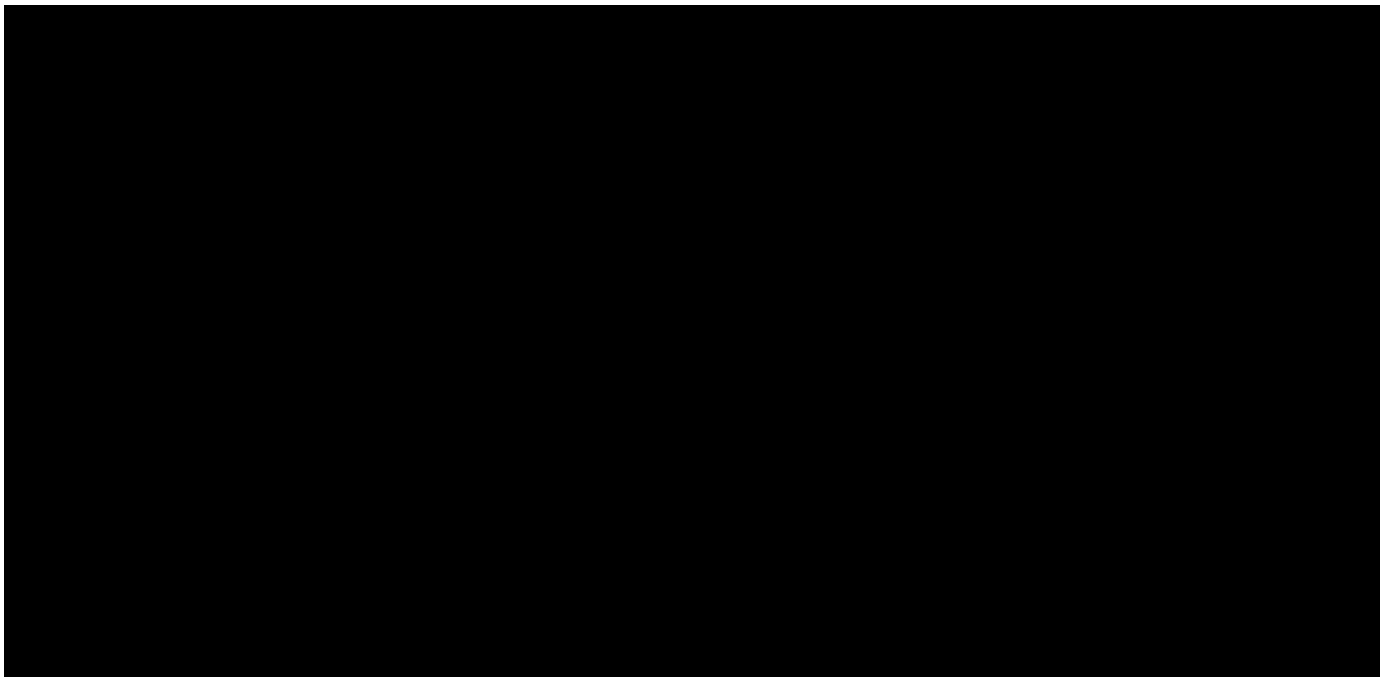
- **The Gilliam Psychiatric Unit (GPH).** GPH provides housing on two wings with each wing containing cells on the ground and mezzanine level. All inmate housing is provided in cells as there is no dormitory style living within the unit. Each cell contains a toilet and wash basin and each wing has showers, a dayroom and passive recreation space. A secure centrally located control room was available within the unit to provide added security, visibility into the two-tier wings and security support. The conversion of two cells on each wing into nursing stations was nearing completion during the reporting period. Outdoor recreation space is provided as well as additional staff interview space outside the housing unit wings.

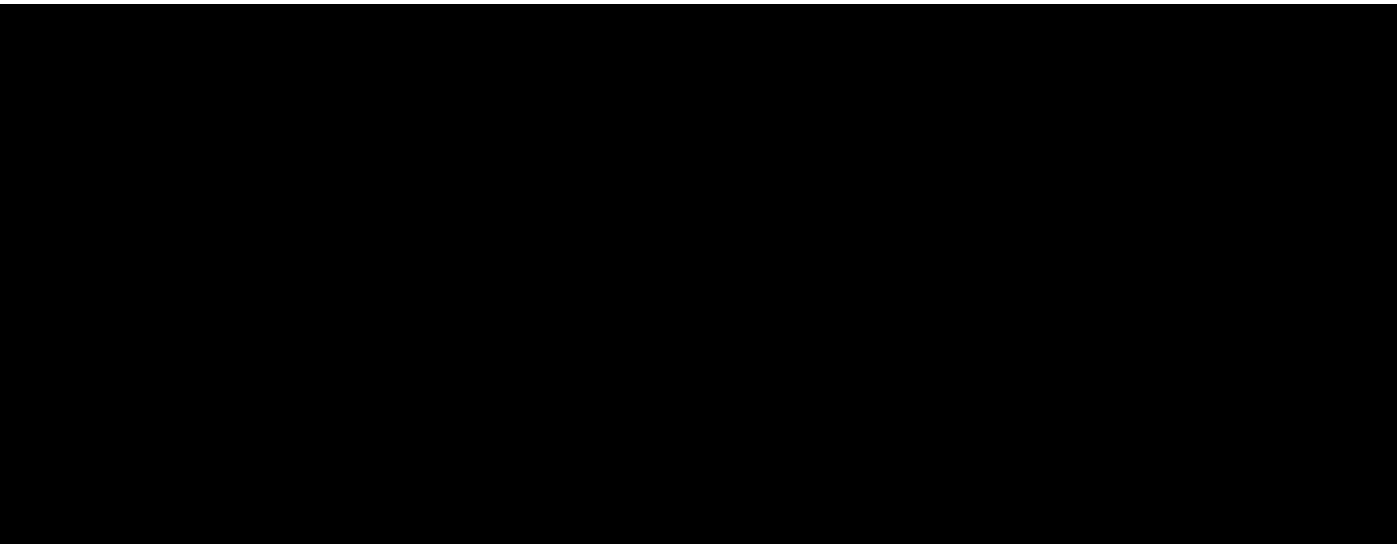
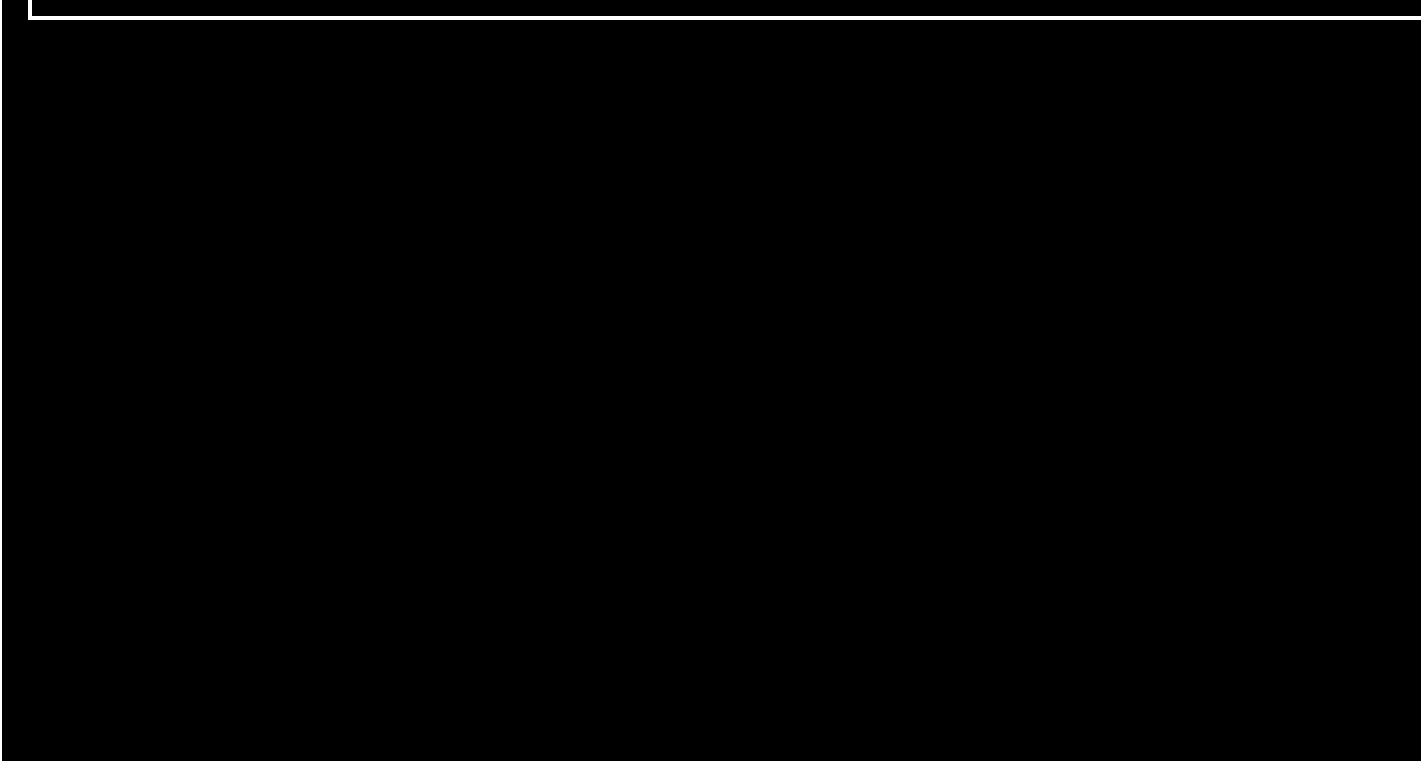
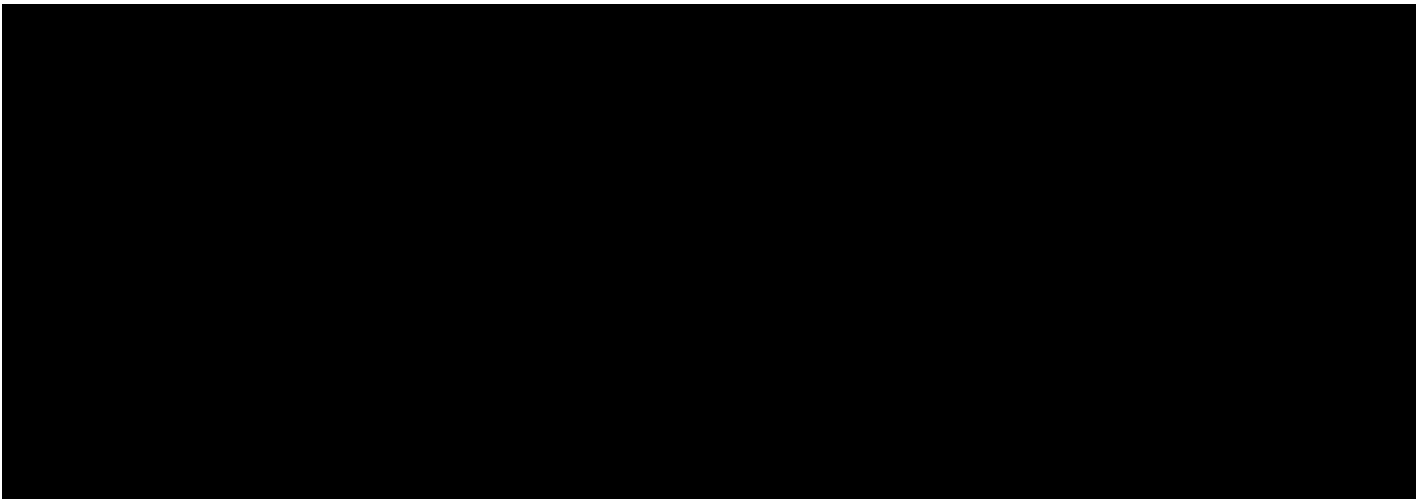
Program Services

In addition to providing a secure environment, varying degrees of program services and opportunities are available to the inmate population depending upon their individual classification and status. These program services have been integrated into the daily facility schedule. Such programming and services include: ABE/GED; Columbia International University (Associates Degree); Psychiatric Hospital; Intermediate Care Services; Horticulture; Commissary; Hobby Craft; Infirmary Care; PREA peer education; Mental Health Services; Behavior Management Program; Medical Clinics; Library Services; Mental Health Services; Religious Services; Visitation; Computer Lab; Recreation, Volunteer Services and Life Skills.

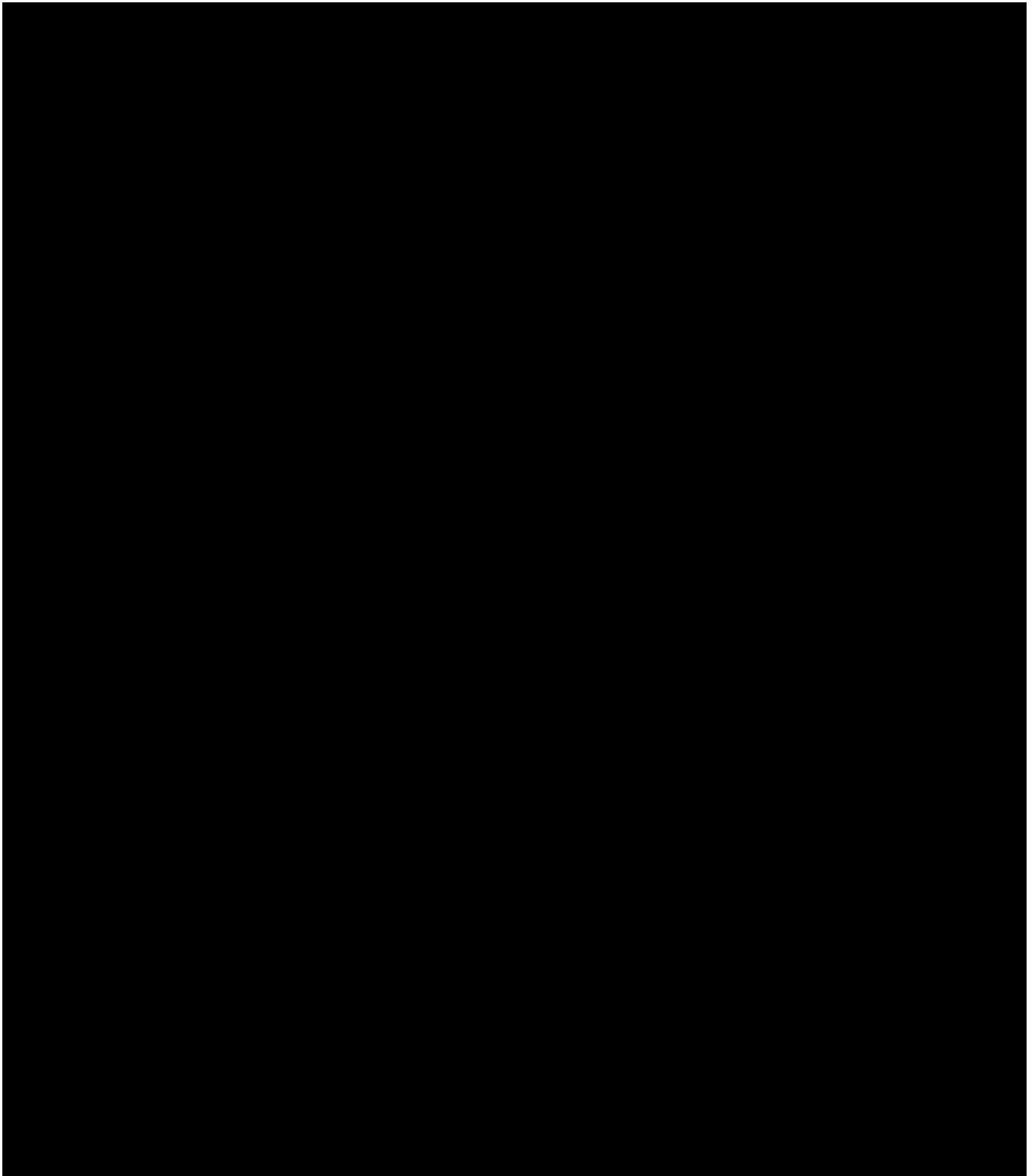
Security Staffing Profile





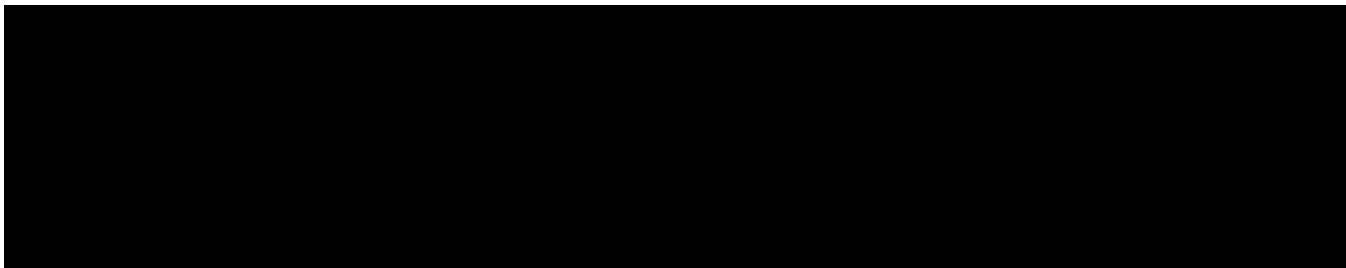
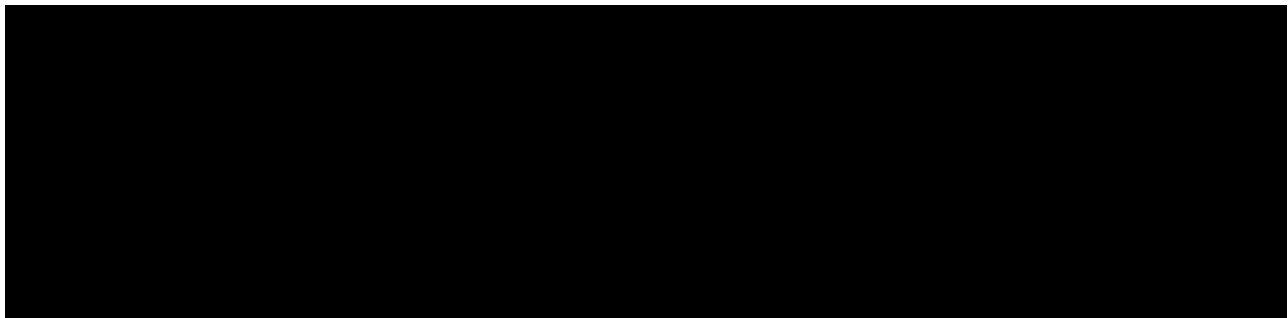
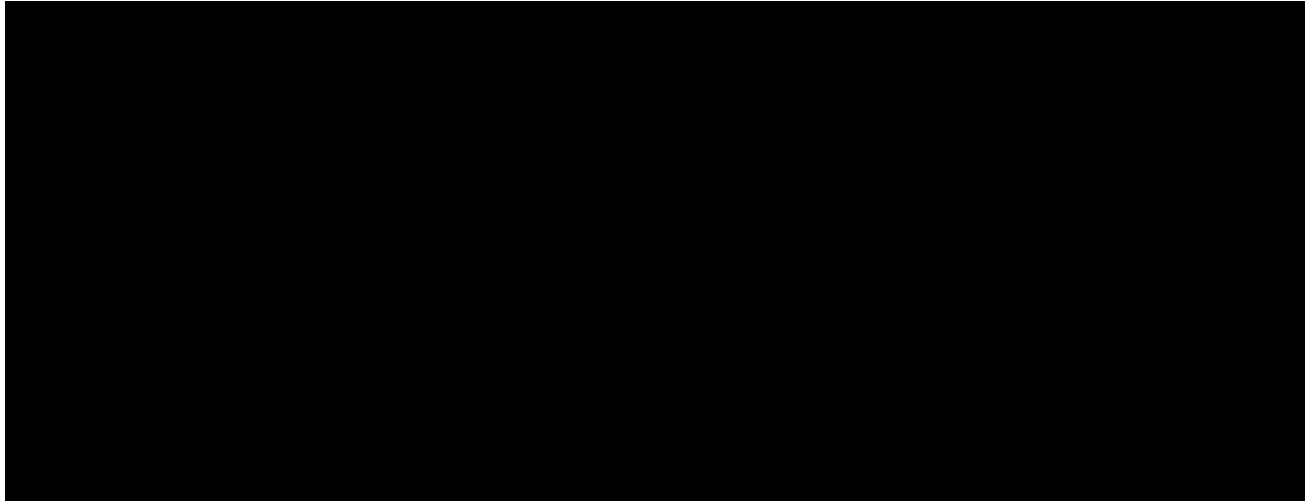


The initiatives routinely include the following:



¹⁶ SCDC Policy OP.22.24 Post Orders.

¹⁷ SCDC Operations. Lockdown Statistics.



Demonstrated Risk Factors

Contraband Incidents. The introduction and presence of contraband in a correctional facility has always been an issue and a primary management concern when operating a facility. It often leads to unauthorized movement, destruction of property, compromised staff, public trespassing, criminal activity and violence. Based on data received from the SCDC Research and Information Management Division, there has been more cell phone related incidents reported by the facilities in the past three years than any other type of contraband.

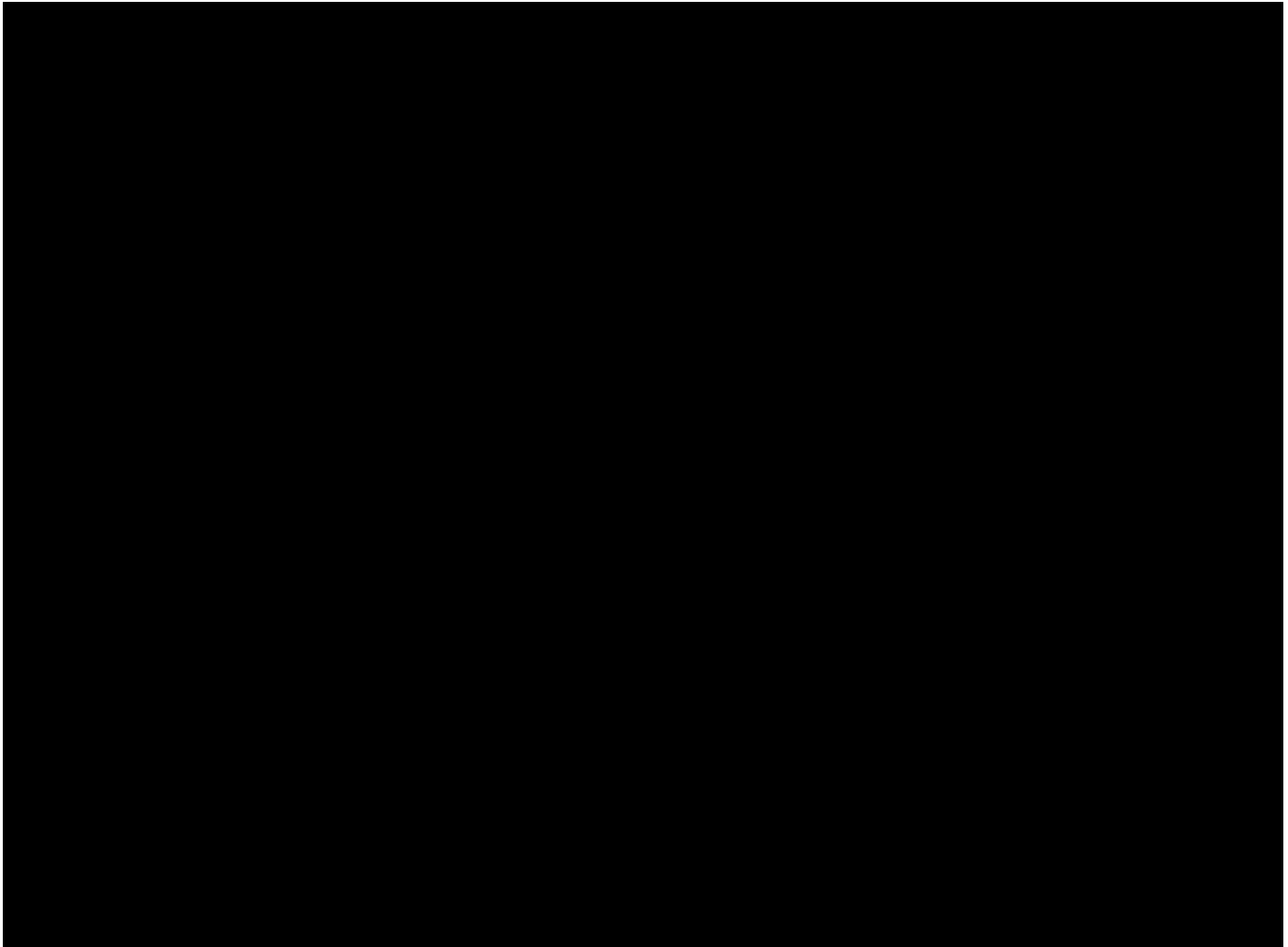
The Director of the department has been at the forefront on a national basis calling for federal support to change laws to allow cell phone jamming in correctional facilities. The Communications Act of 1934 and the Telecommunications Act of 1996 prohibit the operation of cell-phone-jamming equipment by any person, including state and local officials. In addition, the Act prohibits the manufacture, importation, marketing, sale or operation of devices deliberately designed to jam or disrupt wireless communications.

¹⁸ SCDC Research and Information Management.

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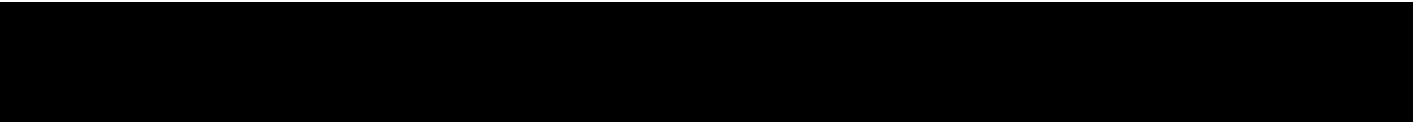
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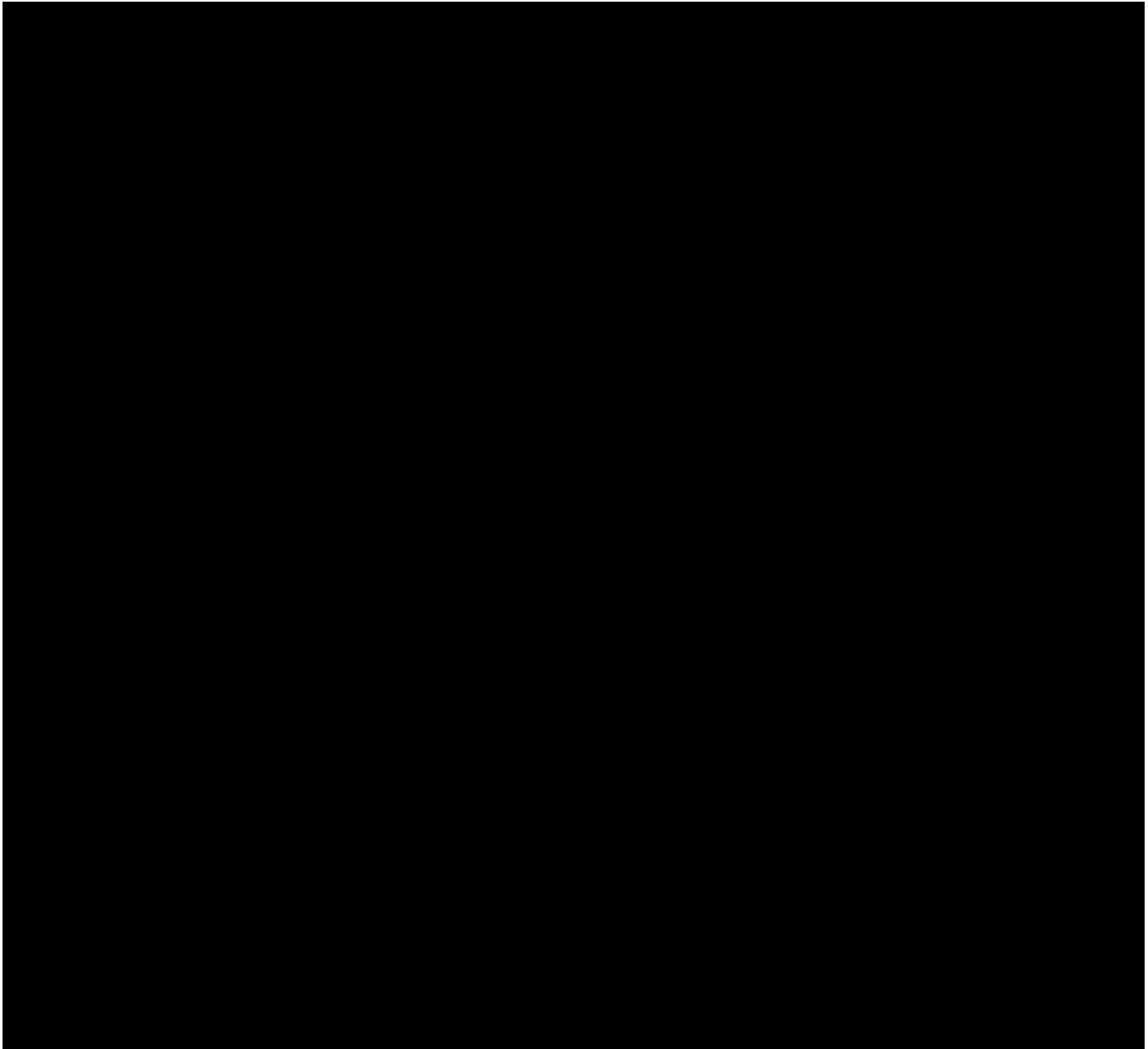


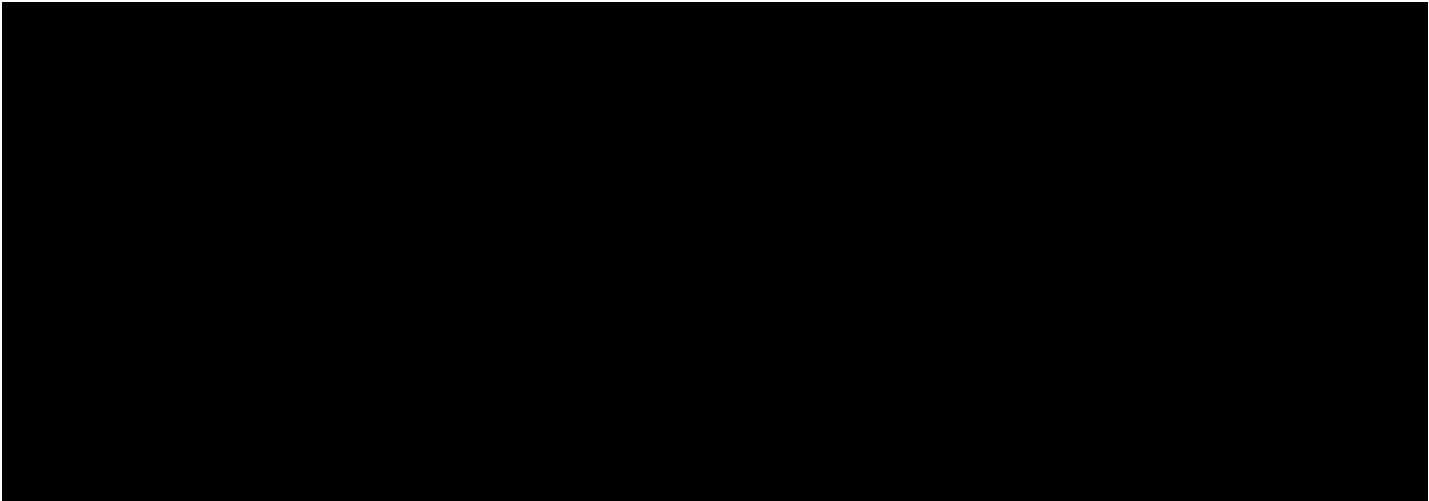
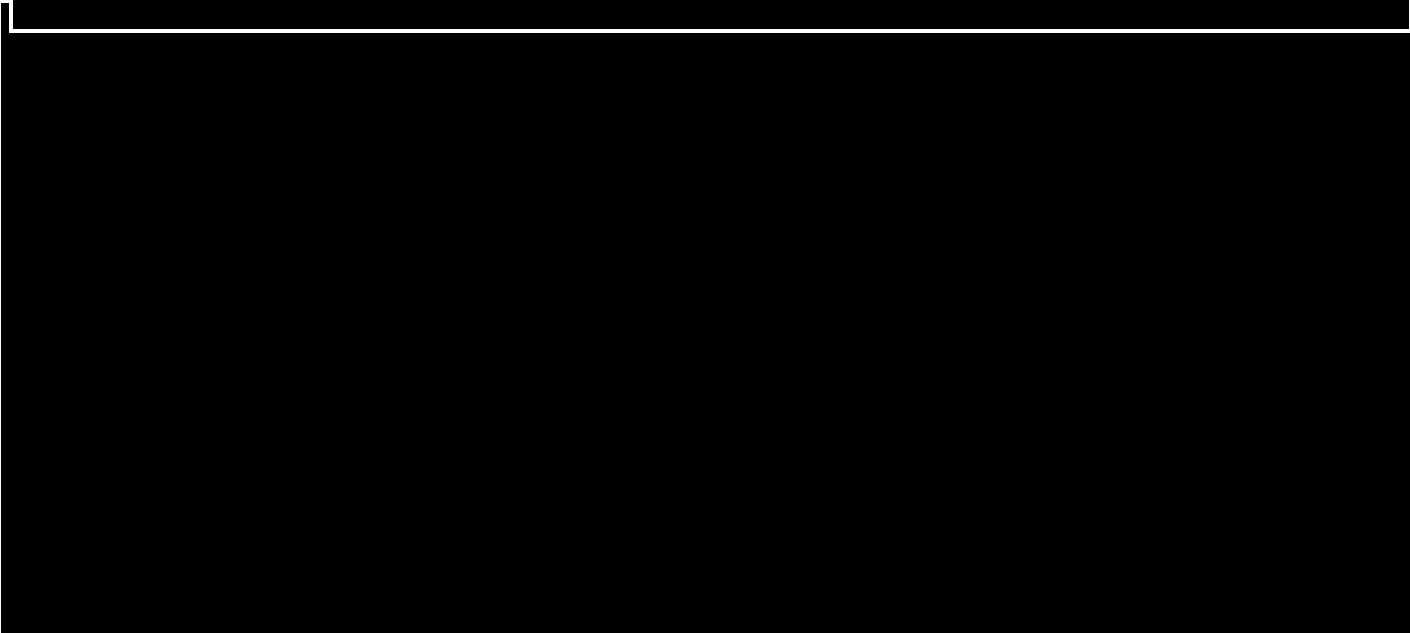
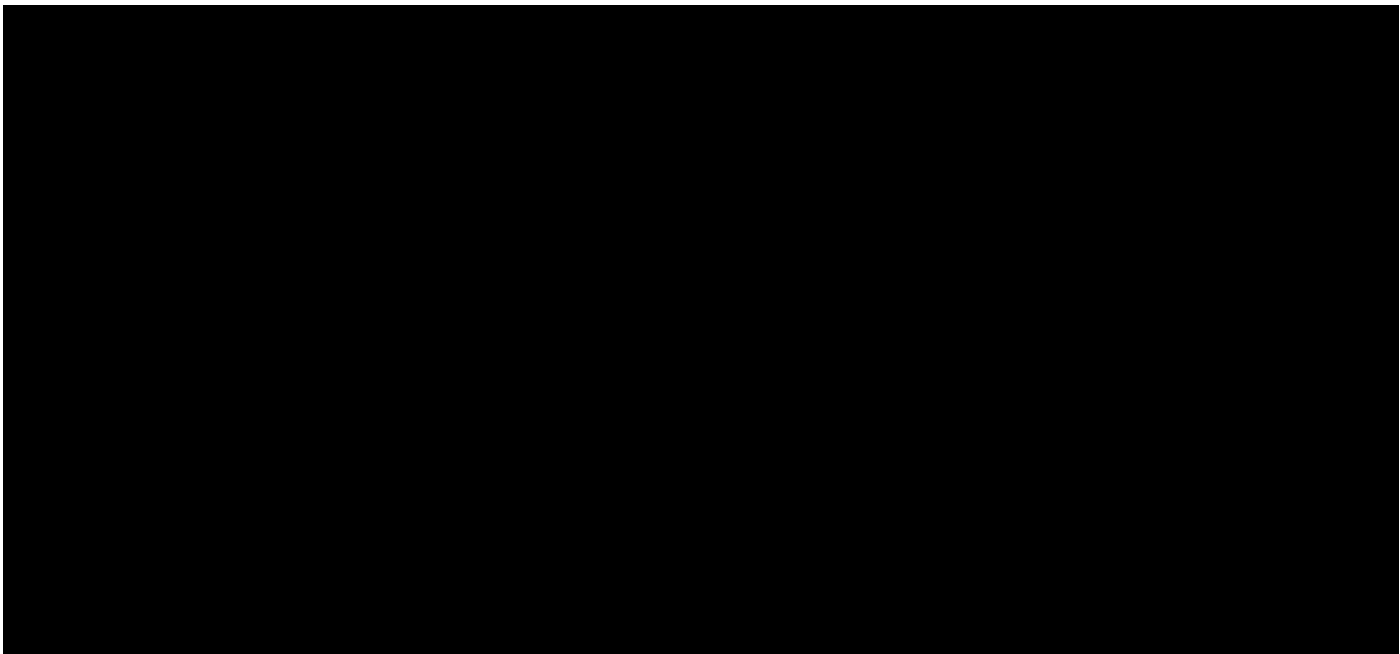
Key Staff Positions

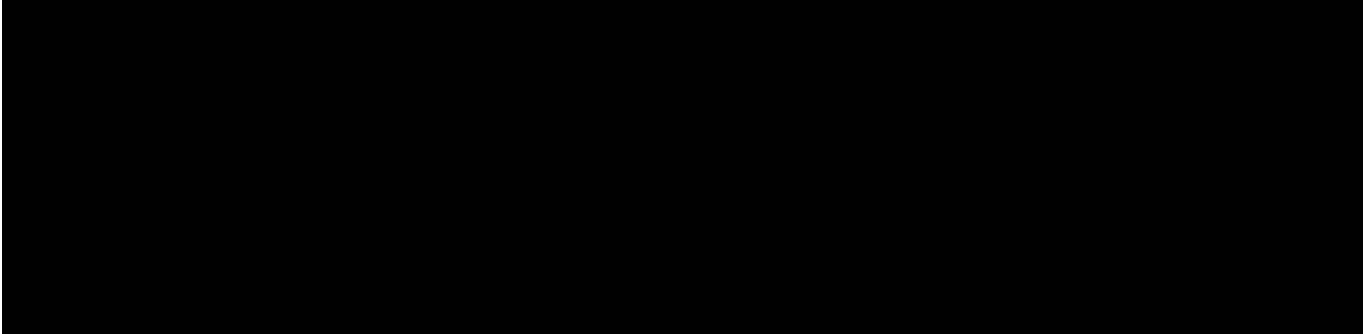
Administration. The approved administrative core positions for the facility include a superintendent (Warden) and two assistant superintendents (Associate Warden of Operations/Assistant Warden of Programs). Both the Warden and Associate Warden of Operations were newly appointed and had been in their positions for less than six months. The Associate Warden of Operations had previously served as the Associate Warden of Programs at Kirkland. On the dates of the site visit the Programs position was vacant. After the initial on-site assessment, the Associate Warden of Operations was available via telephone to clarify pending issues and reported the Associate Warden of Programs position had been filled.

Supervisor Posts. The major is the top uniformed security post at the facility. This position is routinely considered the Chief of Security and reports to the Associate Warden of Operations. On the day of the site visit the major position was filled. The individual in the position was a corrections veteran and had been at the facility for an extended period.

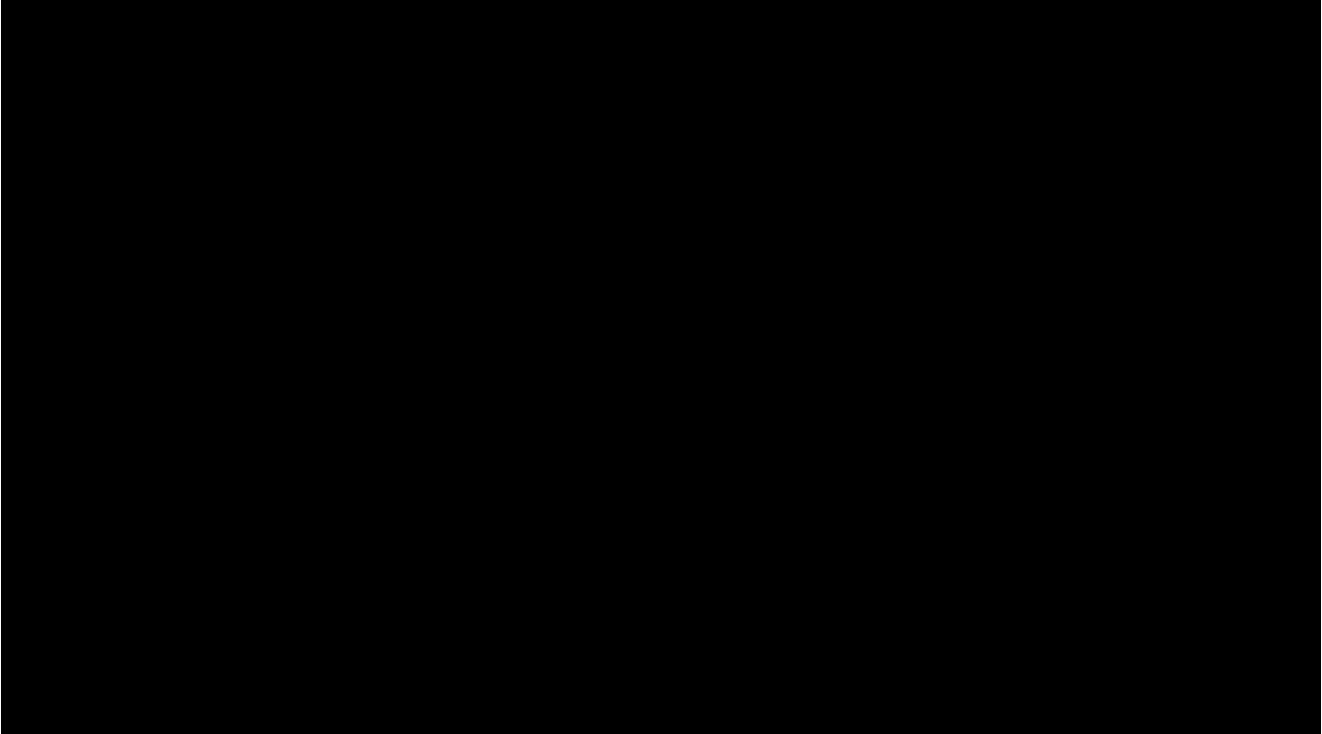




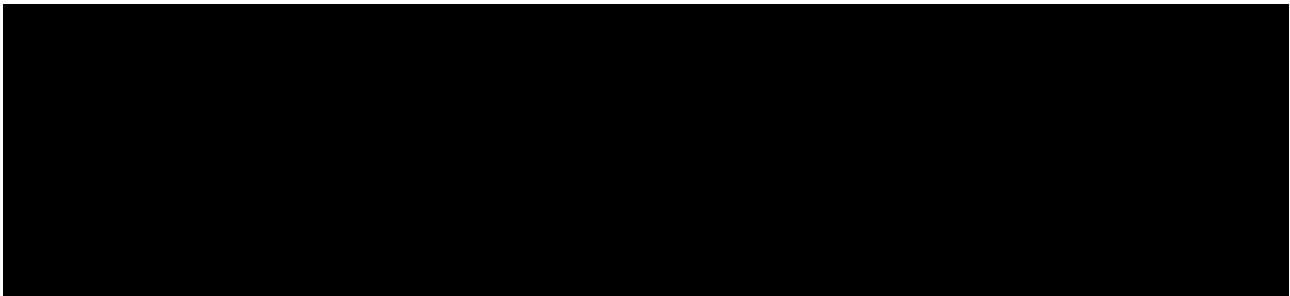


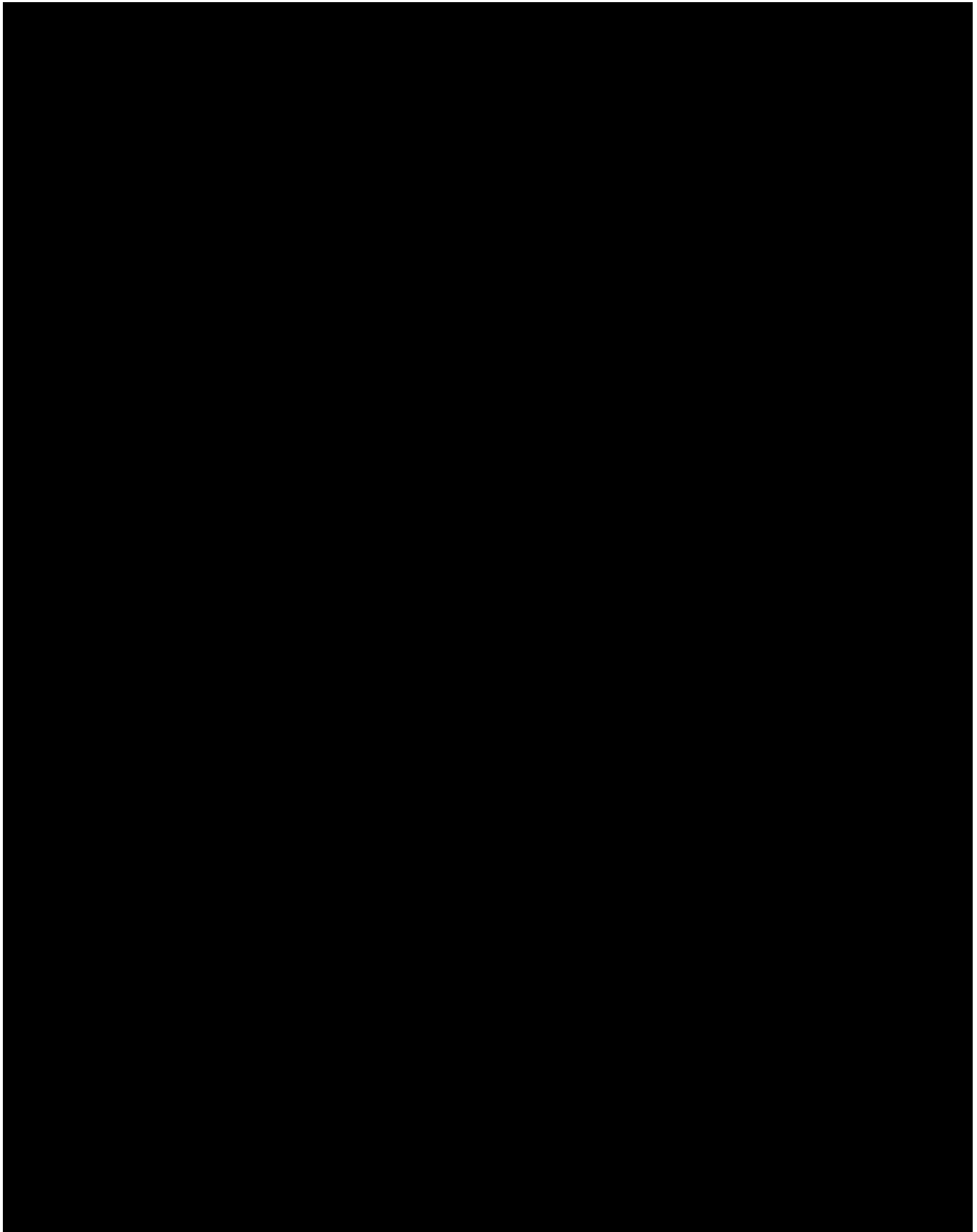


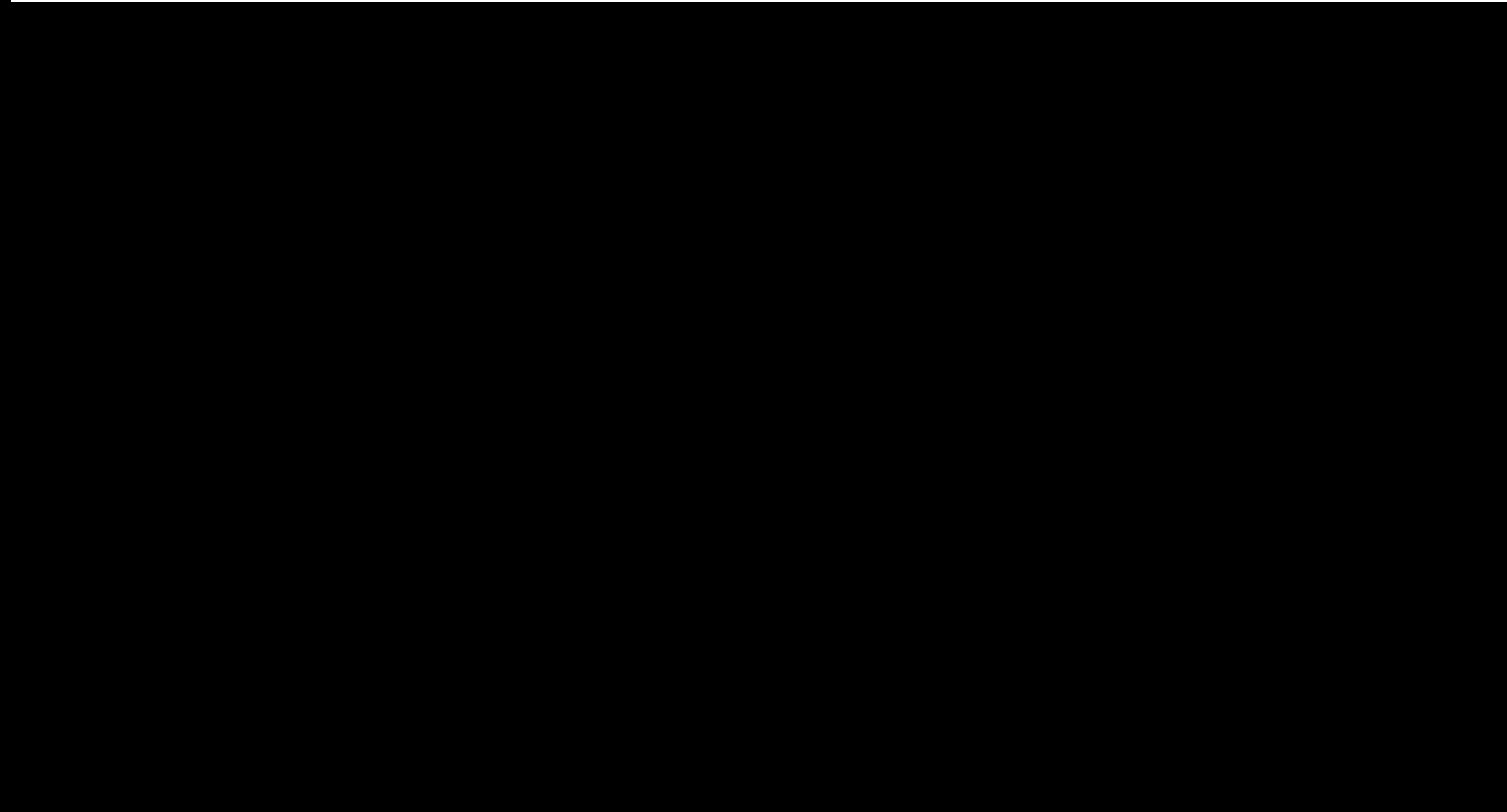
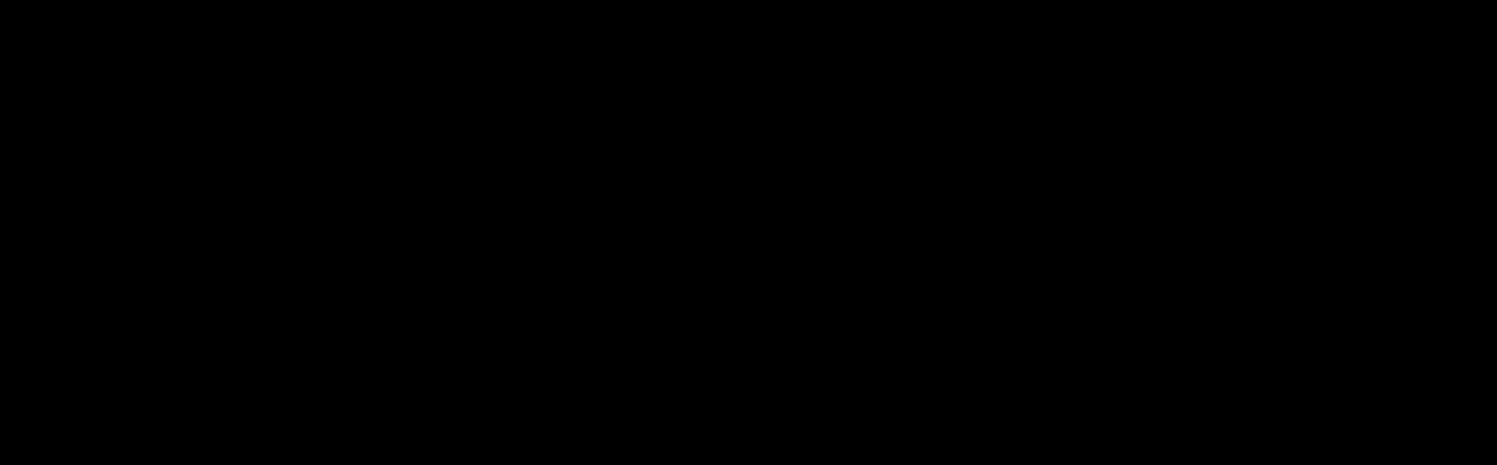
Shift Assignments. A master shift assignment roster for security personnel has been developed that identifies personnel assigned by shift, their position classification, gender, post assignment (*C-Card* only) and the number of vacancies on the shift.

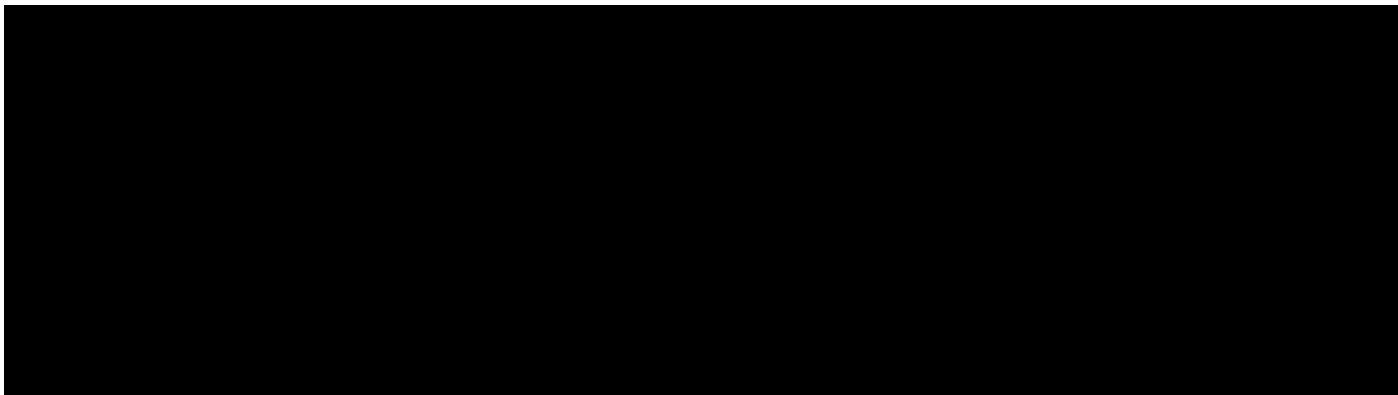
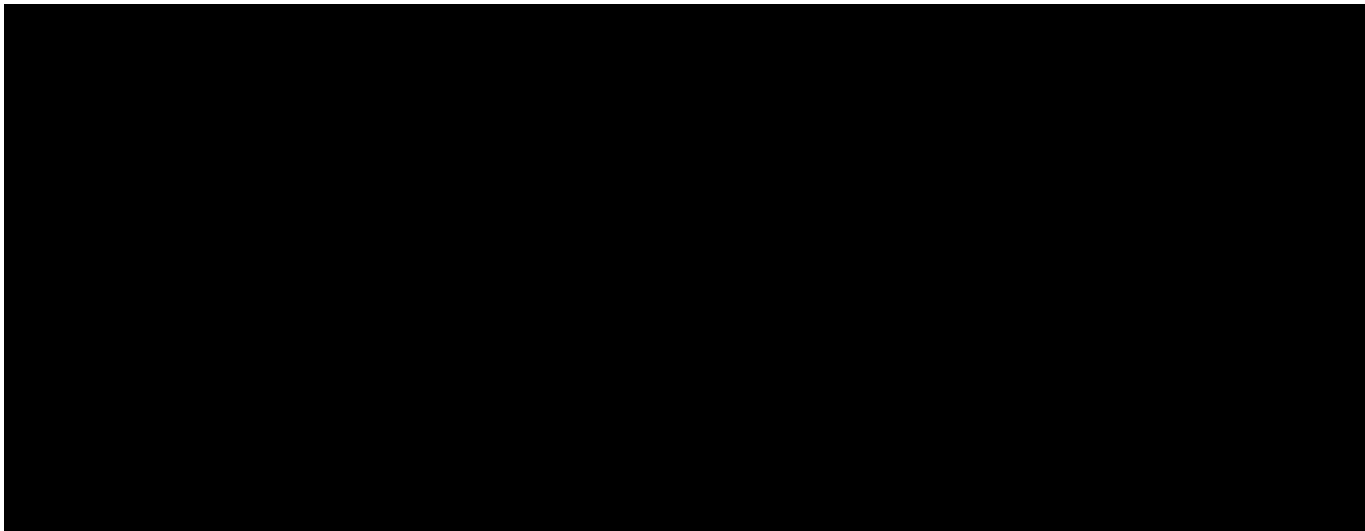


Daily Shift Rosters. In addition to the master shift assignment roster, daily shift rosters are also maintained for the shifts that identify in more detail the actual staff assigned by day, their post assignment, the staff on leave and responders. The daily shift rosters are designed to identify how scheduled personnel are utilized and provide a best practice tool for documenting staff accountability. Sample daily post assignment rosters reflected there is no recapitulation data provided or when appropriate, consistent reference to staff temporarily being assigned to the shift working extra hours.









Recommended Post Assignment Enhancements

The following additional post assignments identify both essential and critical posts that are not normally being filled at the level consistent with fundamentally sound correctional practices.

Court Yard. The Kirkland Correctional Institution is located on an extremely large footprint that consists of fourteen separate housing units, program and service areas, an administrative building and open yards. The ability to directly observe and control movement from a central location is not possible. All inmate movement is considered controlled movement and the type of movement varied based on the inmates' classification, the purpose for the movement, destination and time of day. A combination of line movement, escorted, supervised and the use of passes (OTR's) was all being used.

To proceed from the housing units to most program activities and services inmates are required to walk through a courtyard or open area leading to the cafeteria, visitation, canteen, education and medical services. It is essential and a fundamentally supported correctional practice in a maximum-security facility that security staff be available to conduct security checks throughout the facility, be available to monitor, control and authorize inmate movement and serve as responders when needed. Dedicated yard officers are being recommend for both the day and night shift. Current practice is to provide limited or intermittent coverage;

Intermediate Care Services (ICS). ICS is a residential mental health program offered by the Division of Behavioral/Mental Health and Substance Abuse Services. Inmates assigned to the program have been identified as severely impaired due to their mental illness, and require intensive treatment, monitoring and care. Access to treatment is an essential part of the program as is maintaining a safe environment.

Inmates assigned to the program are housed in one of two units, F1 and F2. ICS housing assignments are determined primarily based on the inmates functioning level. Higher functioning inmates are assigned to one unit and inmates not functioning at the same level are housed in a separate unit. Inmates assigned to the program are required to abide by the same security standards as others, including controlled movement, searches, cell inspections and counts. Providing inmate access to recreation, visitation, meals, showers, programs, medical and treatment services are also required.

Based on SCDC policy HS-19.12 *Mental Health Services – Intermediate Care Services* dated August 31, 2016 the following services are also to be provided:

- HS-19.12.3.4. *ICS inmates are provided ten (10) hours of structured out-of-cell activities weekly, which take place Monday through Friday. ICS inmates are allowed a minimum of ten (10) hours of unstructured out-of-cell time per week; and*
- HS-19.12.3.41. *Group therapy is led by a QMHP and is provided primarily Monday through Friday with limited group offerings on weekends.*

Mental health technician positions have been identified to provide support and assistance; however, should not be considered a replacement for dedicated security personnel.

To meet these requirements in a safe manner, dedicated security personnel need to be consistently present to assist in facilitating services. This should include a security supervisor, wing officers, security program support, escort and security recreation staff. These positions should be considered “core” positions, posts identified as assignments where shift commanders should fill as a priority and when necessary, explore all available resources beyond the available staff currently assigned to the shift.

The number and position classification of security personnel assigned to the ICS is essential to the success of the program as is the experience, training and motivation level of those working with a mentally ill population. Specific post assignments are identified in the Kirkland post chart located in the appendix.

High Level Behavioral Management Unit (HLBMU). HLBMU is a residential program designed as an alternative to long term segregation for inmates identified as having a mental health illness suffering from severe personality disorders and associated disruptive behaviors. According to policy²⁰ the services to be provided include crisis intervention, individual treatment and group therapy. All inmates are to be offered ten (10) hours of structured and ten (10) hours of unstructured activities outside of their cell per week. In addition, assigned security staff are responsible for conducting security checks, cell inspections, counts, meal delivery, address inmate concerns, handling disturbances, mail, linen and supply distribution, telephone access, recreation supervision and escorts.

SCDC policy HS-19.10 7.5.1 states in part, *“Uniformed staff/correctional officers for the Behavioral Management Unit program will provide support for clinical programming and safety and security of the unit. Uniformed staff will be essential to ensure the safety and security of programming.”*

To meet these requirements in a safe manner, dedicated security personnel need to be consistently present to assist in facilitating these services. This should include a security supervisor, wing officers, security program support, escort and security recreation staff. The program mission, scheduled activities and population level should be considered in determining daily staffing levels. These positions should be considered “core” positions; posts identified as assignments where shift commanders should fill as a priority and when necessary, explore all available resources beyond the available staff assigned to the shift. Specific post assignments are identified in the Kirkland post chart located in the appendix.

The number and position classification of security personnel assigned to the HLBMU is essential as is the experience, training and motivation level of those working with a mentally ill population;

Gilliam Psychiatric Hospital (GPH). GPH is a residential licensed psychiatric facility providing inpatient psychiatric care for a male inmate population. Inmates assigned to the facility manifest symptoms of severe psychiatric disorders that require acute care and treatment. Treatment includes individual counseling, group counseling, activity therapies and other out of cell structured activities.

SCDC policy²¹ states the goal “will be to provide treatment in the least restrictive setting appropriate with the inmate’s mental health and security needs. Attention will be paid to provision of out-of-cell therapeutic activities and recreation time.

²⁰ HS-19.10 “Mental Health Services-Behavioral Management Unit (BMU)”.

²¹ HS-19.13 Mental Health Services – Gilliam Psychiatric Hospital (GPH),

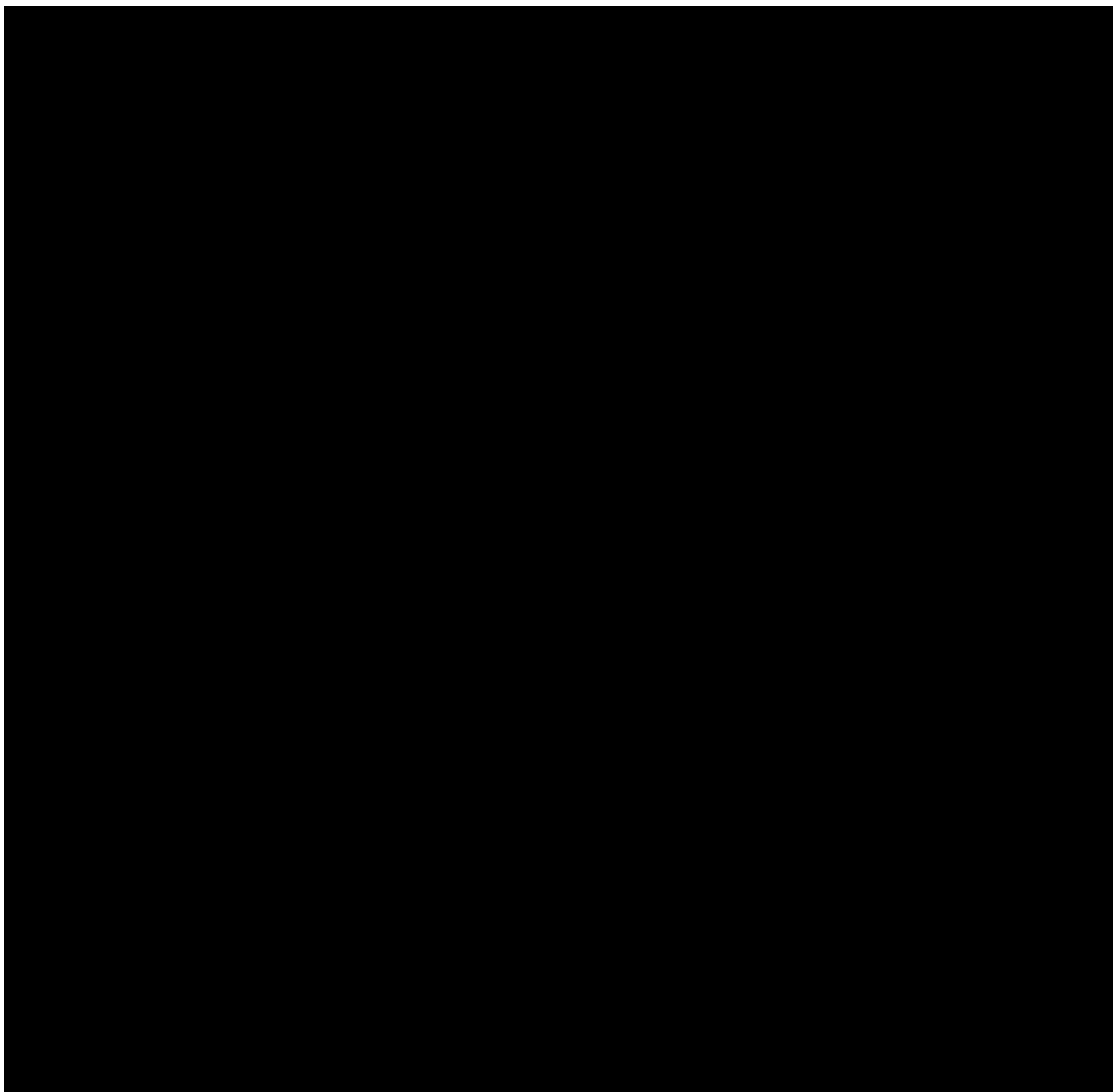
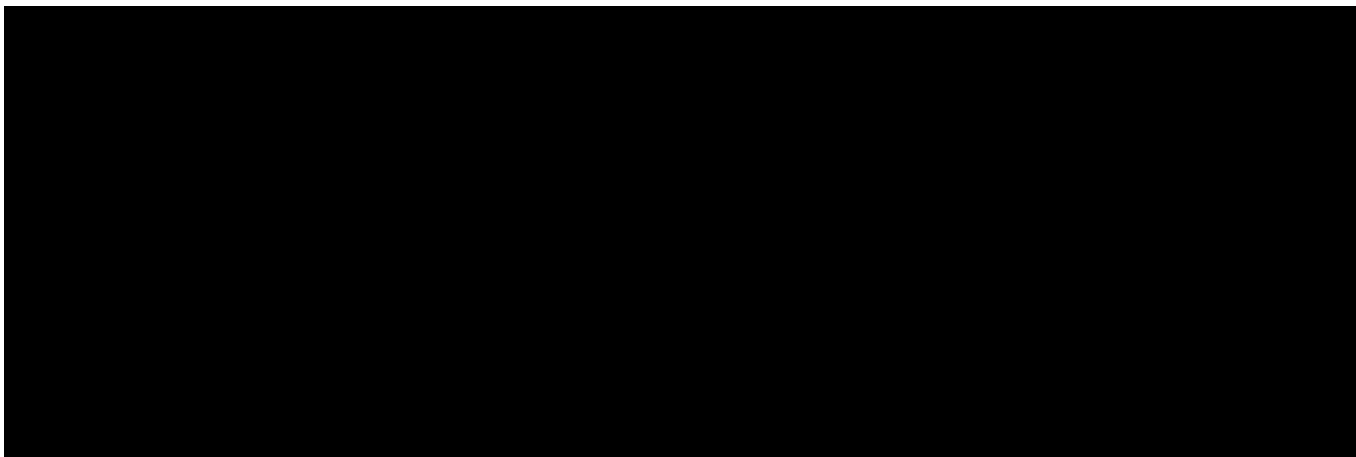
All inmates will be scheduled for a minimum of four (4) hours of structured therapeutic programming a day, Monday through Friday.” In reviewing the policy at a minimum, the following additional programs and services should be provided. The frequency and procedures may vary based on the inmates’ classification and level in the program.

- Group Therapy. Monday through Friday, on the unit and in adjacent treatment areas during identified morning and afternoon periods;
- Unstructured Recreational/Leisure Activities. “GPH inmates will be offered out-of-cell recreation seven (7) days a week. Inmates on restricted housing status will be offered a minimum of two (2) hours of unstructured out-of-cell activities per day. Inmates will have access to outdoor recreation, use of the day room areas, television viewing, and reading materials.”;
- Inmates will be provided the opportunity for showering a minimum of three (3) times per week. Daily showers will be offered when adequate staffing is available;
- Inmates may have two (2) personal phone calls for a maximum of fifteen (15) minutes each per week. Mental Health Technicians will only monitor the number of calls. These inmates will take responsibility for selecting calling times;
- A security officer must supervise the visit. Supervised visits are scheduled on Tuesdays and are two (2) hours in length; and
- Inmates will be afforded the opportunity to participate in outdoor recreation seven (7) days per week.

In addition to providing escort and appropriate security supervision for treatment, services and out of cell activities assigned security staff are responsible for conducting fundamental office responsibilities. This includes: conducting security checks, cell inspections, counts, meal delivery, address inmate concerns, handle disturbances, mail, linen and supply distribution, recreation supervision and escorts for a population that often exhibits behavior consistent with a mental health illness. This is a staff intensive unit that requires properly trained and motivated security personal to meet established policy requirements in a safe and consistent manner.

To meet these requirements dedicated security personnel need to be consistently present to assist in facilitating these services including a security supervisor, wing officers, program support security, escort and security recreation staff. Programs and treatment should not be triaged due to insufficient security staffing levels. To comply with the mental health settlement agreement²² these positions should be considered “core” positions, posts identified as assignments where shift commanders should when necessary, explore all available resources beyond the available staff assigned to the shift; and

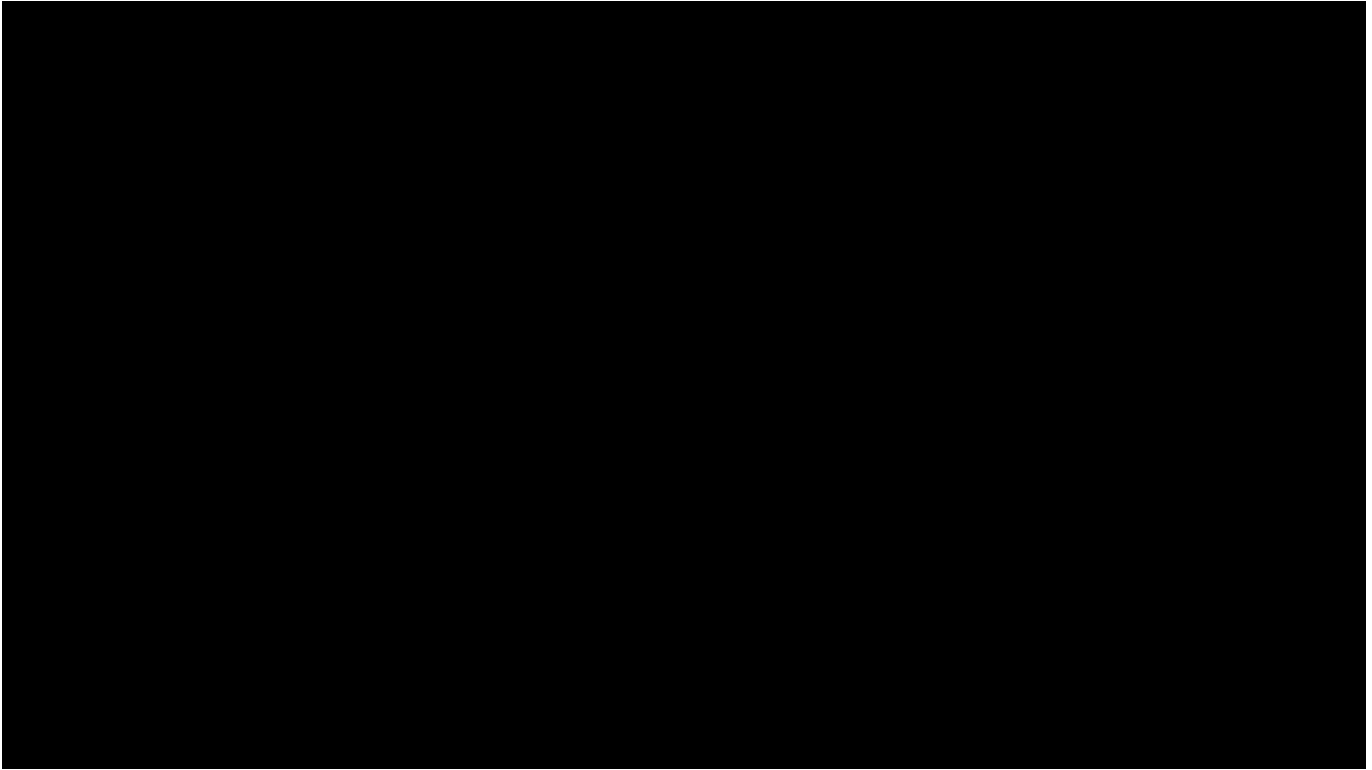
²² T.R. V. South Carolina Department of Corrections, No. 2005-CP-40-02925.

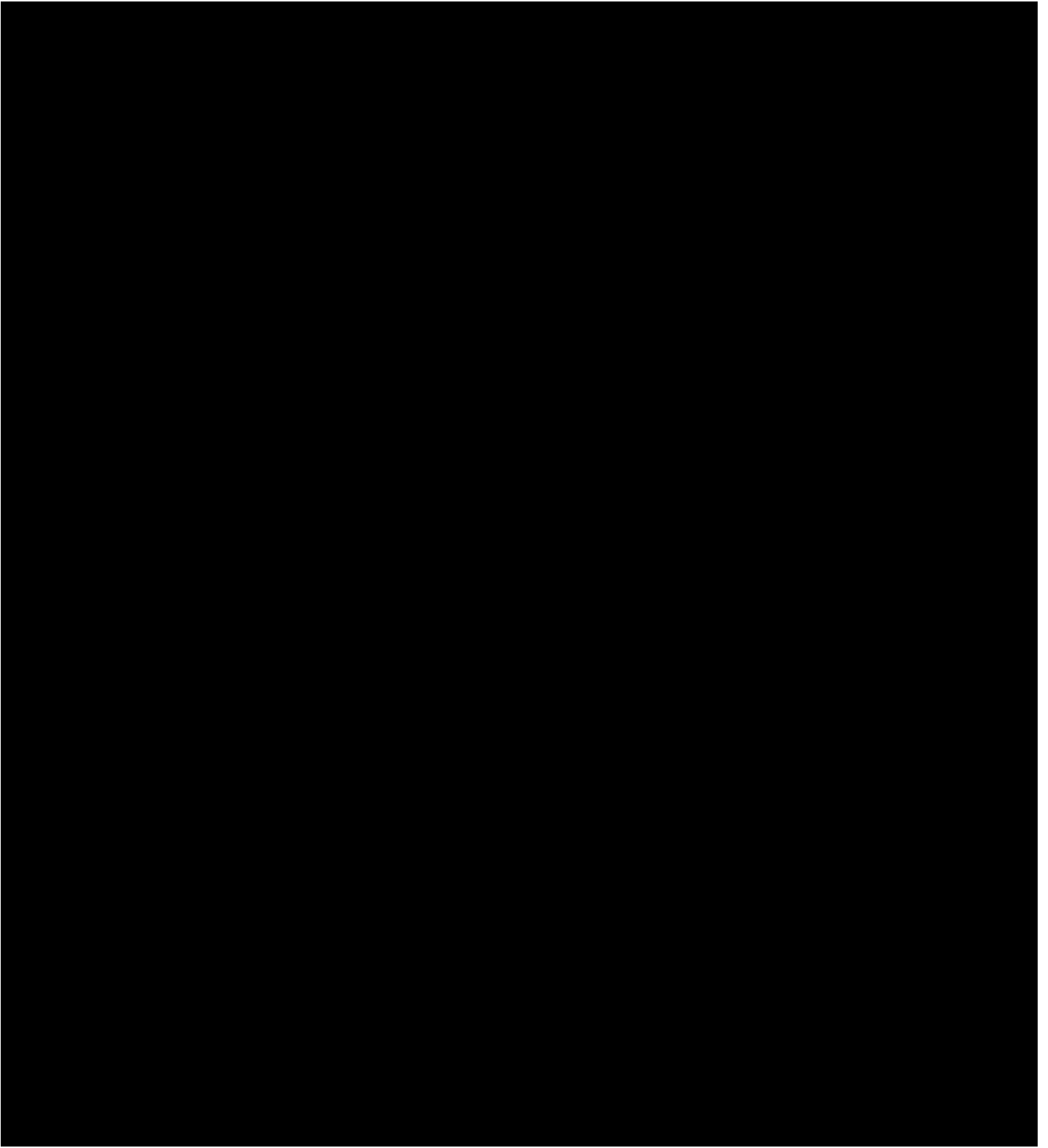


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Lee Correctional Institution

The Lee Correctional Institution (LCI) is a state operated level 3 facility located approximately 52 miles northeast of Columbia in the town of Bishopville, South Carolina. The facility was opened in 1993 and serves as one of South Carolina's adult male maximum-security correctional facilities. The reported capacity at Lee is 1,526 and the average daily population during the last six months of 2017 was 1,365. One section (half) of the Restricted Housing Unit was closed due in part to limited available security staffing levels.

While most of Lee's inmate population are considered maximum custody, approximately 20% of the inmate population had a level 2 (medium) or lower custody classification. There was a small percentage of inmates (approximately two percent) classified as level 1A and 1B that are eligible to be considered for supervised work details located outside the perimeter. Approximately 22% of the total inmate population was assigned to a mental health caseload.

In addition to providing housing and services for general population inmates, LCI also provides housing and services for special programs including the Restricted Housing Unit (RHU), the Better Living Incentive Community (BLIC) program and a Step-Down Program.

- The Restricted Housing Unit provides housing for inmates requiring more intense behavioral levels of supervision. These inmates are housed and programmed separately from inmates assigned to the general population. A combination of Maximum Security, Security Detention, Lock-Ups, Closed Custody and inmates with protective concerns can all be housed in the RHU.
- The Step-Down program is designed to provide housing and services for inmates recently released from long-term lock-up, allowing facility management an opportunity to temporarily monitor inmates on a short-term basis in a more controlled environment while providing appropriate programs and services.
- The Better Living Incentive Community (BLIC) program is a character-based program available for qualified inmates interested in addressing the impact criminality and self-destructive mentality has had on their life. In this peer-to-peer accountability program inmates are eligible for work assignments and are housed separately from general population inmates. On the date of the on-site assessment there were two units where the program was operating, one of which was being used in part for mental health caseload inmates. Since that time, it has been reported that most of those inmates have been transferred to the Broad River Correctional Facility.

Physical Plant

The physical plant at Lee was built as a maximum-security facility and is surrounded by a double fence reinforced with multiple rolls of razor ribbon, electronic surveillance equipment, sensors, high-mask lighting, a vehicle access gate, perimeter towers, mobile perimeter patrol and an alarm detection system.

Inside the perimeter of the facility there are a variety of buildings, equipment and open space available to help meet existing facility responsibilities.

The facility is primarily divided into two separate courtyards, west-side and east-side, with a common support building and internal fencing located in between each yard. There are two separate dining halls, one for each side, separate canteens, separate pill-line windows and separate commissaries.

The overall physical plant contains the following: Front Gate/Vehicle Access Gate; Perimeter Towers; Administrative Services Building; Main Control; Secure Personal Property Storage; Visitation Area; Courtyards; Support Services Building; Medical; Maintenance; Education; Multi-Purpose; Greenhouse; Cafeteria; Vocational Education; Canteen; Commissary; Prison Industries; Back Gate and eight separate housing areas. Expansive internal movement control fencing, gates and security surveillance cameras are available throughout the interior of the facility.

Food Services are normally provided to the general population inmates in the main cafeteria.

All inmate movement was considered controlled movement. The type of movement varied based on the inmates' classification, the purpose for the movement, destination and time of day. A combination of line movement (food services), escorted, supervised and the use of passes (OTR's) was all being used.



Housing Unit Designs

There are four primary housing unit designs provided at LCI. All the housing units contain cells as dormitory style housing is not provided at the facility. The housing unit designs include both direct and indirect supervision units. In total there were eight separate inmate housing areas in operation at LCI.

- **Direct Supervision Units.** Five of the housing units are considered **direct supervision** units. Officer work stations are located both within the living area as well as outside the living area in the indoor sally port located immediately adjacent to the inmate living space. The unit was designed to have front-line officers assigned in the living area. Each unit contains two wings and secure cells located on both the ground floor and mezzanine level. Each cell contains a bunk-bed, toilet and wash basin. In addition to dayroom space, an open officer work station, group program space, showers and passive recreational opportunities are available on each wing. In total the maximum capacity of each of the five units is (256);
- **Indirect Supervision Unit.** There is one indirect supervision multi-level general population unit that has an operating capacity of (256). An elevated secure control center is centrally located in the unit surrounded by security glazing and four separate living areas (wings). Staff assigned to the secure control room can view activity in all four wings. Each wing contains double occupancy cells which are equipped with beds, toilet and a wash basin. Showers, dayroom and passive recreation space is available within each living area;

The cell doors in all four of the wings in this unit are considered “sliding doors” instead of “swing doors”. Sliding doors are designed to slide open/close instead of swing out from the opening of the cell. A project has been established and approved to install additional locks on the cell doors as inmates have reportedly been able to manipulate some of the cell doors. On the date of the on-site assessment, one and one-half of the wings had cells doors with additional locks installed. The remaining wings were pending completion of the cell door lock installation project. Each wing has a housing capacity of 64;

- **Infirmary.** The infirmary at LCI has an operating capacity of twenty. On the day of the site visit there were nineteen inmates assigned to the single-level unit. The infirmary is located adjacent to the medical unit and housing is provided in single and multiple occupancy cells/rooms. A small dayroom, showers, outdoor recreation and passive recreation space is provided in the unit; and
- **Restricted Housing Unit.** The Restricted Housing Unit consists of two separate multi-level units, each containing two housing wings and a secure control room located in between each wing. **One of the two housing sections was closed.** The living areas in the open section provide secure cells including four safety cells which contain security cameras. All the cells have a toilet and wash basin. Showers are located on each wing and outdoor recreation space is available in a secure area located adjacent to the unit. The reported capacity of the open unit is (92).

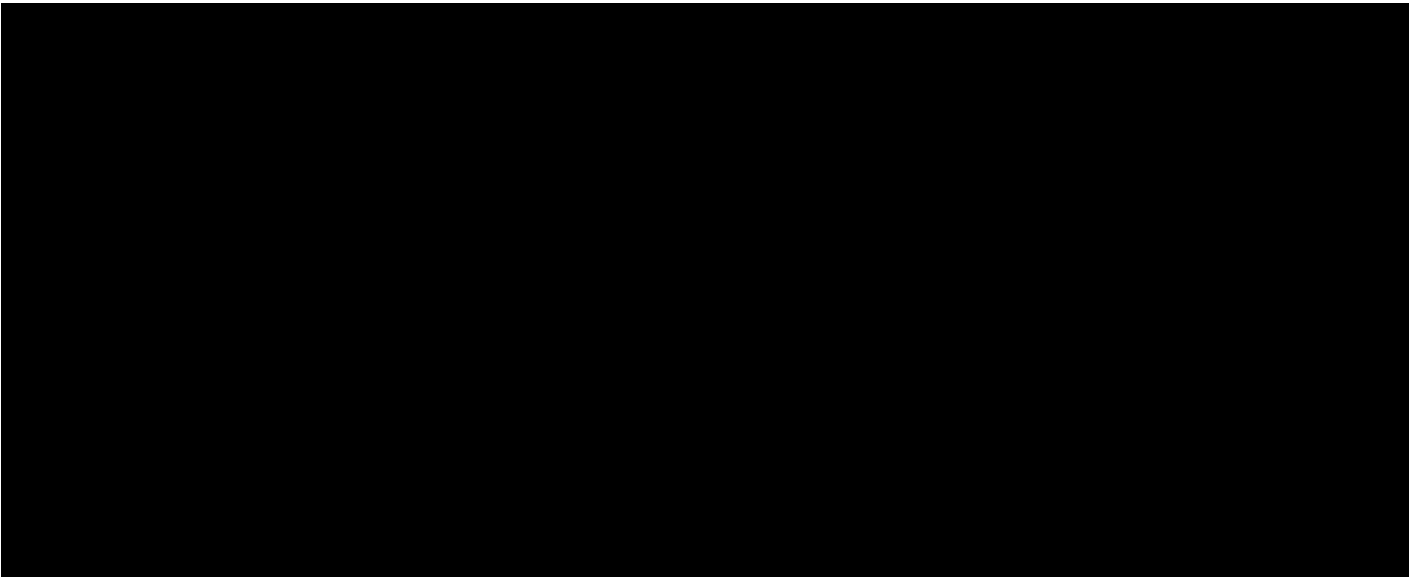
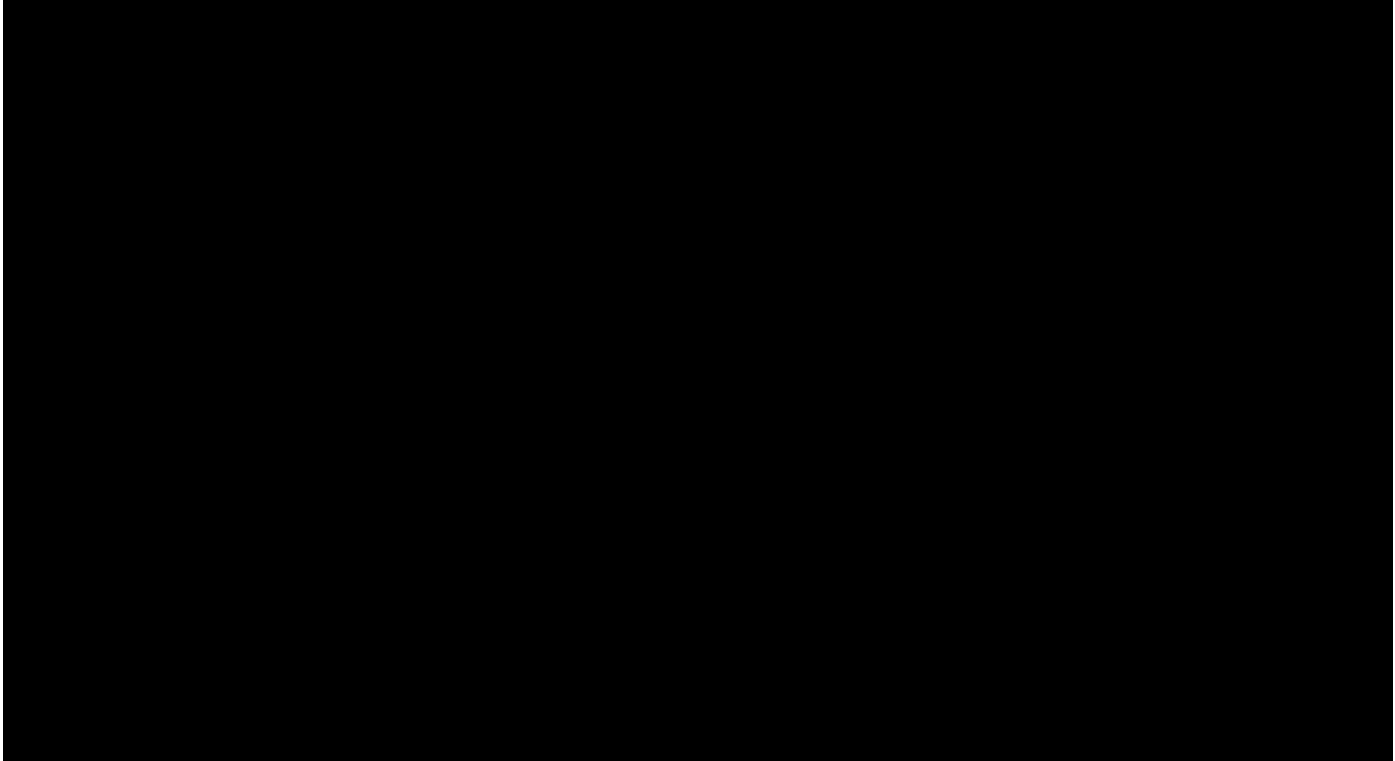
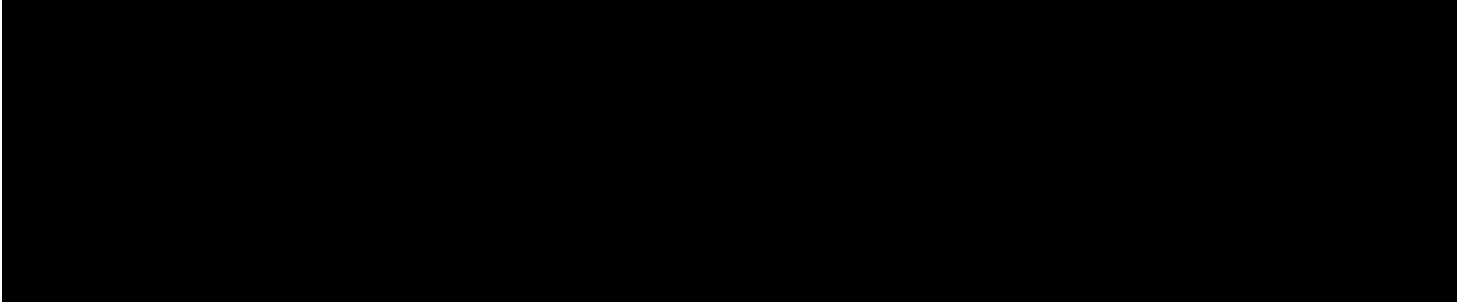
Program Services

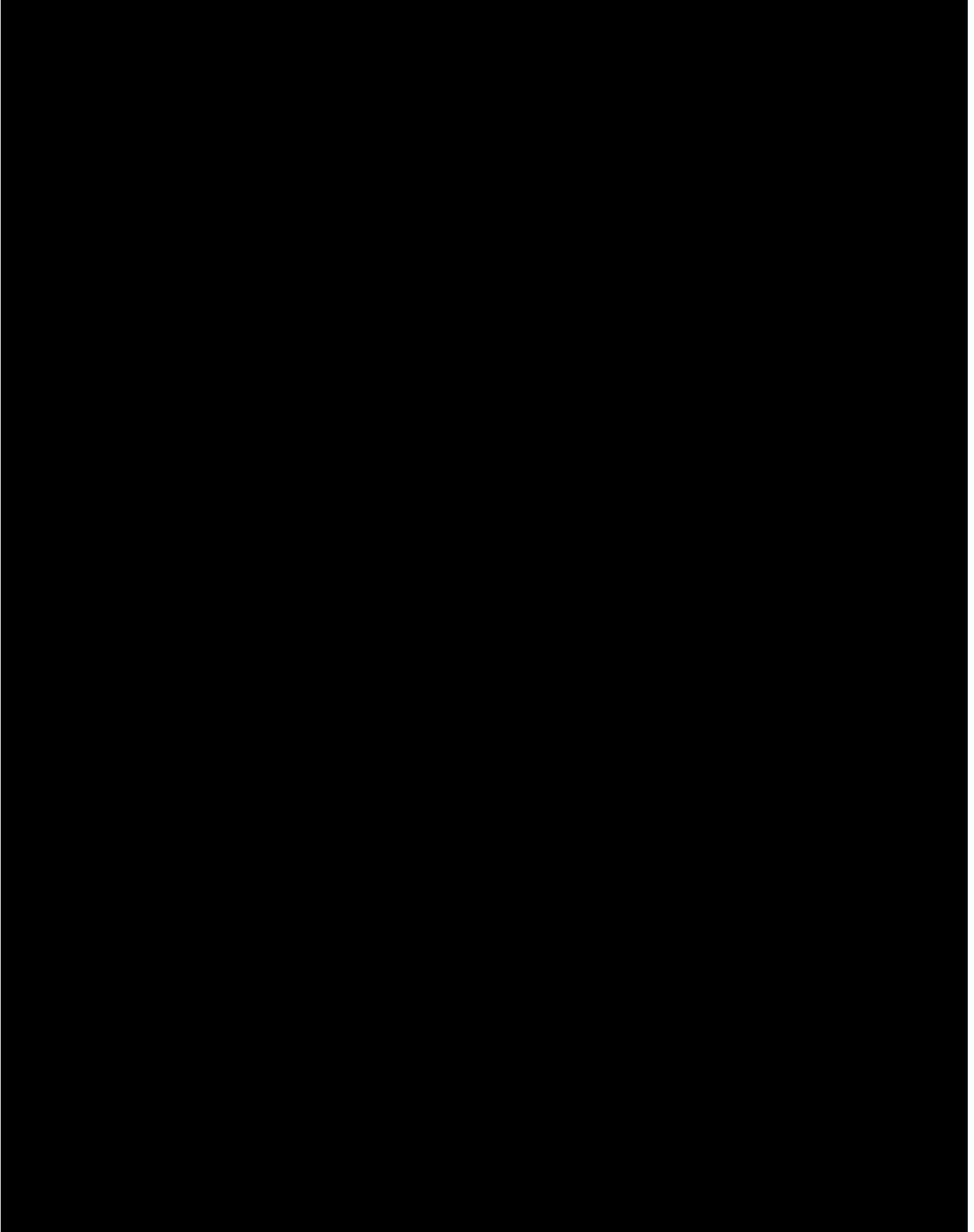
In addition to providing a secure physical plant, varying degrees of program services and opportunities are available to the inmate population depending upon their individual classification and status. These program services have been integrated into the daily facility schedule to include the following: ABE/GED, Vocational Education Programs, Religious Services, BLIC Program, Mental Health Services, Volunteer Services, Alcohol and Drug Education, Step-Down Program, Law Library, General Library, Recreation, Horticulture, Visitation, Healing Species Program, Beekeeping Program, Canteen and the Prison Industry Program.

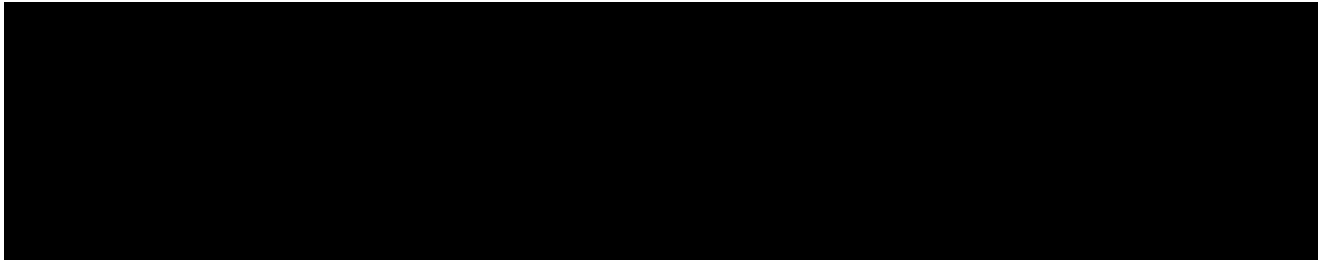
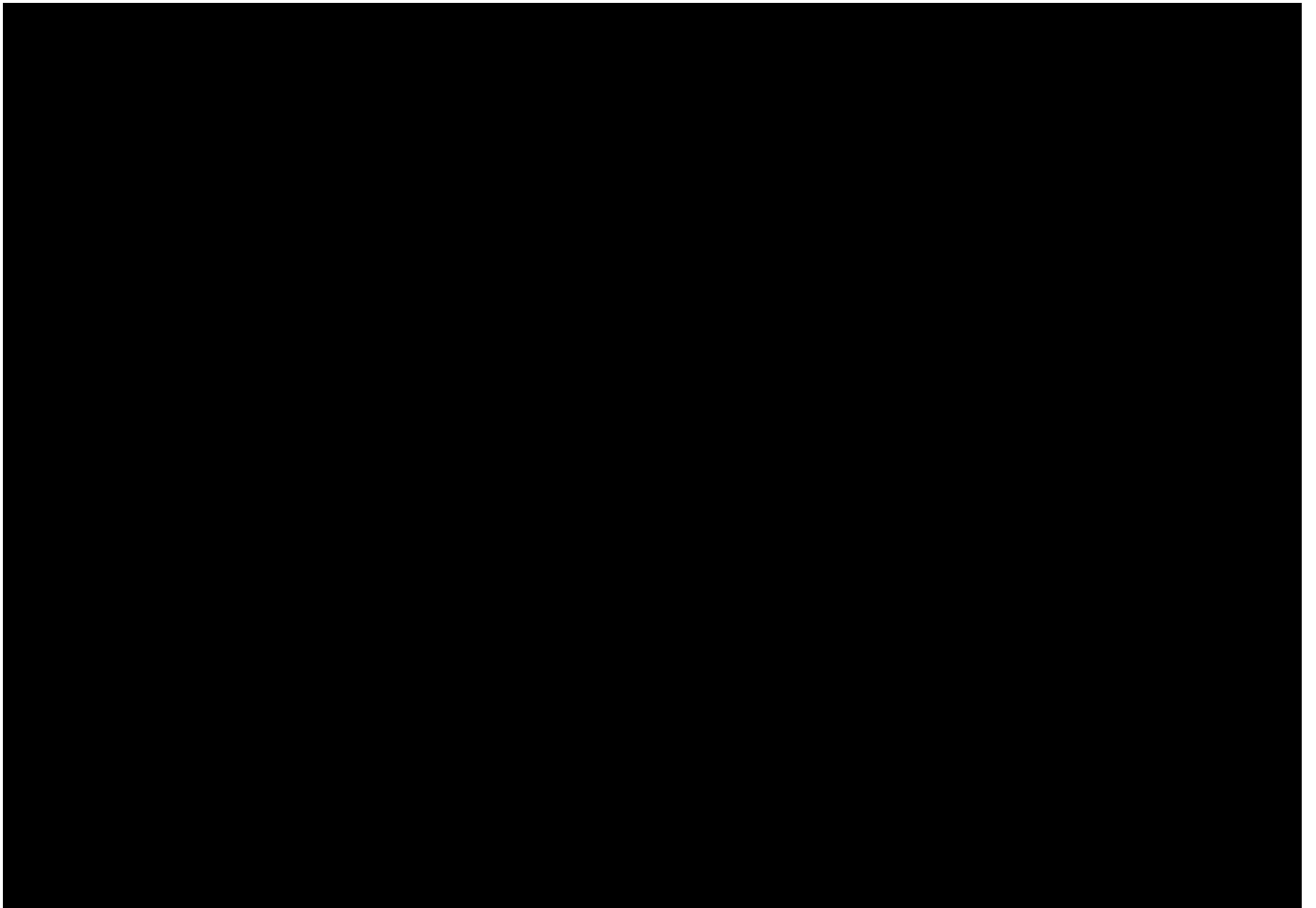
Security Staffing Profile

The primary difference in the security staffing levels during the recent years is in the number of front-line positions filled, which includes cadets, correctional officer I's and corporals. A significant decrease in front-line security (FLS) staffing levels began in 2012 and had continued to decline through the middle of 2017. Since July 2017 LCI has made strides in increasing the existing FLS staffing levels (111) and continued to increase throughout the duration of 2017. However, LCI is still operating at extremely deficient levels when compared with both the required and approved FTE levels. On January 1, 2017 the number of assigned staff was nearly (100) less than on January 1, 2011.

Recent Staffing Trends



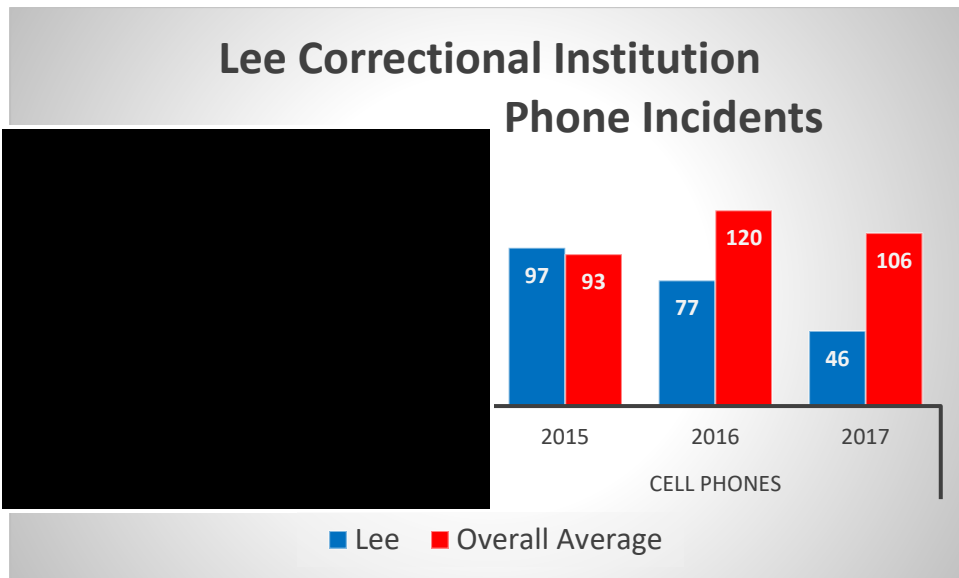
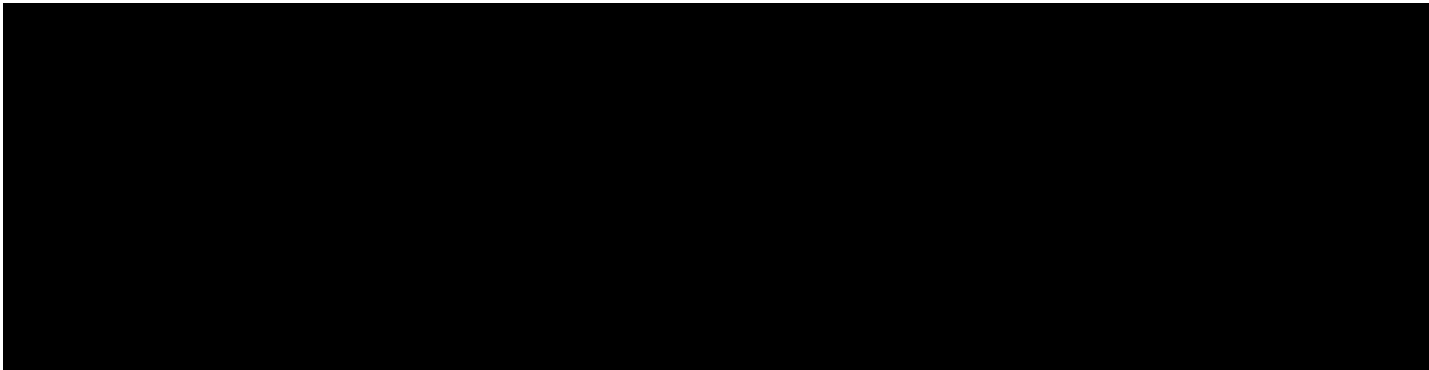




- **Staff initially not scheduled to work fill vacant post assignments beyond their normal work schedule.** During the first eleven months of 2017 the facility had \$1,207,337 in overtime expenditures for security personnel. During the same period in 2016 the facility had \$859,027 in overtime expenditures. This represented a 40.5% increase in overtime expenditures during the two reporting periods. An average of approximately (9) fewer front-line positions were filled during the first ten months of calendar year 2017 when compared with the same period in 2016. Most of the increase in overtime is the result of a reduction in the number of front-line staff, staff attending training on their off-days or temporarily filling a post assignment after their shift because of late reliefs.

Demonstrated Risk Factors

Contraband Incidents. The introduction and presence of contraband in a correctional facility has always been an issue and a primary management concern when operating a facility. It often leads to unauthorized movement, destruction of property, compromised staff, public trespassing, criminal activity and violence.

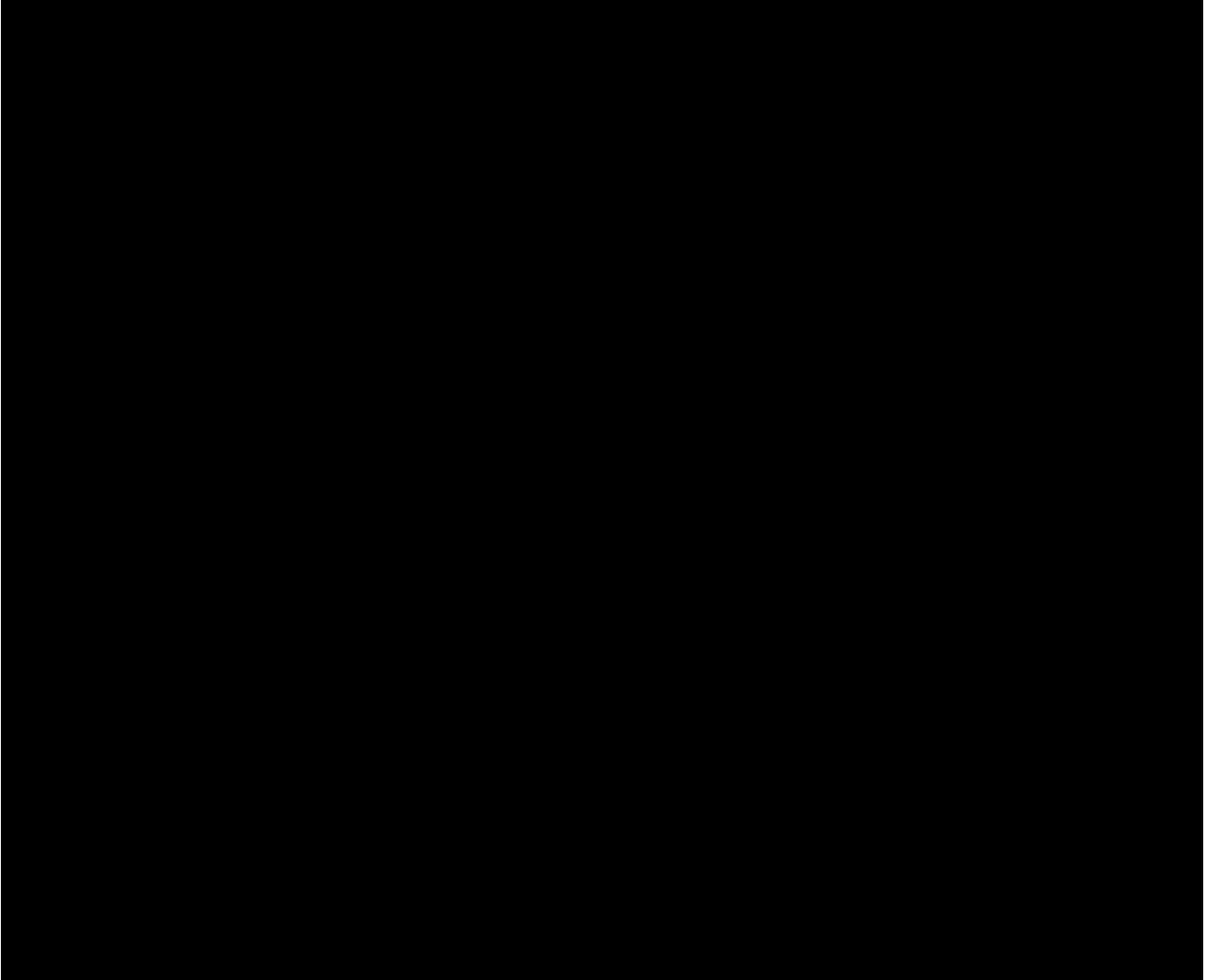


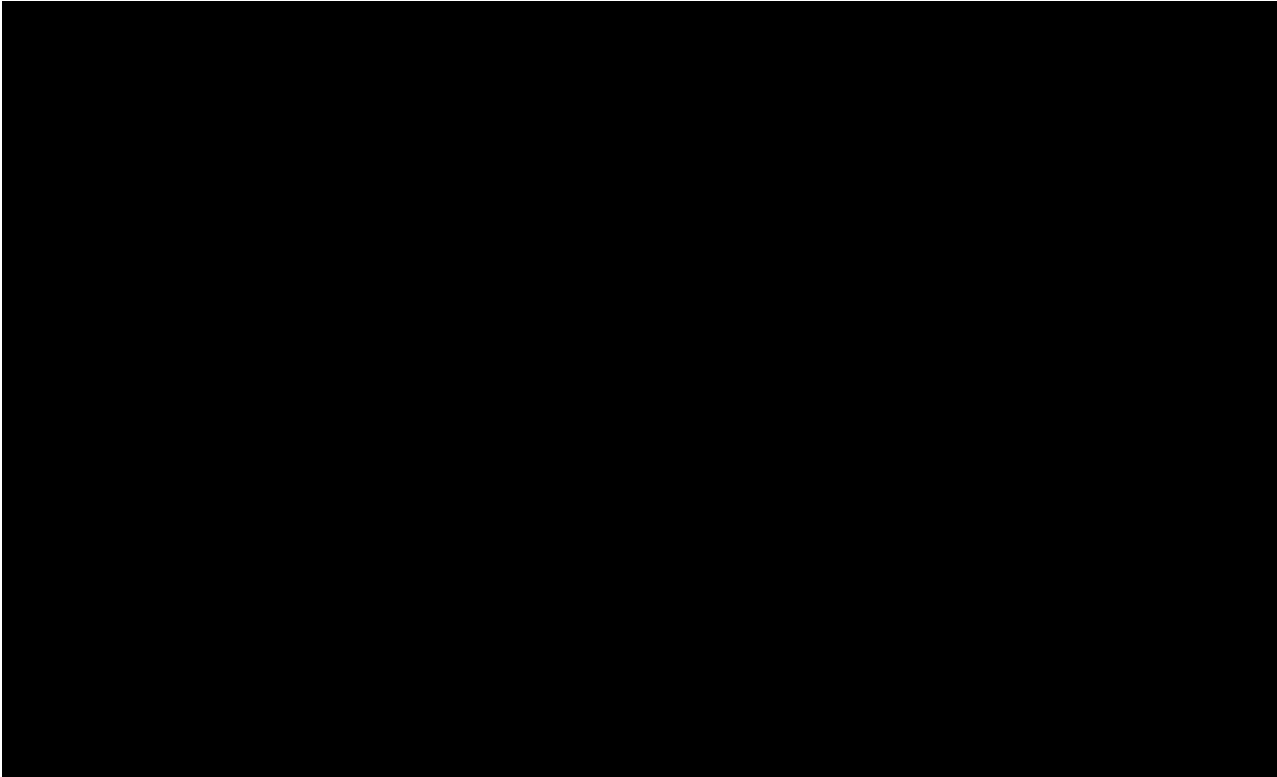
Source: SCDC RIM

One of the keys to an effective contraband prevention and detection plan is to establish a realistic plan based on existing resources to prevent, identify and detect contraband as a facility-wide goal. Part of the plan should ensure fundamental practices, including searches, patrol, detection and intelligence gathering are consistently incorporated into daily workload activities by all staff, not just those assigned to contraband control. Once an employee becomes responsible for more than one post assignment their ability to carry out all the necessary functions diminishes. It becomes extremely difficult based on the overall workload to conduct a thorough search of an individual, cell or area when the officer is the only security staff member on a wing. It takes time, skill and focus to conduct a proper search. At Lee, security staff are routinely responsible for more than one post assignment at a time due to overall staffing levels.

The Director of the department has been at the forefront on a national basis calling for federal support to change laws to allow cell phone jamming in correctional facilities. The Communications Act of 1934 and the Telecommunications Act of 1996 prohibit the operation of cell-phone-jamming equipment by any person, including state and local officials. In addition, the Act prohibits the manufacture, importation, marketing, sale or operation of devices deliberately designed to jam or disrupt wireless communications.

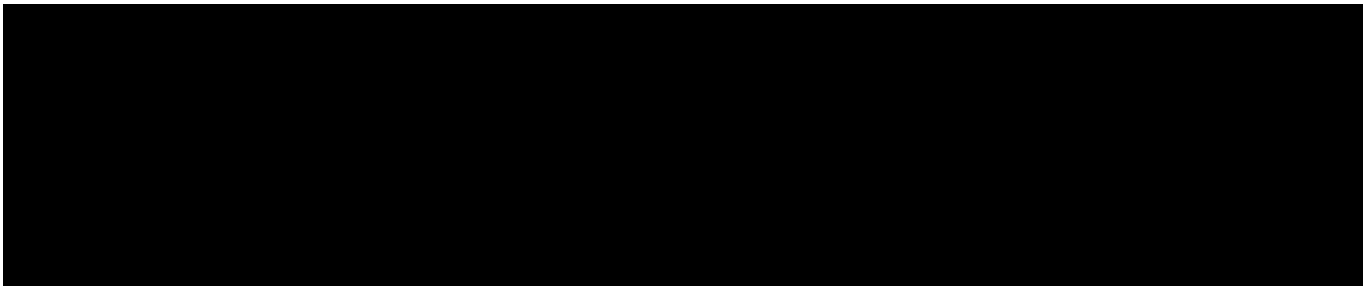
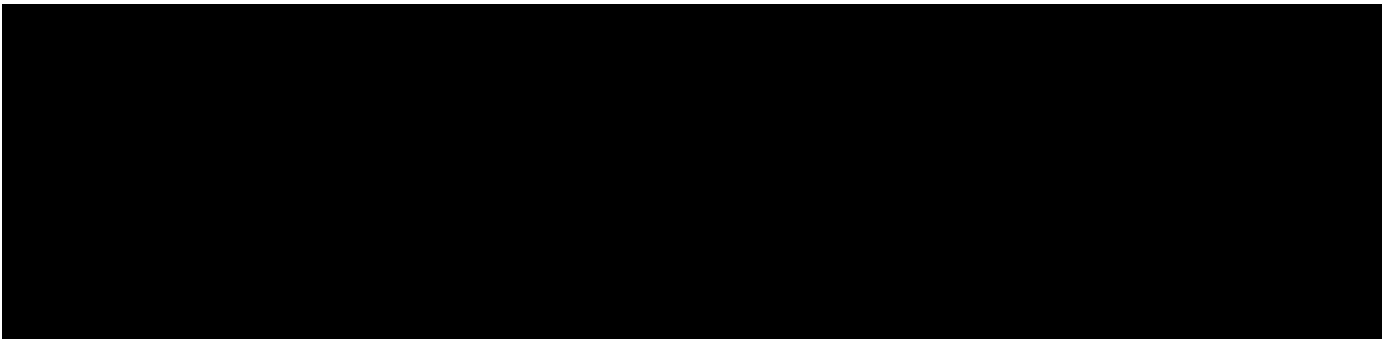
Security netting has been installed at the Ridgeland Correctional Institution expanding the height of the perimeter fence increasing the difficulty of throwing contraband over the perimeter. Additional institutions are scheduled to have the expanded netting installed.

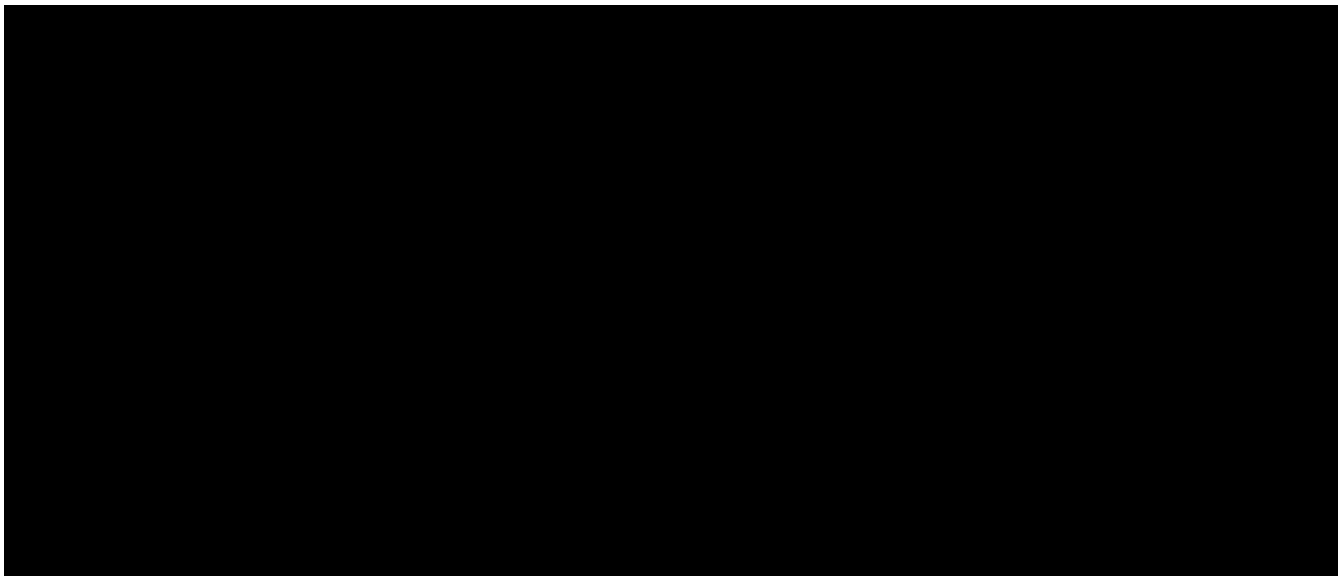


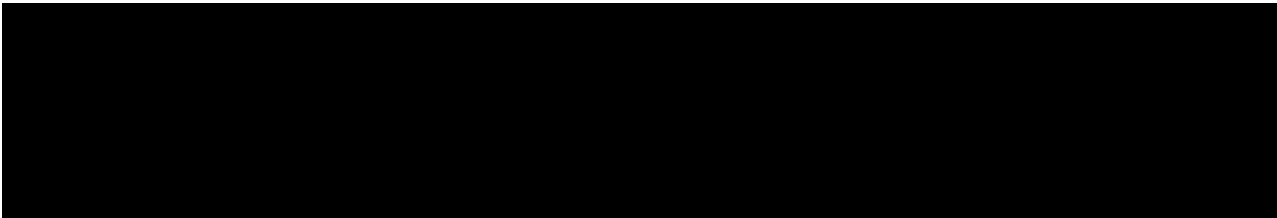
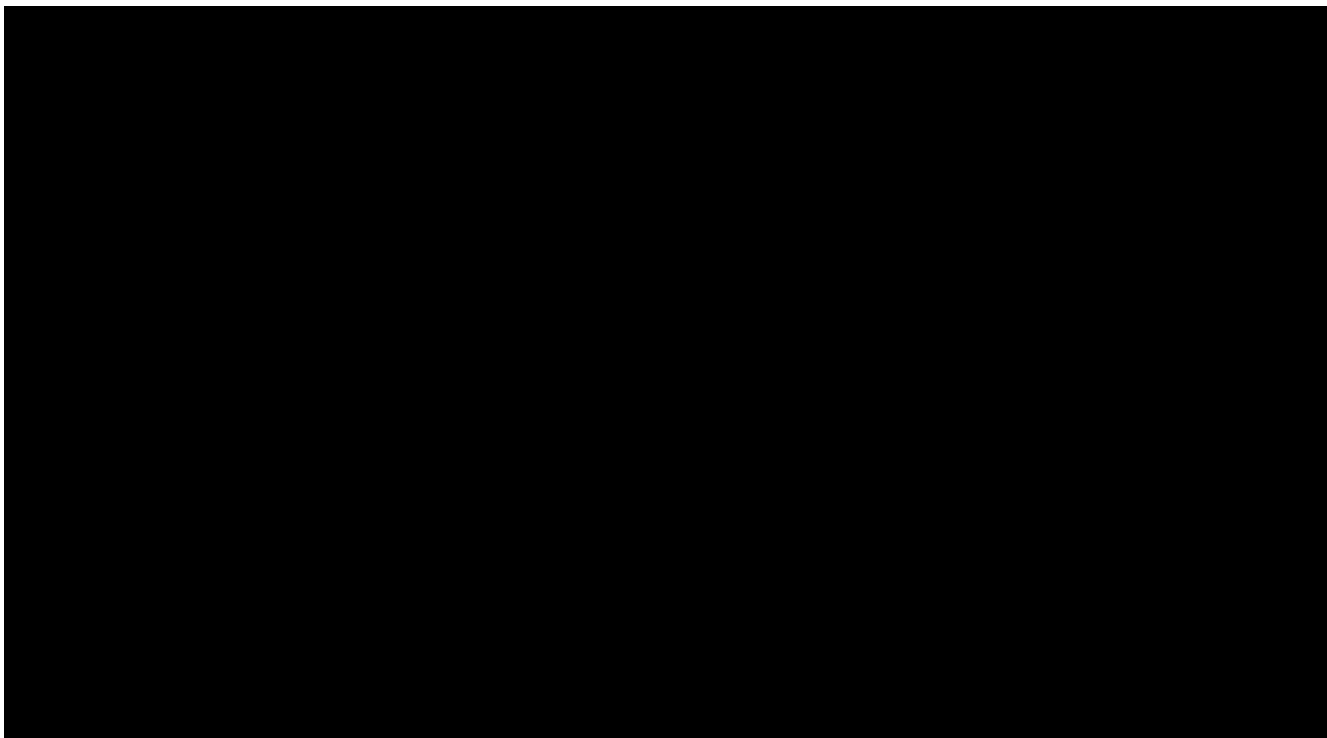
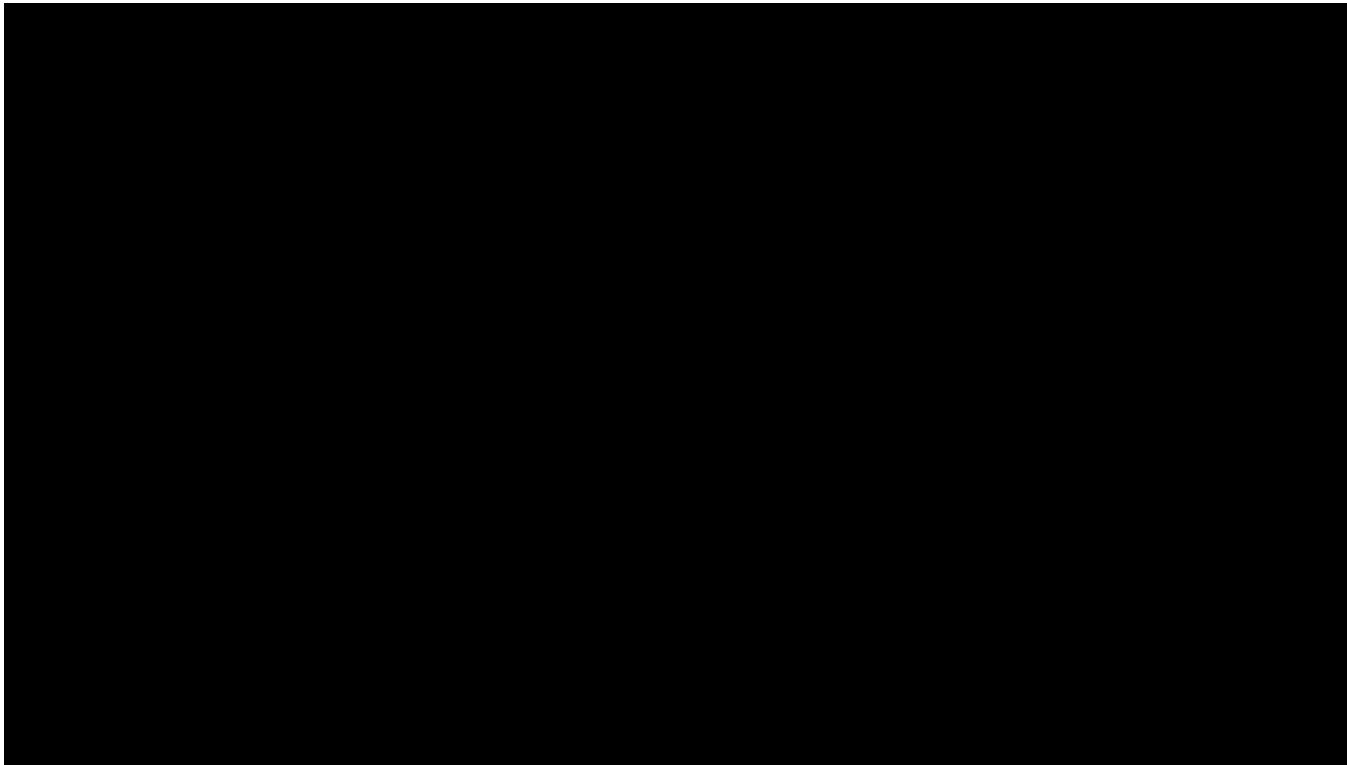


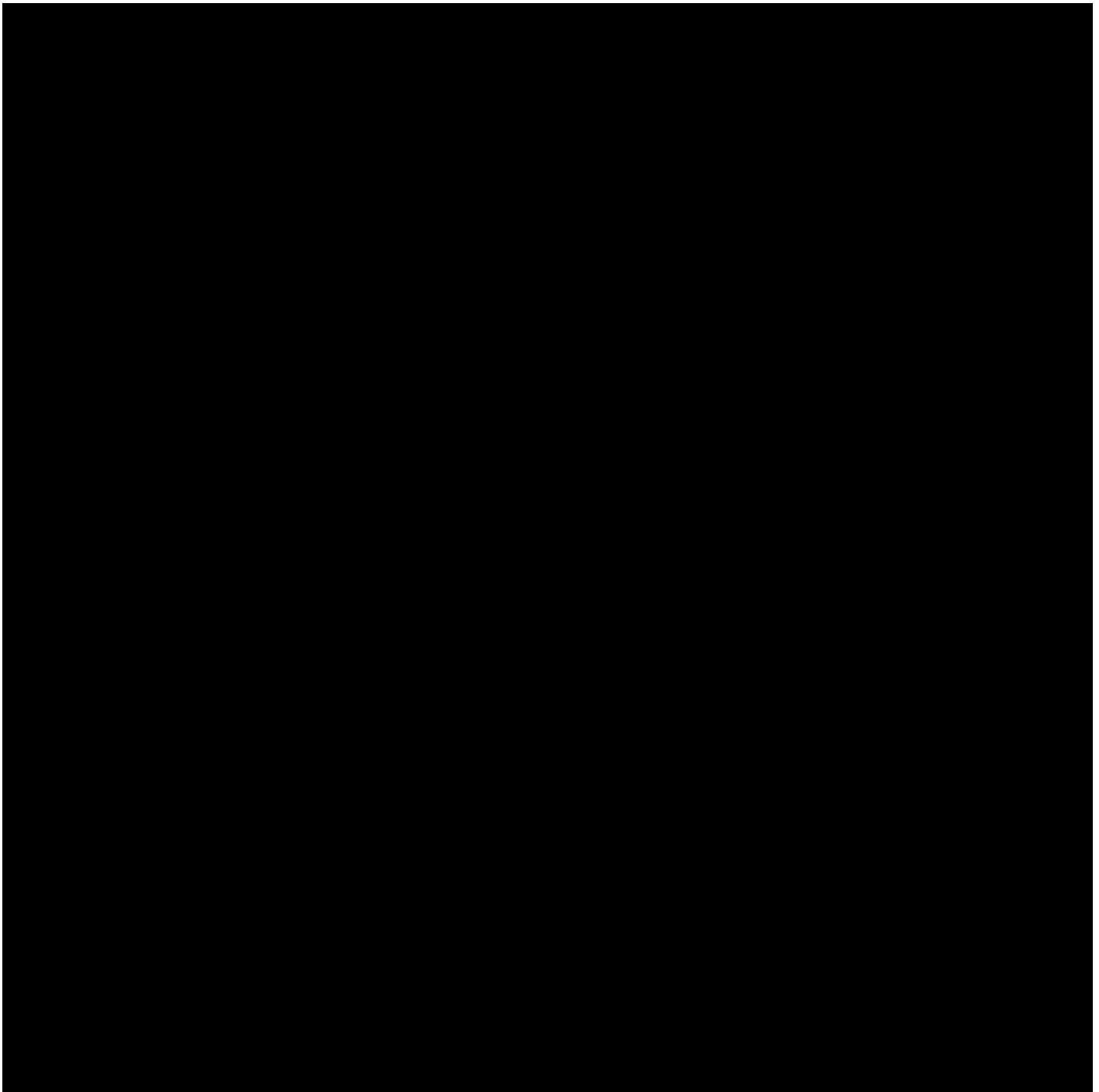
Key Positions

Administration. The approved administrative core positions for the facility include a superintendent (Warden) and two assistant superintendents (Associate Warden of Operations/Associate Warden of Programs). On the date of the on-site assessment all the administrative core positions were filled. The Warden was debriefed and interviewed at the start and conclusion of the on-site assessment and was available throughout the day to discuss facility operations and to clarify pertinent staffing-related questions.





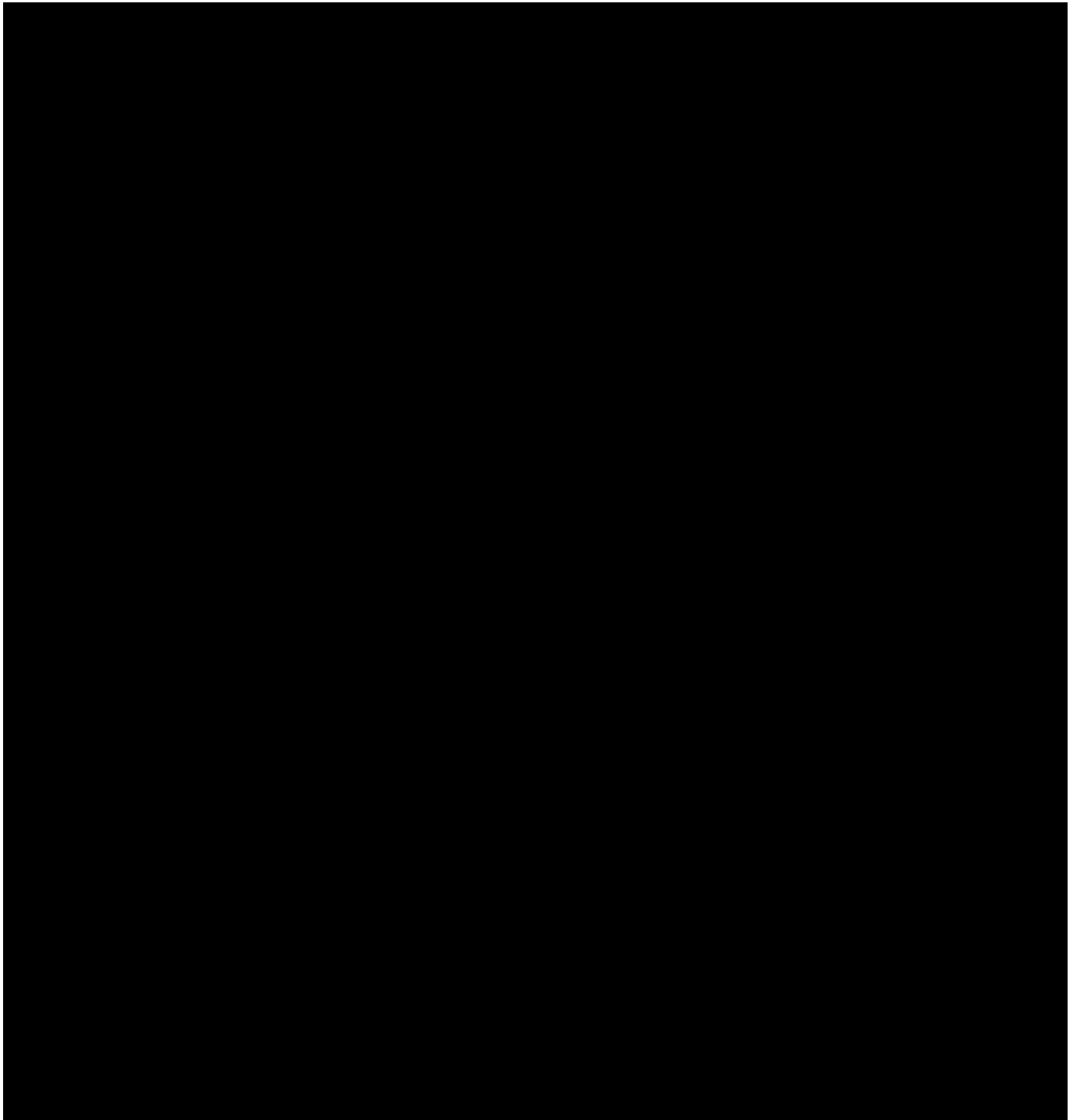


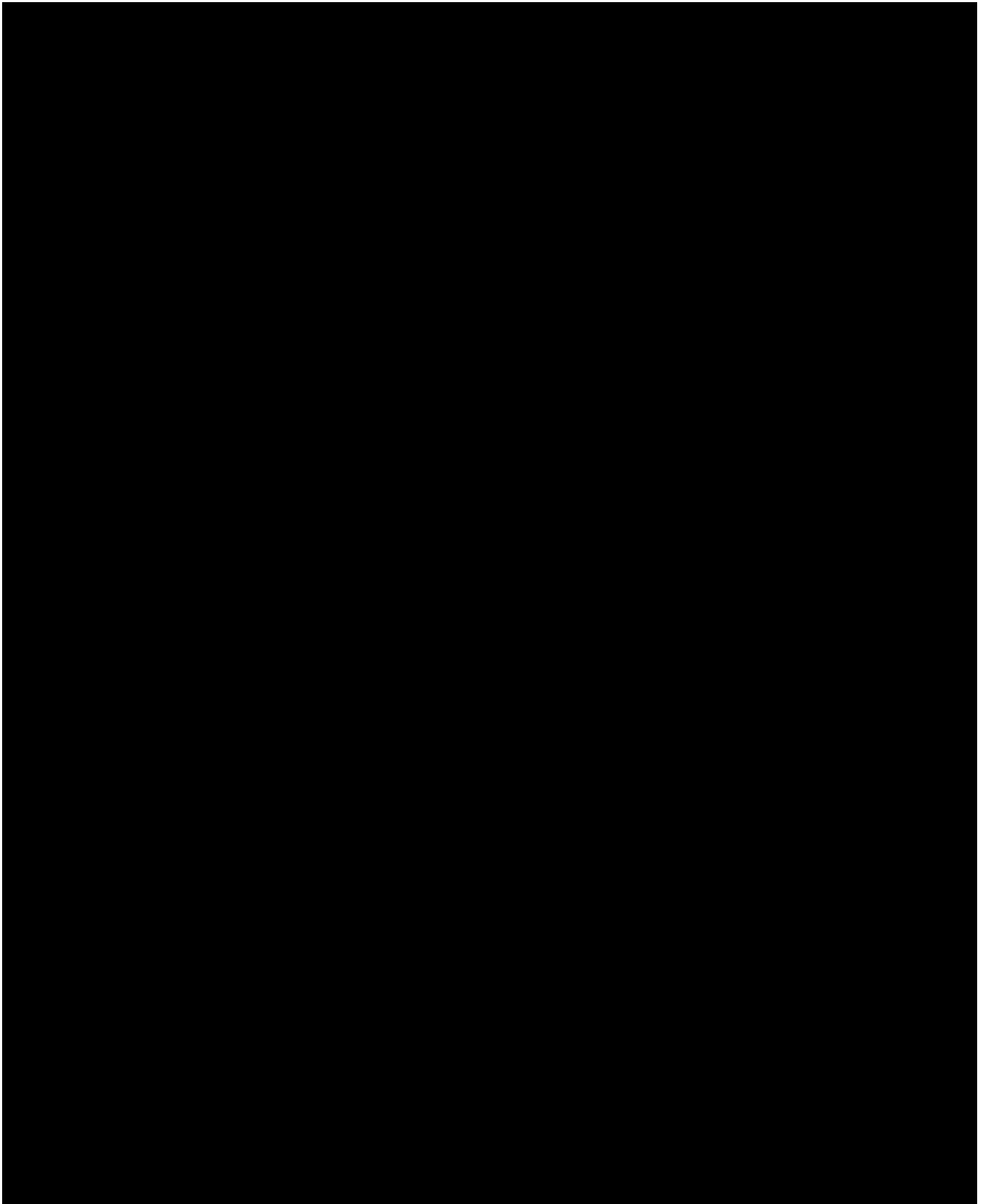


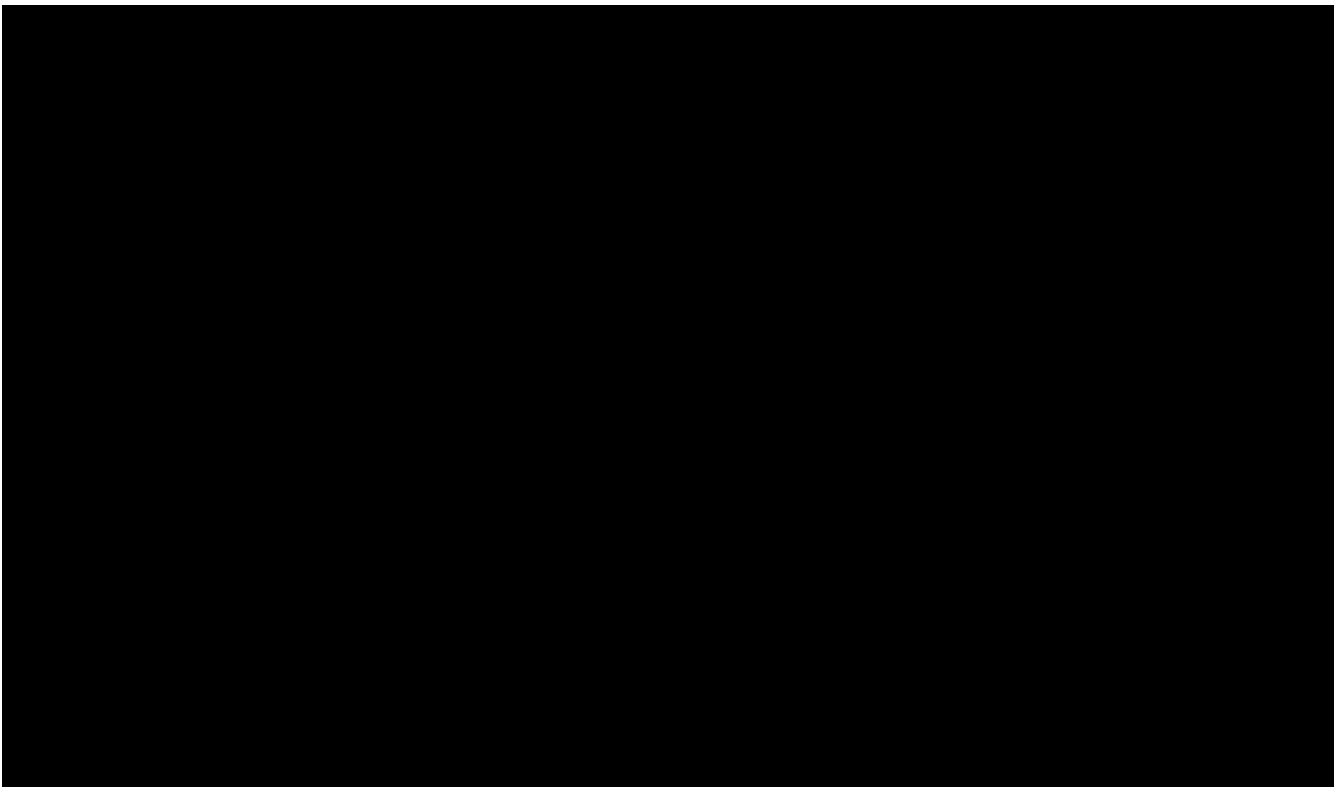
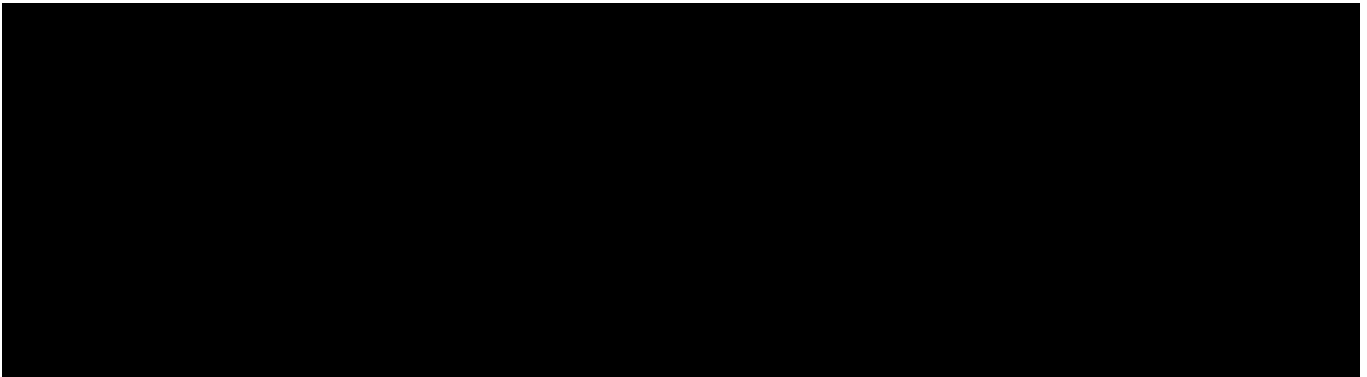
Daily Shift Roster. In addition to the master shift assignment roster daily shift rosters are also maintained for the 12-hour shifts that identify in more detail the actual staff assigned by day, their post assignment, staff on leave and responders. The daily shift rosters are designed to identify how scheduled personnel are utilized and provide a best practice tool for documenting staff accountability. Sample daily post assignment rosters reflected there is no recapitulation data provided or when appropriate a consistent reference to staff assigned to the shift working extra hours. At Lee, over a million dollars of overtime expenditures were reported during the first eleven months of 2017.

The C-Card maintains an automated daily shift roster that identifies the post number, code, post description, area, post type, responder, name of the employee, gender and if applicable leave status. Staff reported a manual daily shift assignment roster was not normally being completed for the C-Card. As a result, there is no reference to post classification levels or a recapitulation table for the C-Card shift.

Daily shift rosters should be considered a critical document that must be completed both accurately and completely to assist facility management on identifying how staff are utilized on each shift.







Kitchen/Dock. LCI routinely requires supervisory personnel to assist in providing security supervision during meal periods and relies on food service personnel to assist in providing on-site security. The *Division of Security* post chart identifies one seven day 12-hr. post during the day shift. Based on staff interviews and a review of daily post assignment rosters a dedicated officer is not consistently being assigned.

The cafeteria is divided into three primary sections, the dining area, serving line and kitchen. The kitchen contains a food preparation area, storage, office space and access to the loading dock. This area includes multiple blind spots, culinary tools, a high number of assigned inmates and access to outside the building including the dock area for the cafeteria. Food service personnel are present in the area; however, their primary focus is on food preparation and getting the meals ready to be served. No security personnel are normally assigned to the kitchen/dock area which should be considered a critical post and high-risk area during operating hours. A Back Dock/Courtyard post has been established which would include, dock supervision; however, the post is rarely filled. The recommended post chart includes the provision for a Kitchen/Dock position;

Housing Units. The general population housing units when fully operational each have an operating capacity of 256. Approximately 84% of the inmates housed at Lee are considered level III maximum custody inmates. These are generally individuals with a history of violence with long sentences and/or inmates who have exhibited behavioral problems while in the system. Security surveillance cameras are available in select common areas within the unit to support assigned personnel.

In five of the general population units the inmates are housed in one of two multi-level wings located within each unit. Each wing is separated by an interior sally port that contains a secure entry/exit to the building, work space and entry into each wing. Visibility from the sally port area into each wing is limited. The BLIC character-based program is provided in two of the units.

In the sixth general population unit, there is a secure elevated control room surrounded by four separate housing unit wings. Some of the cell doors in two and one-half of the wings were reported to be able to be manipulated to not lock; however, a locking project was being completed during the on-site assessment to include installing additional locks on all cells in the housing unit. Current operational practices include staffing on a continuous basis the control room and when available, security staff be assigned to the housing wings. Actual staffing levels vary by shift, day and the availability of supervisory staff and unit management personnel.

Based on the everyday responsibilities of an officer and the activity levels of each unit, the practice of having between one and two officers assigned to provide security, custody and control of 250 maximum custody inmates is inconsistent with realistic expectations of what an officer can accomplish. Relying on supervisory staff to assist in front-line responsibilities impacts the ability of the supervisor to meet their position responsibilities. As a result, sufficient supervision in the housing units is not consistently being provided in the units. Additional posts assignments are recommended for the housing units to meet established responsibilities;

Medical. The medical unit at Lee provides a variety of traditional services found in the operation of a correctional facility medical unit. Pill lines, Insulin, Exams, Chronic Clinics, Doctor Appointments, Dental services, Interviews and Sick Call. In addition, there is a 20-bed infirmary connected to the medical unit. Since maximum security medically dependent inmates reside in the unit, staff should be present always.

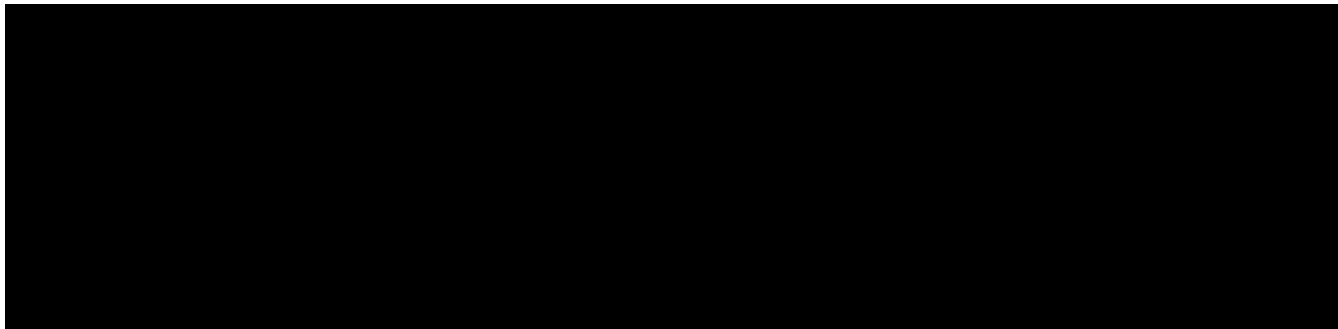
Since the activity level during the days shift involves inmate interaction between civilian staff and contractors, security staff should be present to monitor and control movement and activity levels in the service areas.

The current practice is to have one FLS staff assigned to the medical unit, including the infirmary. The primary workload responsibilities of the officer include controlling access into the medical unit, supervision of the inmate waiting area, conducting counts, circulating throughout the service area and supervising the infirmary. Based on the location of the front entrance of the medical unit, medical waiting room, activity schedule and the limited surveillance technology available, a minimum of two FLS staff during the day shift is recommended, and one FLS to be assigned to the infirmary at night;

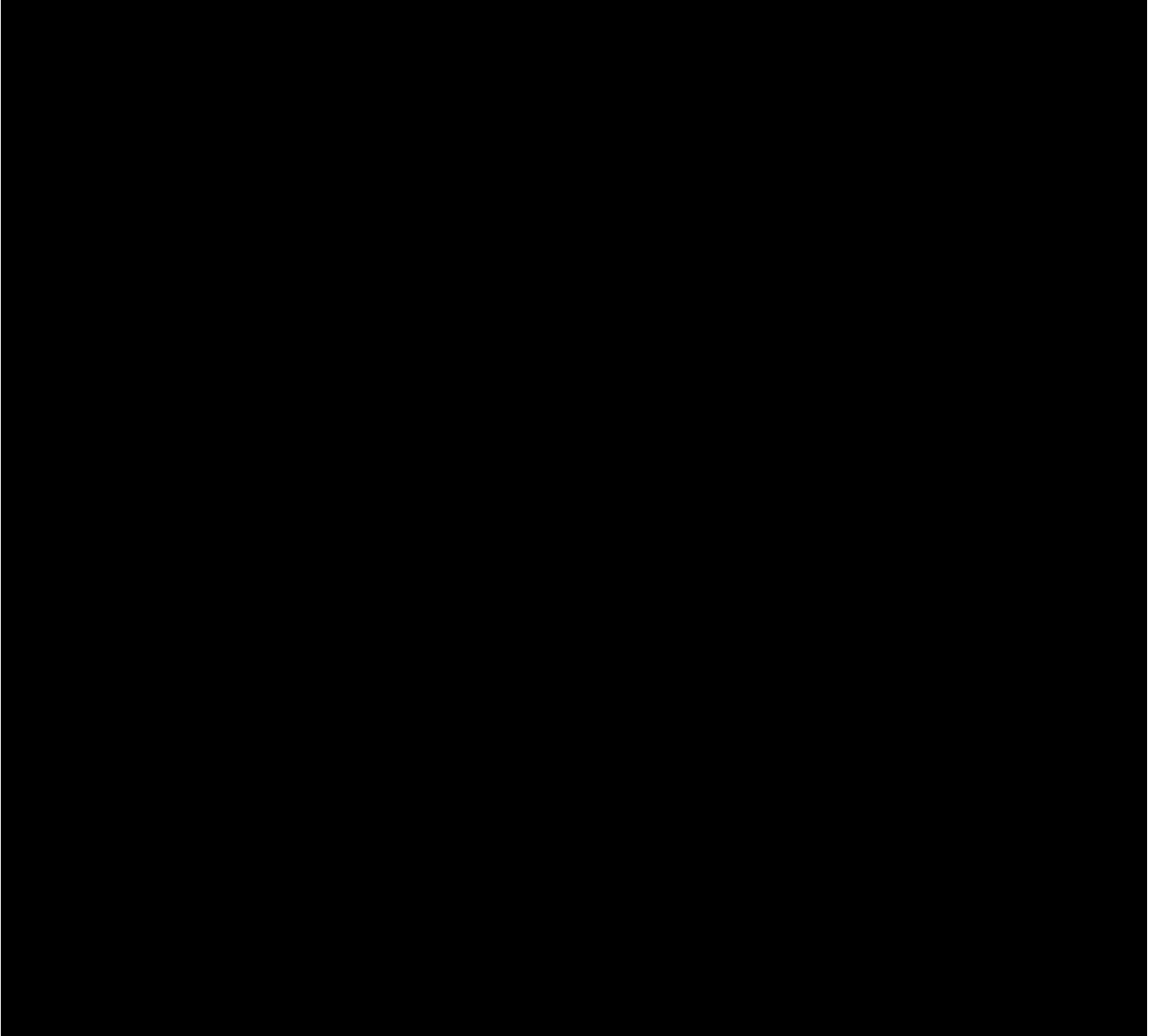
Hospital Coverage. LCI is responsible for providing security supervision for inmates assigned to an outside hospital when needed. Hospital coverage records provided by LCI for a recent ninety-day period (August – October 2017) reflected that for forty-five days staff were assigned to an outside hospital to provide on-site supervision of an inmate that had been admitted. Although this workload responsibility does not occur every day it does occur on a relatively frequent enough basis resulting in staff being pulled from other post assignments or being assigned at an overtime rate. A total of (83) inmates were admitted to an outside hospital during the ninety-day period resulting in LCI staff supervision. Additional hospital/transportation posts are recommended to address the increase in workload;

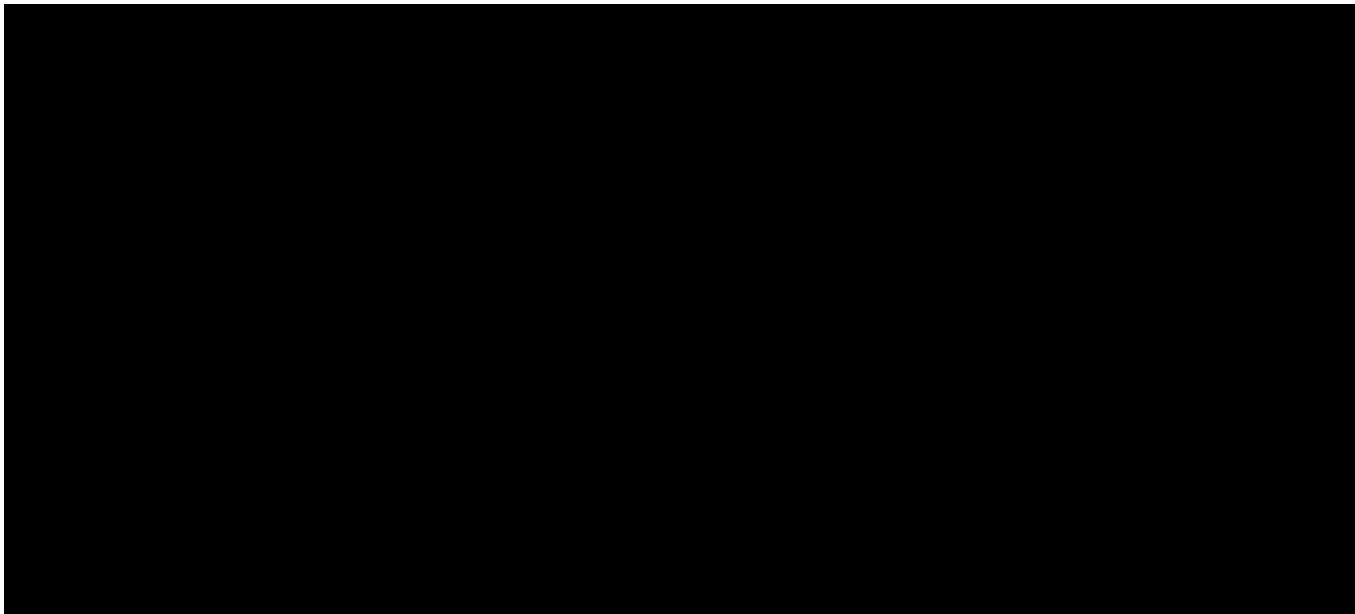
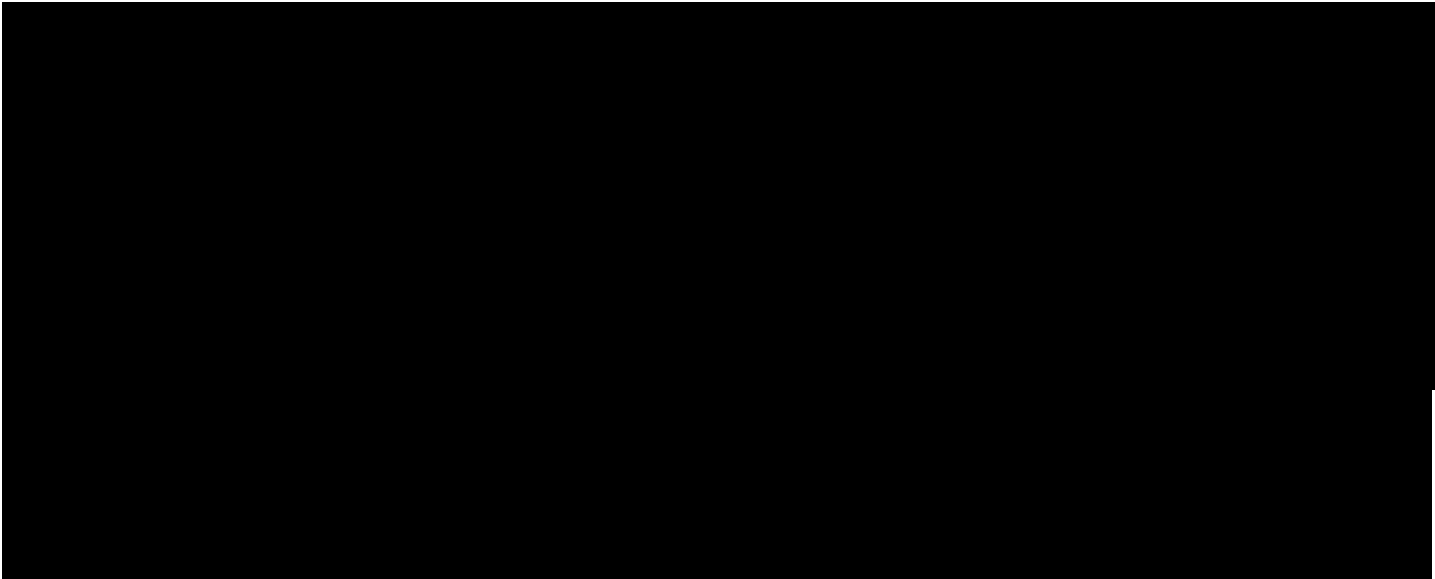
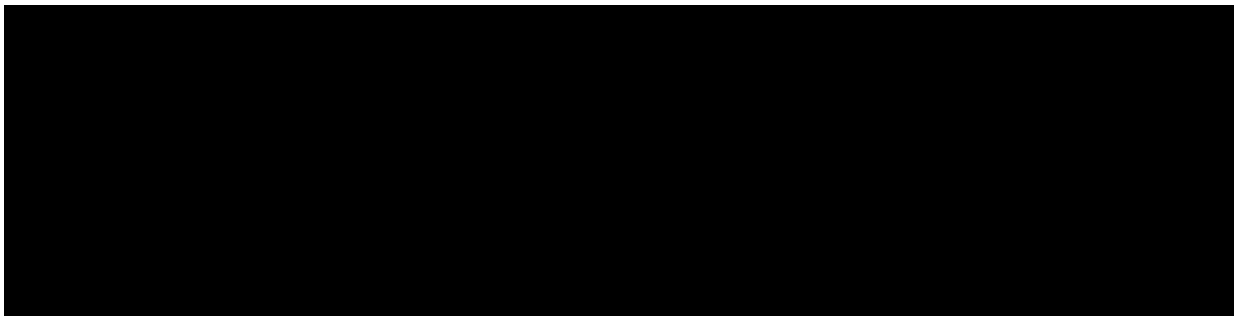
Restricted Housing Unit. The Restricted Housing Unit consists of two separate multi-level sections, each containing two housing wings and a secure control room located in between each wing. **One of the housing sections was not being used and considered inoperable.** The living areas provide secure cells including four safety cells which contain security cameras. All cells have a toilet and wash basin. Each wing contains two tiers, surveillance cameras, a small dayroom area, secure cells, recreational space and showers. The capacity of the one unit is (92);

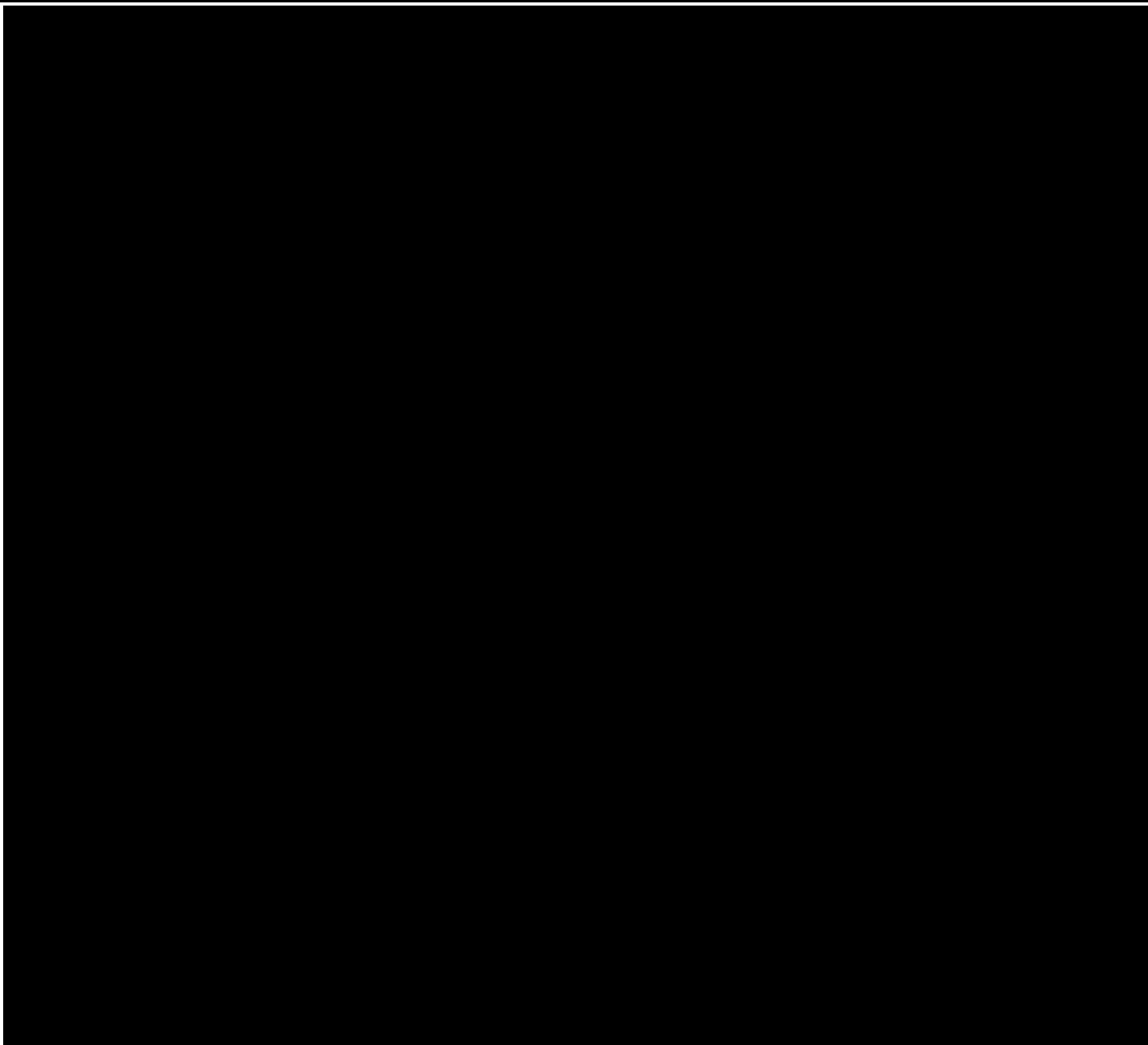
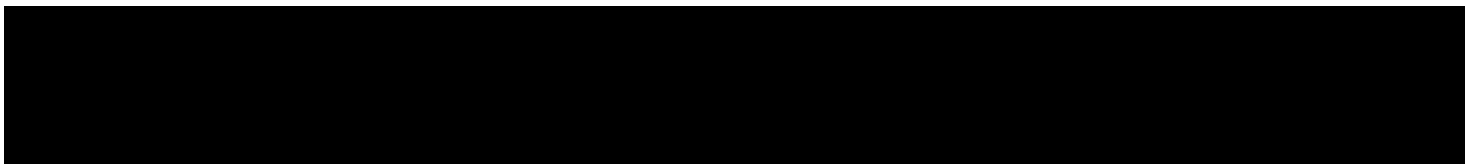
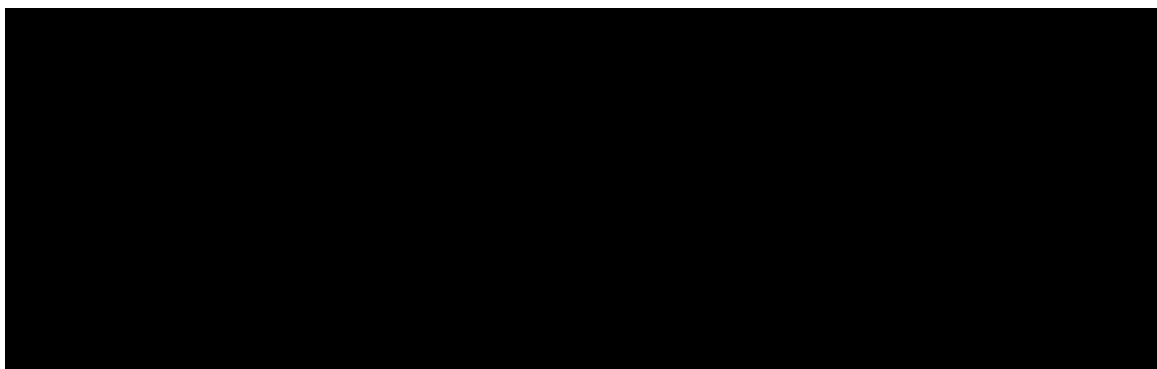
The two wings are separated by a secure control room available to provide added security, visibility into the wings, remote access control and security support. The control room is required to be staffed on a 24-hour basis. In-house policy requires assigned staff to conduct 30-minute security checks, escort medical personnel on the wing, deliver mail as needed, deliver meals, conduct inmate counts, escort inmates to the shower, visitation and recreation area, complete cell searches and conduct building security checks. For inmates to be escorted out of their cell, a minimum of two staff are required to be present. All these responsibilities require additional security personnel other than the officer assigned to the control room. This is a staff intensive high security unit and when sufficient personnel are not available, required responsibilities may not usually be met, including providing access to showers and/or recreation in a manner consistent with policy. Additional posts are recommended to provide sufficient personnel to meet responsibilities consistent with policy;



Shift Relief. A shift relief factor is not consistently reflected in the current staffing levels. Applying the number of security personnel time-off is generally covered through assigning overtime, closing posts, or redeploying staff from other designated post assignments. A shift relief factor is being recommended for most post assignments.







Lieber Correctional Institution

The Lieber Correctional Institution (LCI) is a state operated level 3 facility located approximately 90 miles southeast of Columbia in the town of Ridgeville, South Carolina. The facility was opened in 1986 and serves as one of South Carolina's maximum-security adult male correctional facilities. The reported capacity at Lieber is 1,294 and the average daily population during the first nine months of 2017 was 1,194. One wing of a housing unit was not being used during the on-site assessment due to limited staffing levels resulting in a reduction in the current operational capacity.

While most of LCI's inmate population is considered maximum custody a small percentage of inmates (less than 9 percent) were classified as level 2 or below. Approximately 24% of the population was identified as being on a mental health caseload.

Since 1997 LCI had served as the departments' facility providing housing and services for male inmates assigned to Death Row. On September 26, 2017 the Death Row inmates were transferred out of Lieber and sent to the Kirkland Correctional Institution due in part to limited staffing levels at Lieber.

LCI currently provides housing and services for both general population and special housing programs including the Restricted Housing Unit. The Restricted Housing Unit is available for inmates requiring more intense behavioral levels of supervision and the inmates are housed and programmed separately from inmates assigned to the general population.

The physical plant operates as a maximum-security facility and is surrounded by a double fence which is reinforced with multiple rolls of concertina wire, razor ribbon, electronic surveillance equipment, high-mask lighting, sensors, roving perimeter patrol, vehicle access gates and an alarm detection system. Three new elevated security towers strategically located the outside of the perimeter fence were built to further enhance the overall security of the facility. These Towers were undergoing final construction at the time of the site visit and were not routinely being staffed as of December 2017.



Inside the perimeter are a variety of buildings and services designed to help meet existing responsibilities. The physical plant includes the following: six housing units, two separate Prison Industry Programs, Transport/Transfer Area, Recreation space, Green House/Maintenance Area, Support Services Building, Administrative Services Building and a large open yard located between the General Population Housing Units, the Administrative Services and Support Services Buildings. Internal security fencing, gates and limited surveillance equipment are available to assist in controlling internal movement.

All authorized inmate movement was considered controlled movement and the type of movement varied based on the inmates' classification, the purpose for the movement, destination and time of day. A combination of line movement (cafeteria), escorted, supervised and the use of passes (OTR's) was all being used.

Food Services is normally provided to the general population in the main cafeteria.

Housing Unit Designs

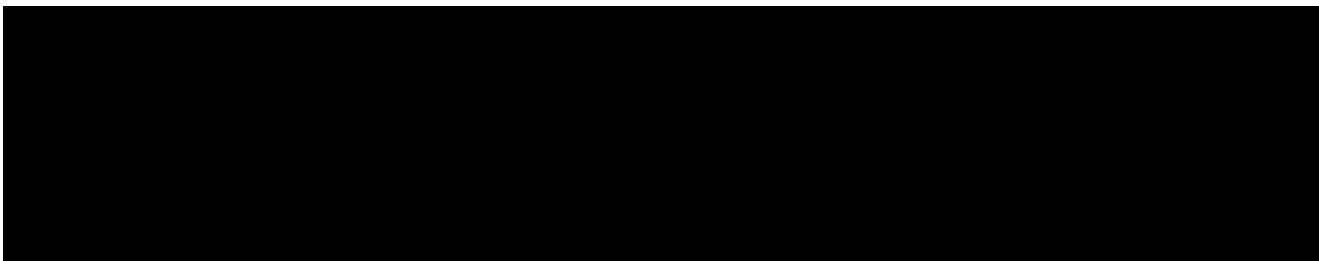
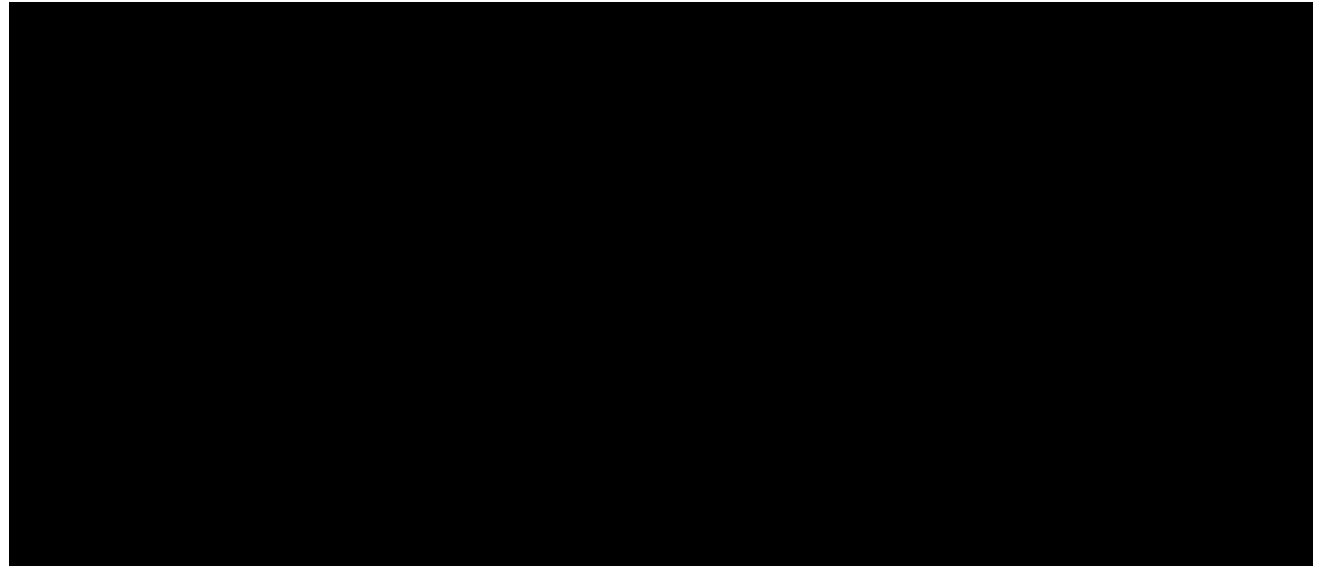
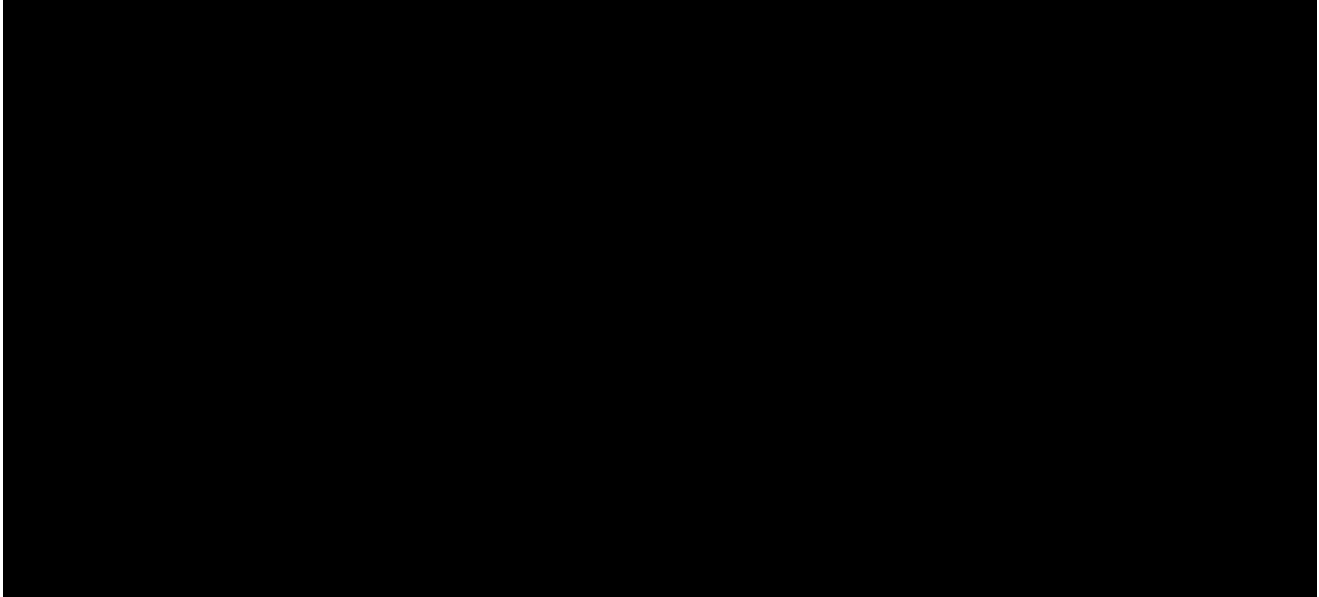
There are three primary housing unit designs at LCI. All the housing units contain secure cells as dormitory style housing is not available at this facility. The housing unit designs are consistent with nationally recognized practices for a level 3 facility. In total there are six inmate housing units at LCI.

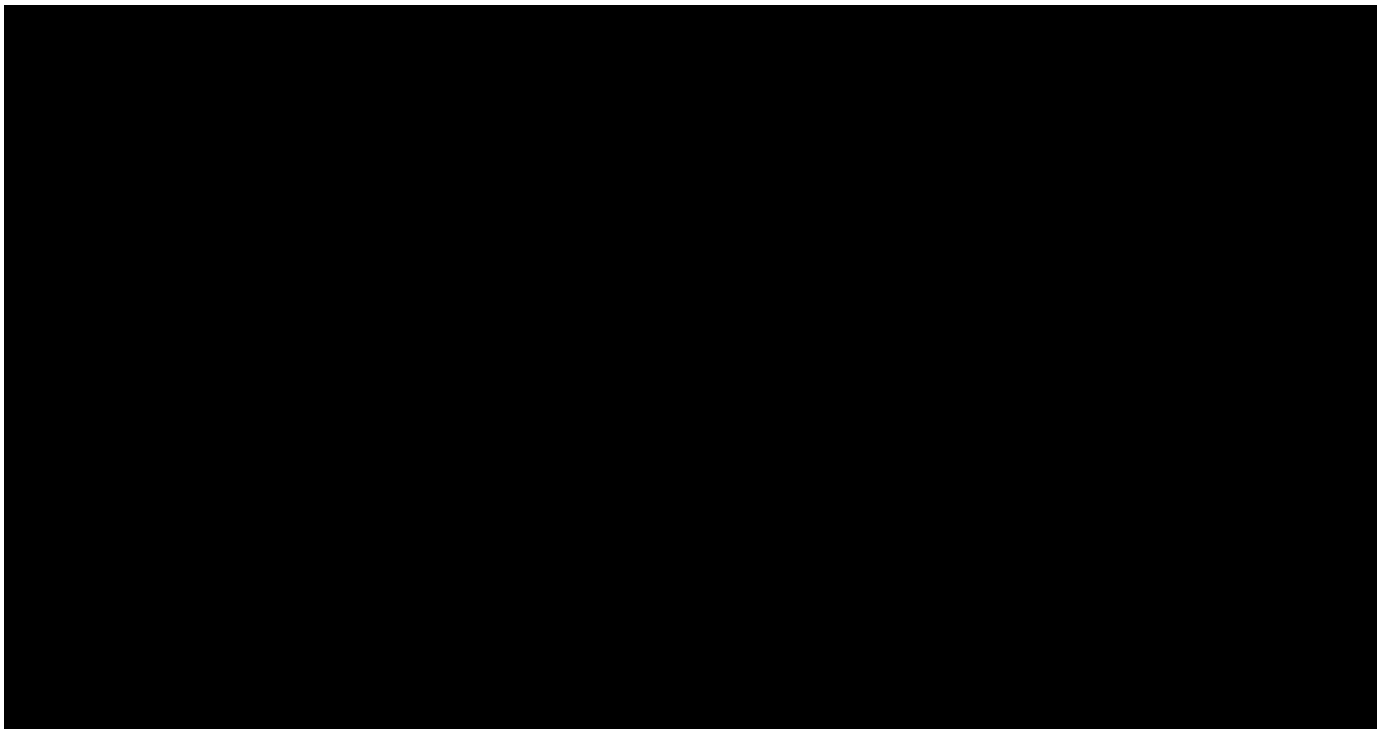
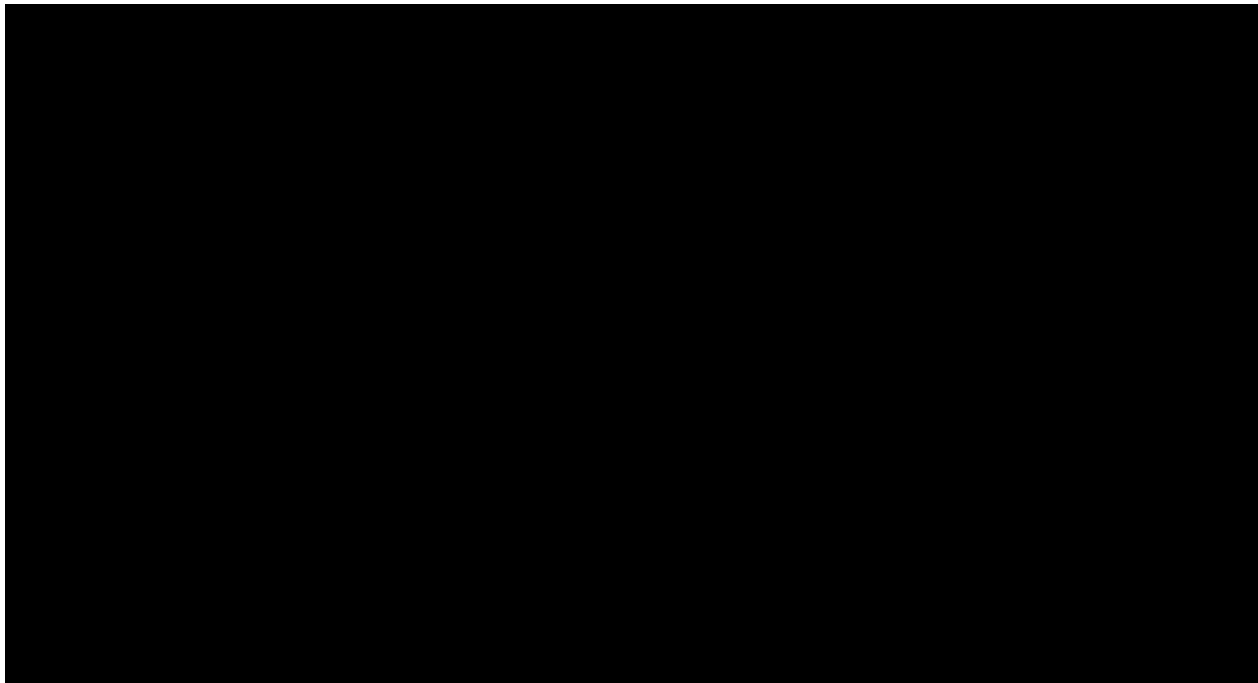
- **General Population.** The general population Inmate housing units consist of five two-tier units of which four are similar in design. **In the front center of each of the four similar designed units is a secure sally port and staff working space. Limited visibility into the living areas is available from the sally port.** The living areas within the units are referred to as "wings" as they represent one of two primary housing areas. The living areas contain double occupancy cells and each cell contains a toilet, bed and wash basin. Showers, dayroom space, telephones and passive recreation are available in the living area. A secure outdoor recreation space is located adjacent to each unit. The total **capacity of a wing** in the four indirect supervision housing units is approximately (126).
- **Wando.** The fifth general population unit, referred to as "Wando", has a secure elevated control center located in the middle of the unit and is surrounded by four wings each having a housing capacity of approximately (62). Security staff are assigned to the control room on a 24-hour basis and have visibility into each housing wing. The two-tier living areas contain cells, dayroom space, showers, telephones an open officer work station for the wing officer and passive recreation. Outdoor recreation space is available adjacent to the building.
- **Restricted Housing Unit (RHU).** RHU consists of two separate housing units. Each housing area has a secure control room and (2) wings one on each side of the control room. The control rooms contain video monitors, security equipment and an electronic access control panel that operates the security doors within the unit. Each wing contains two open levels (ground and mezzanine), surveillance cameras, a dayroom area, secure cells, recreational space and showers. All cells contain toilets and wash basins.

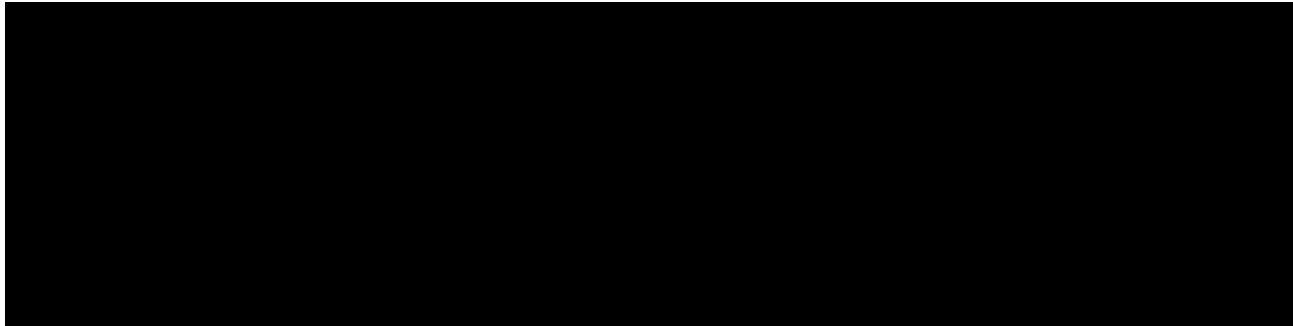
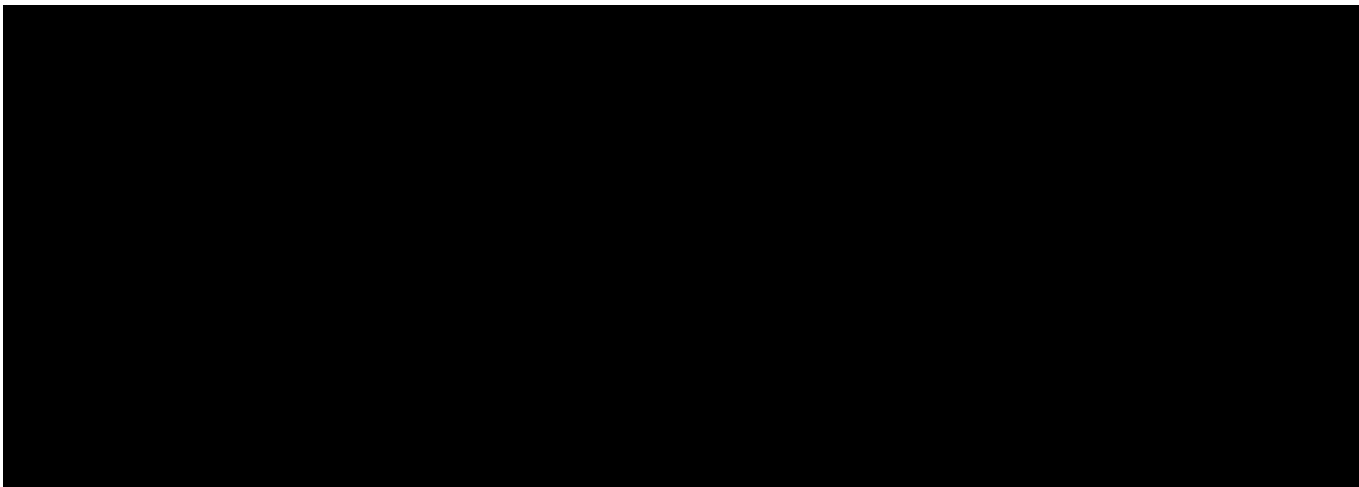
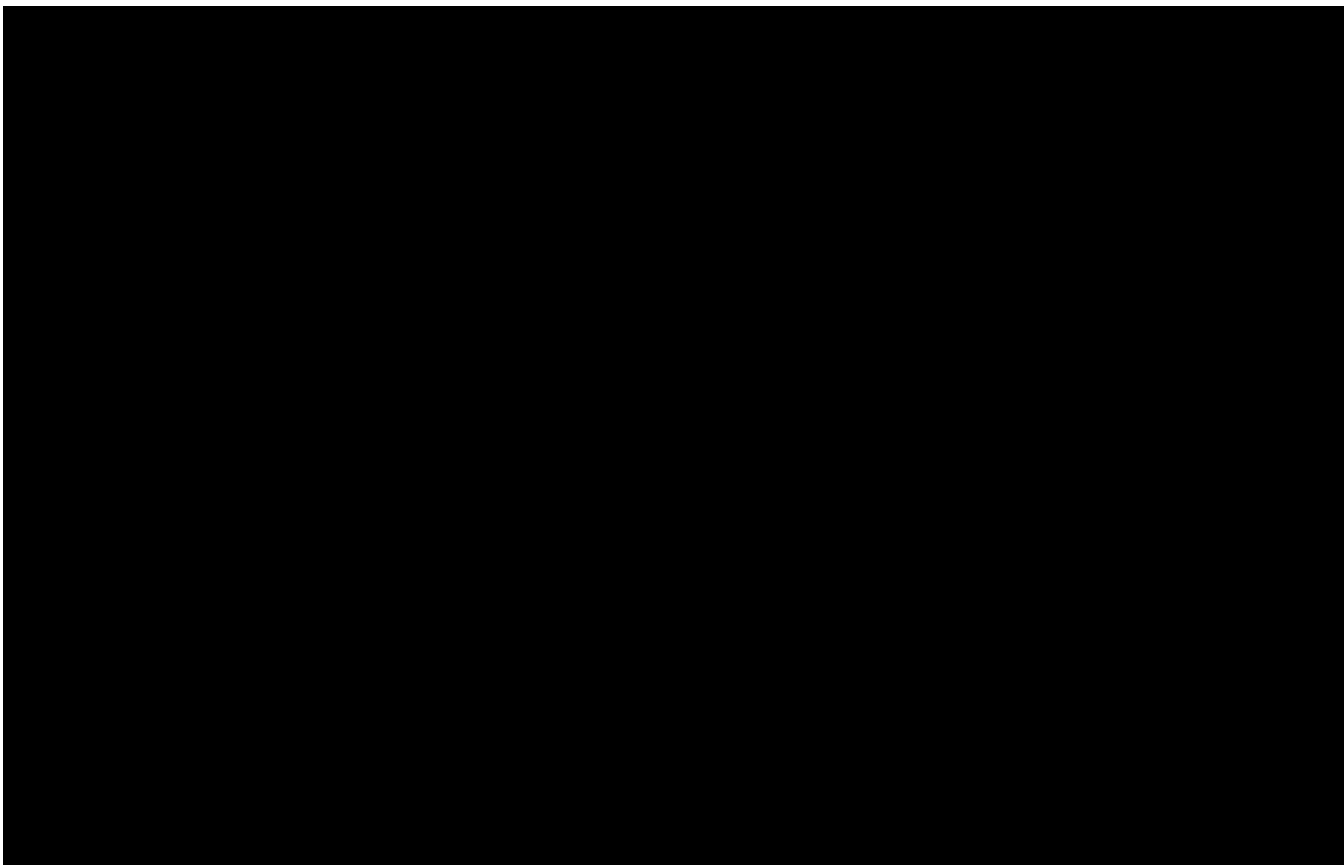
One of the units had previously been used to house male inmates sentenced to death. Department and facility policy requires a minimum of two officers to be present when opening an inmates cell door and while escorting an inmate assigned to the RHU in and out of their cell. Policy also requires staff be present when an inmate is assigned to the recreation yard.

Program Services

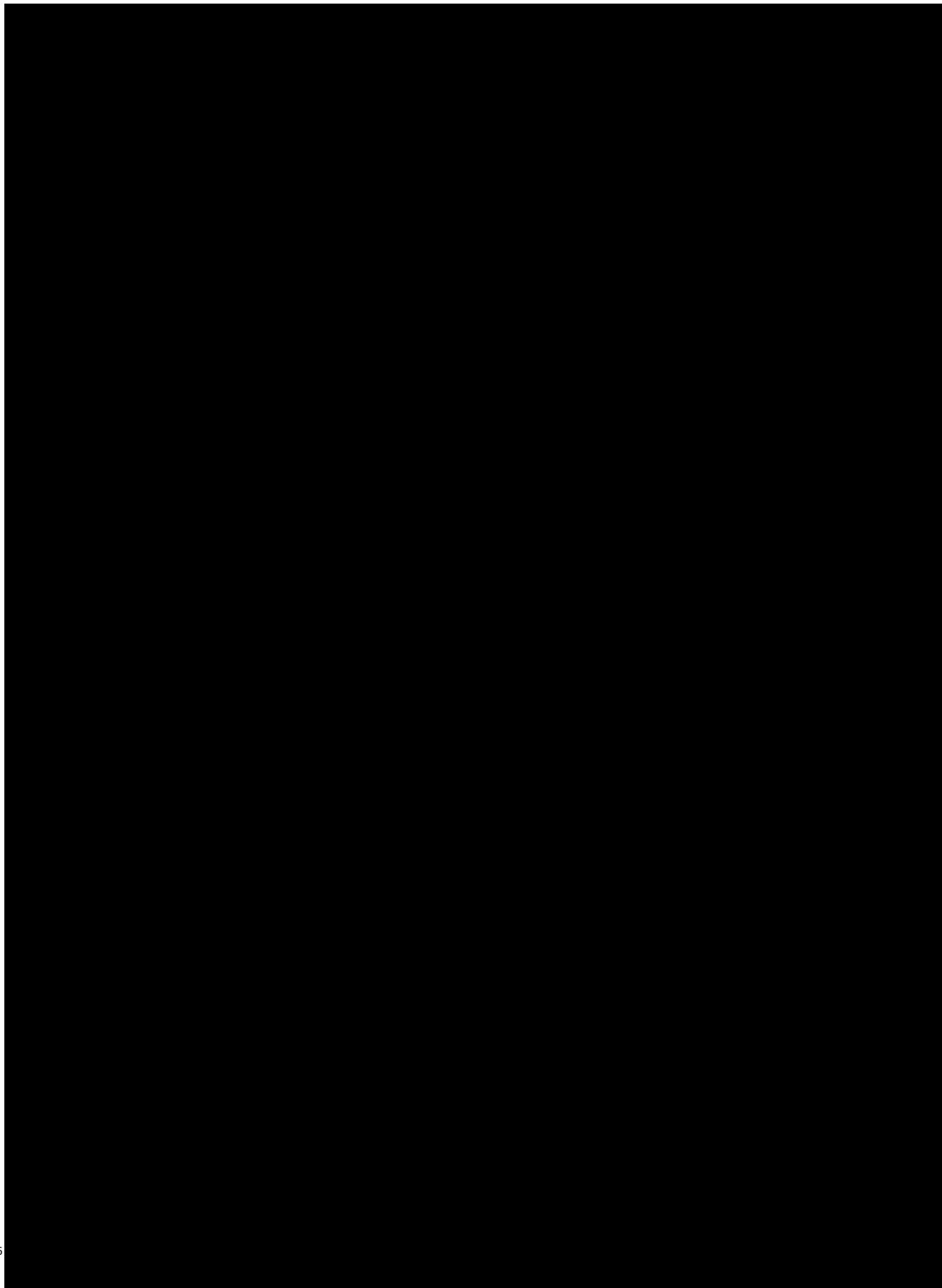
Program services are available at LCI and integrated into the daily facility schedule. Primary programming includes: ABE/GED, Vocational Education, Religious Services, Anger Management, Volunteer Services, Alcohol and Drug Education, Mental Health Services, Recreation, Character-Based Program, Visitation, Commissary and two separate Prison Industry Programs.

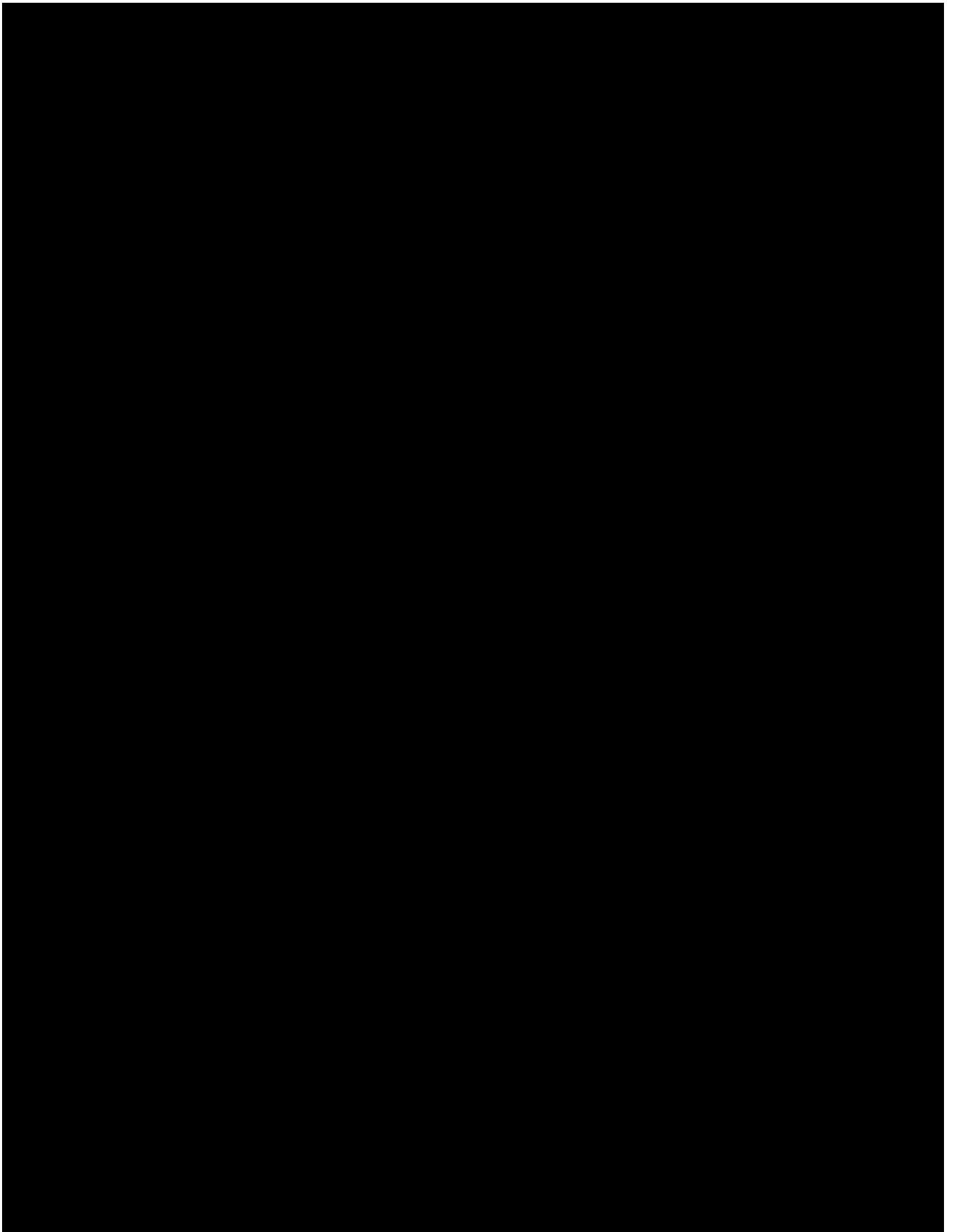


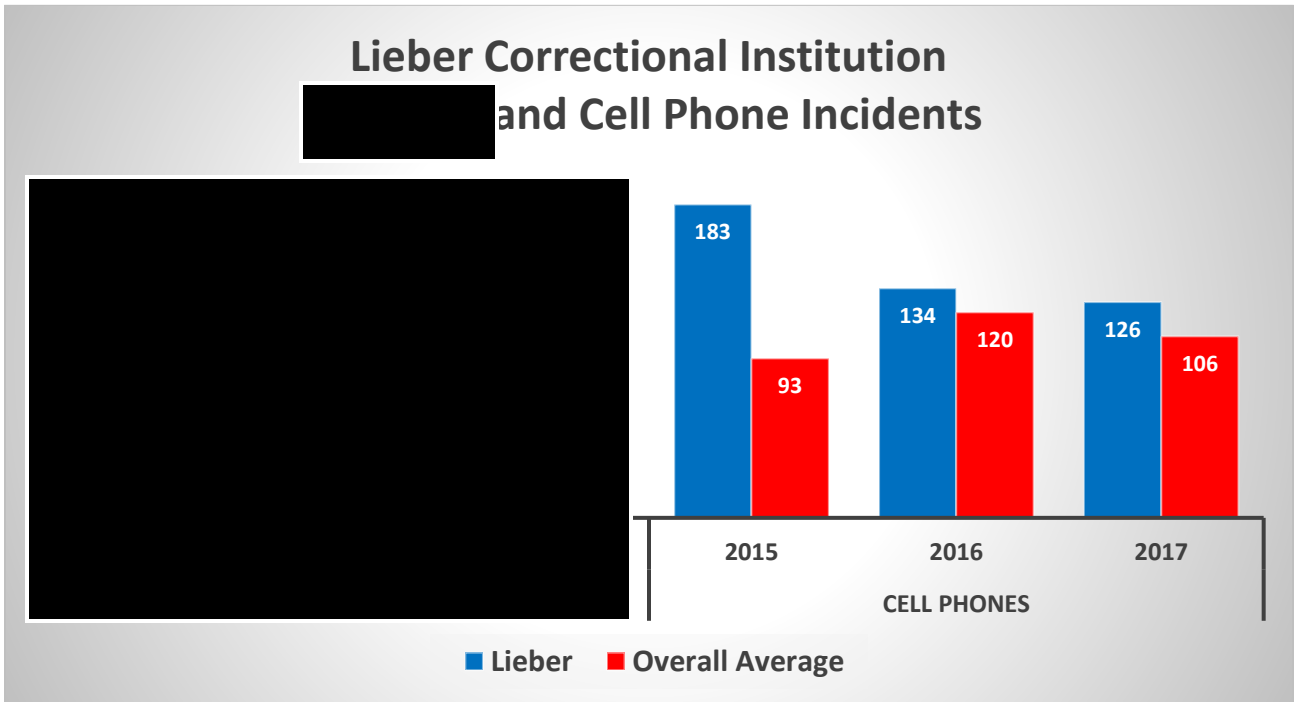




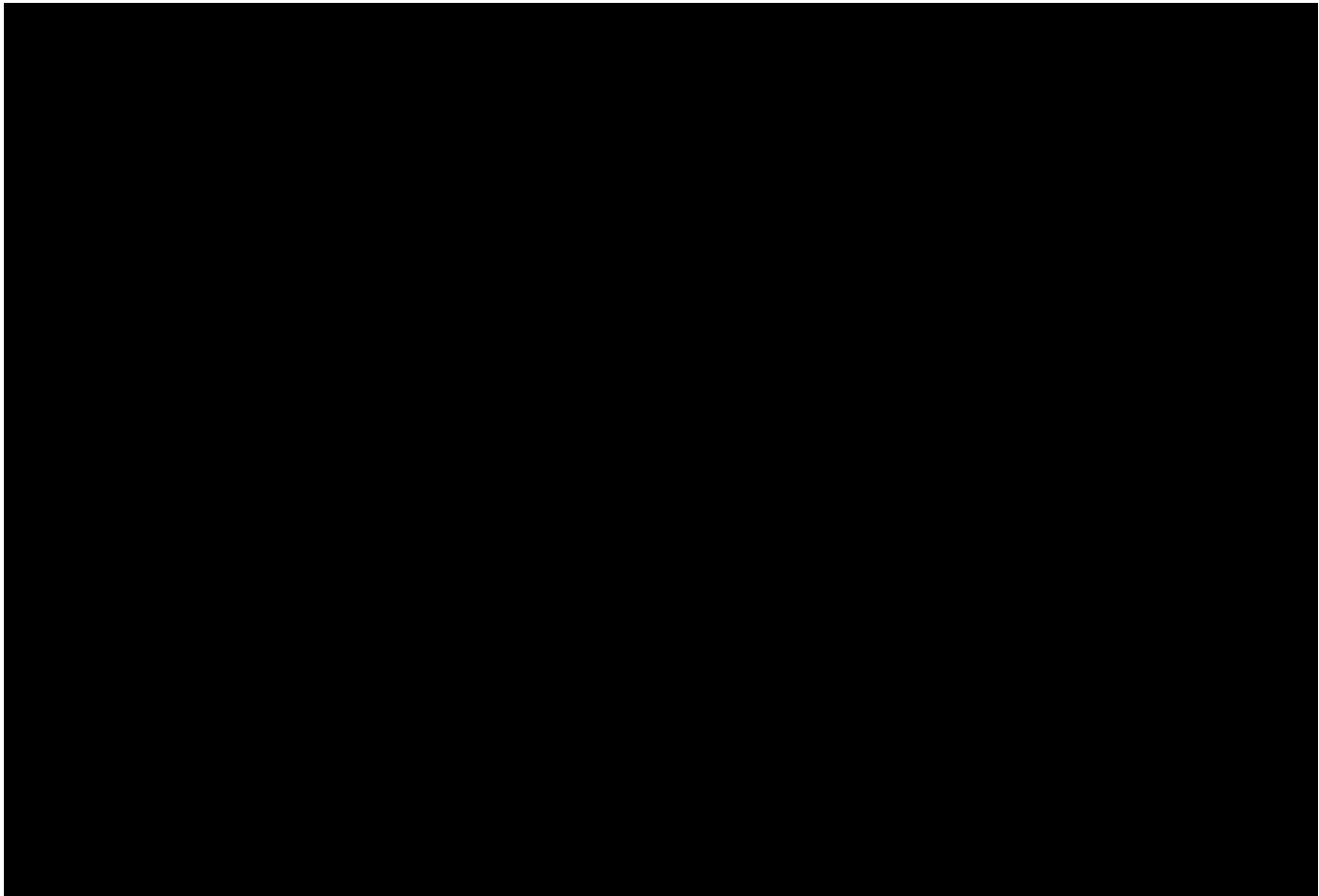
²⁵ SCDC Policy OP.22.24 Post Orders.



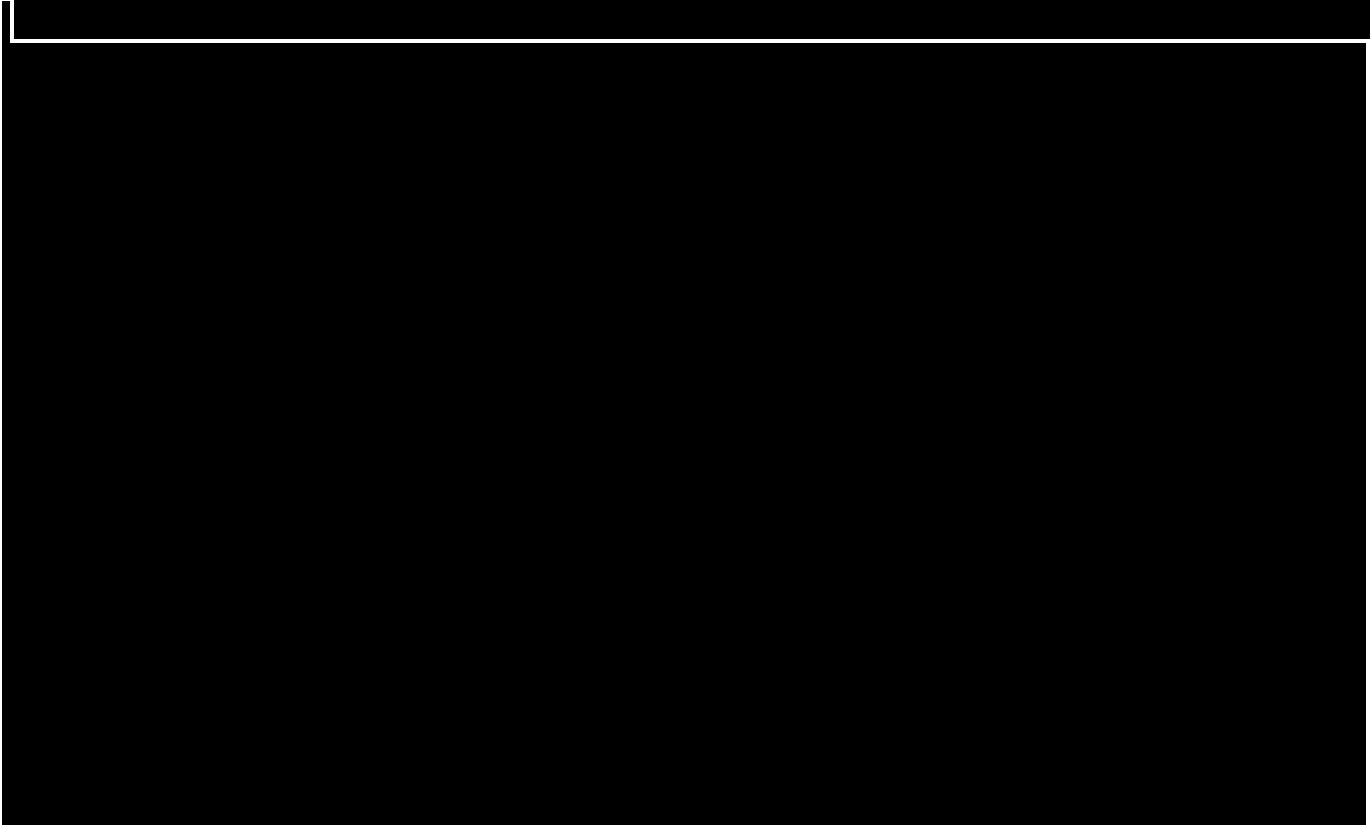
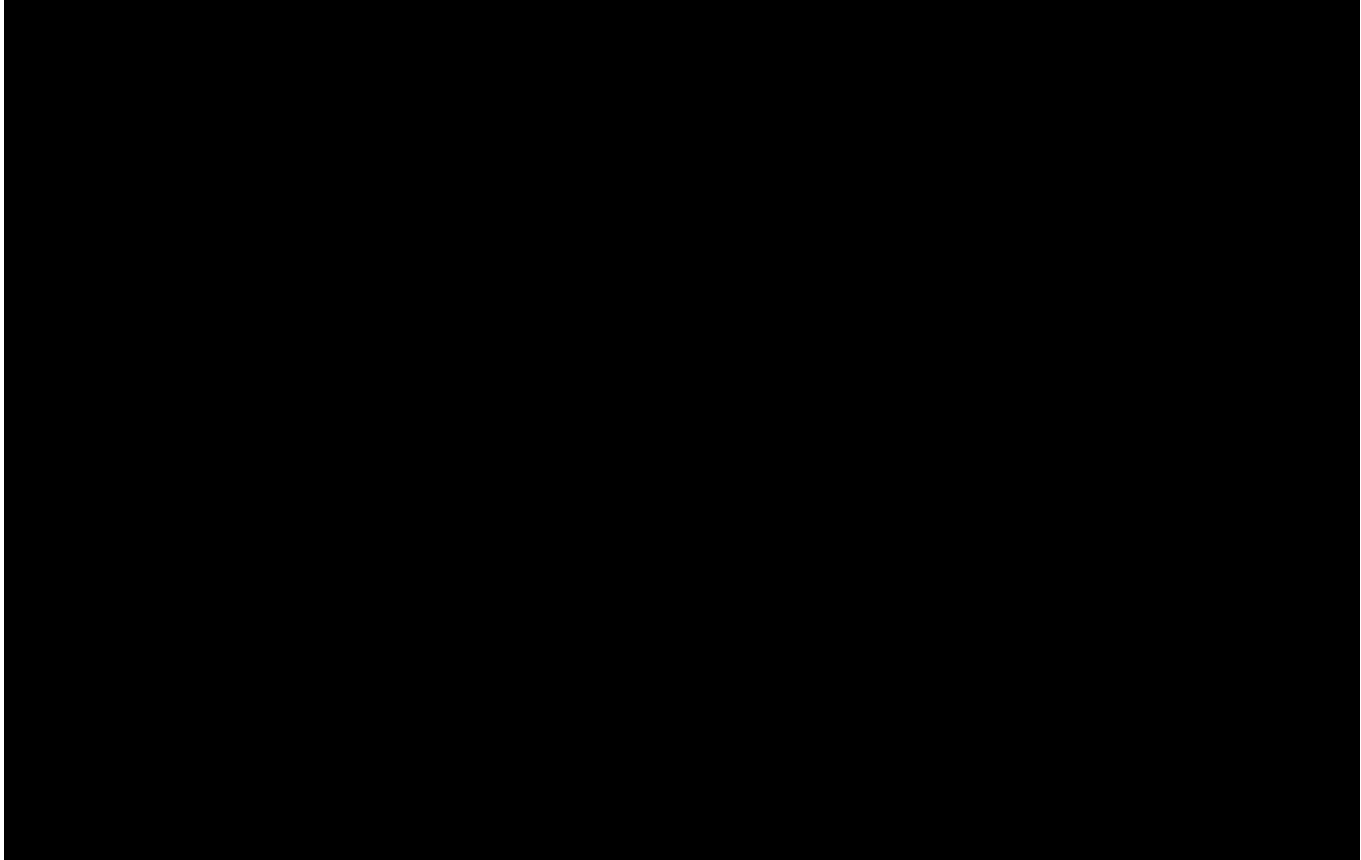




Source: SCDC RIM

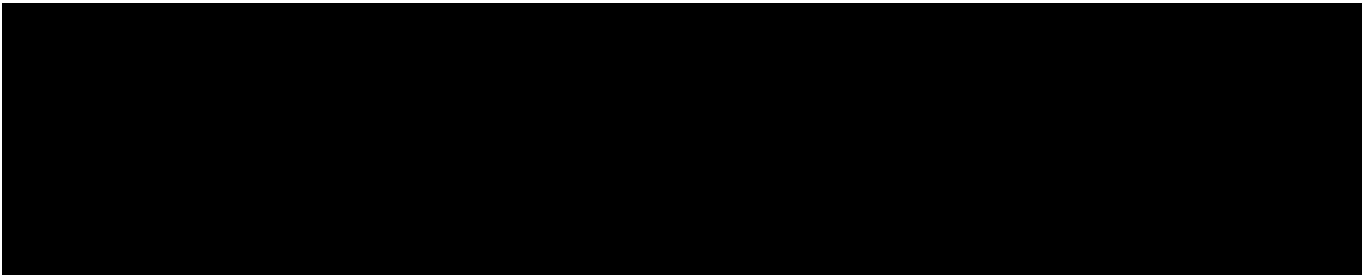
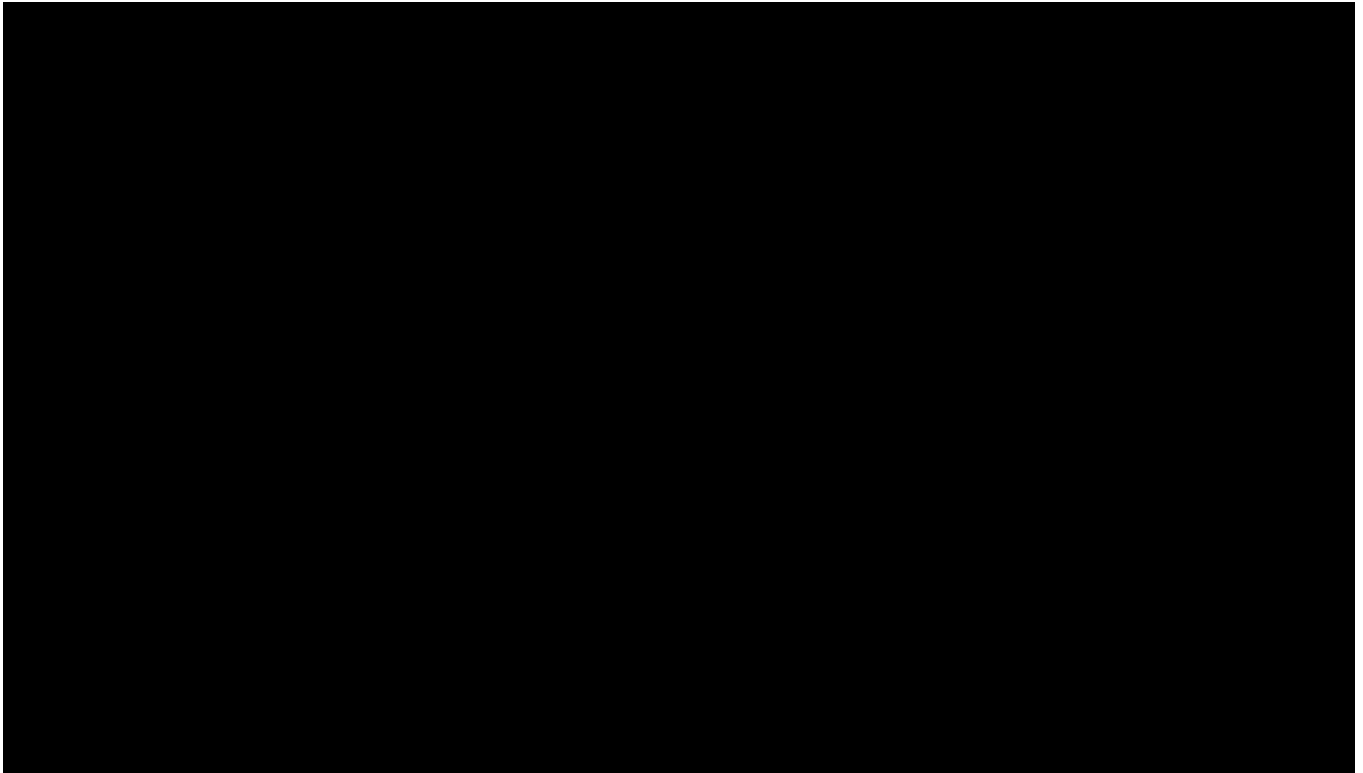
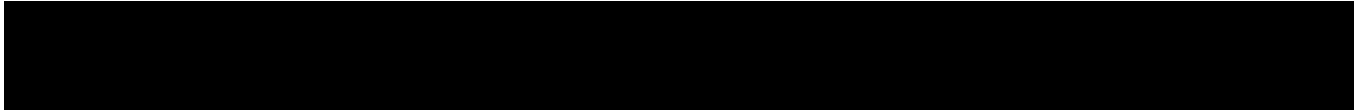
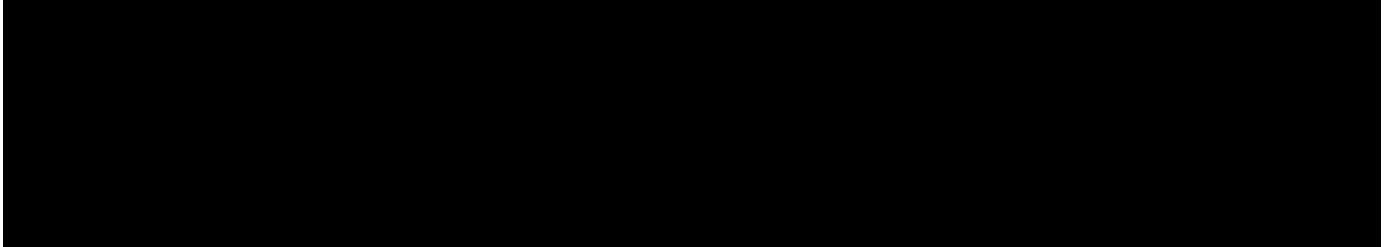


The Communications Act of 1934 and the Telecommunications Act of 1996 prohibit the operation of cell-phone-jamming equipment by any person, including state and local officials.



Key Positions

Administration. The administrative core positions for the facility include a superintendent (Warden) and two assistant superintendents (Associate Warden of Operations/Assistant Warden of Programs). Both the interim warden and associate warden of operations had been in their current position for less than two months on the day of the site visit. During the review period, the associate warden of operations was named the warden and was contacted via telephone for input regarding the project.



[REDACTED]

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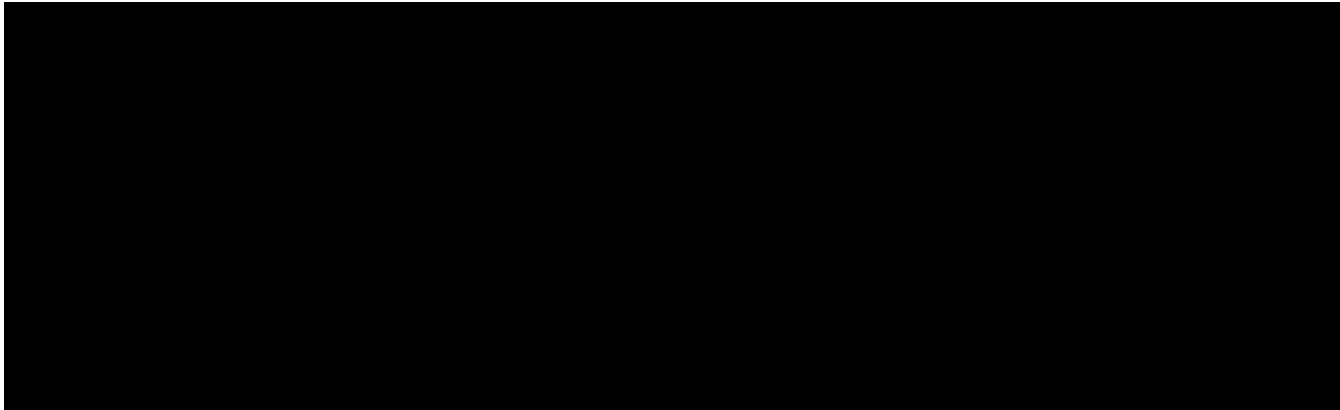
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Shift Assignments. Facility management personnel at LCI have developed a master shift assignment roster for security staff that identifies the names of the personnel assigned to each shift and their position classification. The *C-Card* roster also identified the employee's normal post assignment.



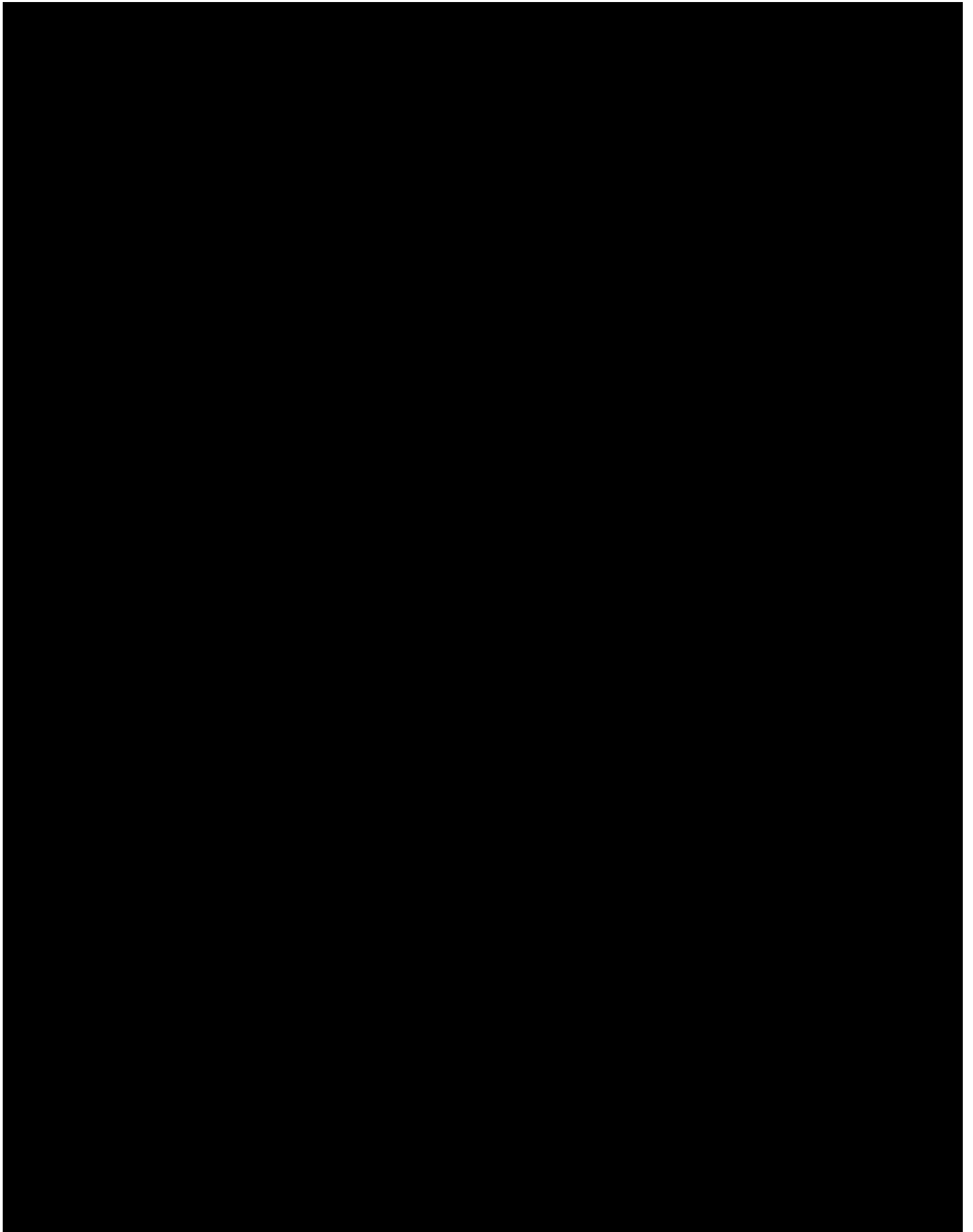
Daily Shift Rosters. Daily shift rosters are also maintained that identify in more detail the actual staff assigned by day and shift and their corresponding post assignment. The daily shift rosters are intended to document how scheduled personnel are utilized and to provide a necessary management tool to ensure staff accountability. It was extremely difficult to identify on the manual daily rosters how every staff member assigned to the shift was being utilized.

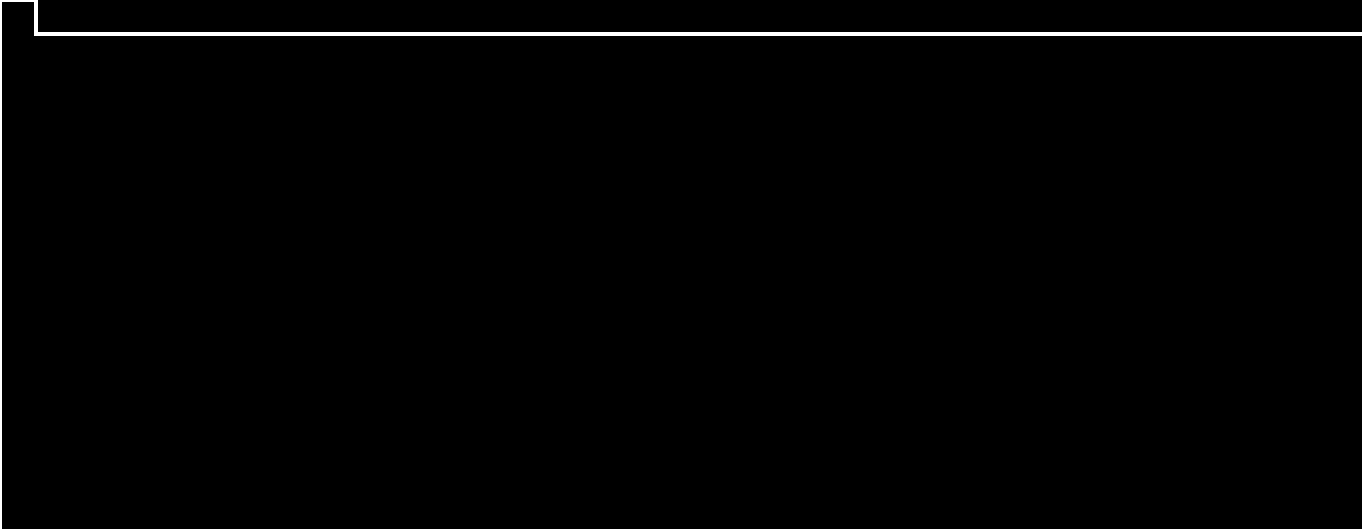
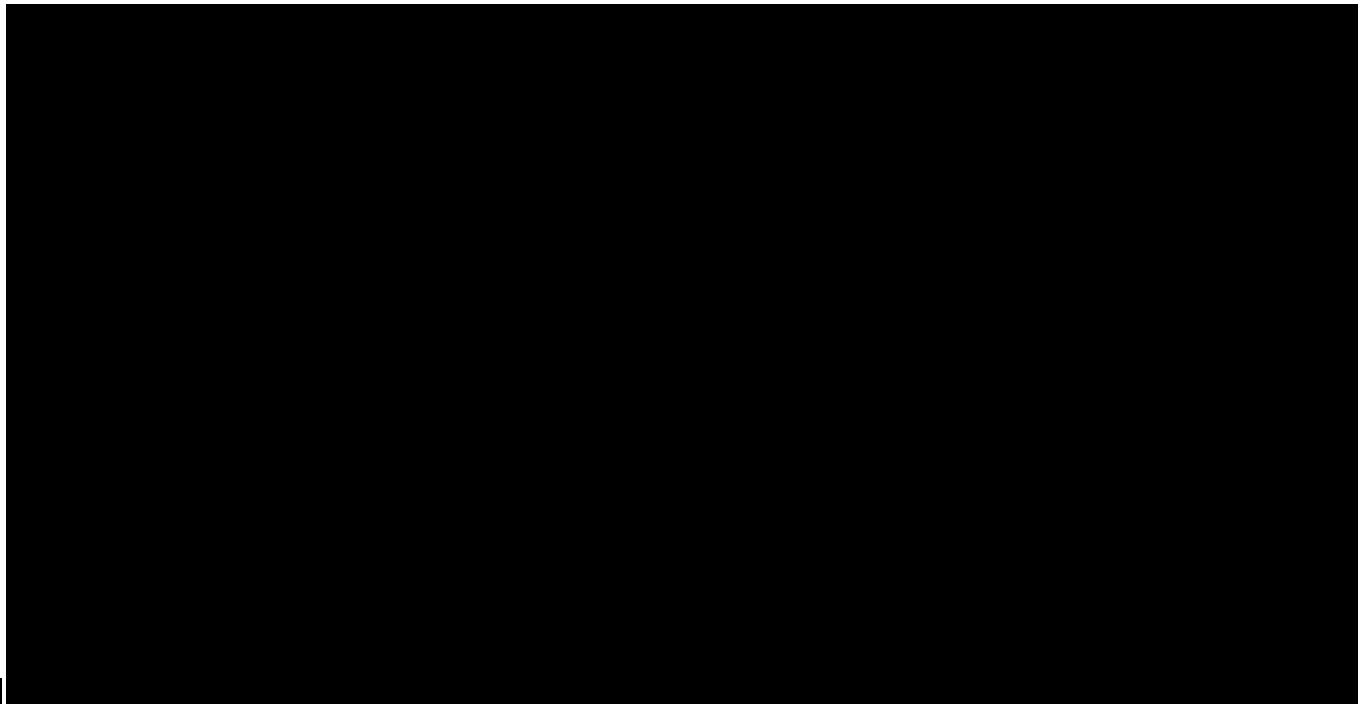
There is no **consistent** reference in the manually completed daily rosters of staff on leave-status, responders, staff working overtime, if applicable, post classifications or a recapitulation table that identifies the status of every staff member assigned to the shift. On the automated version of the daily shift roster post assignments and staff on-leave status were identified.

The *C-Card* shift daily shift rosters are completed on a different template and lack specific details that are clearly identified including, shift supervisor, staff assigned to transportation or a recapitulation table that identifies how all staff assigned to the *C-Card* were used.

Daily shift rosters should be considered a critical document that must be completed both accurately and completely to assist facility management on identifying how staff are utilized on each shift. Based on the sample completed daily rosters it was difficult to identify how all staff assigned to the shift were utilized.

Post Coverage. By memorandum from the *Division of Security*, post assignments should be classified as either, Pull Post Level I, Level II, or Level III (mandatory) to assist shift supervisors when determining which posts can be temporarily collapsed or closed due to staff shortages, emergencies or overtime. The classification of post assignments is designed to ensure certain post are shut down first. Due in part to limited available staffing, the need for post classifications to be identified is not as critical as when staffing levels allow additional posts to be filled.





Post Assignment Enhancements

In reviewing current operational practices, supported by daily rosters and staff interviews, to meet the mission of the facility additional post assignments are recommended to be filled by qualified staff on a consistent basis. An updated post chart has been developed to identify post assignments that should be filled on a consistent basis.

The following post assignments identify critical posts that normally are not routinely being filled and when considering the mission of this facility, should be considered.

Housing Units Wing Officers. The general population housing units, when fully operational, each have an operating capacity of close to 250. Approximately 91% of the inmates housed at Lieber are considered level III maximum security inmates. These are generally individuals with a history of violence with long sentences and/or inmates who have exhibited behavioral problems while in the system.

The inmates are housed in one of two wings located within each unit. Each wing is separated by a common sally port that contains a secure entry/exit to the building, officer work space and entry into each wing. Visibility from the sally port area into each wing is limited.

The current operating practice is to provide at least one officer into each general population housing unit, except for the housing unit referred to as "Wando", which has a secure control room and four housing wings, where a minimum of two officers are assigned. Actual staffing levels vary by shift, day and the availability of supervisory and unit management personnel.

Based on the everyday responsibilities of the officer and the activity levels of each unit, the practice of having not only one, but two officers assigned to provide security, custody and control of 250 maximum custody inmates is inconsistent with realistic expectations of what an officer can accomplish. At this level, the front-line officer becomes a "watchman" that no longer functions as a trained correctional officer, but primarily reacts and notifies when situations occur. As a result, effective supervision in the housing units is not consistently being provided. Additional posts are being recommended in the updated post charts;

Medical/Psych Clinic Supervision. Current operating practice is to have one officer assigned to the medical unit. Primary post responsibilities include monitoring and controlling movement into/out of the unit, placing inmates in a secure waiting area, escorting inmates within the unit and completing security rounds. Based on the location of the front entrance to the building and the holding area, most of the officers' time is required in the front of the unit, near the inmate holding area and front entrance, as they are in possession of the keys to the unit. Exam rooms and staff interviews, including mental health interviews/clinic, occur in areas not always in direct line of site of the officer.

For example, the psychiatric clinic generally occurs two to three days per week, every other week for approximately six hours per day. Security personnel are required to be in direct line of site, outside of the interview room, while the interview takes place to provide site supervision. Additional interviews and consultations occur five days a week throughout the medical unit. This requires an additional officer to be on-site and an officer to provide inmate escort to/from the housing unit. No dedicated staff are normally provided, resulting in delays in escorting the inmate, and delays in conducting the clinic/interviews. Dedicated security staff are recommended in the updated post chart to meet this responsibility;

Medical Unit Coverage: Inmate services at the medical unit were reported to occur from approximately 5:00 am until approximately 8:00 pm. Security medical unit coverage is generally provided normally during the day shift only. The revised post chart reflects post recommendations that include providing a security presence whenever inmates are normally scheduled to be in the medical unit;

Yard. Lieber is a campus-style institution with five general population housing units, programs and service areas surrounding a large open courtyard. To move from the housing unit to most program activities and services, inmates are required to walk through the open courtyard. It is essential and a fundamentally recognized sound policy, that security staff be present to monitor and control the inmate movement throughout the facility, and to be able to respond when necessary. Internal fencing and gates are present throughout the courtyard to assist in controlling movement.

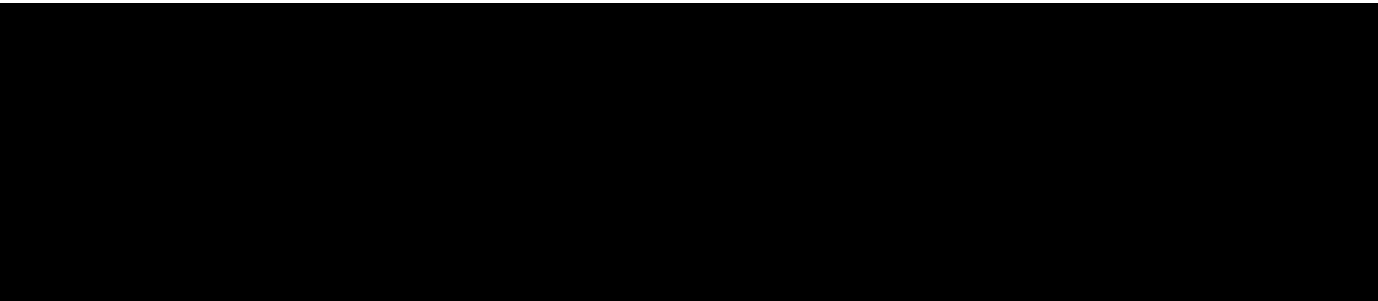
Based on the size of the facility and location of the cafeteria, education, medical, canteen, multi-purpose building and prison industries in relation to the housing units, dedicated yard officers should be consistently assigned to the courtyard to assist in monitoring existing inmate movement, provide roving physical plant security and serve as responders.

Specific areas of concern include the Wando Gate, Access Gate and Pill line window where inmates congregate while waiting for access. Dedicated security staff are recommended in the revised post chart to increase the number of yard post assignments during both the day and night shift;

Kitchen/Dock. LCI routinely requires supervisory personnel to assist in providing security supervision during meal periods. The cafeteria is divided into three primary sections, the dining area, serving line and kitchen. The kitchen contains the food preparation area, storage, office space and access to the loading dock. This area includes multiple blind spots, culinary tools, a high number of assigned inmates and access to outside the building including the dock areas for the cafeteria, canteen and commissary. On the date of the site visit the rear door leading to the dock was unsecure, allowing for unsupervised access to the loading dock. Food service personnel are present in the area; however, their primary focus appeared to be on food preparation. No security personnel are normally assigned to the kitchen/dock area which should be considered a high-risk area. The revised post chart recommends a post assignment for the kitchen/dock area;

Education. Primary educational programming is provided normally Monday through Friday during the day shift. In the education building are classrooms, civilian staff, maximum security inmates, a general library and law library. Dedicated security personnel should be assigned whenever inmates are scheduled to be in the building;

Operations. LCI is designated as a regional holding and processing facility for inmates being transferred to the Kirkland Reception and Evaluation Center. As a result, individuals admitted to the department from neighboring counties within the area are brought to Lieber, Monday through Friday during the day shift to be transferred on a bus to Kirkland. Current operating practice is to use transportation and unit management personnel that may be available to assist in initial processing, documentation management and on-site supervision. This is a five-day post assignment that requires dedicated personnel;



New Perimeter Towers. Three new elevated staff towers have been built along the perimeter of the facility. Staffing towers is more than just about preventing escapes; it is also about controlling movement near the perimeter and preventing the introduction of contraband into the facility through the perimeter fence. The recommended post chart includes a provision for staffing the three new perimeter towers; and

Shift Relief Personnel. The relief factor established for Lieber reflects over the past three years assigned staff are available to fill a post approximately 79.4% of their scheduled time. The rest of the time staff are using benefit time or are unavailable to fill a post assignment. Shift relief personnel are rarely readily available to fill required post assignments during the absences of assigned staff. The recommended post chart includes the provision of applying a shift relief factor for most post assignments.

Shift Relief Factor (SRF)

An updated shift relief factor has been developed for Lieber, based on data provided by personnel assigned to the Research and Information Management Division (RIM). The shift relief factor (SRF) represents the number of staff required to fill a post assignment throughout the year based on the number of hours the post needs to be filled divided by the number of hours the average employee assigned to the post is available.

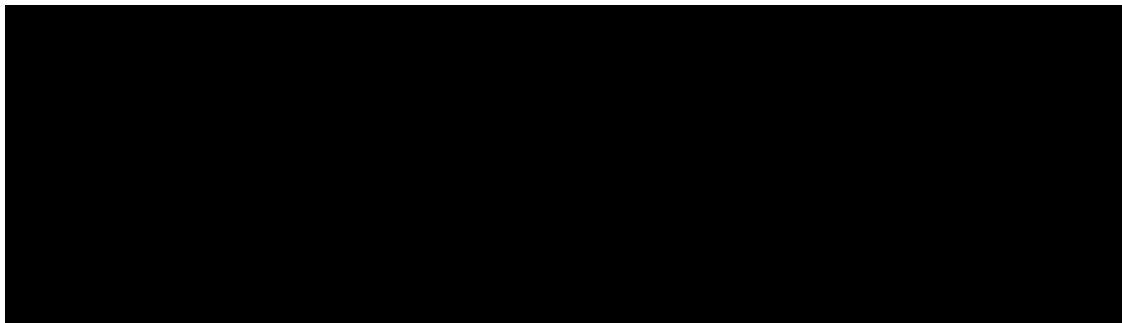
Staff attendance, off-post hours and leave-time results are inputted into a department recognized electronic data base and transferred into an automated system that can identify the shift relief factor. The SRF electronic workbooks have been set up to allow the user to specify the institution and hours per shift which will automatically recalculate the SRF accordingly.

The SRF calculation for this project is based on the following:

- All security staff (cadets – major) who were assigned to the institution during the entire year;
- A blended work schedule, including the use of both an eight-hour administrative shift (160 hours) and the straight 12's (168 hours) schedule;
- An average of the three most recent completed years that was available at the time the report was being prepared. This included 2015, 2016 and 2017. The purpose of evaluating data from the past three years instead of one year minimizes the chances the SRF will be influenced by one or more unusual factors or outliers.

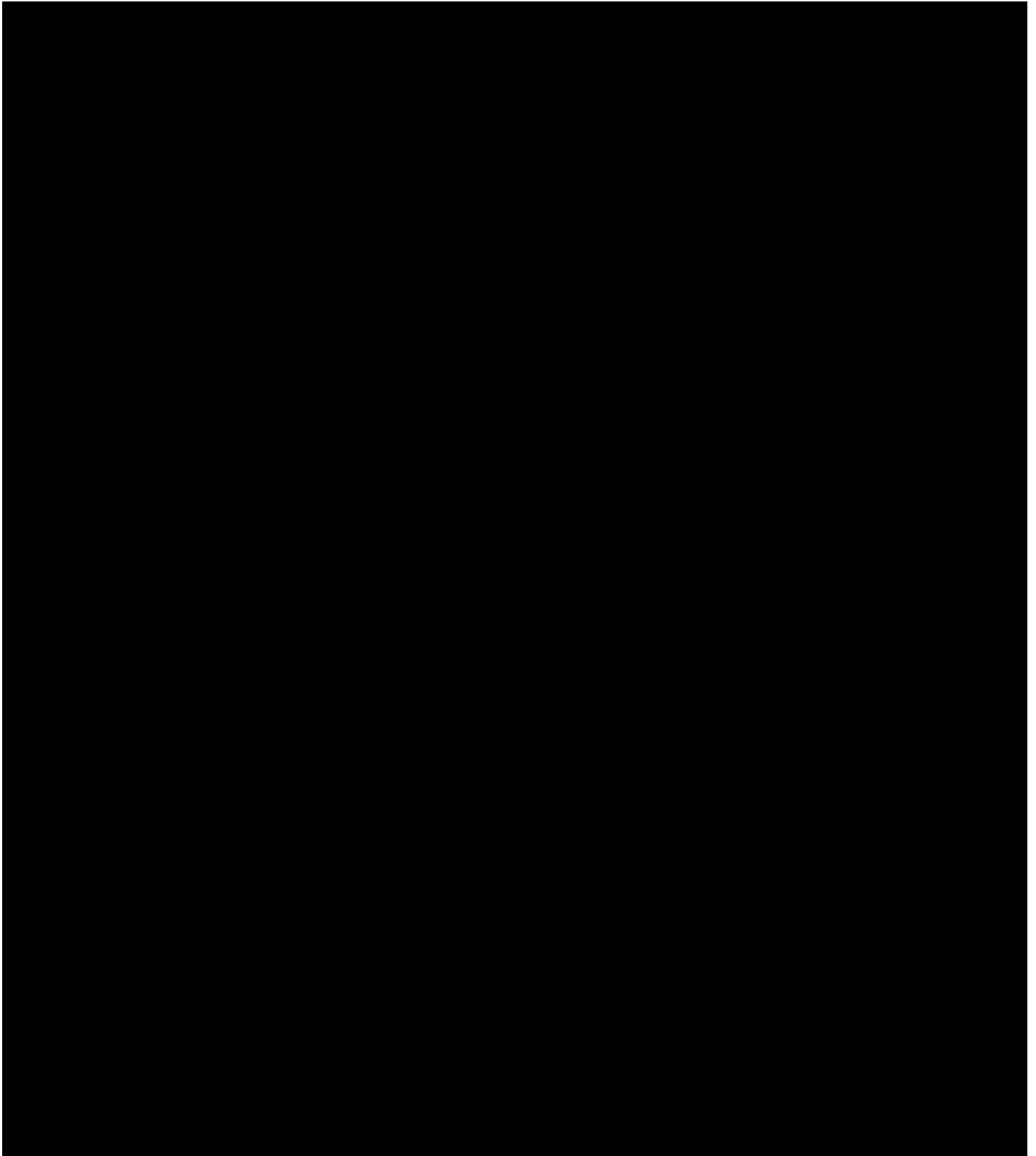
At Lieber the use of "sick-time" has fluctuated over the past three years. The average full-term security employee used (87) hours of sick-time in 2017, compared to (102) hours in 2016 and (72) hours in 2015;

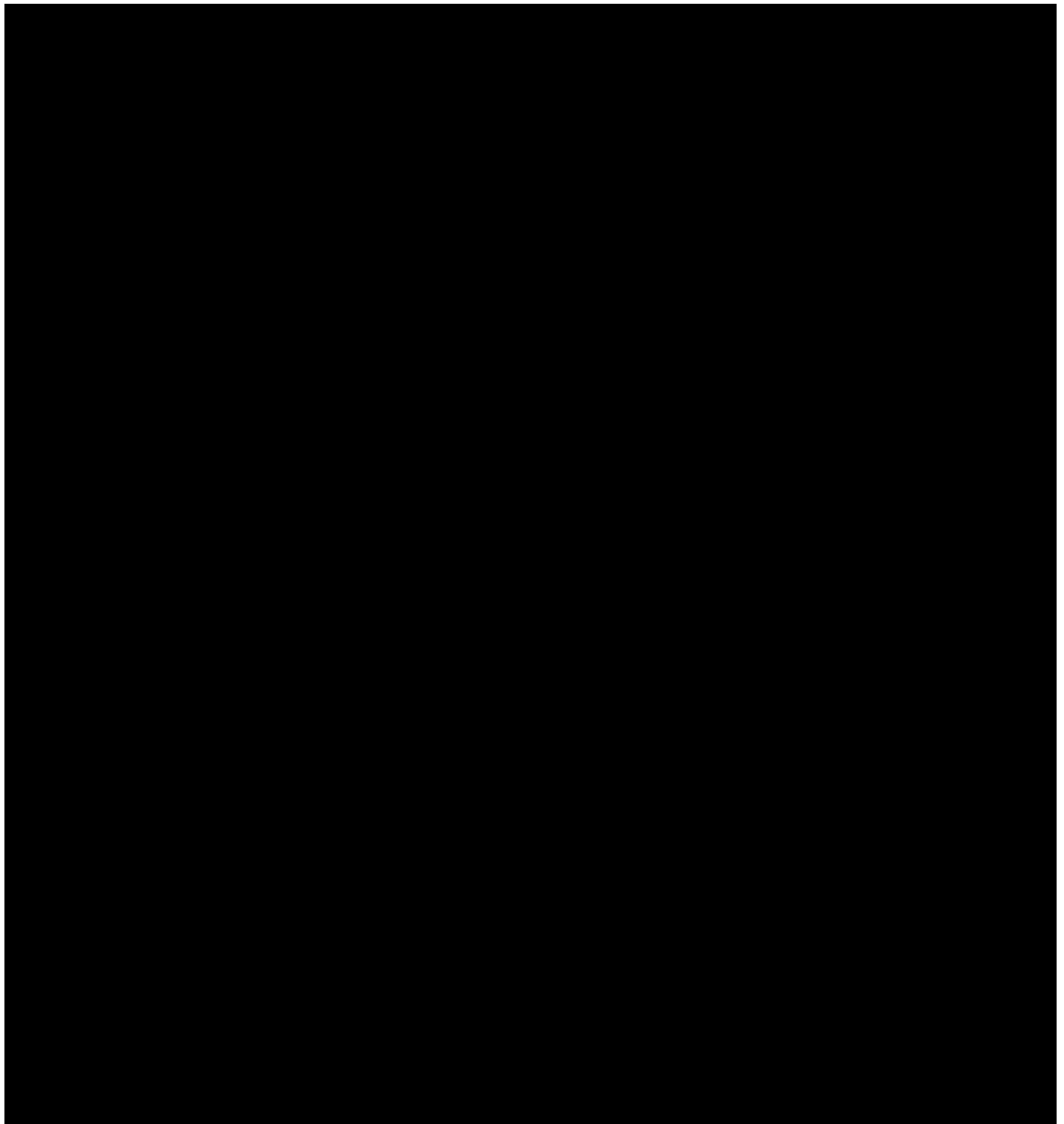
- The SRF is reflective of the facility being fully staffed; and
- Most posts recommended are considered relief posts. Refer to Appendix A for the detailed formula used to determine shift relief factors and the post chart appendix to identify specific post assignments being recommended.



A shift relief factor of 5.04 can be translated to mean that for one year, an average of approximately five staff will be required to fill one 24-hour post assignment when applying the straight 12-hour shift schedule (168 hours). A five-day shift relief factor for an 8-hour post assignment requires an average of 1.30 staff throughout the year.

Staffing Level Recommendations





McCormick Correctional Institution

The McCormick Correctional Institution (MCI) is a state operated level 3 facility located approximately 75 miles southwest of Columbia in the town of McCormick, South Carolina. The facility was opened in 1987 and serves as one of South Carolina's adult male maximum-security correctional facilities. The reported capacity at McCormick is 1,108 and the average daily population during the last six months of 2017 was 990. One of the four 252-bed housing units was closed in November 2017 reducing the facility operational capacity to 856.

While most of McCormick's inmate population is considered maximum custody, approximately 10% of the inmate population was classified as level 2 (medium) or lower during the reporting period. At the time of the review, approximately 17% of the inmate population was on a mental health caseload.

In addition to providing housing and services for the general population, MCI also provides housing and services for special programs including the Restricted Housing Unit and an Assisted Living Unit. The Restricted Housing Unit is available to house inmates requiring more intense behavioral levels of supervision. These inmates are housed and programmed separately from inmates assigned to the general population. The Assisted Living Unit is a residential housing unit for inmates with confining medical conditions.

The physical plant at McCormick was built as a maximum-security facility and is surrounded by a double fence reinforced with multiple rolls of razor ribbon, electronic surveillance equipment, armed perimeter patrol, high-mask lighting, vehicle access gate, sensors and an alarm detection system.



Inside the perimeter of the facility are a variety of buildings and open space provided to help meet existing facility responsibilities. The physical plant includes the following: Front Gate/Vehicle Access Gates; Administration Building; Main Control; Personal Property; Visitation; Medical Unit; Education; Multi-purpose; Grounds Maintenance; Plant Maintenance; Cafeteria; Prison Industries; Chapel; Restricted Housing Unit; Assisted Living Unit and General Population Housing. Expansive internal movement control fencing, gates and security surveillance cameras are available throughout the interior of the facility.

Food Services are normally provided to the general population inmates in the main cafeteria. Meals may be provided in the housing units when the facility is on a full or partial lockdown.

All inmate movement was considered controlled movement and the type of movement varied based on the inmates' classification, the purpose for the movement, destination and time of day. A combination of line movement (food services), escorted, supervised and the use of passes (OTR's) was all being used.

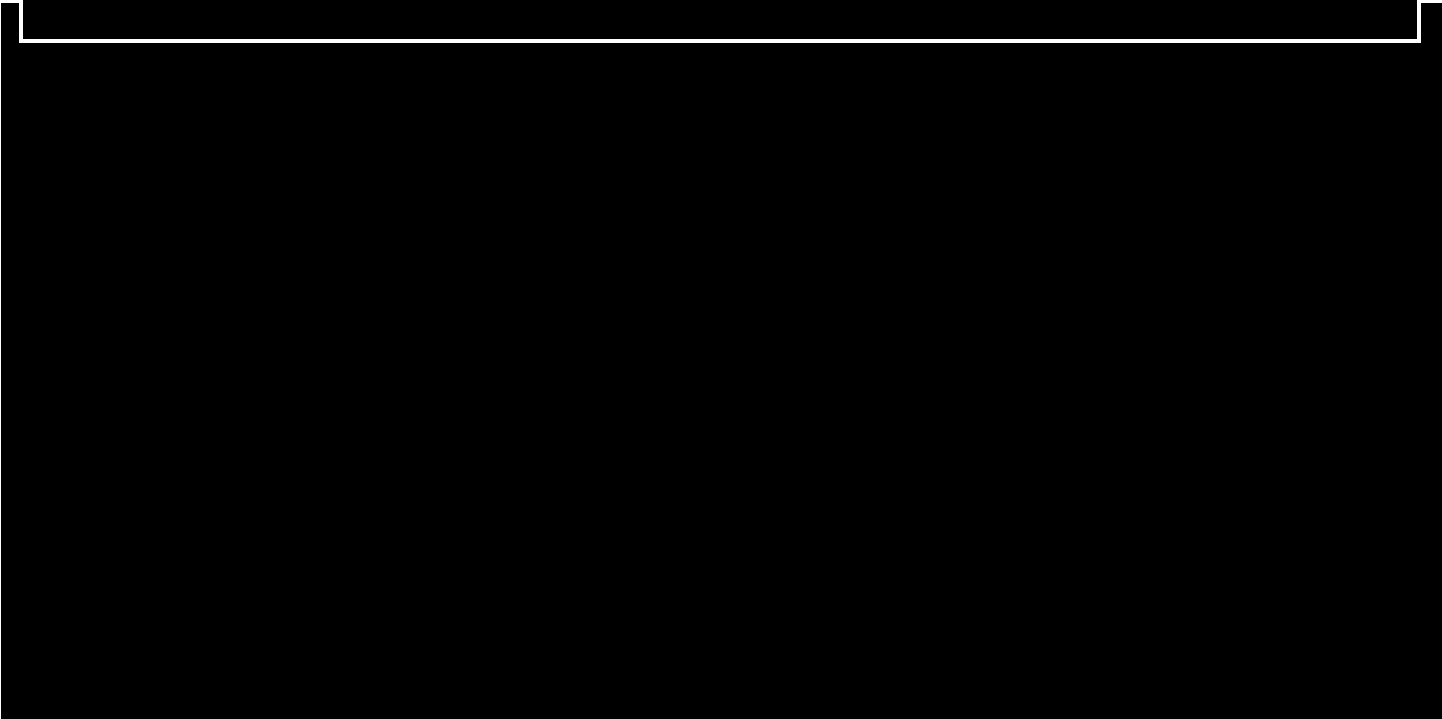
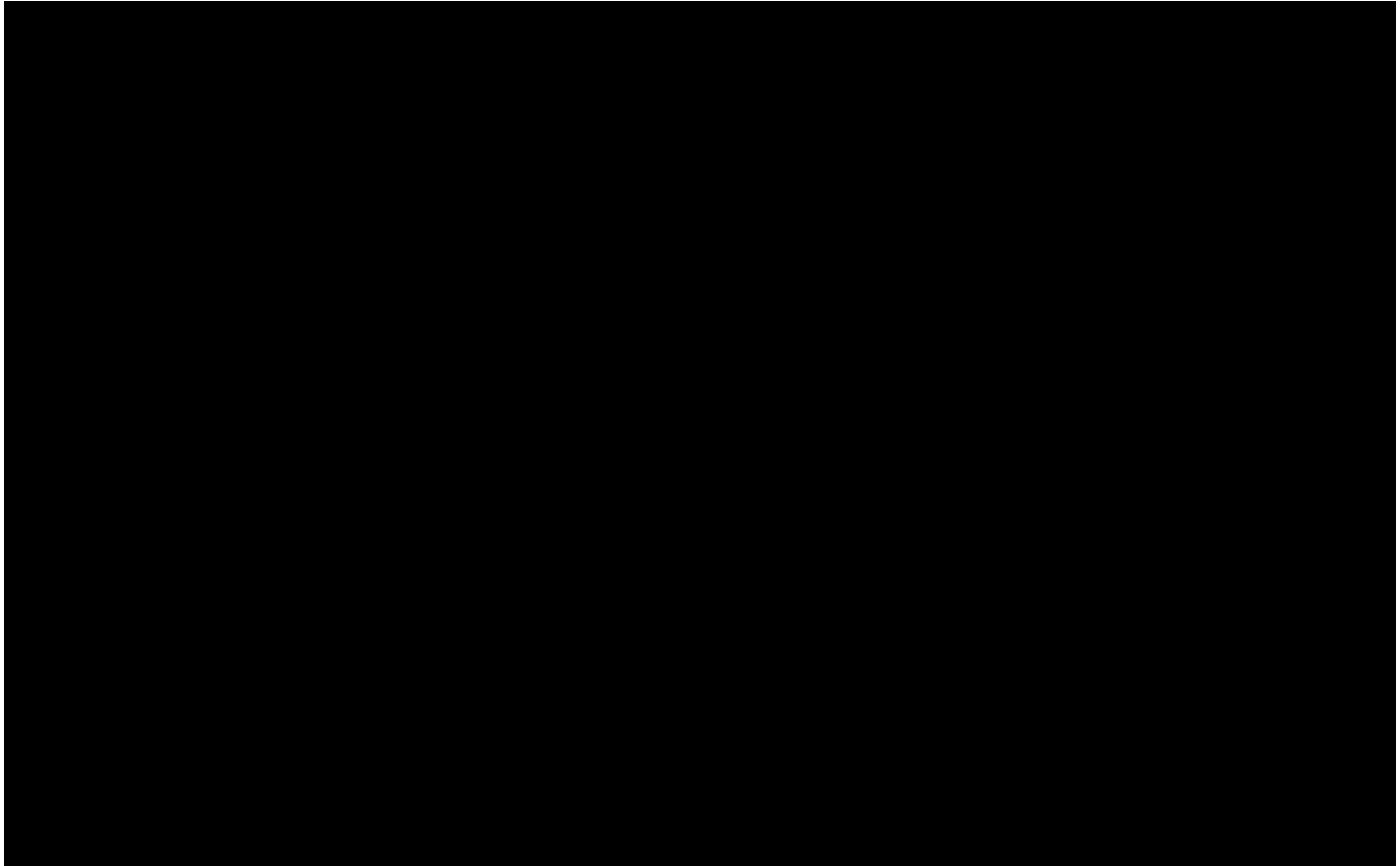
Housing Unit Designs

There are three primary housing unit designs at the McCormick Correctional Institution. All the housing units contain secure cells as dormitory style housing is not available at this facility. All cells are equipped with a bed, toilet and wash basin. The housing unit designs are consistent with nationally recognized practices for a level 3 facility. In total there are six housing units at MCI.

- **General Population Units.** Four of the general population housing units are similar in design. The capacity of each of the housing units is 252. Staff working space is located both inside and outside the living area. Each housing unit contains double occupancy cells located on one of two tiers on each wing. All the cells have a toilet and wash basin and showers are in the common area within the wing. In the front center of the building is a secure sally port which contains staff working space. This area is located directly adjacent to the living areas and to the entrance of the unit. Secure outdoor recreation is also available immediately adjacent to the back of each housing unit. One of the housing units; F2, was temporarily closed during November 2017;
- **Restricted Housing Unit.** The Restricted Housing Unit (RHU) has an operating capacity of (101) and consists of two separate housing areas, referred to as A-Wing and B-Wing. Each wing contains two tiers, surveillance cameras, a small dayroom area, secure cells, recreational space and showers. Some cells have a single entrance door and others have a double door entrance. The cells with a double door have a secure vestibule located between each door. The two wings are separated by a secure control room available to provide added security, visibility into the wings, remote access control and security support. This unit is designed as a high-security controlled unit. On the date of the site visit one wing was vacant and the remaining wing was being used to house (47) inmates. The RHU also contains (2) safety cells; and
- **Assisted Living Unit.** The Assisted Living Unit is located adjacent to the health care unit. The operating capacity of the unit is (20). There are ten double-occupancy cells located on one single story common hallway. An outdoor passive recreation space is located immediately adjacent to the outside of the unit.

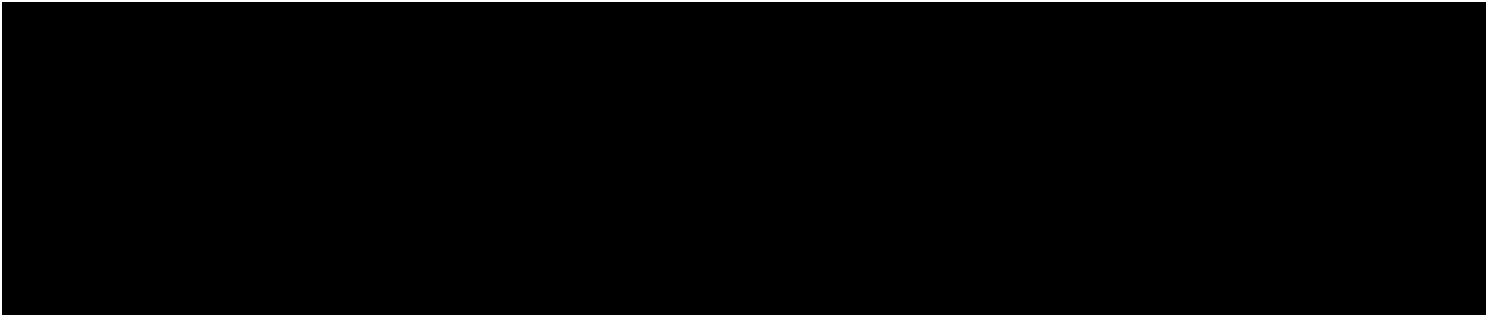
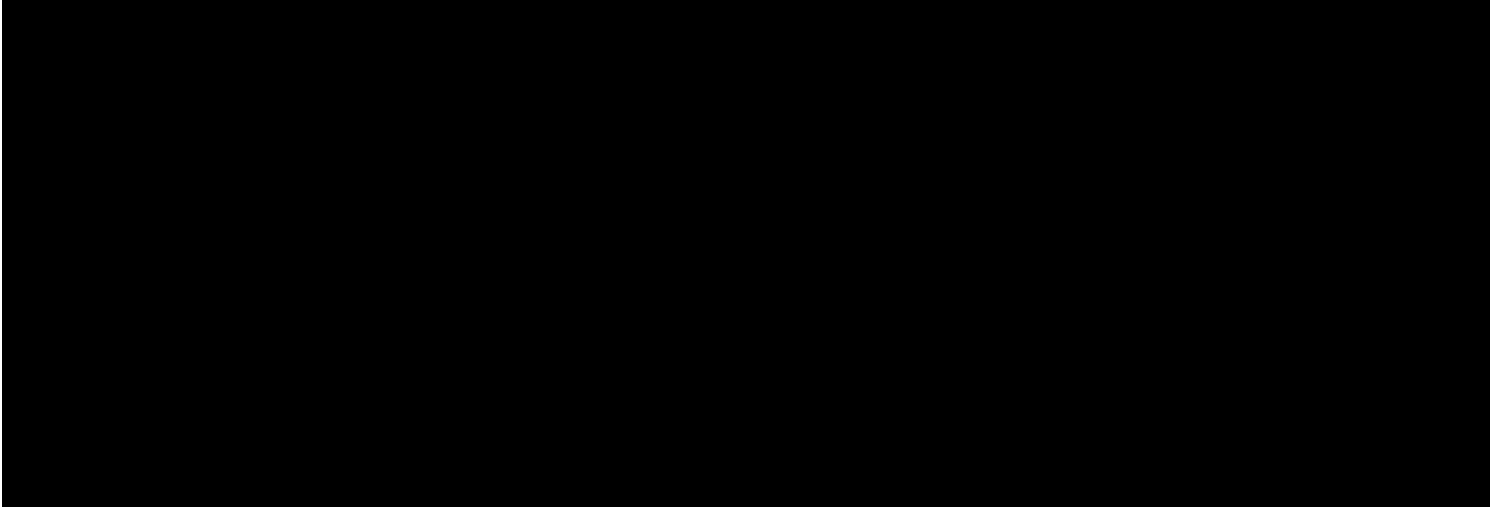
Program Services

In addition to providing a secure environment, varying degrees of program services and opportunities are available to the inmate population depending upon their individual classification and status. These program services have been integrated into the daily facility schedule to include the following: ABE/GED, Vocational Education Programs, Religious Services, Character Program, Volunteer Services, Alcohol and Drug Education, Law Library, General Library, Recreation, Horticulture, Second Chance Program, Visitation, Canteen and the Prison Industry Program.



The primary difference in the security staffing levels between each year is in the average number of front-line positions that were filled. A continuous decrease in front-line security (FLS) staffing levels began in mid-2015 and had continued to decline through 2017. FLS staff at MCI in 2015 averaged 98.5 and in 2017 the average was 62.1.

At MCI there were ten security staff on FMLA/Extended Leave status that were unavailable to fill a post assignment on the date of the site visit. The facility averaged 4.2 security staff on extended leave status each month during July through December 1, 2017.



As previously noted, MCI had several occasions in 2017 where fewer than ten staff reported to work for a shift. Facility personnel cited the lack of annual and/or merit increases, alternative employment options, an unsafe reputation and overall work conditions as reasons potential candidates are not genuinely interested in working at MCI.

Operational Initiatives in Response to Staffing Levels

Facility management personnel have deviated from the original staffing plan and implemented several security initiatives to maintain minimum operations at the facility.

These initiatives routinely include the following:

- **Required security posts are often filled by staff from other SCDC areas.** McCormick management personnel rely on staff from other SCDC facilities and the *Division of Security* to assist in filling required post assignments. During the on-site visit staff representing several facilities had been detailed to MCI to assist in maintaining minimum operations;
- **Staff initially not scheduled to work fill vacant post assignments at an overtime rate.** The first eleven months of 2016 the average monthly overtime expenditure for security staff was \$33,415 (rounded). In 2017 overtime was \$50,985 (rounded)²⁸. **This represents an average increase of approximately 53% in monthly overtime expenditures during the two reported periods.** A consistent increase in overtime expenditures started to occur in May 2016 and continued throughout calendar year 2016 and into calendar year 2017. Most of the overtime is the result of staff not initially scheduled to work filling vacant required post assignments, providing inmate transports, fewer staff being available, attending required training and filling a post due to late reliefs. An average of (6.7) fewer front-line positions were filled during calendar year 2017 when compared with calendar year 2016;
- **Staff responsibilities are expanded beyond the established post order.** Each post assignment includes a written post order that describes the normal responsibilities associated with the post (OP-22.24)²⁹. Under normal circumstances security staff are responsible for one post at a time. Staff assigned to existing posts are routinely required to be responsible for meeting both their assigned responsibilities and responsibilities of an additional post;
- **Staff are augmented to leverage existing personnel resources.** Since 89% of the vacancies were in the front-line staff positions, personnel outside those position classifications frequently are required to fill front-line staff post assignments. Based on a review of daily shift assignment rosters sergeants, lieutenants, captains, counselors and unit managers are routinely used to meet front-line post assignments, limiting the amount of time available to supervise or perform their normal responsibilities;

²⁸ SCDC RIM

²⁹ SCDC Policy OP.22.24 Post Orders.

- **Shift Supervisory personnel routinely work 14-15 hr. days.** To meet existing responsibilities, shift supervisory personnel routinely arrive prior to the start of their assigned shift, review staff availability, facility schedules, overall shift workload, manage the shift and remain after their shift is normally over to ensure effective communication and staff coverage;
- **The facility is placed on full or partial lockdown to limit movement outside the cell and reduce staff workload.** The first eleven months of calendar year 2017 the facility reported they were on full or partial lockdown a total of 81³⁰ days due to staff shortages. This resulted in limited access for the inmate population to programs and services during those days;
- **Out of cell recreation is not consistently being offered in RHU.** Based on staff interviews and a review of available documentation inmates assigned to the Restricted Housing Unit do not consistently receive access to recreation outside their cell at a frequency consistent with policy;
- **Close a Housing Unit.** One 252-bed housing unit was temporarily closed in November 2017;
- **Personnel are often compensated at an overtime rate to complete required staff training.** Uniformed security personnel are routinely scheduled to complete required training on their off-days resulting in additional overtime expenditures;
- **Staff assigned to the 12-hour shifts are routinely scheduled to work a minimum of 168 hours in a recognized 28-day pay cycle.** Staff working the additional 8 hours are compensated at straight-time for working the 8 hours. Initial Department practice was to provide staff assigned to the 12-hour shifts, 8 hours off per pay cycle; however, this practice was no longer occurring. Staff assigned to the 8-hour shifts are routinely scheduled to work 160 hours in the same recognized pay cycle;
- **Post Assignments go unfilled.** A review of daily shift assignment rosters from July 2017 through October 2017, reflect all recognized post assignments in the housing units, interior gates, Restricted Housing Unit Wing Officers, transportation, cafeteria and yard are not routinely being filled;
- **Filling Mandatory 24-hr. post assignments intermittently.** The Division of Security has developed a post chart as a guideline to identify post assignments required to be filled and when they are to be filled. Existing operational practices frequently result in all posts not being filled and staff assigned to non-stationary posts, intermittently filling posts such as, the yard, medical and housing units; and
- **Staff assigned to 8 or 12-hour shifts do not consistently receive meal breaks.** Most staff assigned to the shifts do not receive a recognized break from their post assignment. Federal (Fair Labor Standards Act) and state labor laws do not require the employer to provide a meal period or break to employees; however, SCDC policy does.

³⁰ SCDC Operations. Lockdown Statistics.

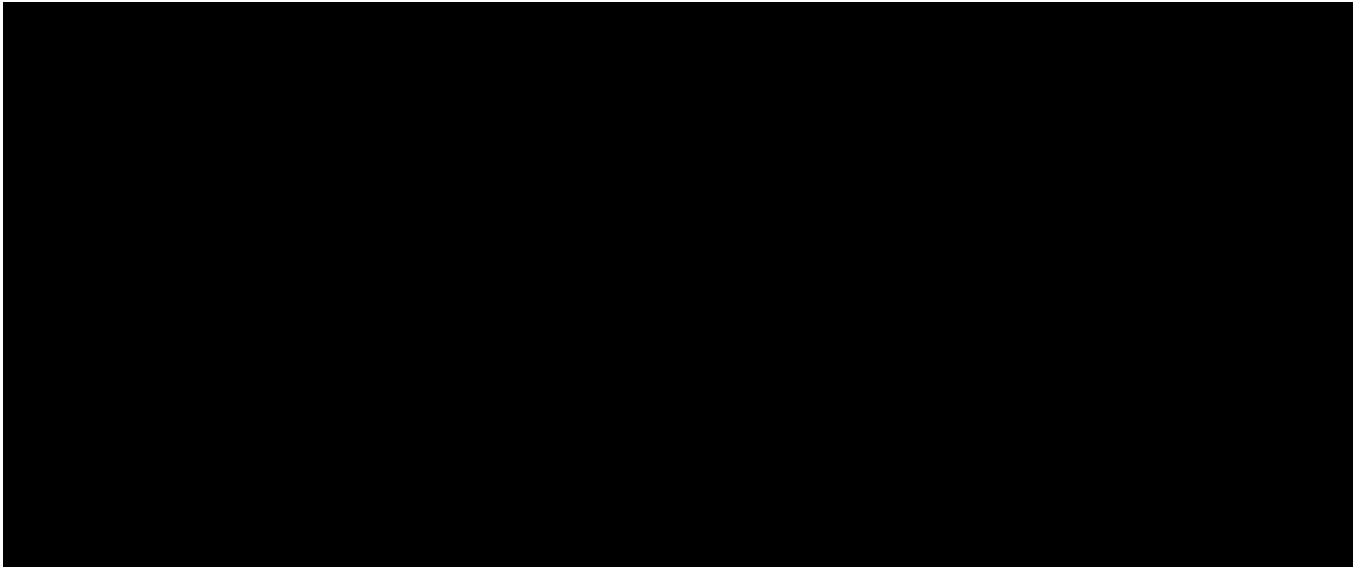
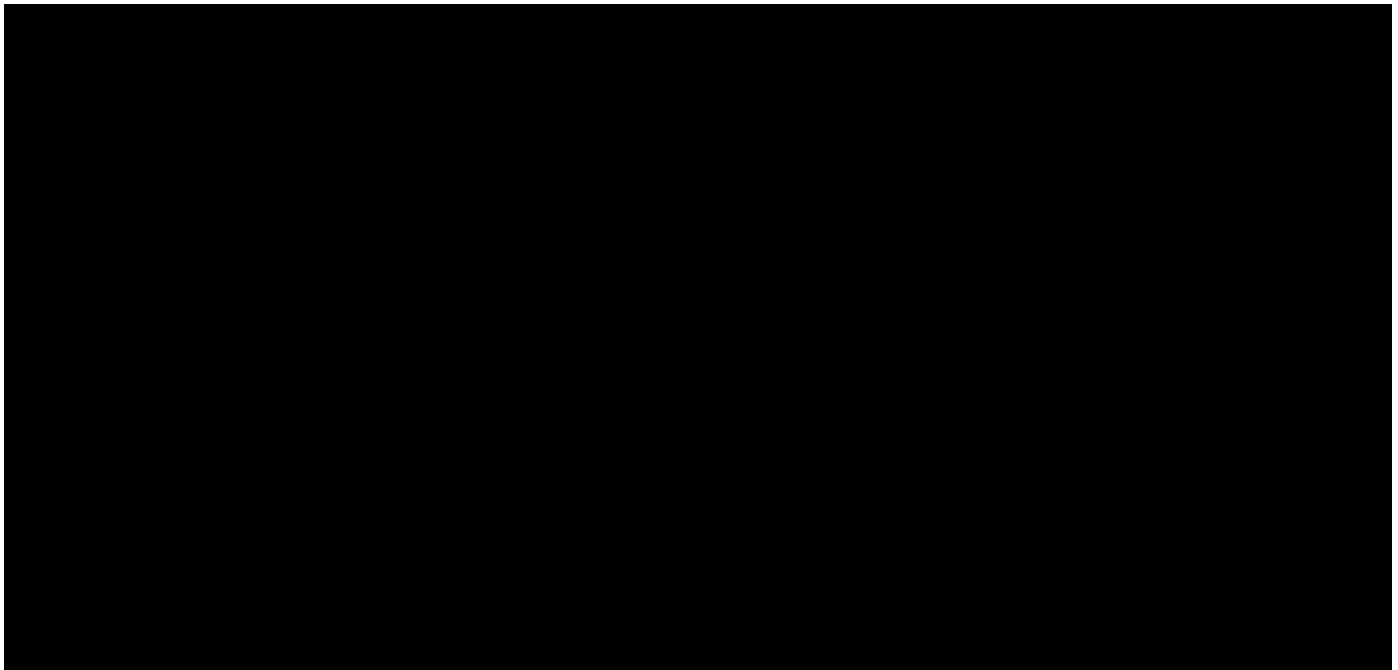
SCDC Policy ADM-11.21 Regular Working Hours and Overtime cites in section 1.1: The official work schedule for security positions will be either 1.1.1 eight (8) hour shifts or 1.1.2 twelve (12) hour shifts on a 28-day cycle, including at least one 30-minute meal period each shift.

Demonstrated Risk Factors



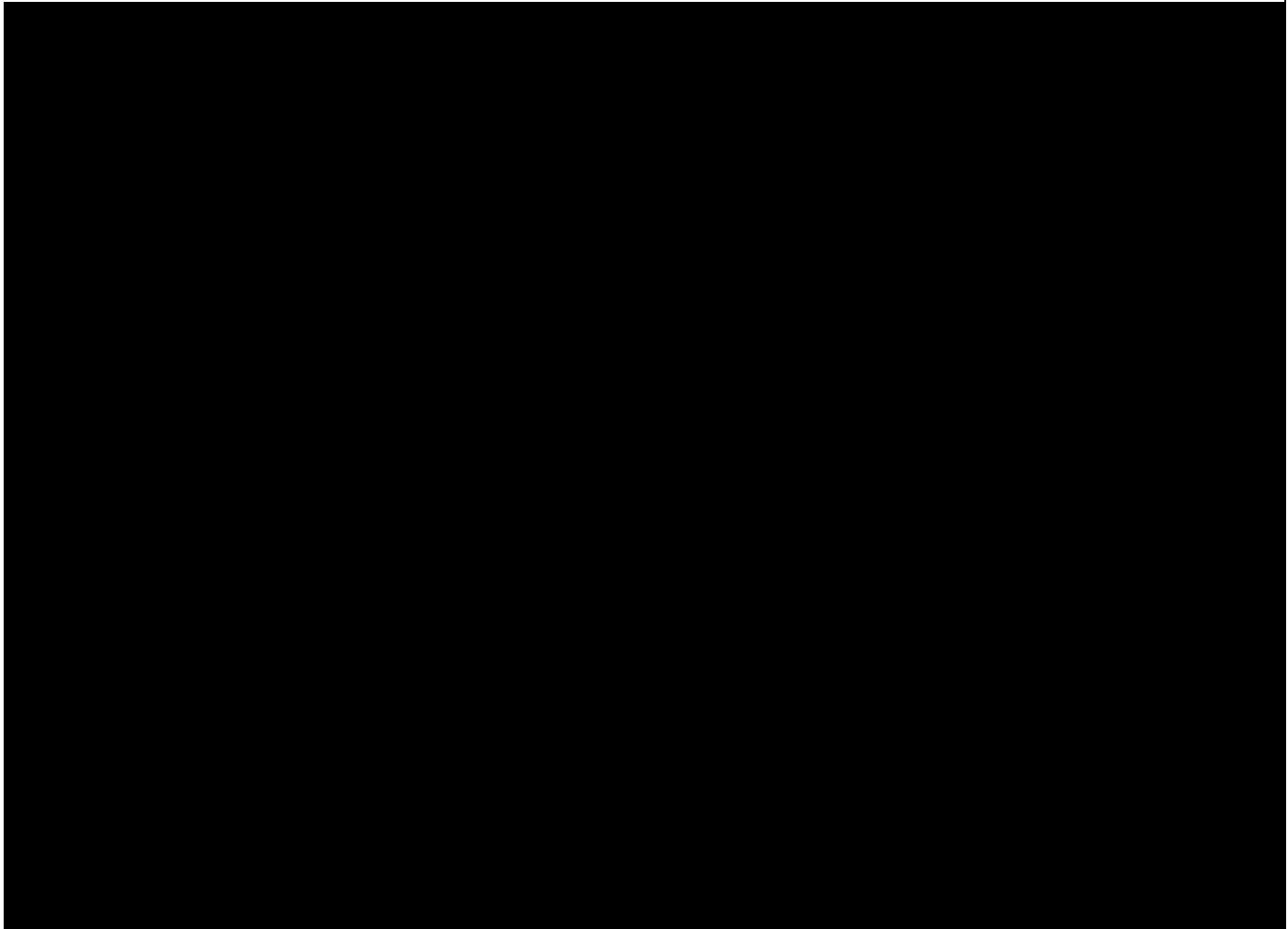
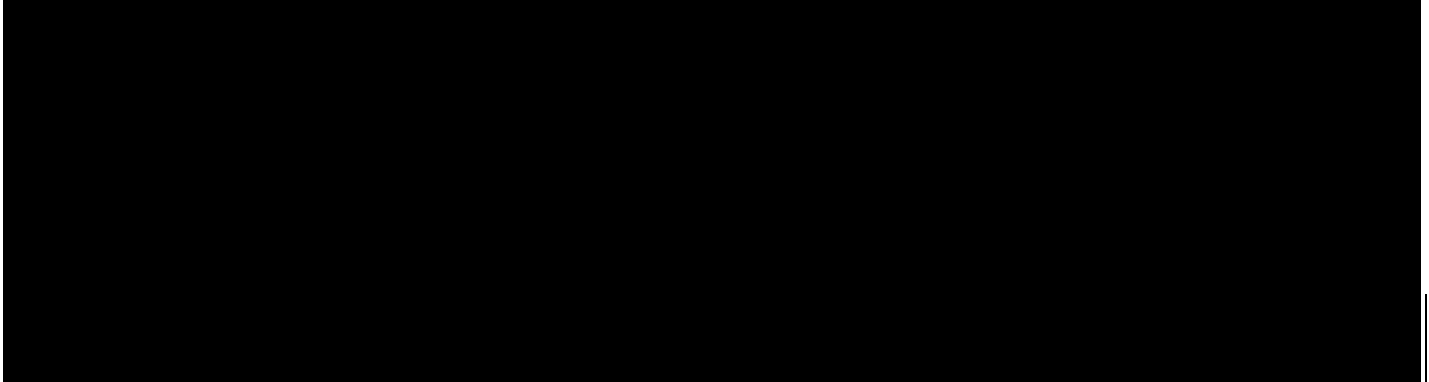
One of the keys to an effective contraband prevention and detection plan is to recognize there is often an extreme amount of pressure placed on staff, especially inexperienced staff to be involved in contraband trafficking. It is often initially presented as a harmless venture that can often lead to intimidation, violence and a risk to the public, staff and inmates.

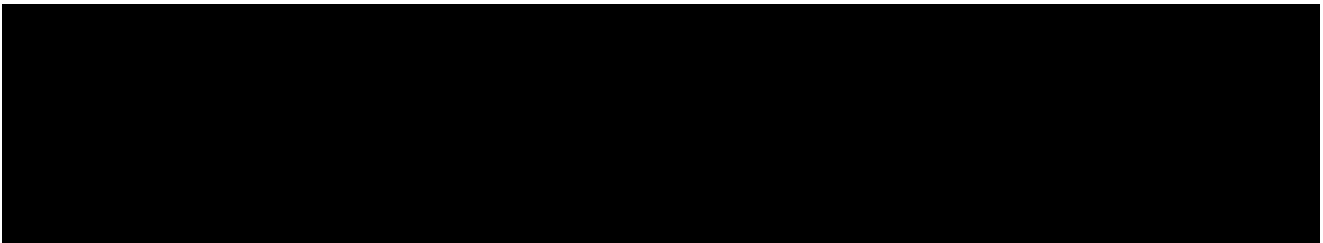
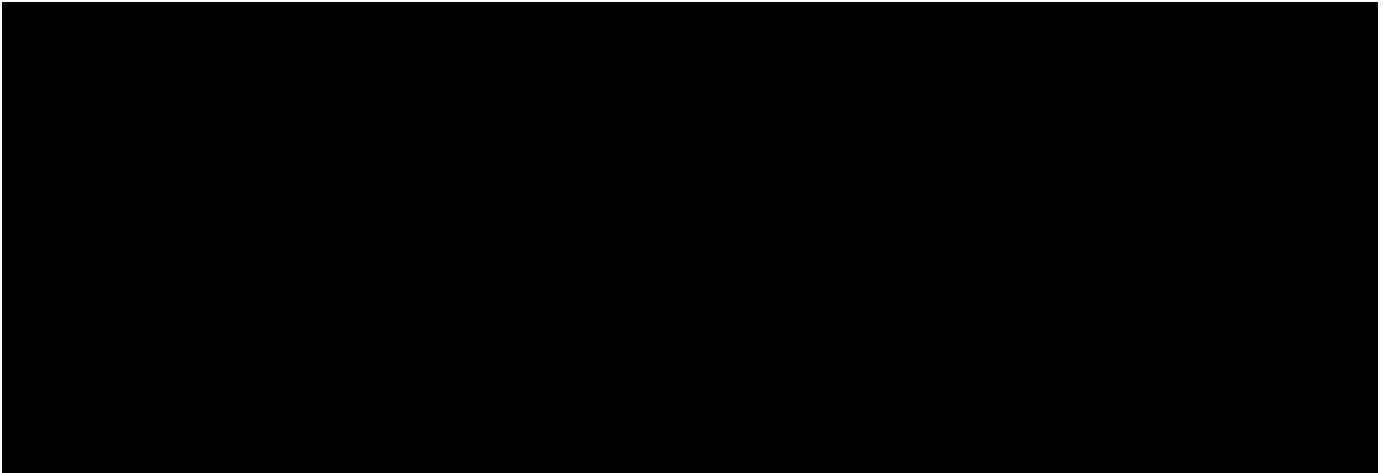
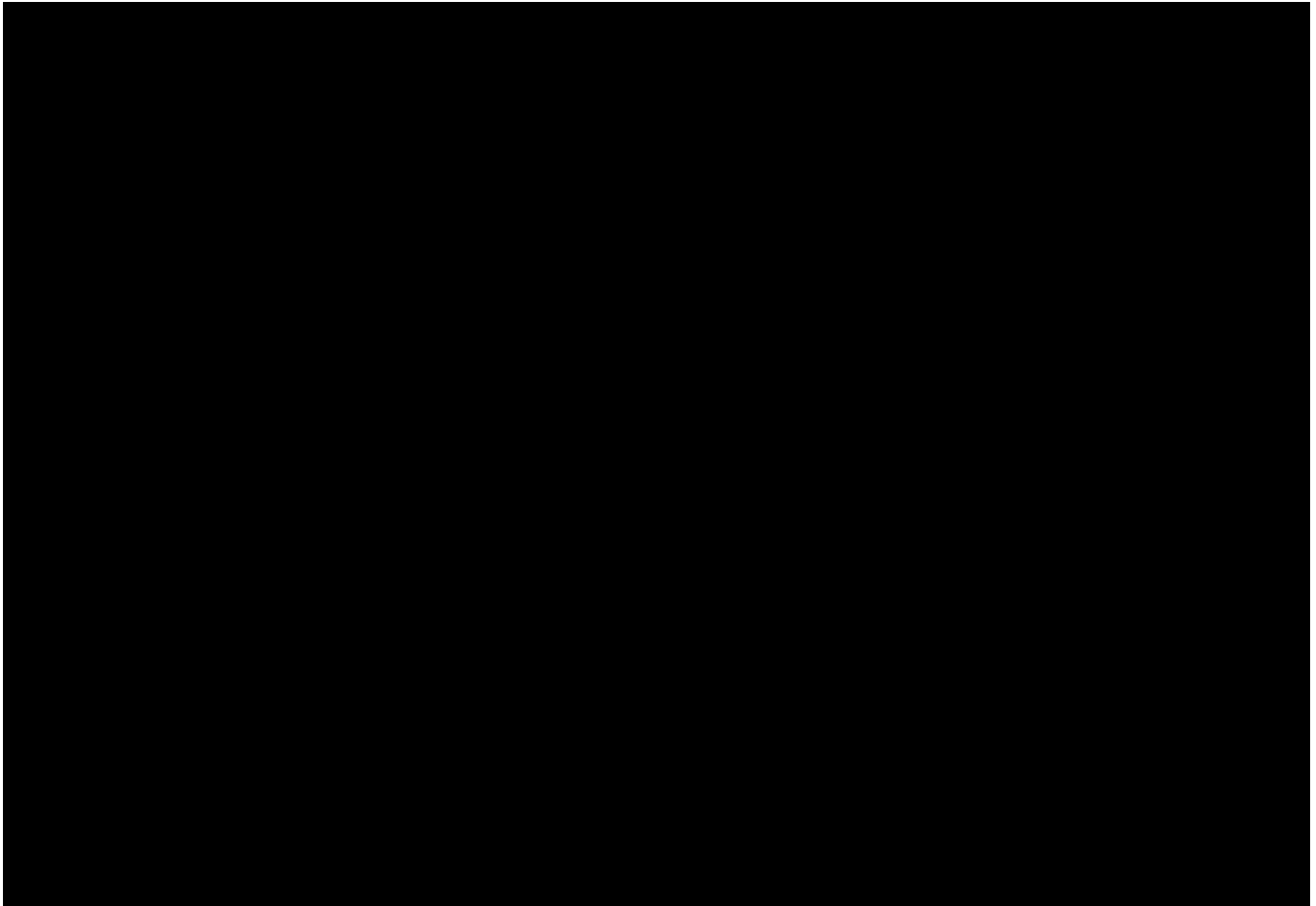
The established plan needs to consider available resources and be developed as a facility-wide goal. Part of the plan should ensure fundamental practices including searches, patrol, detection and intelligence gathering are consistently incorporated into daily workload activities by all staff, not just those assigned to contraband control. Once an employee becomes responsible for more than one post assignment at a time, their ability to carry out all the necessary functions diminishes. It becomes extremely difficult based on the overall workload to conduct a thorough search of an individual, cell or area when the officer is the only security staff member on a wing or to the yard. It takes time, skill and concentration to conduct a proper search. At MCI security staff are routinely responsible for more than one post assignment. The department has recognized the impact contraband has on institutional operations.

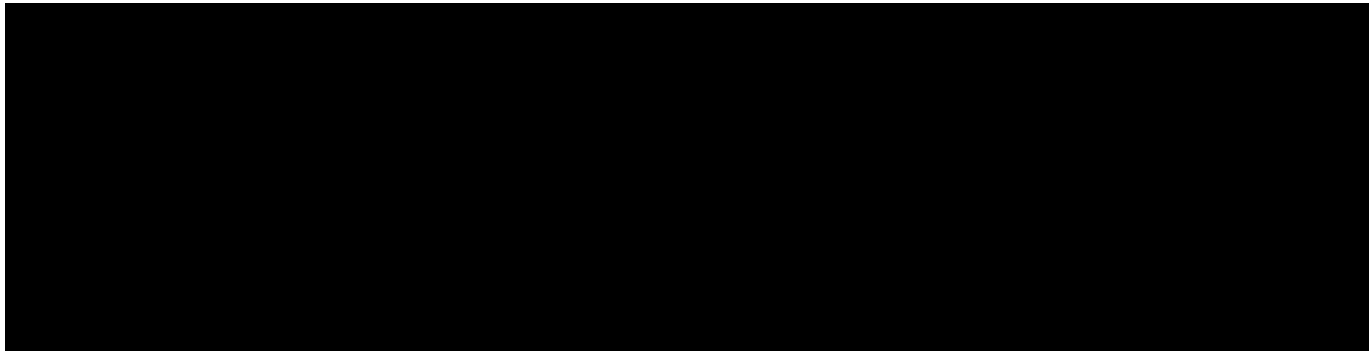
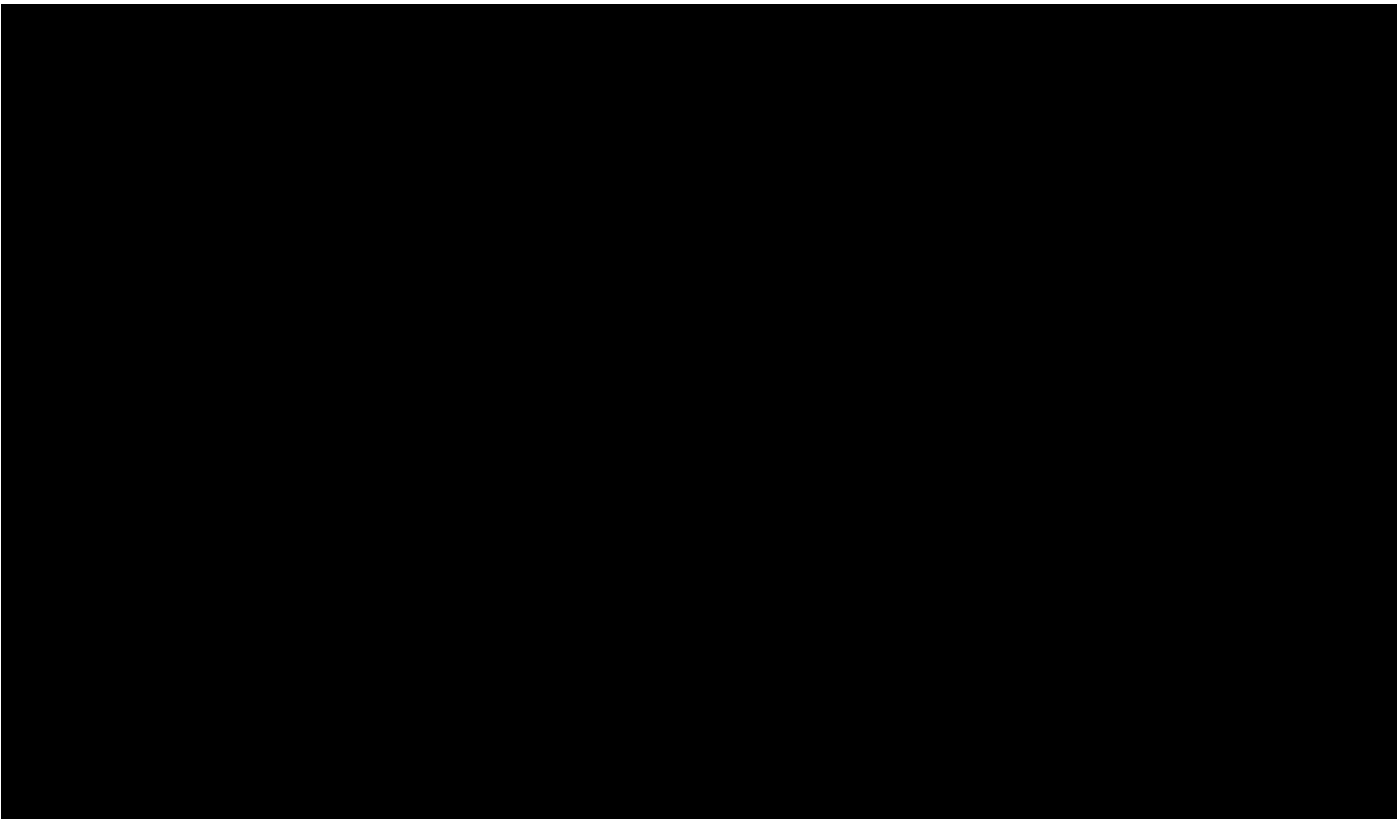
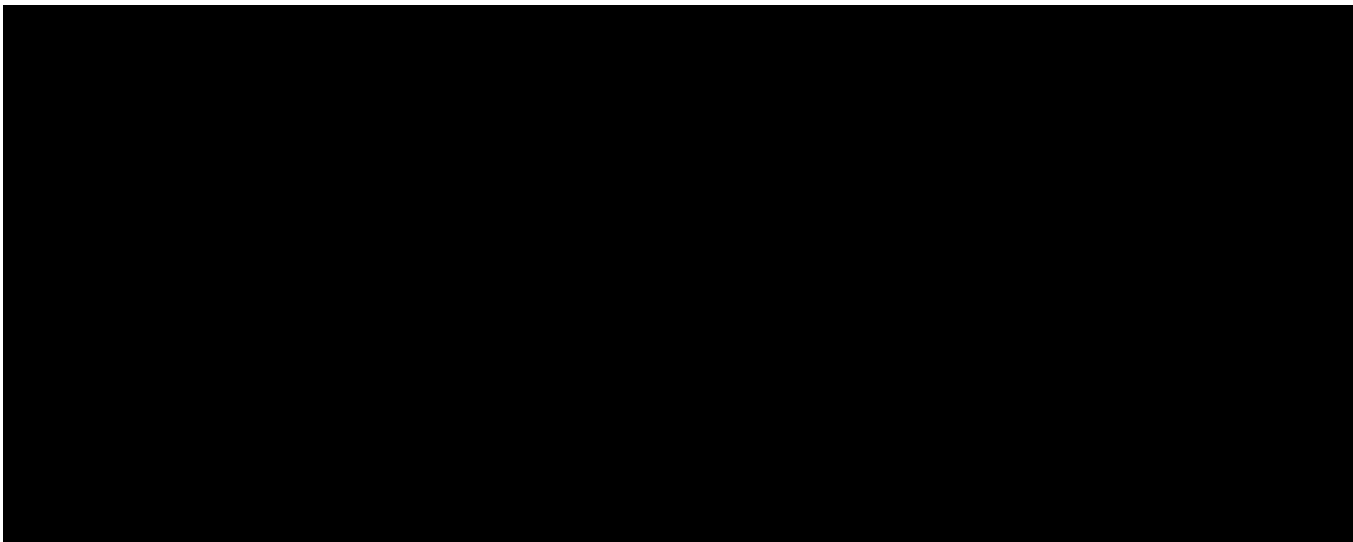


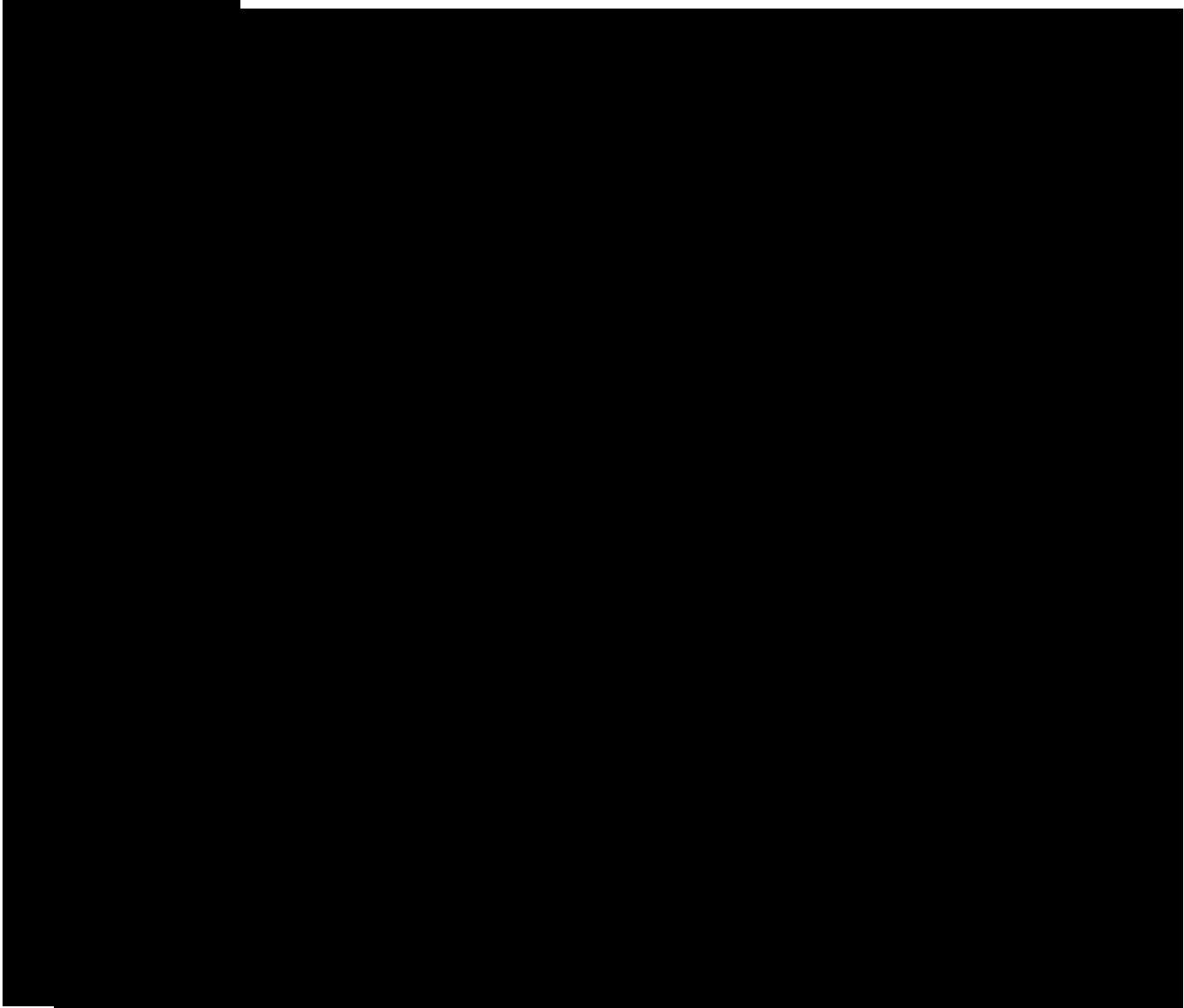
Key Positions

Administration. The approved administrative core positions for the facility include a superintendent (Warden) and two assistant superintendents (Associate Warden of Operations/Assistant Warden of Programs). The Associate Warden of Operations was on extended leave status on the date of the on-site review. The Warden was initially debriefed and interviewed at the start of the on-site assessment and was available throughout the day to discuss facility operations and to clarify pertinent staffing-related questions. Since the date of the on-site assessment the warden had been transferred and follow-up communication was made via telephone with the Associate Warden of Programs.









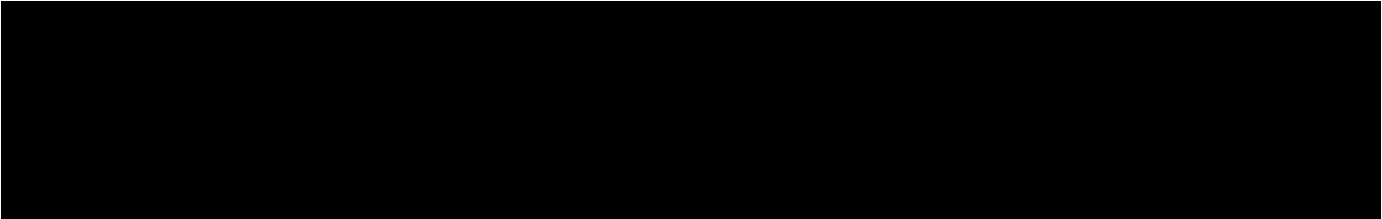
Daily Shift Roster. In addition to the master shift assignment roster daily shift rosters are also maintained for the 12-hour shifts that identify in more detail the actual staff assigned by day, their post assignment, staff on leave and responders. The daily shift rosters are designed to identify how scheduled personnel are utilized and provide a best practice tool for documenting staff accountability.

Based on a review of sample daily post assignment rosters there is no consistent reference to staff scheduled as working overtime, responders, post classifications or a recapitulation table to identify how all scheduled staff were utilized. In reviewing the daily shift roster, it is extremely difficult to identify whether all staff assigned to the shift are scheduled and where they are assigned.

The *C-Card* maintains an automated daily shift roster that identifies the name of the employee, gender, employee number, where they are assigned and if applicable leave status. Staff reported a manual daily shift assignment roster was not normally being completed. As a result, there is no reference to post classification levels or a recapitulation table provided for the *C-Card* shift.

Post Coverage. By memorandum from the *Division of Security*, post assignments should be classified as either, Pull Post Level I, Level II, or Level III (mandatory) to assist shift supervisors when determining which posts can be temporarily collapsed or closed due to staff shortages, emergencies, overtime reduction efforts or other reasons deemed necessary by the shift commander or facility management. The classification of post assignments is designed to ensure certain post are shut down first. The approved Post Chart identified several post assignments as mandatory.

In reviewing sample daily shift rosters and interviewing staff at the facility it appeared all the mandatory posts identified in the *Division of Security* post chart were not consistently being filled. The discrepancy between operational practice and recommended mandatory posts was widespread and not a reflection of just one or two posts.

- 
- Housing Units (9); and
 - Restricted Housing Unit Wing Officer (4/3).

The housing units routinely had fewer than nine front-line staff and the restricted housing unit normally had fewer than four wing officers on the day shift and three on the evening shift.

The operating practice reflected that when supervisory personnel were present they were performing both supervisory functions as well as front-line responsibilities. When supervisory staff were not present front-line staff were responsible for their post as well as an additional front-line post.

At McCormick the basic elements of a roster management system are in place, except for having an appropriate number of security personnel. A post analyses has been completed, master shift assignment rosters have been developed and daily shift rosters are completed on the main shifts. The primary concerns identified are there are not enough security personnel to meet existing workload responsibilities without relying on staff from other facilities, staff working outside their position classification or staff working extra hours.

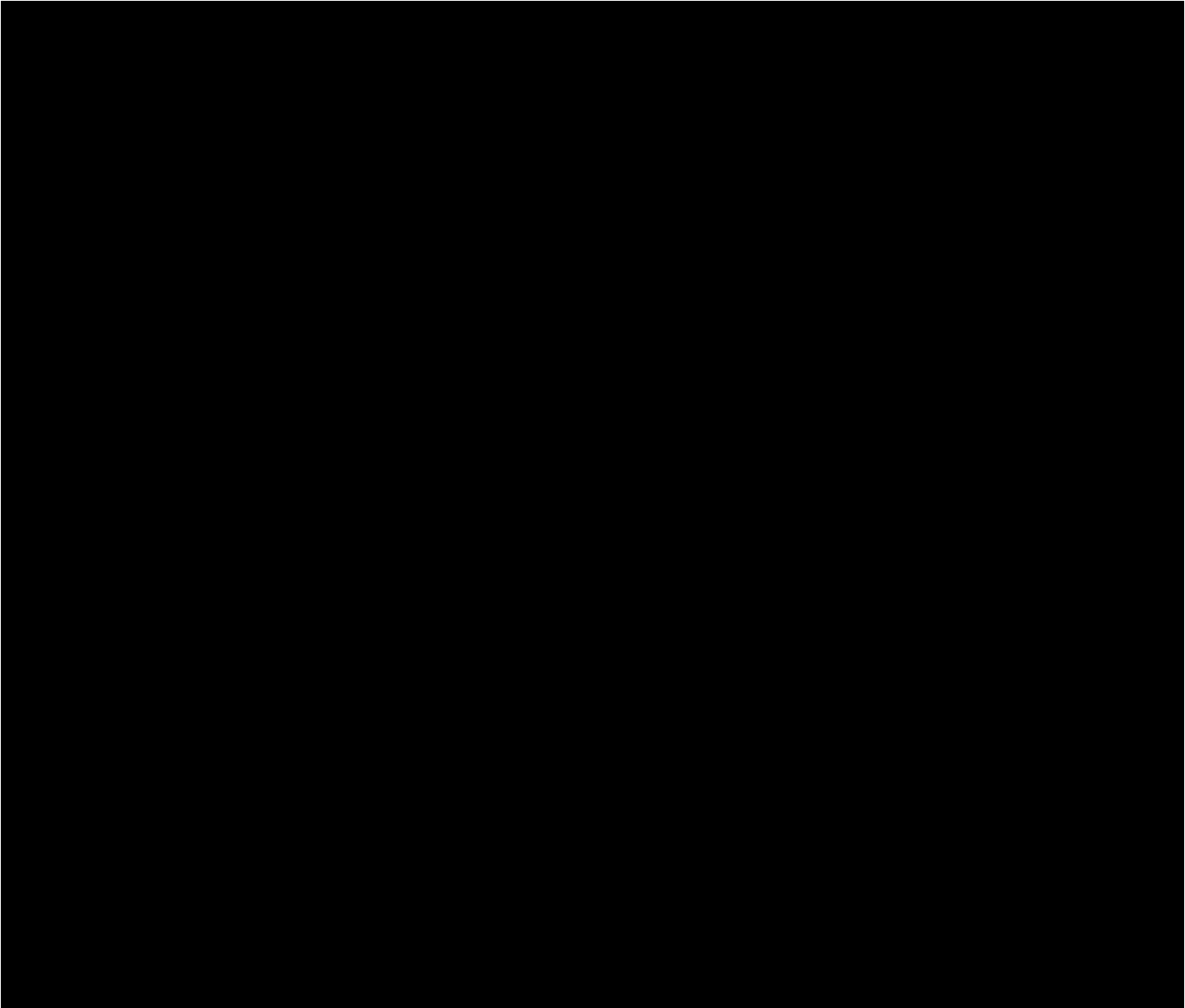
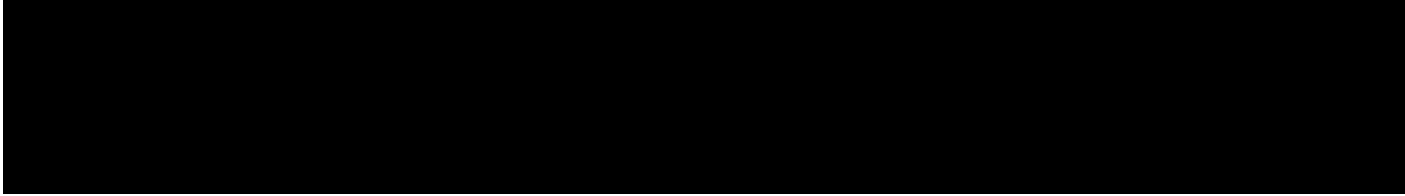
The second concern is in the completeness and accuracy of daily shift rosters. The daily rosters should be considered potential legal documents that identify how all staff scheduled are utilized. When properly applied, roster management systems can consistently identify how staff are utilized and potential deficiencies.

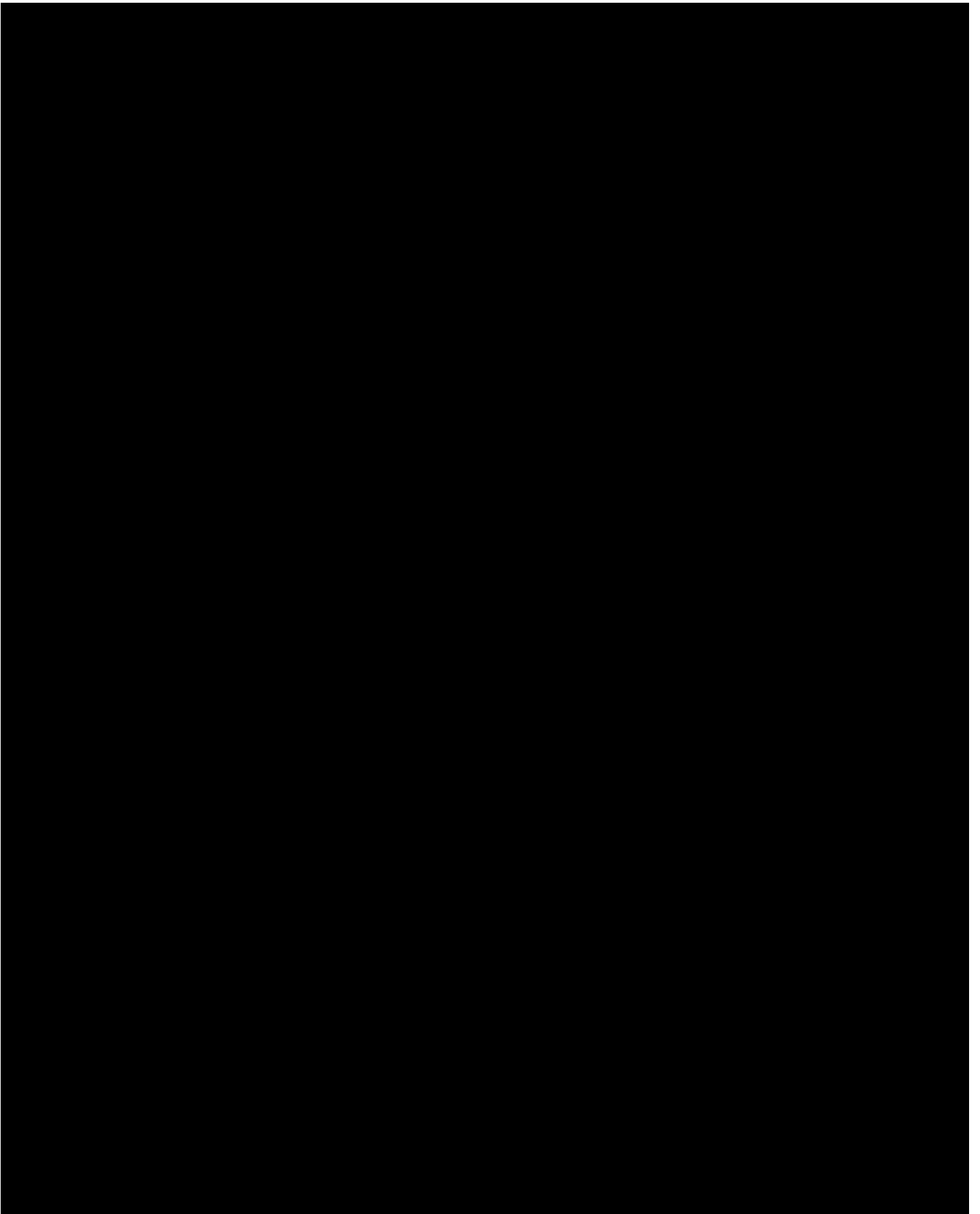
Additional concerns with the roster system include the following:

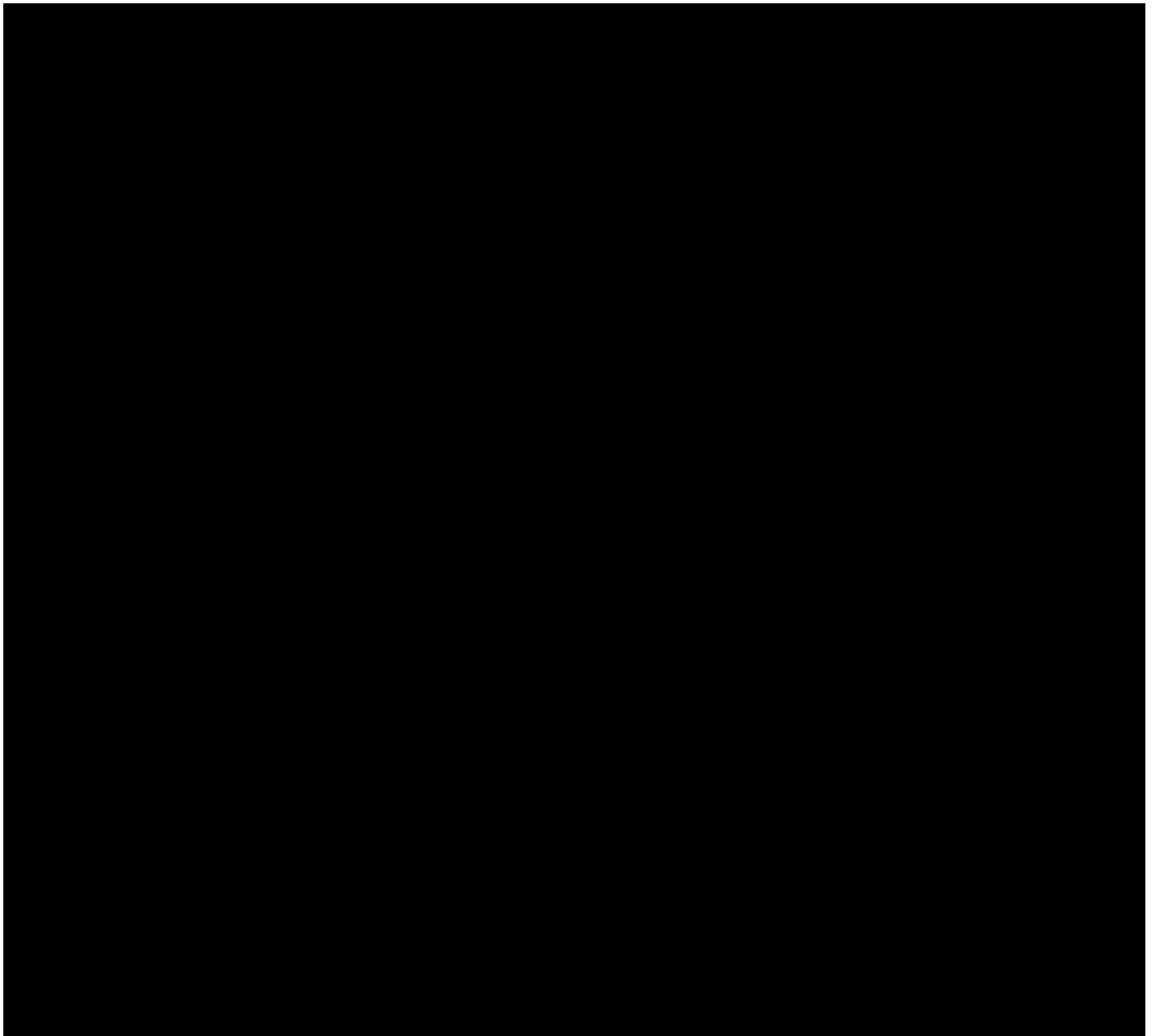
- The recommended minimum staffing levels for each 12-hour shift needs to be reviewed and updated on a regular basis. Daily shift rosters reflected that established minimum staffing levels were not being met on a consistent basis. Monthly in-house reviews should be completed to determine the effectiveness of the system and to confirm or re-establish minimum staffing levels; and

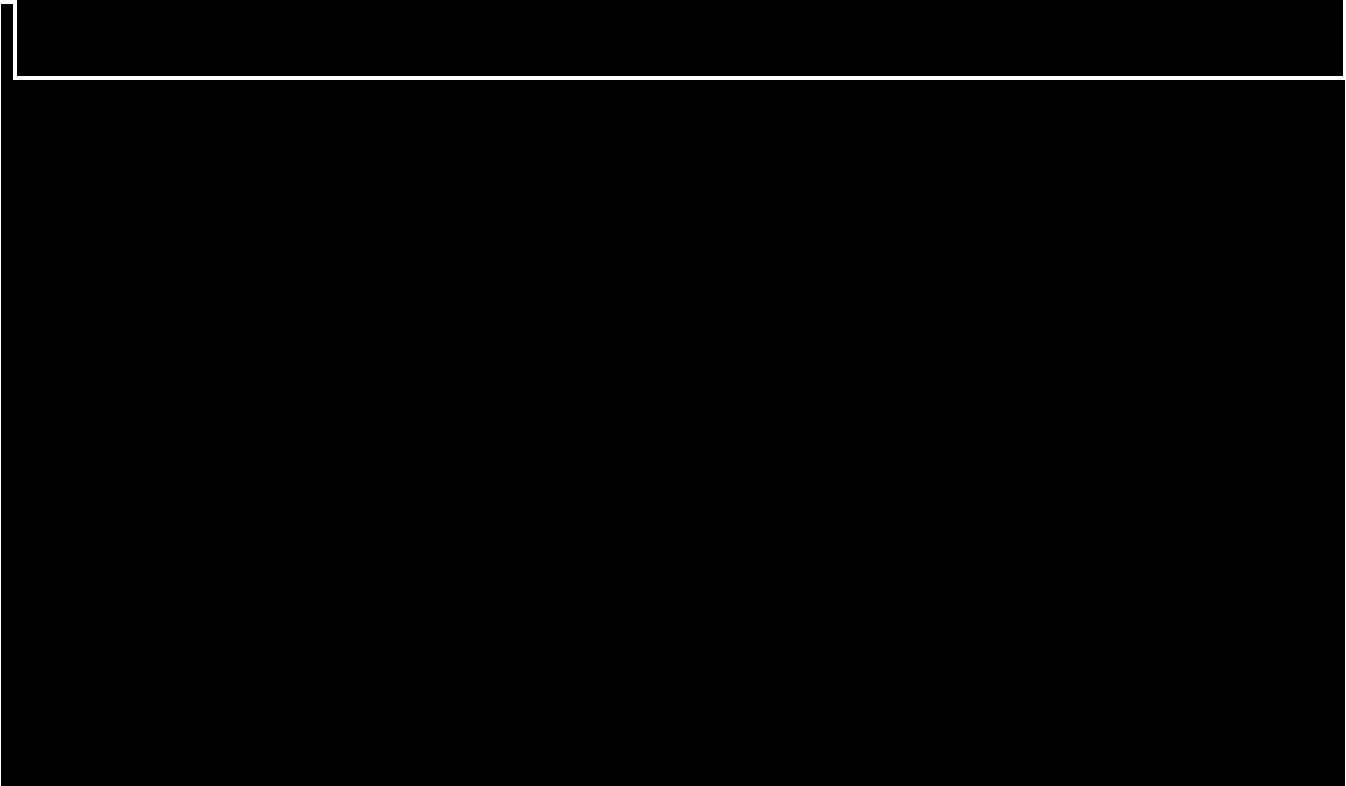
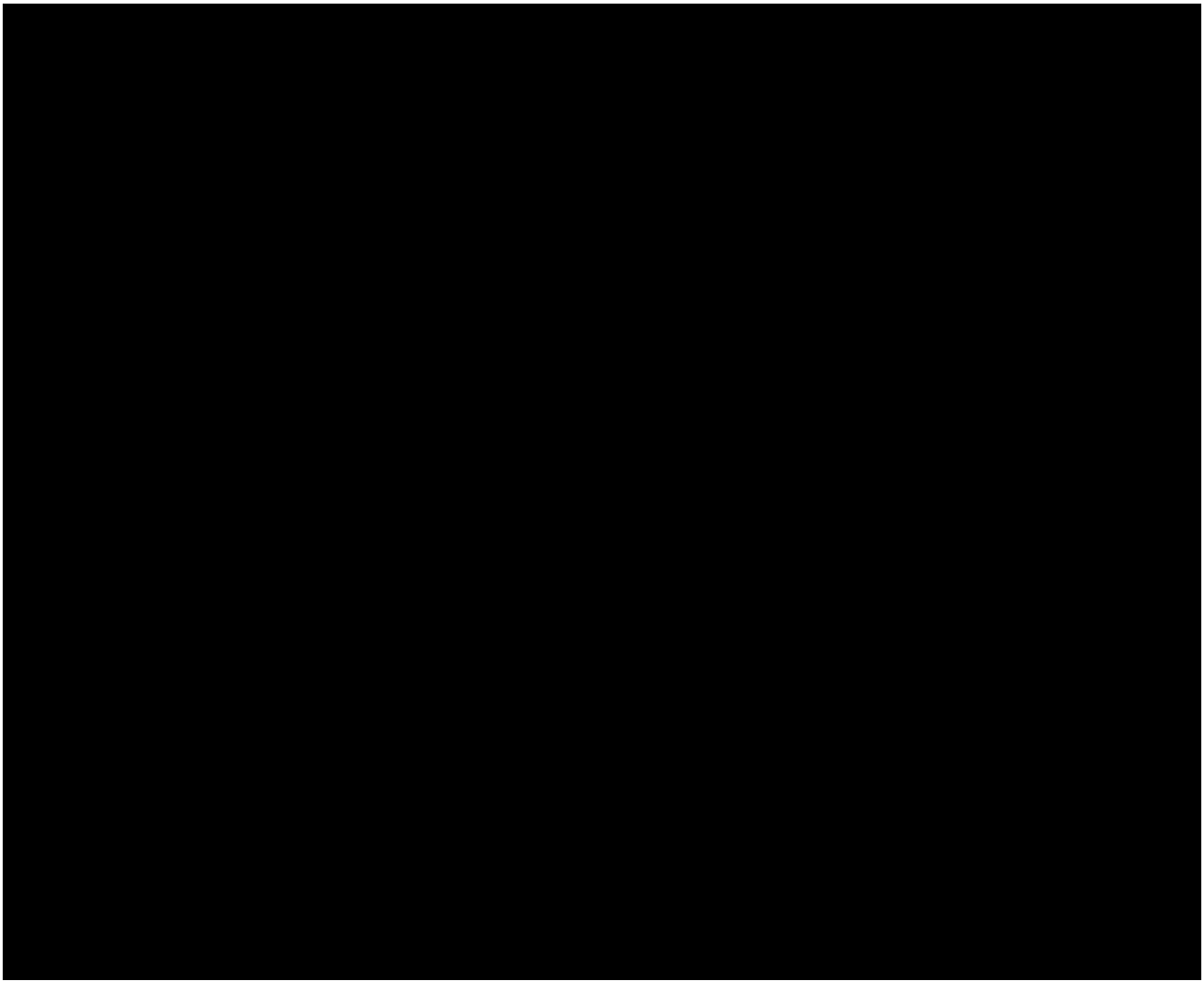
- The daily shift roster templates should be standardized to reflect how **all staff** assigned to the shift are utilized. The daily roster should incorporate a recapitulation table and identify the name and number of staff assigned by position to the shift, the approved post assignments, the post classification, leave-time, post closures and who is assigned to each post. Staff assigned to posts for less than a full shift, detailed to a special assignment, working overtime or using benefit time should be clearly identified on the daily roster.

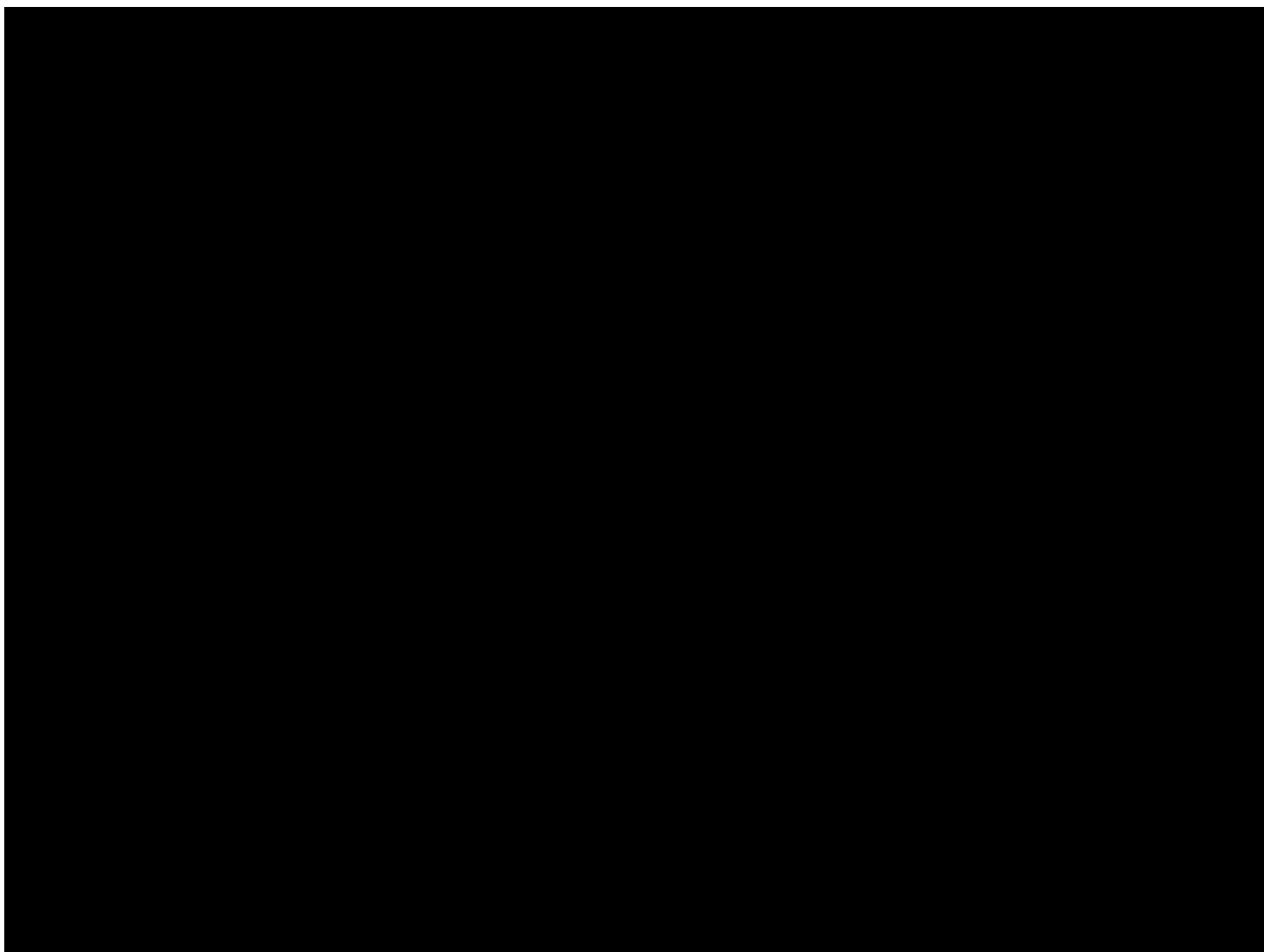
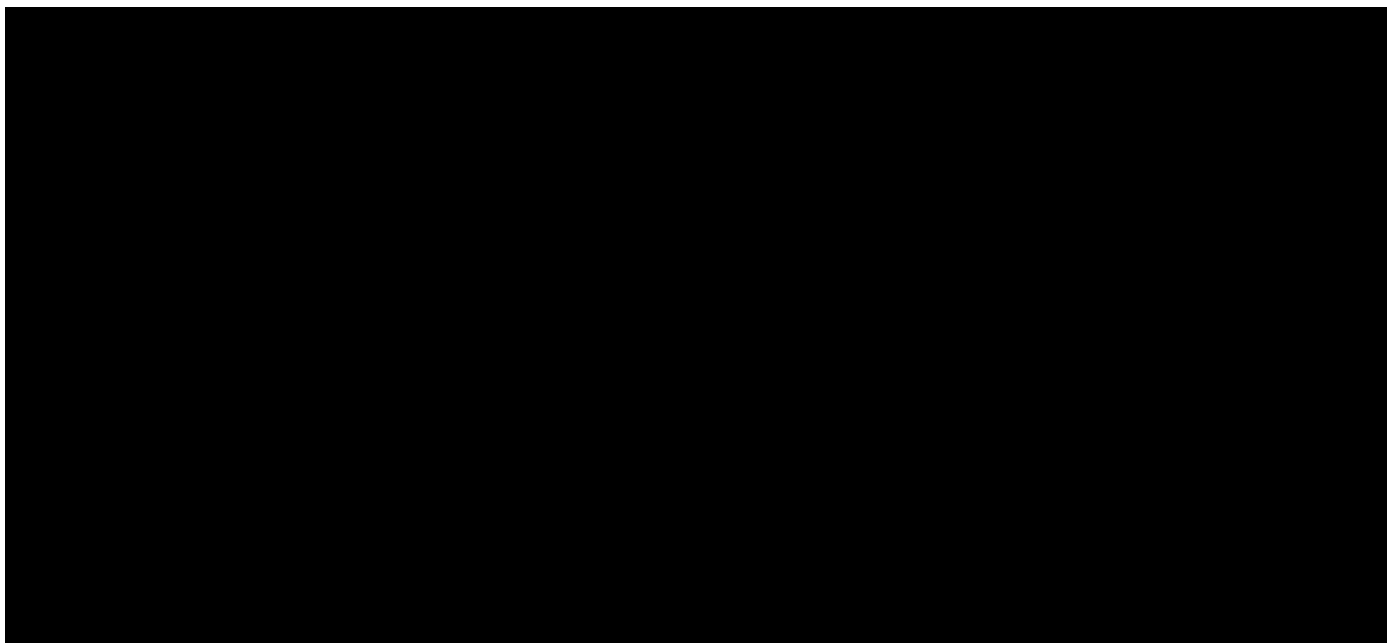
Staffing Recommendations











Perry Correctional Institution

The Perry Correctional Institution (PCI) is a state operated level 3 facility located approximately 80 miles northwest of Columbia in the town of Pelzer, South Carolina. The facility was opened in 1981 and serves as one of South Carolina's adult male maximum-security correctional facilities. The current capacity at Perry is reported as 954 and the average daily population during the first nine months of 2017 was 844. One of the four Restricted Housing Units at the facility was closed during the review period resulting in a reduction in the operational capacity of the facility.

While most of Perry's inmate population is considered maximum custody a small percentage of inmates (approximately 10 percent) are classified as level 2 (medium) or lower. At the time of the review approximately 32% of the population was on a mental health caseload.

In addition to providing housing and services for the general population, PCI also provides housing and services for special programs including the Restricted Housing Units and an Assisted Living Unit. At PCI, there are four Restricted Housing Units (RHUs) one of which was closed during the reporting period. Each of the RHUs has a capacity to house 48 inmates. The Restricted Housing Units are available to house inmates requiring more intense behavioral levels of supervision. These inmates are housed and programmed separately from inmates assigned to the general population. The Assisted Living Unit is a residential housing unit for inmates with confining medical conditions.

The physical plant at Perry was built as a maximum-security facility and is surrounded by a double fence reinforced with multiple rolls of razor ribbon, electronic surveillance equipment, an armed perimeter patrol, high-mask lighting, vehicle access gate, two elevated security towers, sensors and an alarm detection system.



Inside the perimeter of the facility are a variety of buildings and open space provided to help meet existing responsibilities. The physical plant contains the following: Front Gate/Vehicle Access Gate; Lobby; Administration Building; Main Control; Personal Property; Visitation Area; Operations; Programs Building; Mental Health; Security Control; Education; Canteen; Horticulture; Grounds Maintenance; Plant Maintenance; Open Yard; Prison Industries; Multi-purpose; Cafeteria; Medical; Transport and Reception; Assisted Living Housing; Restricted Housing and General Population Housing. Expansive internal movement control fencing, gates and security surveillance cameras are available throughout the interior of the facility. Food Services are normally provided to the general population inmates in the main cafeteria.

All inmate movement was considered controlled movement and the type of movement varied based on the inmates' classification, the purpose for the movement, destination and time of day. A combination of line movement (food services), escorted, supervised and the use of passes (OTR's) was all being used.

Housing Unit Designs

There are three housing unit designs at the Perry Correctional Institution. All the housing units contain secure cells as dormitory style housing is not available at this maximum-security facility. The housing unit designs are consistent with nationally recognized practices for a level 3 facility. In total there are nine housing areas, eight of which were being used.

- **General Population Units.** Four of the units are designed as **direct supervision** units and were being used to house a variety of general population inmates. Officer work stations are located both within the living area as well as immediately adjacent to the inmate living space in a secure control center. Visibility into each wing can be accomplished through the control room. Each unit contains two wings and secure cells located on both the ground floor and mezzanine level. All cells in each unit have a toilet and wash basin. In addition to dayroom space, ("the rock"), an open officer work station, showers, program space and passive recreational opportunities are available on each wing. The capacity of each of the four double occupancy housing units is (192);
- **Assisted Living Unit.** The Assisted Living Unit consists of secure cells located on one hallway, adjacent to the health care unit. The unit has an operating capacity of (20) and provides dayroom space, telephone access and showers within the unit and an outdoor passive recreation area; and
- **Restricted Housing Units.** PCI has four similar designed Restricted Housing Units in which three were open. Each unit has a centrally located secure control center surrounded by three single story housing wings. The total capacity of each unit is (48). Showers are located on the wing and each cell contains a toilet, bed and wash basin. Outdoor recreation space is located immediately outside the unit adjacent to the building. A total of six safety cells were available in one of the units.

Program Services

A wide variety of program services are available and integrated into the daily facility schedule. Primary programming includes ABE/GED, Vocational Education, Religious Services, Anger Management, Character-Based Programs, Beekeeping Program, Horticulture, Volunteer Services, Alcohol and Drug Education, Law Library, General Library, Recreation, Visitation, Canteen and the Prison Industry Program.

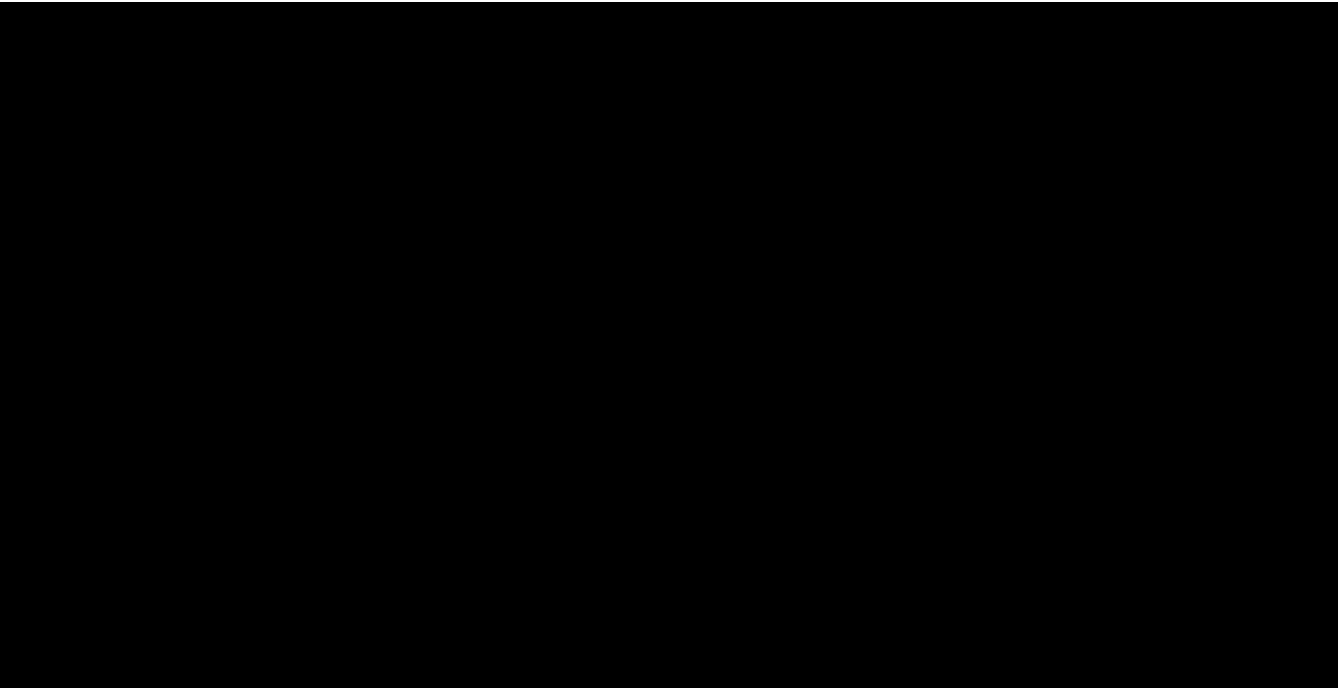
Security Staffing Profile

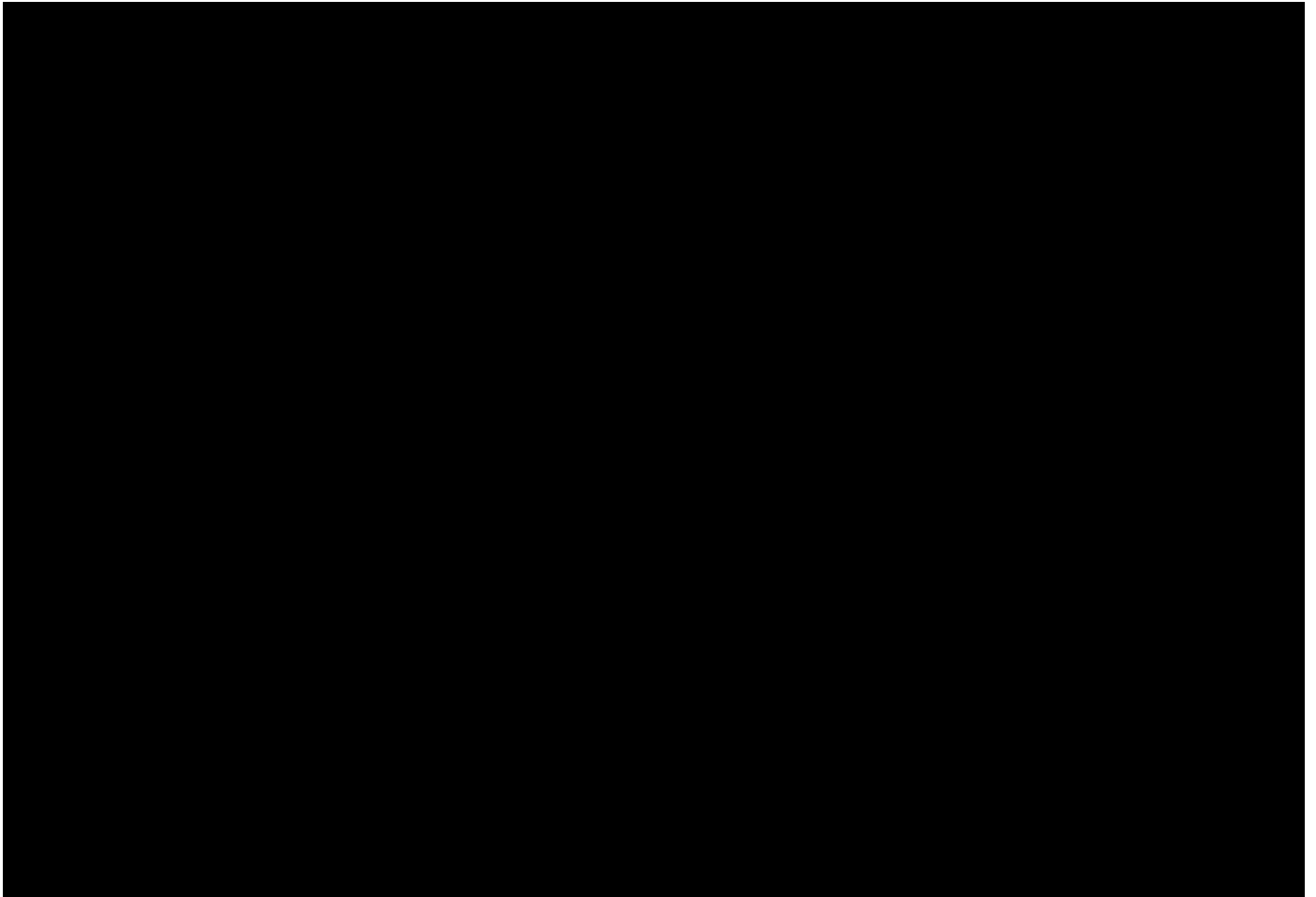
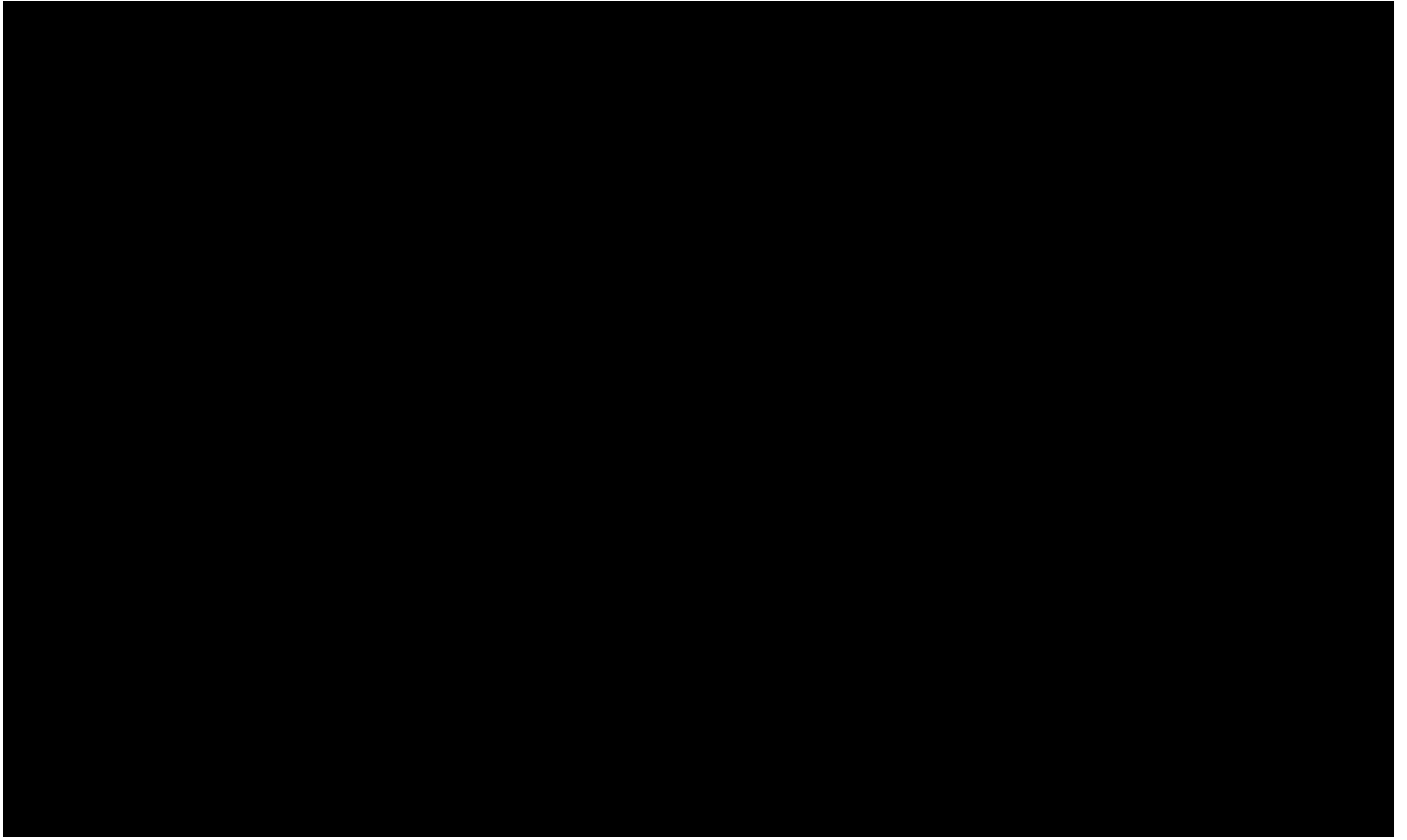
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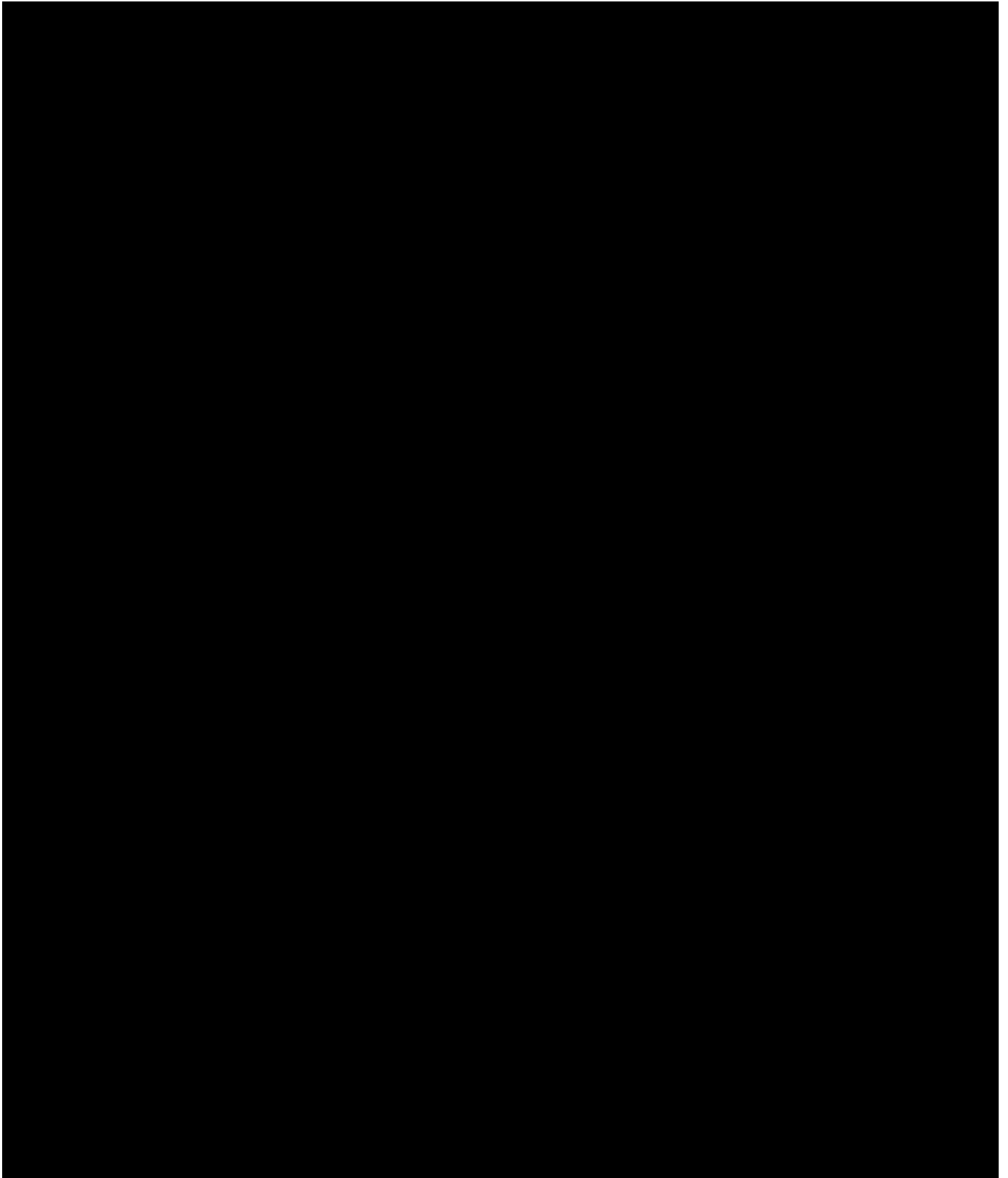
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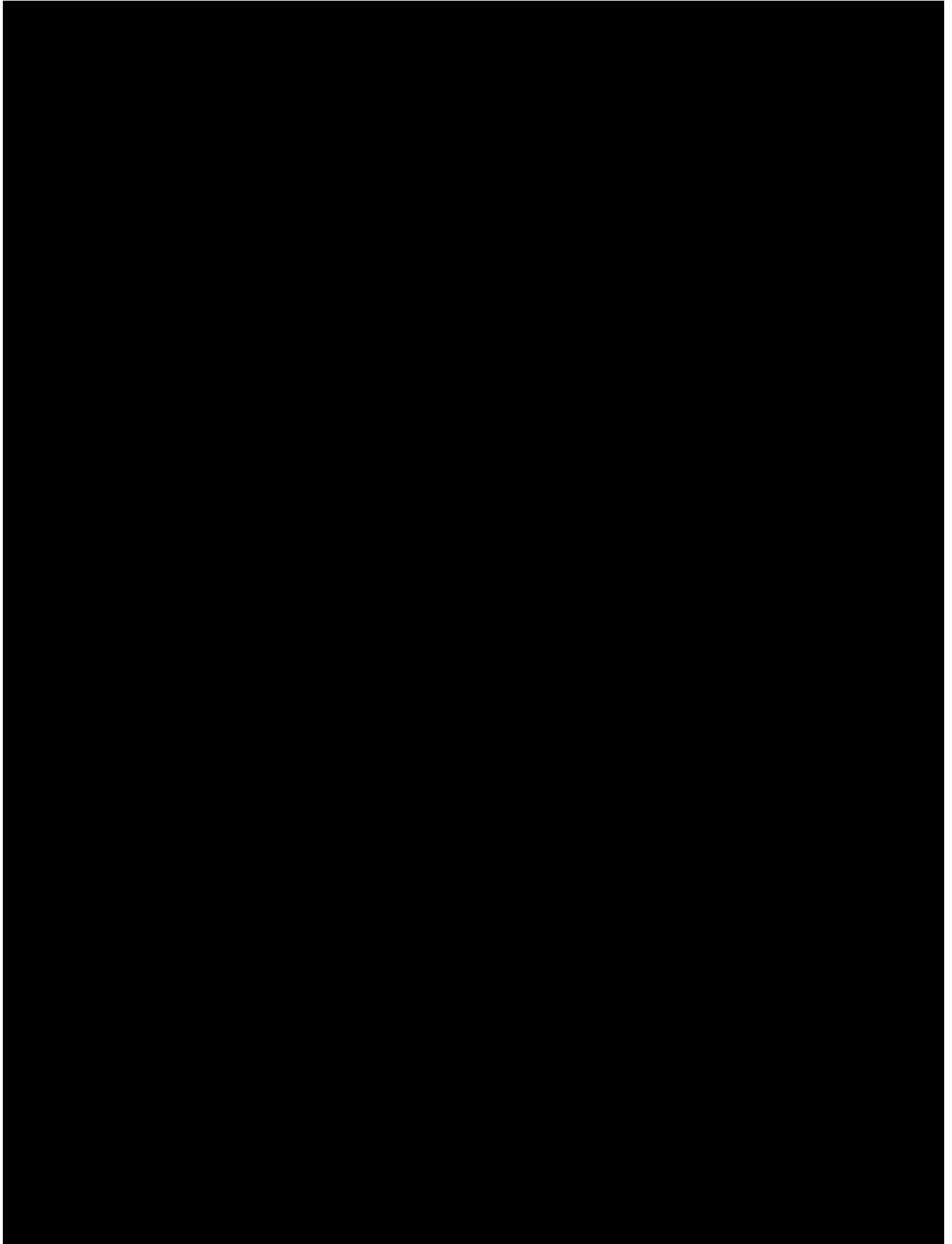


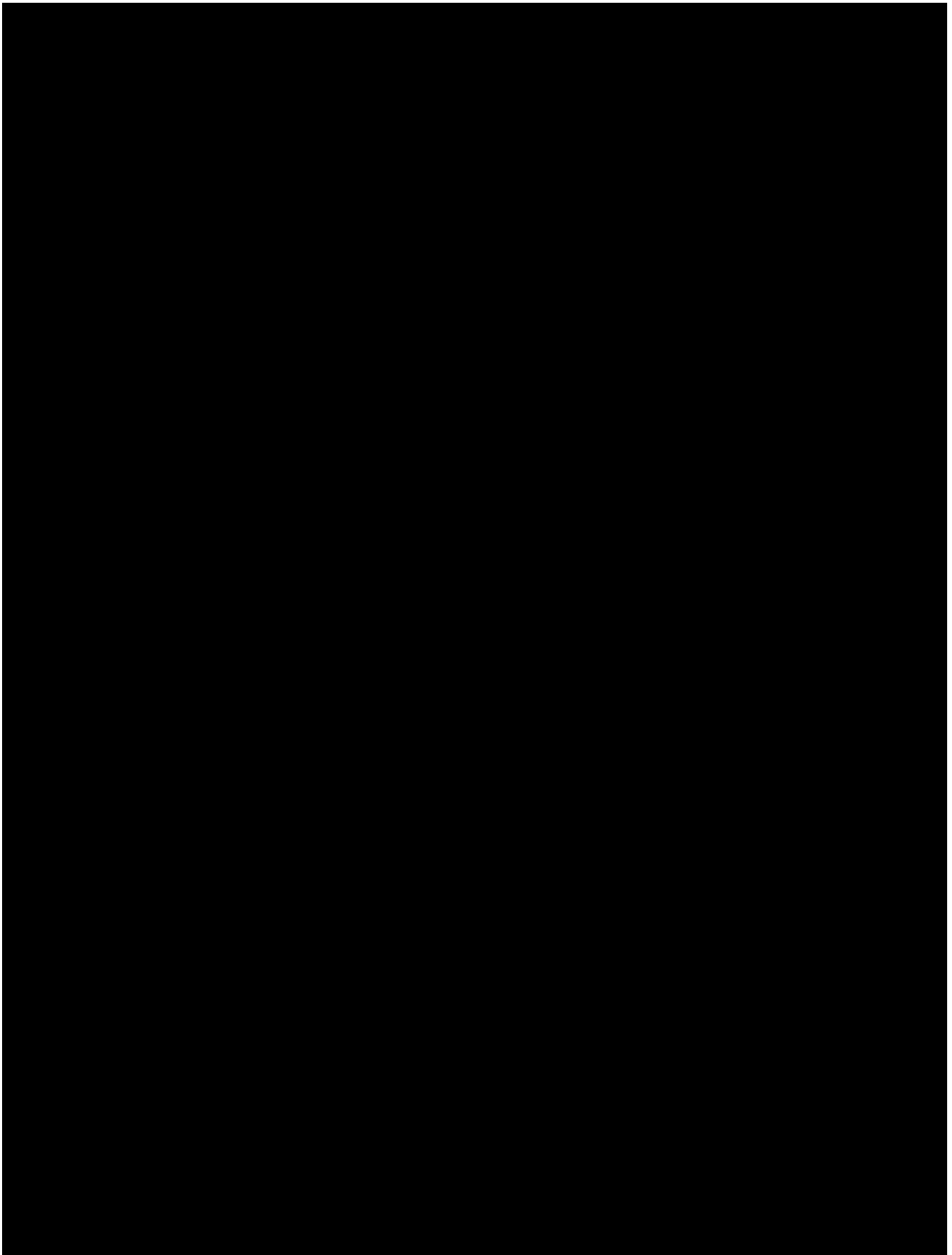




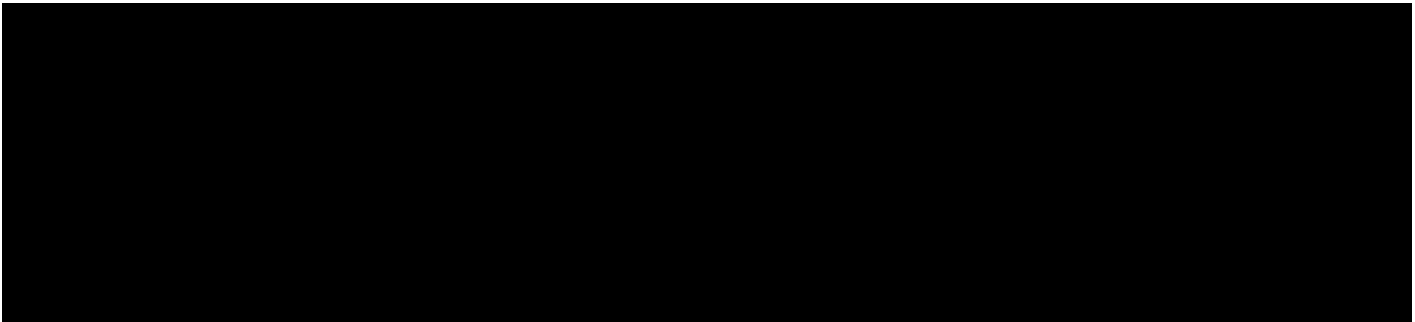
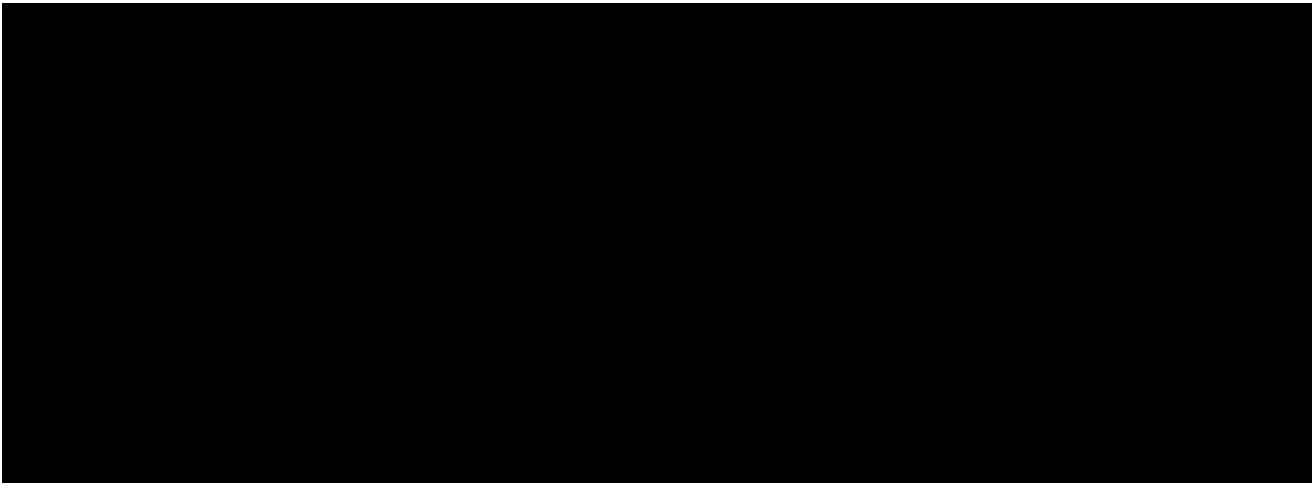
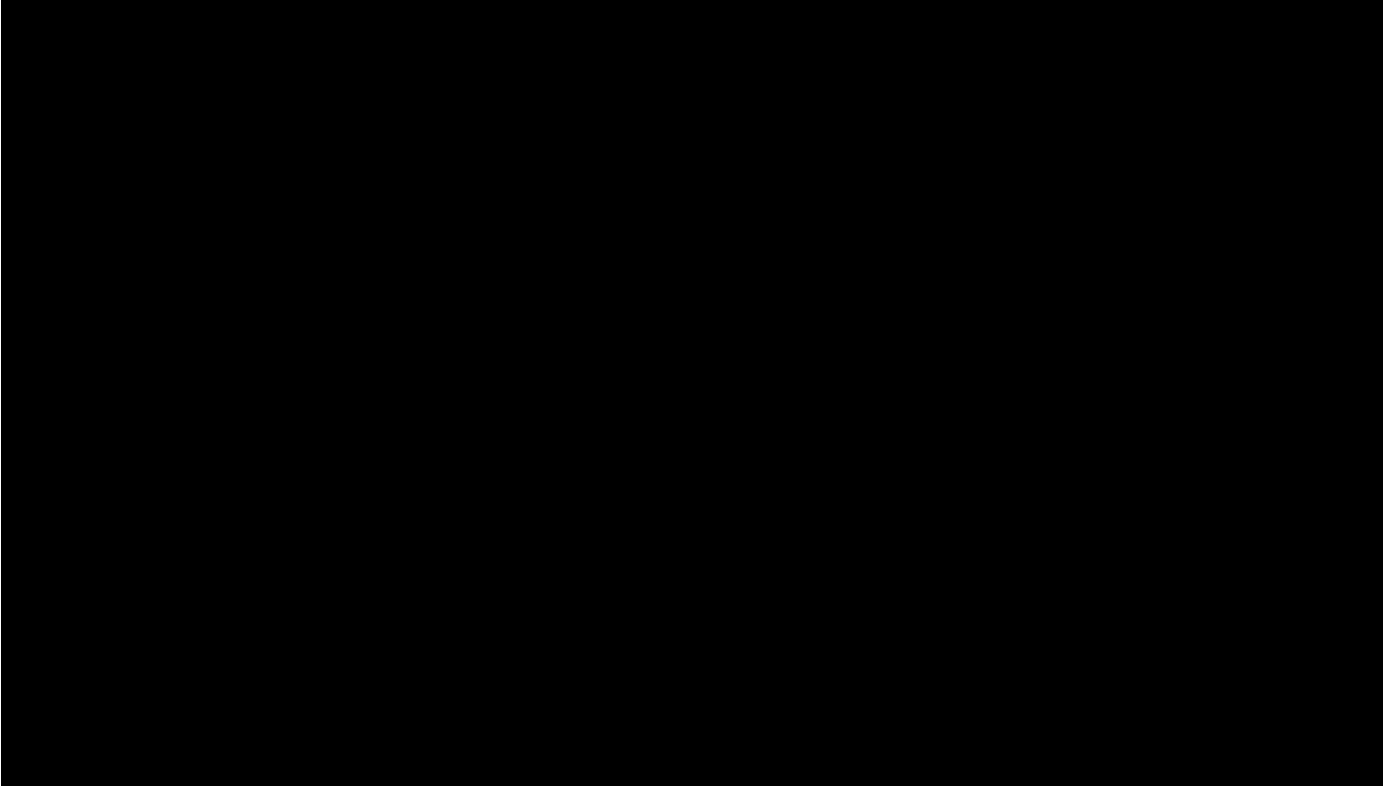
³² SCDC Operations. Lockdown Statistics.

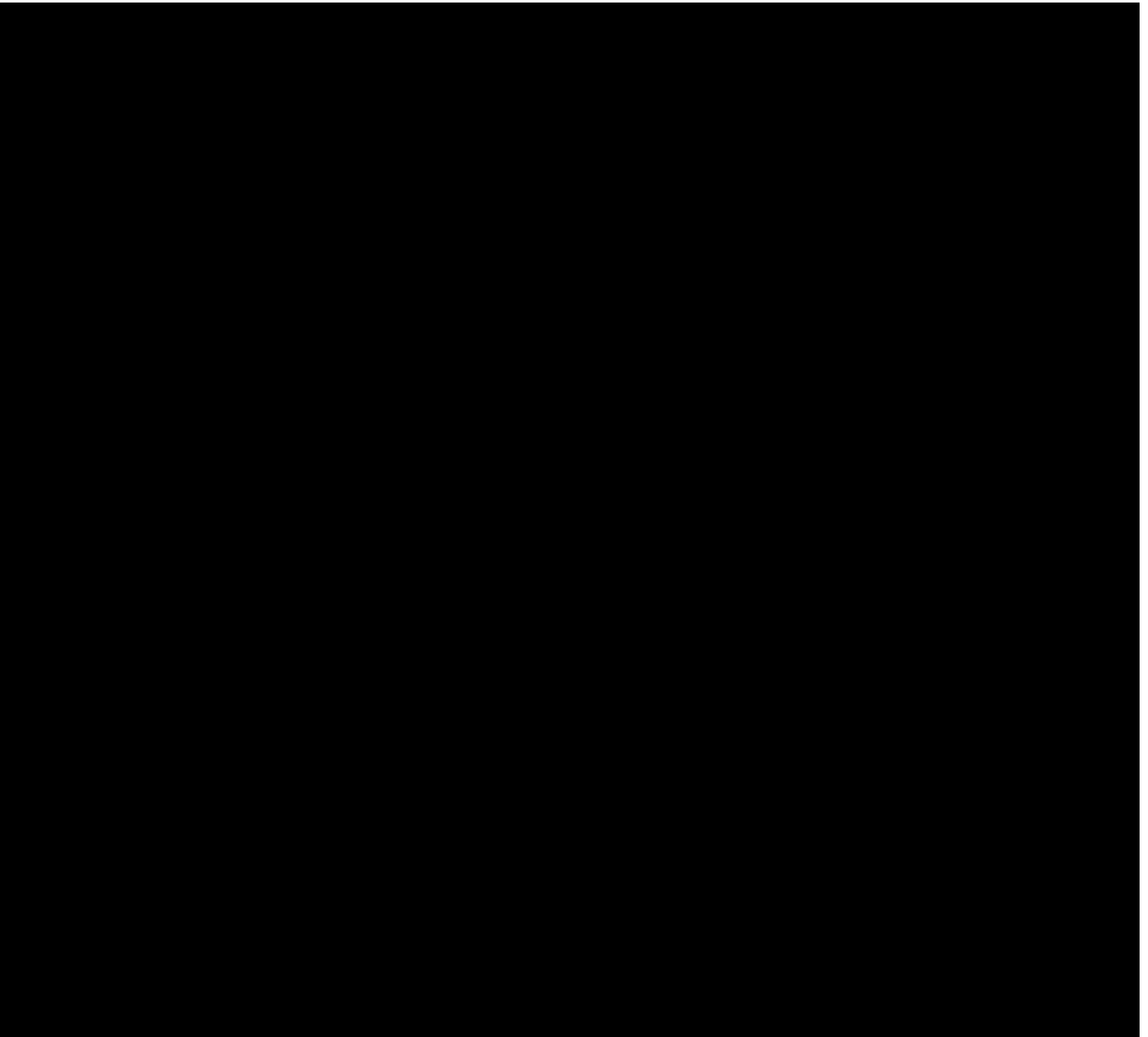
³³ SCDC Policy OP-22.8 Restrictive Housing Unit, 14.





Once an employee becomes responsible for more than one post assignment at a time their ability to carry out all the necessary functions diminishes. It becomes extremely difficult based on the overall workload to conduct a thorough search of an individual, cell or area when the officer is the only security staff member on a wing or on the yard. It takes time, skill and focus to conduct a proper search. At Perry security staff are routinely responsible for more than one post assignment at a time.



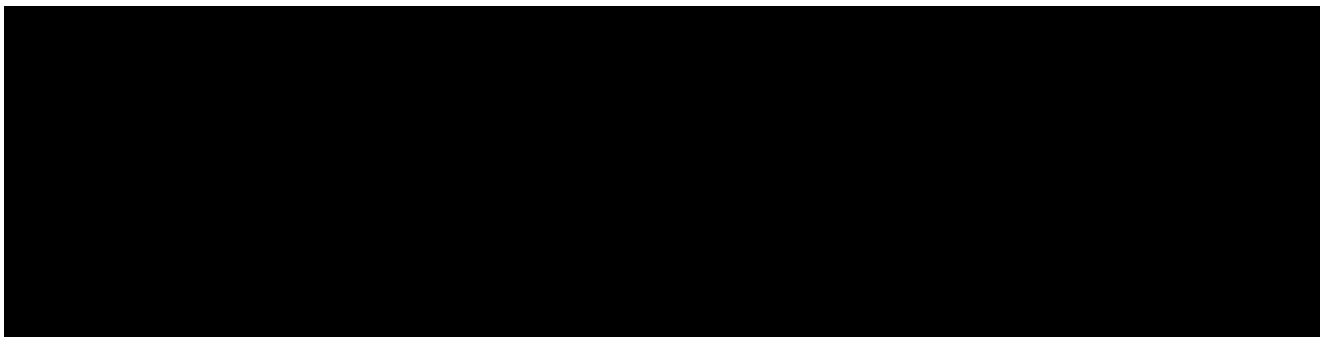


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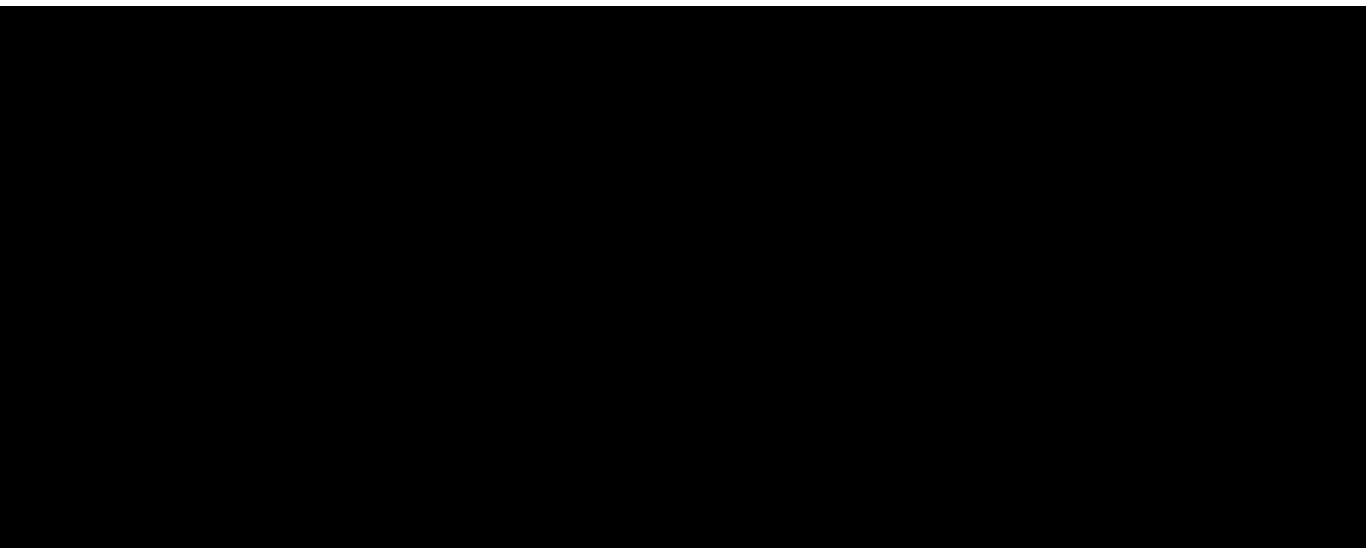
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Shift Assignments. A master shift assignment roster for security personnel has been developed by facility personnel that identifies the following: the names of staff assigned to each shift, their position classification, leave status, *C-Card* post assignments, names of “new hires” and their corresponding orientation/basic training dates and the number of potential staff considered “committed”.



Daily Shift Roster. In addition to the master shift assignment roster, daily shift rosters are also maintained for the 12-hour shifts that identify in more detail the actual staff assigned by day, their post assignment, staff on leave and responders. The daily shift rosters are designed to identify how scheduled personnel are utilized and provides a best practice tool for documenting staff accountability.

At Perry there were three different daily post assignment rosters presented. One of the three formats identified posts by category. The categories included: *Perimeter Posts, Medium Security Posts, Mandatory Posts, Maximum Security Posts and Hospital Duty*. In each category post assignments were identified, and space was provided to insert the employee name. In the other two roster formats there was no reference to post classifications or post categories.

Perry was the only facility where the sample rosters identified a recapitulation table on one of the templates. The roster identified the number of staff assigned, where they were assigned, and staff assigned from another facility. In reviewing the roster, it was clear how all staff that were scheduled were utilized. The concern is that all the shifts did not use the same template.

The *C-Card* maintains an automated daily shift roster that identifies the name of the employee, gender, employee number, where they are assigned and if applicable leave status. Staff reported a manual daily shift assignment roster was not normally completed for the *C-Card* shift.

Post Coverage. By memorandum from the *Division of Security*, post assignments should be classified as either, Pull Post Level I, Level II, or Level III (mandatory) to assist shift supervisors when determining which posts can be temporarily collapsed or closed due to staff shortages, emergencies, overtime reduction efforts or other reasons deemed necessary by the shift commander or facility management. The classification of post assignments is designed to ensure certain post are shut down first.

The approved Post Chart identified several post assignments as mandatory. In reviewing sample daily shift rosters and interviewing staff at the facility it appeared it appeared all but one of the mandatory posts identified in the *Division of Security* post chart were being routinely filled.

Specific inconsistencies in post assignments included the Main Control which normally had one officer assigned during the day shift, Operations which had one officer, the Yard Post which did not normally have two staff, Housing Units normally had fewer than six staff assigned, and each Restricted Housing Unit normally had less than two staff assigned to the wings.

The operating practice reflected that when supervisory personnel were present they were frequently performing both supervisory functions as well as front-line responsibilities. When supervisory staff were not present front-line staff were often responsible for their post as well as an additional front-line post.

At Perry the fundamental elements of a roster management system including the identification of post assignments, recommended staffing levels, shift scheduling and daily shift roster development are all in place. This is the only facility where I observed a recapitulation table incorporated into one of the templates used for the daily roster.

The primary concerns with the roster system include the following:

- The post chart identifies mandatory posts that need to be filled and are not routinely filled. There simply is not enough staff. The current operating practice when insufficient staff are available for the following shift is to contact qualified staff currently assigned or on their off-day to determine their interest in working extra hours. Based on the number of staff that are scheduled and the interest level to work, the shift fills as many posts as possible. Most often this results in mandatory posts going unfilled;
- The recommended minimum staffing levels for each 12-hour shift needs to be reviewed and updated on a regular basis. Daily shift rosters reflected established minimum staffing levels were not being met on a consistent basis. Monthly in-house reviews should be completed to determine the effectiveness of the system and the confirmation or re-establishing minimum staffing levels. Current minimum levels appeared to be a goal to achieve; however, not a baseline required to operate; and
- Daily shift roster templates should be standardized to reflect how **all staff** assigned to the shift are utilized. The daily roster should incorporate a recapitulation table and identify the name and number of staff assigned by position to the shift, the approved post assignments, the post classification, leave-time, post closures and who is to each post.

- Staff assigned to posts for less than a full shift, detailed to a special assignment, working overtime or using benefit time should be clearly identified on the daily roster.

Staffing Recommendations

Post Assignment Enhancements

General Population Housing Units. Approximately 90% of the inmate population is considered maximum-security and each of the four general population units have a total housing capacity of 192. Assigned inmates are housed in two separate wings and there is routinely one officer assigned to each unit. One of the housing units provided a character-based program and another unit on the date of the on-site assessment had a mental health caseload on one wing and a character-based program on the other.

During the day shift, (6:00 am – 6:00 pm) programs and services interspersed with inmate counts and meals are normally being provided throughout the shift. Except for early morning inmate cafeteria workers reporting for work, diabetics reporting to medical and breakfast most inmate movement occurs each day during the day shift.

In addition to the officer(s) assigned to the unit a scaled-down version of a unit management concept is applied at the facility. Unit management is a method for managing inmates that emphasizes decentralization and delegate's decision-making authority to a housing unit team. At Perry, a unit manager and unit counselor may be assigned to a housing unit. Their responsibilities are designed to assist in addressing unit issues and managing daily unit activities. Their established role is not to serve as front-line officers. On the day of the site visit, there were (6) unit managers covering seven housing units and three counselors covering three of the four general population housing units. The unit management team is scheduled to work an 8-hour shift five-days per week.

The unit manager and unit counselor normally have staggered starting and ending times to expand the amount of time additional personnel are present. Because of their schedule and responsibilities, they are not consistently present within the unit and when they are present due to limited front-line staff they often fill the role of front-line staff member.

Based on the everyday responsibilities of a front-line officer and the activity levels of each unit the practice of having one or two officers assigned to provide security, custody and control of (192) maximum custody inmates is inconsistent with realistic expectations of what an officer is expected to accomplish.

As a result, effective supervision in the general population housing units is not always being provided. Additional front-line staff are required to consistently meet established responsibilities;

Restricted Housing Unit (RHU). There were three operational RHU's providing housing, programs and services for inmates. Each housing unit has a secure centrally located control room and three housing wings. The reported operational capacity of each RHU is (48). Inmate housing is provided in secure cells which contain a bed, sink and toilet. Outdoor recreation opportunities and showers are located outside the cell. Based on established policy a minimum of two certified officers need to be present when opening an inmates cell door.

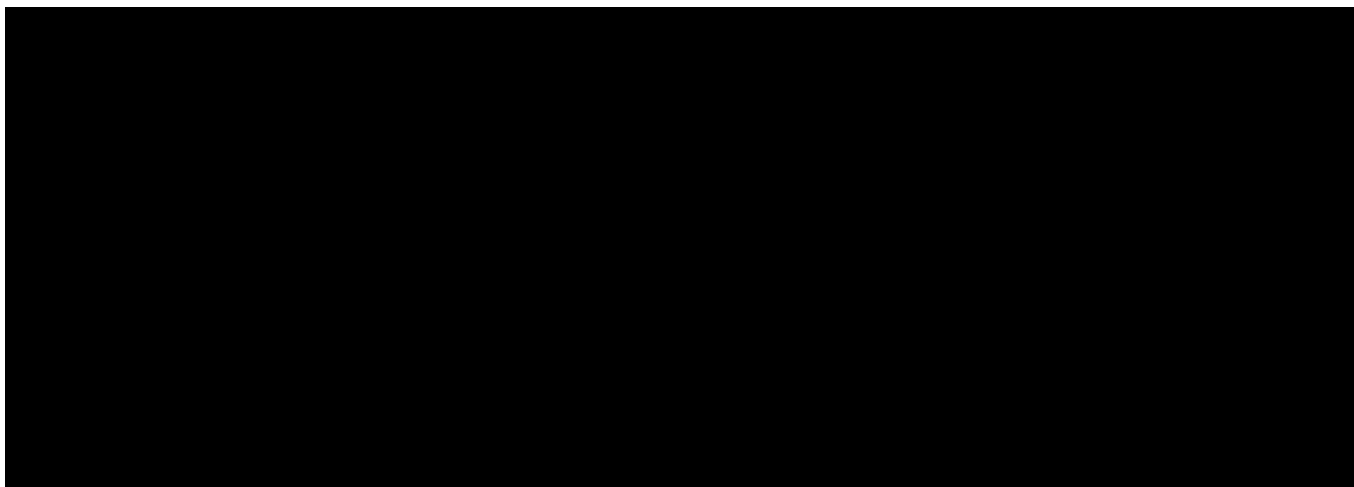
Daily rosters do not consistently reflect two security employees are assigned to the housing unit wings. One officer is assigned to each housing unit control room which controls security doors and is the communication center for each building. However, the number of security personnel assigned to the housing wings varies. To meet post responsibilities and maintain compliance with established policies dedicated wing officers need to be assigned to each RHU. Documentation did not consistently reflect compliance with established policy regarding access to showers or recreation.

In view of the existing responsibilities including in part, conducting 30-minute security checks, inmate escort, meal delivery, supply distribution, cell checks, searches, building checks, providing documentation, staff escort and counts, the required responsibilities cannot be met solely by depending on a security staff member roving between the three housing units.

Additional security personnel are being recommended for each restricted housing unit including supervisory personnel, control room staff and (3) wing officers per operating unit. Escort, shower and recreation security personnel are also required during the day shift;

Court Yard. The Perry Correctional Institution is a campus-style facility with nine housing units, of which four of the units, program and most service areas are surrounding a large courtyard. To move from the housing units to most program activities and services inmates are required to walk through the courtyard which includes interior courtyard perimeter fencing and gates. The gates were locked on the day of the site visit and require manual operation. All authorized movement at this maximum-security facility is controlled movement.

It is essential and a fundamentally sound correctional practice in a maximum-security facility that security staff be present to monitor, control access and be available to authorize inmate movement. Based on the size of the facility and location of work, program and service areas, in relation to the housing units, dedicated yard officers should be consistently assigned to the courtyard to meet required responsibilities and serve as first responders;



Security staff should be consistently present during peak movement periods to control movement, observe activity levels and prevent extensive delays;

Lobby. The front lobby is the primary location where all approved foot traffic enters the facility. All individuals entering the lobby have been approved to proceed through the front gate and are subject to search. The lobby area is where the search is to be conducted. Current operating practice is to assign C-Card staff to the lobby during traditional business hours and temporarily utilize 12-hour shift personnel before and after shift change, and during peak movement hours. This practice results in a combination of daily overtime expenditures and temporarily pulling staff from existing assignments to the front lobby. The front lobby should be recognized as a 12-hour post supplemented by staff assigned to the C-Card;

Main Control. Main Control serves as the communication and operational hub for the facility. Primary responsibilities include operating door access control panels, distribution of security equipment, assisting in inmate counts, addressing alarm systems, observing video monitors and central communications including both radio and telephones. Current normal operations include having one FLS staff assigned to main control. During peak movement hours, based on the routine activity level at the facility, two staff should be assigned during the day shift to meet post responsibilities;

Transportation. Inmate transportation for addressing medical and/or court mandated issues is part of the daily operations of the facility. Most transports occur during the day shift, Monday through Friday, except for emergency transports that may occur at any time.

On the date of the review there were nine security staff assigned to the transportation unit including two lieutenants, two sergeants and five front-line staff. Normal transports include the Perry Bus operations which transports inmates four time per week to, off-site medical, clinics, court appointments and inmate transfers. Each transport requires a minimum of two certified staff that have at least one year of service. When at-risk inmates are being transported outside the facility by policy a supervisor and possibly additional staff may be required. During October 2017 a total of (309.75) hours of overtime was reported by the staff assigned to the transportation unit. To meet transport responsibilities, additional staff from both the 8-hour shift and 12-hour shift were used to assist in meeting the workload These are staff that were initially assigned to areas such as inmate housing, contraband control or yard patrol.

Based on a review of transport data provided for the period from July 2017 through October 2017, the average workload volume requires ten dedicated staff be assigned to the transportation team. This was based on reviewing the number of transports in the reported timeframe, number of inmates, and total reported transport time. Additional front-line transport staff should be dedicated to the transport team;

Kitchen/Dock. PCI routinely requires supervisory personnel to assist in providing security supervision during meal periods. The cafeteria is divided into three primary sections, the dining area, serving line and kitchen. The kitchen contains a food preparation area, storage, office space and access to the loading dock. This area includes multiple blind spots, culinary tools, a high number of assigned inmates and access to outside the building, including the dock areas for the cafeteria, canteen and commissary. Food service personnel are present in the area; however, their primary focus is on food preparation and getting the meals ready to be served. No security personnel are normally assigned to this potentially high-risk area and a post should be provided during peak periods five days per week;

Shift Relief. A shift relief factor is not reflected in current existing staffing levels. Security personnel time-off is generally covered through assigning staff to extra hours, closing posts, redeploying staff from other designated post assignments or using staff from another facility. A shift relief factor has been applied to most post responsibilities.

Shift Relief Factor (SRF)

An updated shift relief factor has been developed for Perry based on data provided by personnel assigned to the Research and Information Management Division (RIM). The shift relief factor (SRF) represents the number of staff required to fill a post assignment throughout the year based on the number of hours the post needs to be filled, divided by the number of hours the average employee assigned to the post is available.

Staff attendance, off-post hours and leave-time results are inputted into a department recognized electronic data base and transferred into an automated system that can identify the shift relief factor. The SRF electronic workbooks have been set up to allow the user to specify the institution and hours per shift which will automatically recalculate the SRF accordingly.

The SRF calculation for this project is based on the following:

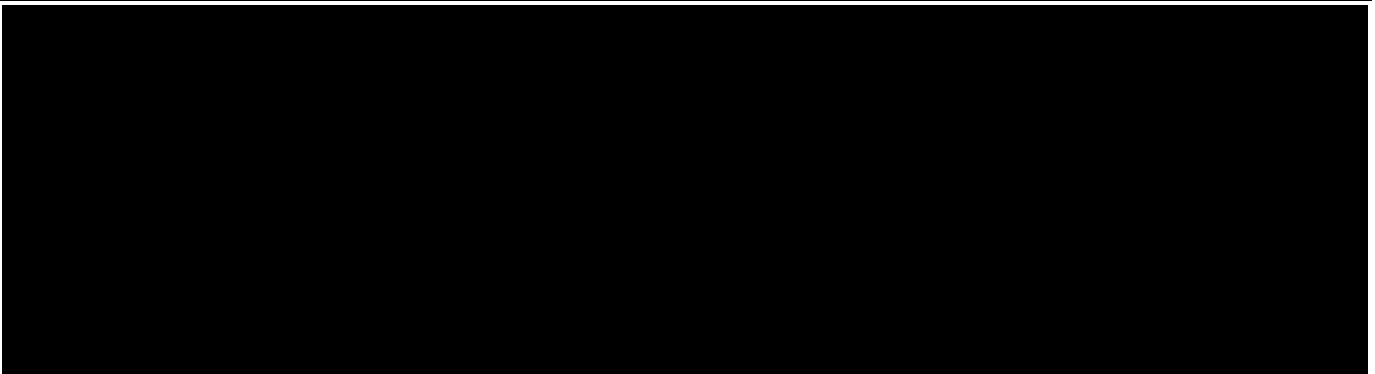
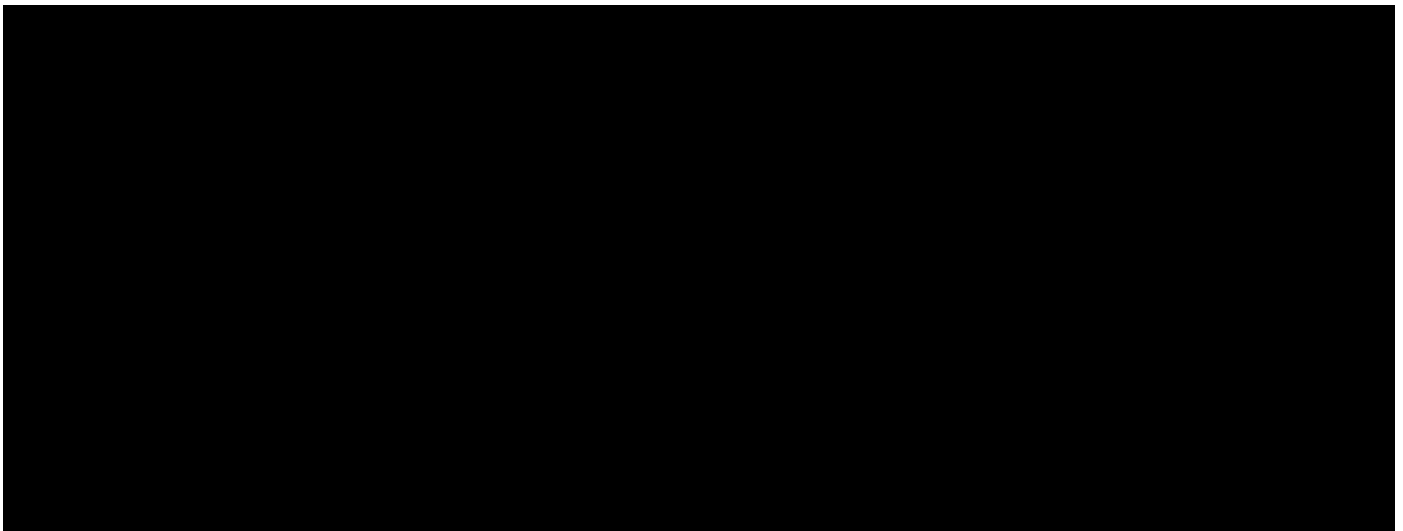
- All security staff (cadets – major) who were assigned to the institution during the entire year;
- A blended work schedule, including the use of both an eight-hour administrative shift (160 hours) and the straight 12's (168 hours) schedule;
- An average of the three most recent completed years that was available at the time the report was being initially prepared. This included 2015, 2016 and 2017. The purpose of evaluating data from the past three years instead of one year minimizes the chances the SRF will be influenced by one or more unusual factors or outliers.

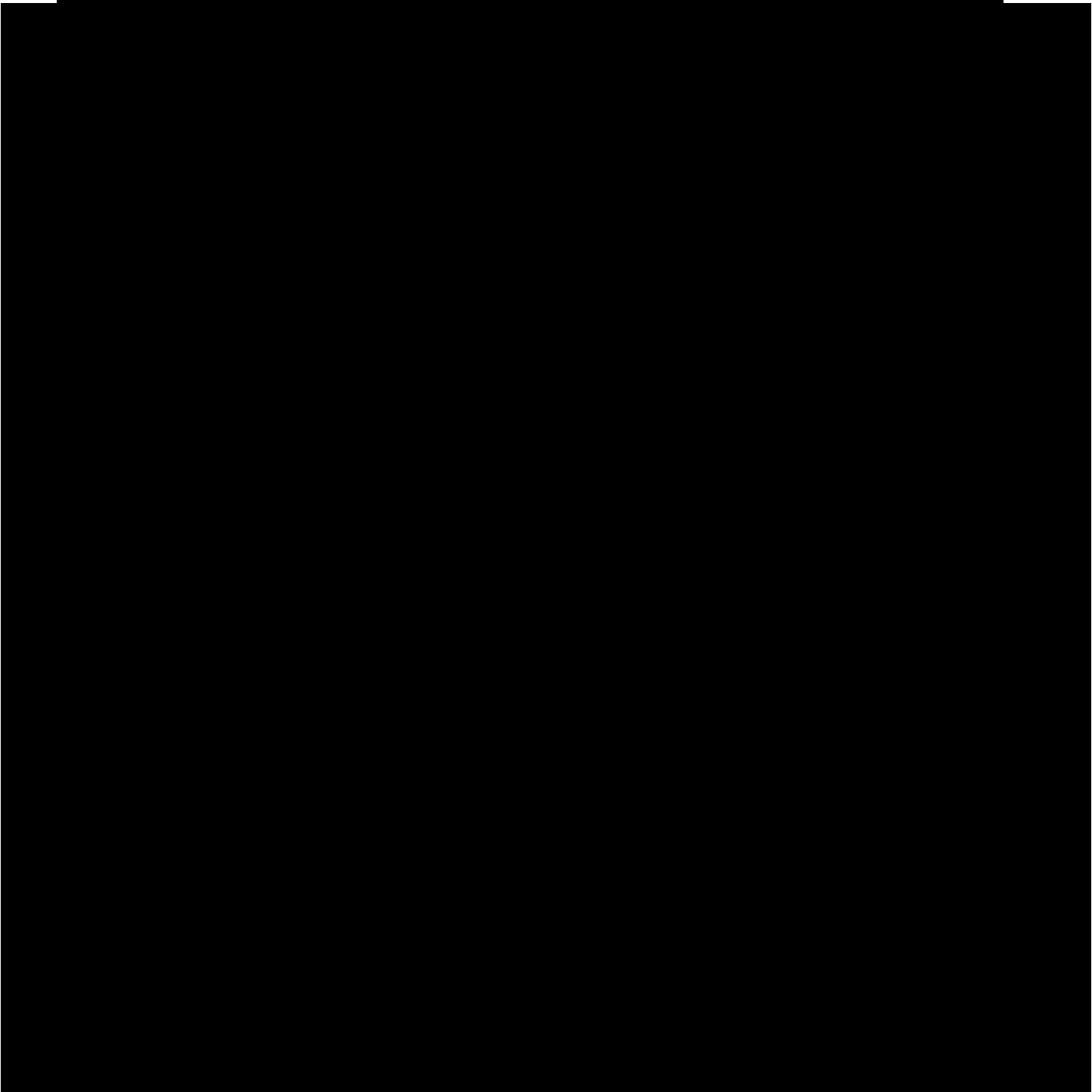
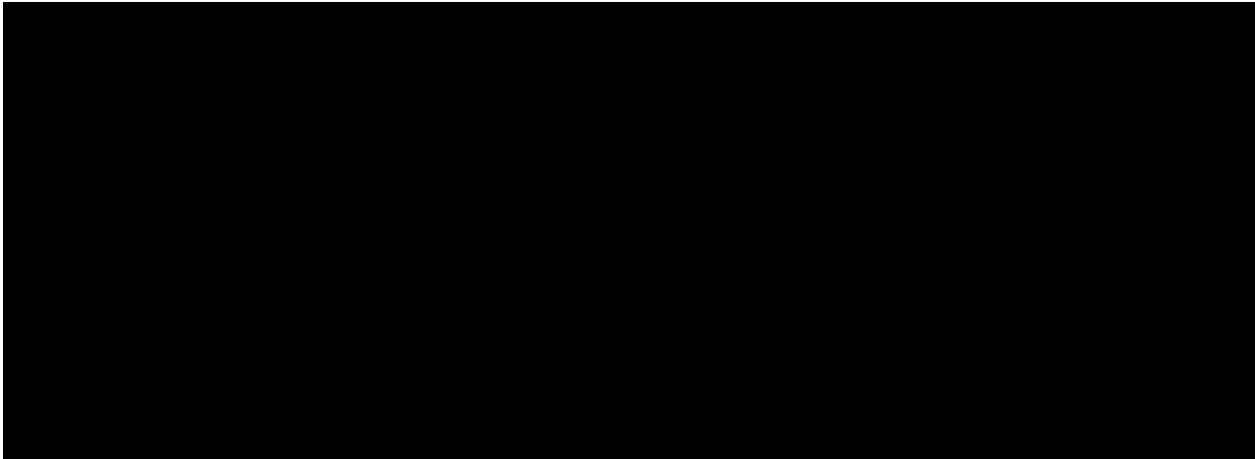
At Perry the use of "sick-time" has increased both in 2016 and 2017. In 2017 an average of (115) hours of "sick-time" was used per employee, compared to (83) hours in 2016 and (70) hours in 2015;

- The SRF is reflective of the facility being fully staffed; and
- Most posts recommended are considered relief posts. Refer to Appendix A for the detailed formula used to determine shift relief factors and the post chart appendix to identify specific post assignments being recommended.



A shift relief factor of 5.03 can be translated to mean that for one year, an average of approximately five staff (5.03) will be required to fill one 24-hour post assignment when applying the straight 12-hour shift schedule (168 hours). A five-day shift relief factor for one 8-hour post assignment requires an average of 1.30 staff (160 hours) throughout the year.





Evans Correctional Institution

The Evans Correctional Institution (ECI) is a state operated level 2 facility located approximately 98 miles northeast of Columbia near the town of Bennettsville, South Carolina. The facility was opened in 1989 and serves as one of South Carolina's adult male medium security correctional facilities. The current operating capacity at Evans is 1,350 and the average daily population during the first nine months of 2017 was 1,317. The infirmary was not being used during the review period and had not been used for an extended period reducing the current operational capacity.

While most of Evans inmate population is considered medium custody a small percentage of inmates (approximately 8 percent) are classified as level 1B (minimum) and may be eligible to be assigned to supervised work details located outside the perimeter. Approximately 10% of the inmate population was on a mental health caseload.

In addition to providing housing and services for general population inmates ECI also provides housing and services for special programs including the Restricted Housing Unit and Character-Based Program. The Restricted Housing Unit is available for inmates requiring more intense behavioral levels of supervision and the inmates are housed and programmed separately from inmates assigned to the general population.

The Character-Based program is designed to provide housing, programming and services for qualified inmates participating in a peer-oriented positive life-style change program.

The physical plant at Evans was built as a medium security facility and is surrounded by a double fence reinforced with multiple rolls of razor ribbon, electronic surveillance equipment, high-mask lighting, vehicle access gate, mobile perimeter patrol, perimeter stationary posts and an alarm detection system.



Inside the perimeter are a variety of buildings, equipment and open space available to help meet existing facility responsibilities.

The physical plant contains the following: Front Gate/Vehicle Access Gate; Outer perimeter post; Administrative Services Building; Main Control; Secure Personal Property Storage; Visitation Area; Support Services Building; Medical; Maintenance; Education; Multi-Purpose; Chapel; Greenhouse; Cafeteria; Vocational Education; Canteen; Commissary; Prison Industries; Open Courtyard and seven separate housing areas, of which six were being used. Internal access control fencing, gates and limited security surveillance cameras are also available throughout the interior of the facility.

Food Services for two meals per day were normally provided to the general population inmates in the main cafeteria located in the Support Services area. During the third meal, food services were reported to be provided to the inmates in their housing units because of limited staffing levels.

All authorized inmate movement was considered controlled movement. The type of movement varied based on the inmates' classification, the purpose for the movement, destination and time of day. A combination of line movement (food services), escorted, supervised and the use of passes (OTR's) was all being used.

Housing Unit Designs

There are four primary housing unit designs at ECI. The housing units contain secure cells as dormitory style housing is not provided at the facility. The housing unit designs are consistent with nationally recognized practices for a level 2 facility and include both direct and indirect supervision units. In total, there were six separate inmate housing areas being used during the reporting period. The infirmary located in the medical unit contained ten beds and was not being used.

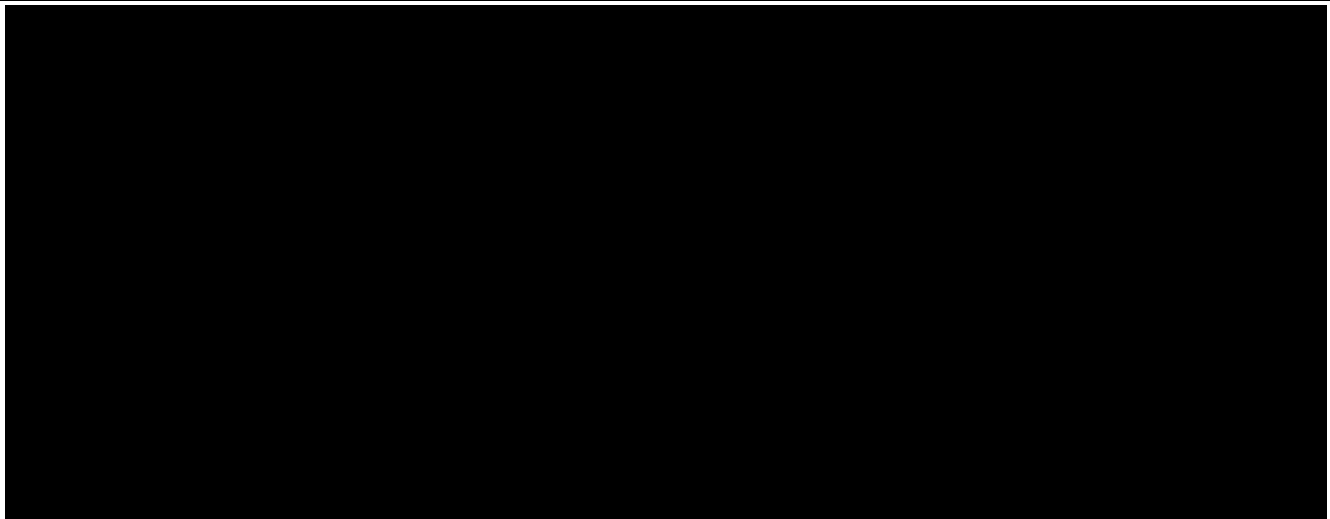
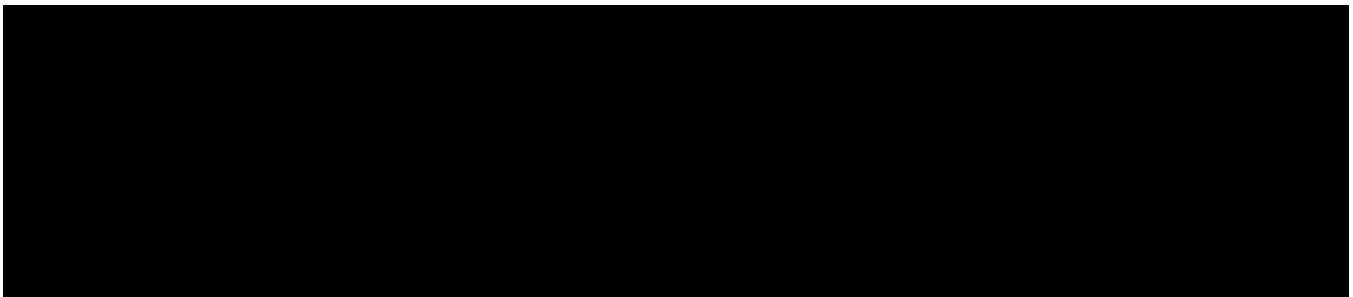
- **General Population.** There are (4) two-tier general population housing units similar in design. The capacity of each of the housing units range from 230 to 252, depending on the number of double occupancy cells in each unit. Most of the cells are considered double occupancy; however, there are handicap cells available. In the front center of the building is a secure indoor sally port which contains staff working areas and storage space. This area is located directly adjacent to the living areas and adjacent to the entrance of the unit. There are two separate living areas, referred to as wings that extend from the sally port. Each wing contains strictly cells and all cells have a bed(s), toilet and wash basin. Showers, dayroom and passive recreation space are all located in the common area within the wing. Each housing unit has an outdoor recreation yard located immediately behind the unit.
- **Character-Based Housing.** There is one indirect supervision multi-level unit that has a reported operating capacity of 254. An elevated secure control center is centrally located in the unit surrounded by security glazing providing optical clarity into four separate living areas (wings). Each wing contains primarily double occupancy cells which are equipped with beds, toilet and a wash basin. Showers, dayroom and passive recreation space is available within each living area. The housing unit known as "Cherokee" was providing housing for qualified inmates assigned to the Character-Based program.

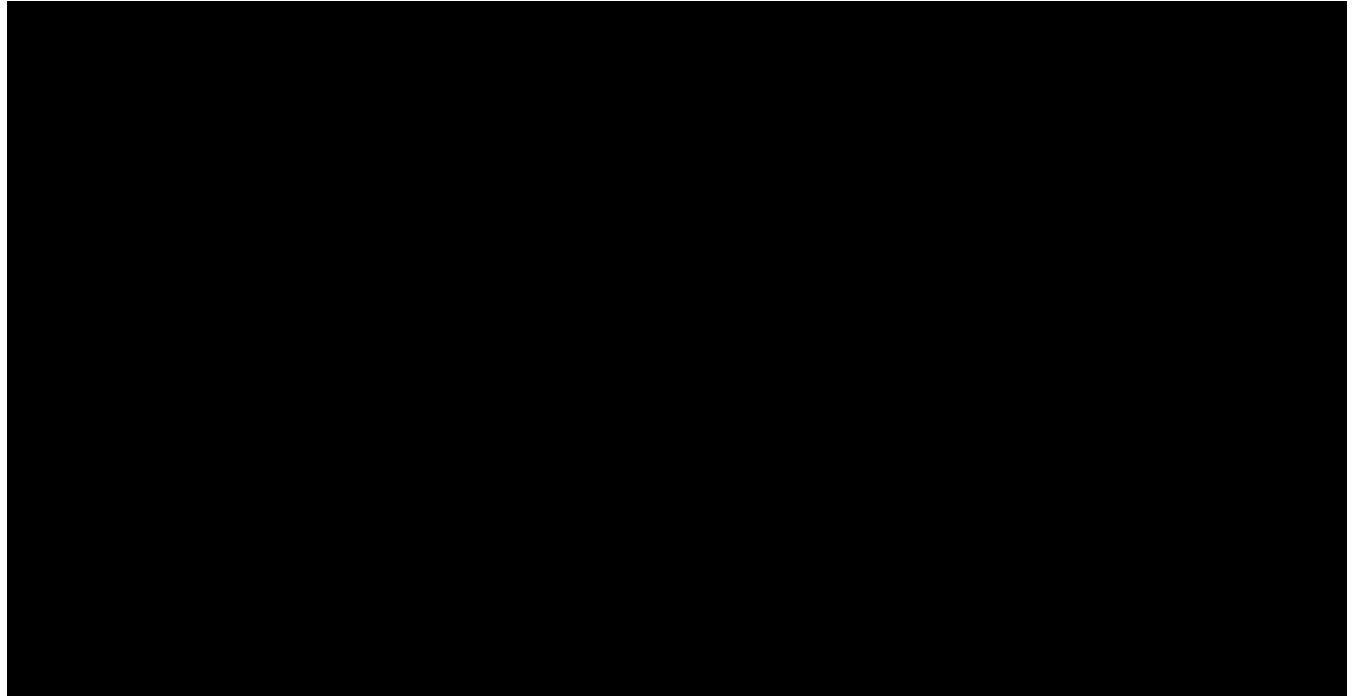
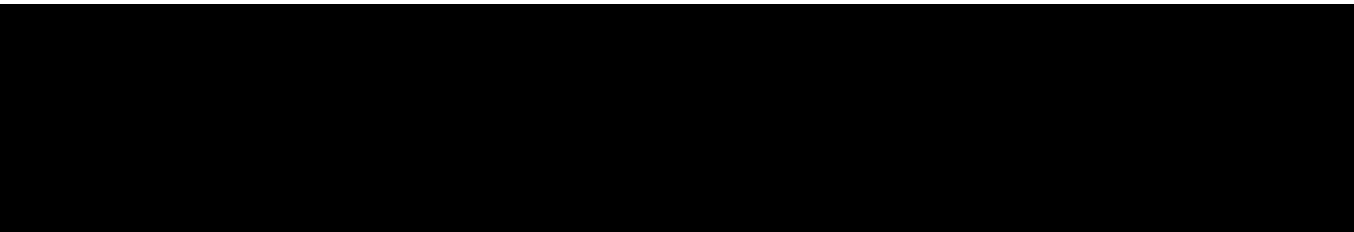
- **Infirmary.** The infirmary at ECI has an operating capacity of ten. On the day of the site visit the infirmary was closed and staff reported that it had not been used for an extended time. The infirmary is located adjacent to the medical unit and housing is provided in single and multiple occupancy cells/rooms. A small dayroom, showers, outdoor recreation and passive recreation space is provided in the unit.
- **Restricted Housing Unit.** The Restricted Housing Unit (RHU) has a reported operating capacity of 108 and consists of two separate housing areas, referred to as A-Wing and B-Wing. Each wing contains two tiers, a small dayroom area, secure cells, storage, passive recreational space and showers. The two wings are separated by a secure control room available to provide added security, visibility into the wings, remote access control and security support. This unit is designed as a high security-controlled unit. Two of the cells were modified and considered safety cells which each contained a security surveillance camera.

Program Services

In addition to providing a secure environment, varying degrees of program services and opportunities are available to the inmate population depending upon their individual classification and status. These program services have been integrated into the daily facility schedule to include the following: ABE/GED, Vocational Education Programs, Religious Services, Character-Based Program, Mental Health Services, Volunteer Services, Alcohol and Drug Education, Law Library, General Library, Recreation, Horticulture, Visitation, Canteen and the Prison Industry Program.

Security Staffing Profile





Staff Availability

As noted the number of filled full-time security staff positions at the Evans Correctional Institution was (121) on January 1, 2018. This represents the number of staff assigned; however, does not represent the number of staff that are considered post-eligible. Based on a combination of in-house policies and staff use of benefit time, all security personnel may not always be considered available to fill all post assignments. Factors such as the following impact availability: staff being on approved extended-leave status, i.e. FMLA, Military, Medical, Assault, Workman's Compensation or Administrative; the lack of certification status preventing staff from filling post assignments on their own; FLS staff not being qualified for all assignments or in-house policies requiring at least one year of service for select post assignment. At Evans, as well as most facilities when considering these factors, the number of staff recognized on the roster available to fill post assignments is further decreased.

The following provides a snapshot on the date of the site visit of the number of staff either unavailable or not eligible to fill all post assignments.

Extended Leave Status. On the date of the site visit there were **ten security staff on extended leave status** that were unavailable to fill a post assignment for at least one complete 28-day pay cycle. This included (2) Captains, (4) Lieutenants, (1) Sergeant, (1) Corporal and (2) Officers. The number on extended-leave represented approximately 8% of the total assigned security staff.

A further review reflected that during the months of July to December 2017 an average of (6.2) security staff were on extended leave status on the first day of each month. These are personnel considered part of the (121) staff assigned to the facility; however, temporarily not available to fill a post assignment.

Non-Certified Security Staff. Human Resource personnel at Evans identified (11) FLS staff on the roster that had not fully completed basic training and as a result were not eligible to be assigned to a security post on their own.

Experience Level. In-house department-wide policy states that security staff with less than one year of service should not be assigned to a transportation post, the restricted housing unit or provide outside hospital coverage. On the date of the site visit there were (13) certified security staff that had less than one year of service.

To put in perspective, the following scenario is presented to show the operational impact the current number of post-eligible front-line security staff has on filling post assignments.

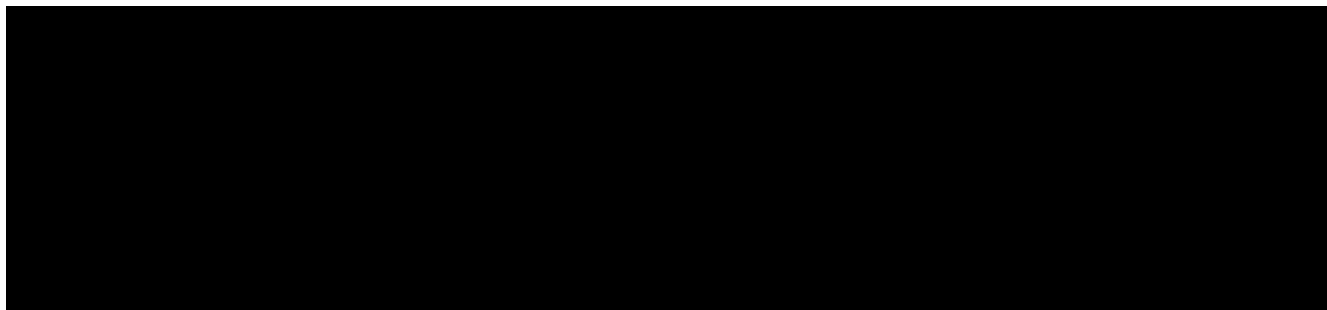
On January 1, 2018 there were (75) front-line staff assigned to the facility. Eleven were not certified and (3) were on extended-leave status. Non-certified staff are not considered eligible to fill a post assignment. As a result, there were (61) post eligible front-line staff assigned to the institution.

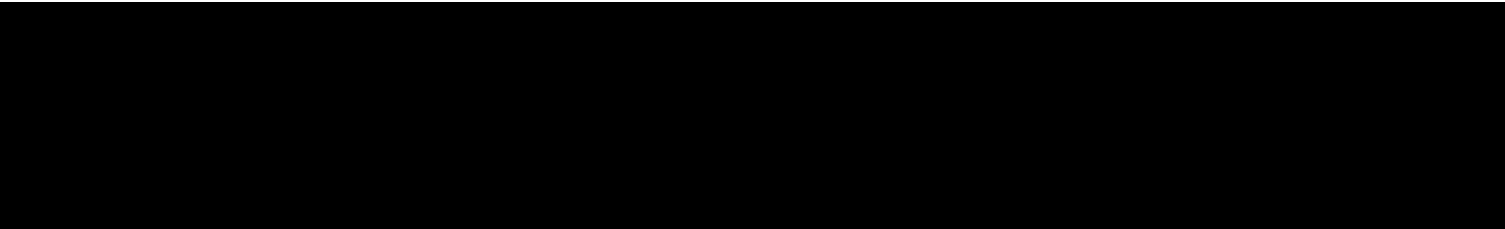
There are five general population housing units at Evans which require a minimum, **not recommended**, of (11) FLS staff, 24-hours per day. There is one restricted housing unit that requires a minimum, **not recommended**, of (3) front-line staff, 24-hours per day. When applying the updated shift relief factor which is 4.86, a total of 68.04 (14 x 4.86) front-line staff would be required to fill these posts. On January 1, 2018 there were (61) post eligible front-line staff.

The above example does not include a provision for any escort or recreation security staff being available for inmates assigned to the Restricted Housing Unit. Also posts such as Main Control, Outer Perimeter Patrol, Transportation, Medical Unit and Front Gate which are all core posts would be required to be filled; however, there is not enough staff.

Based on current staffing levels essential posts are not consistently being filled and post areas where more than one staff member is required are routinely operating at insufficient staffing levels.

Recent Staffing Trends

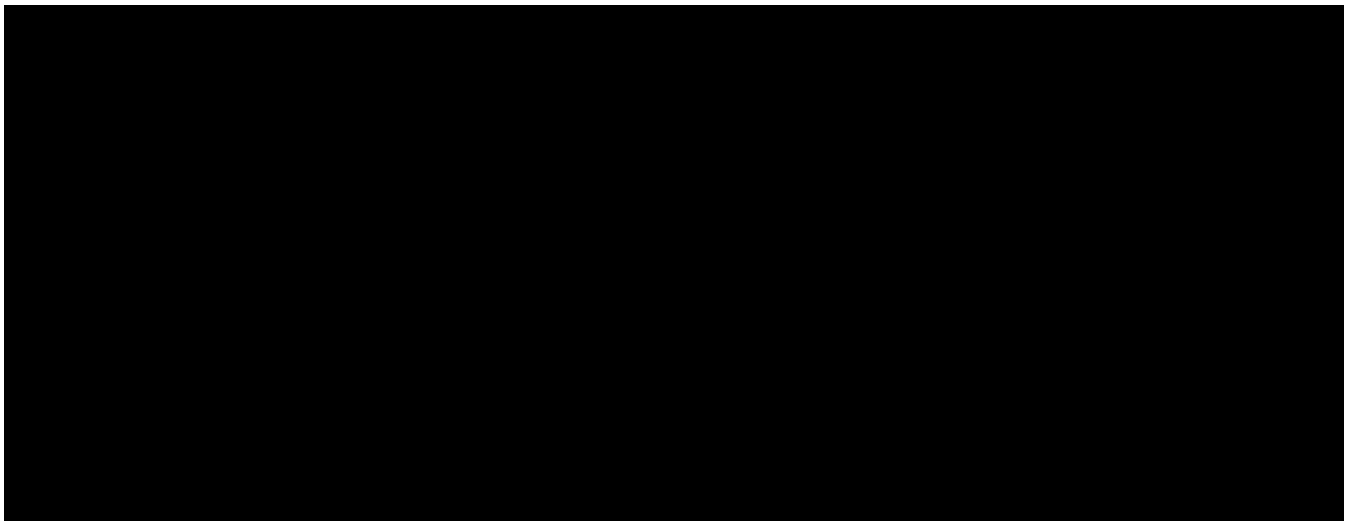




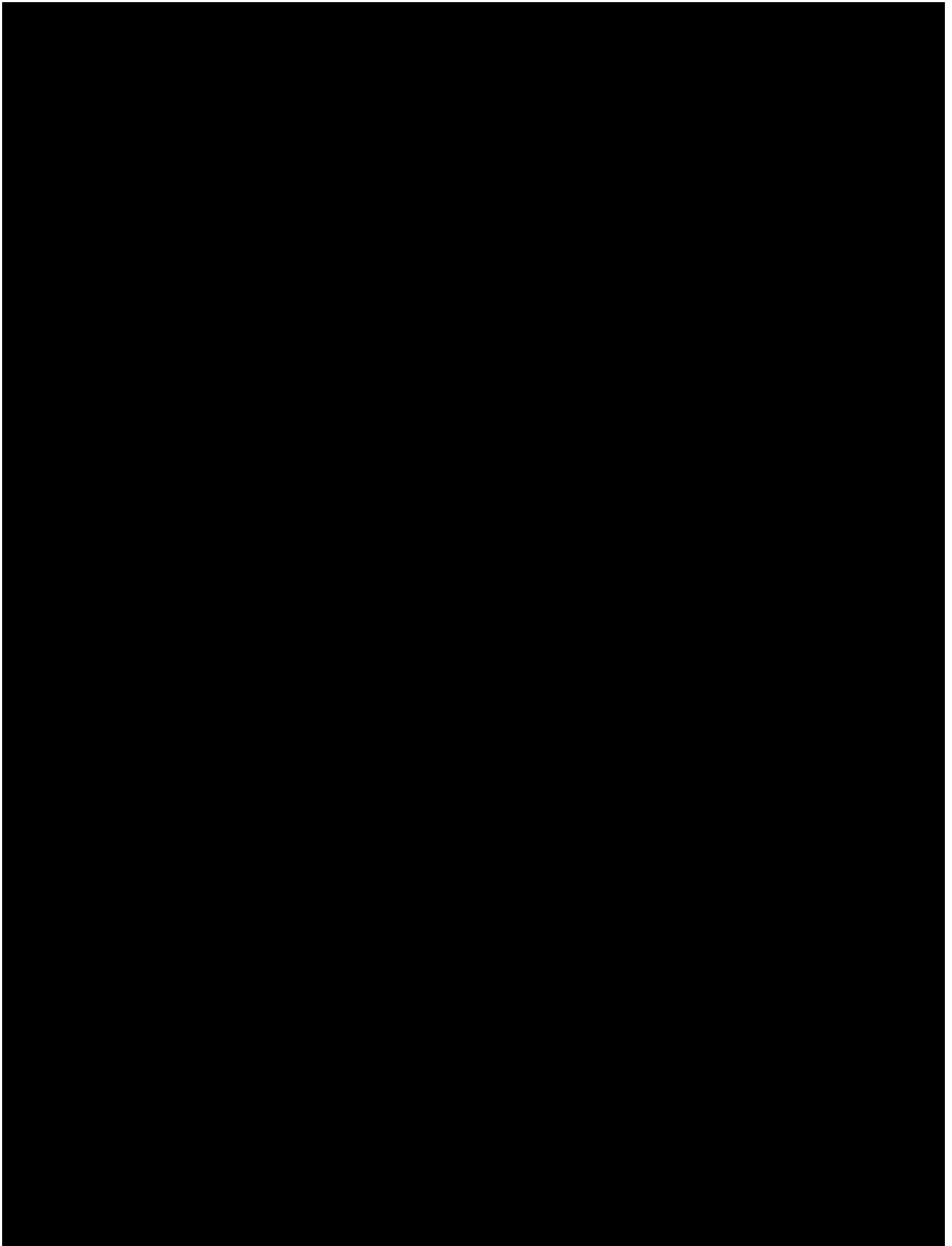
Operational Initiatives in Response to Staffing Levels

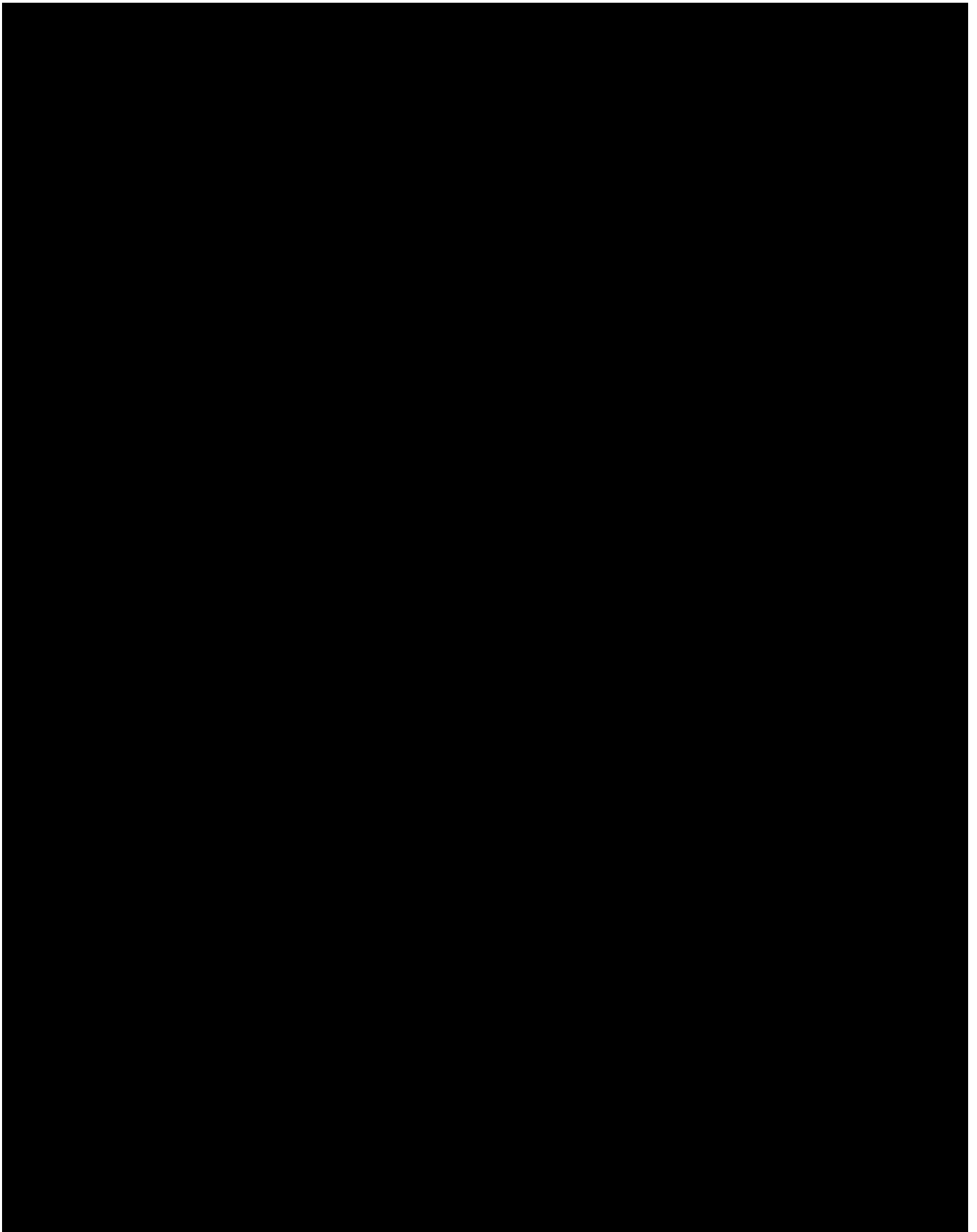
In view of the staffing levels facility management personnel have deviated from the original staffing plan and implemented several security initiatives to maintain minimum operations at the facility.

These initiatives routinely include the following:

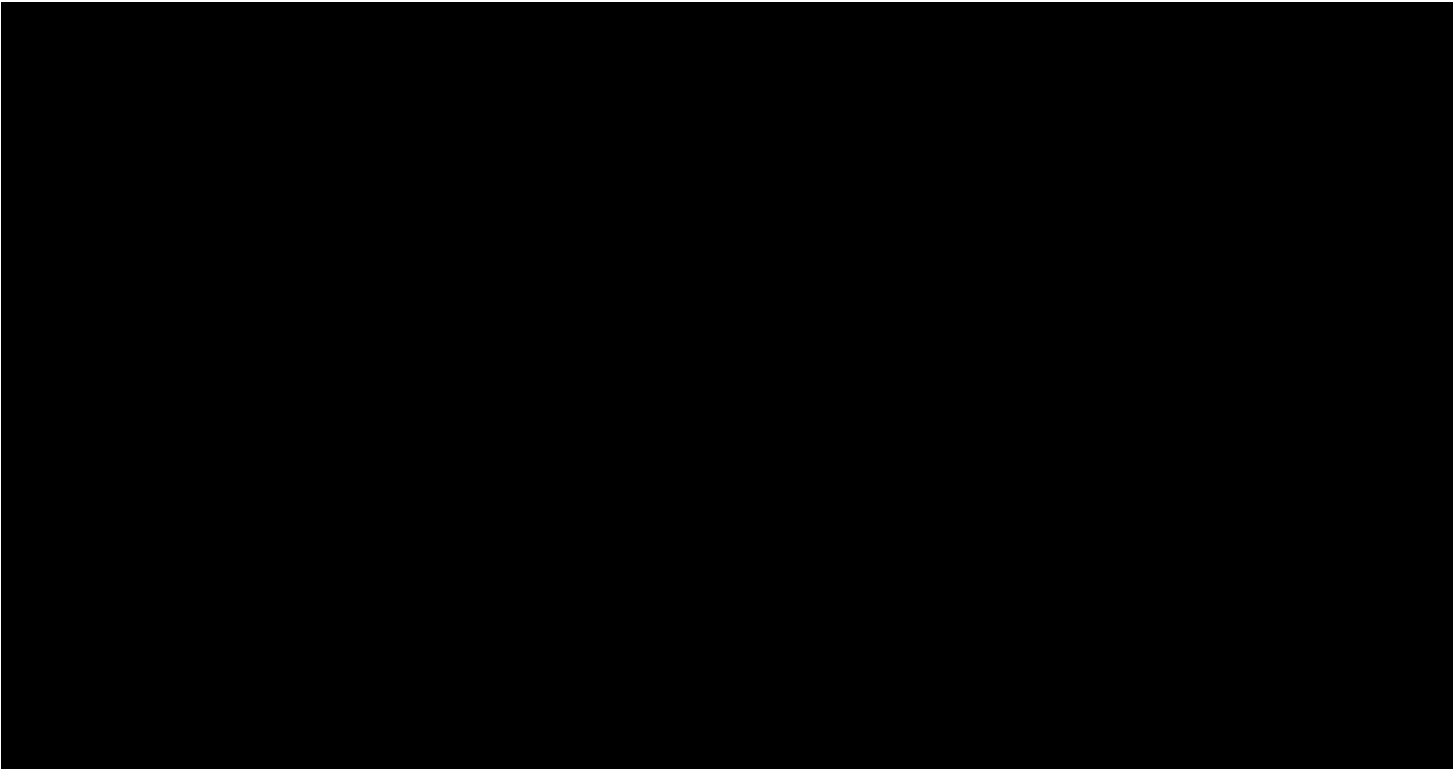
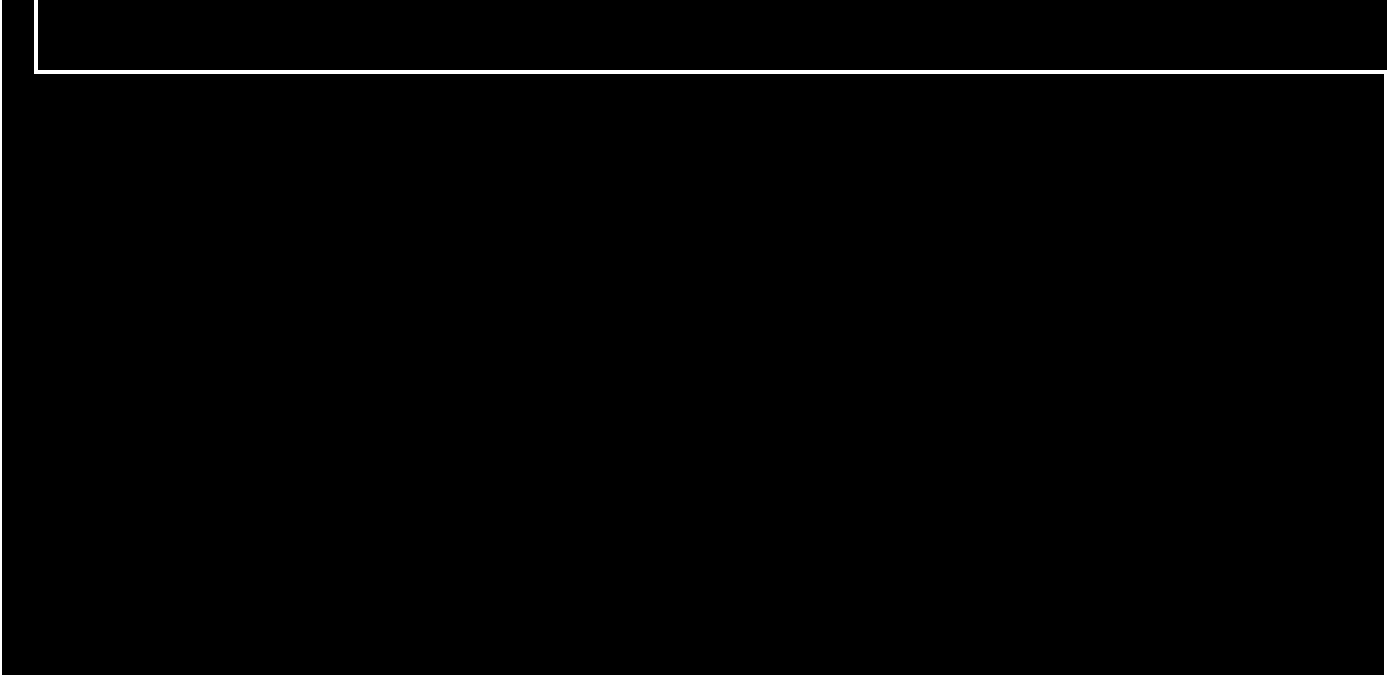
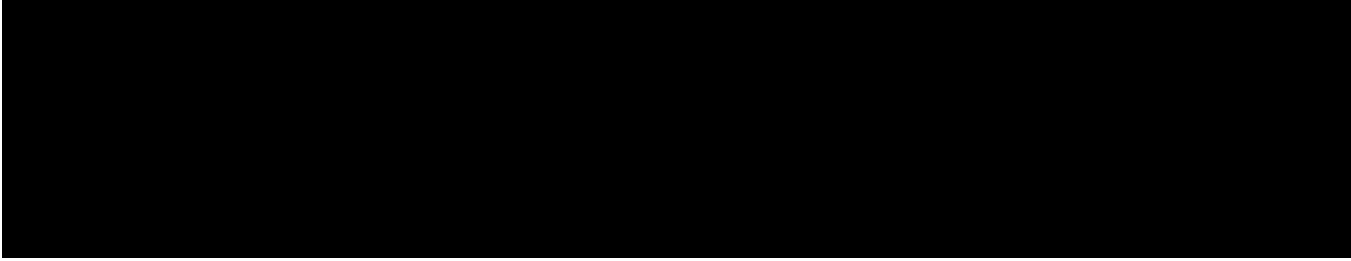


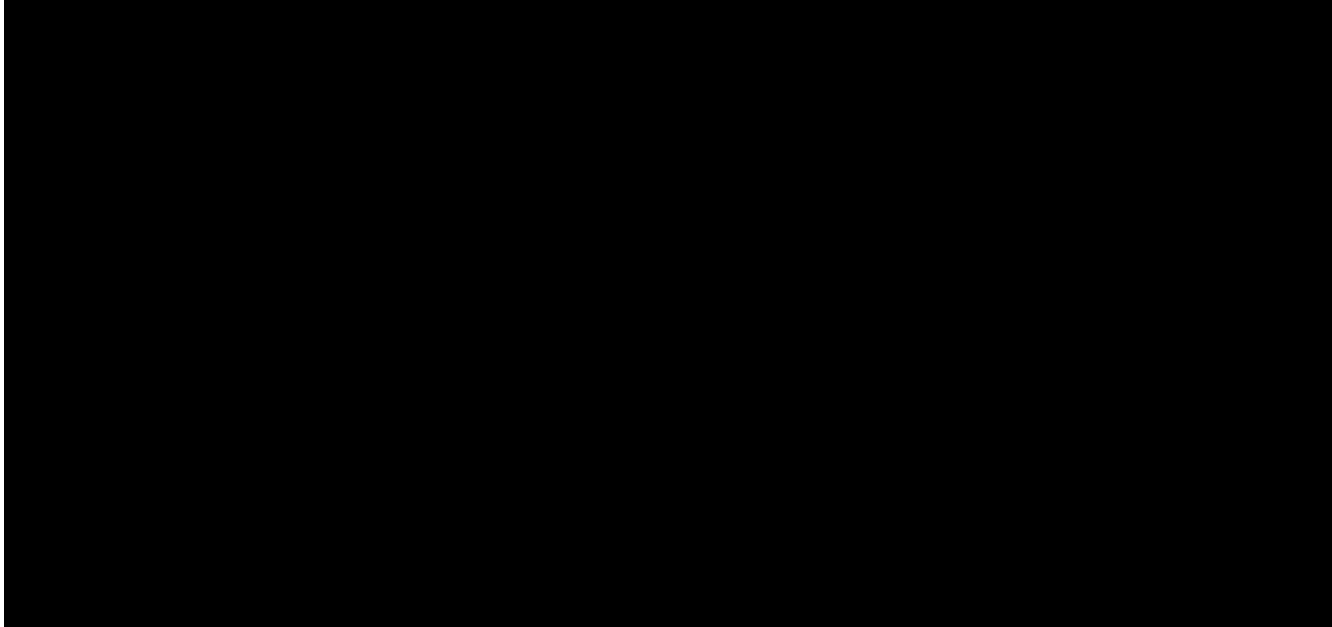
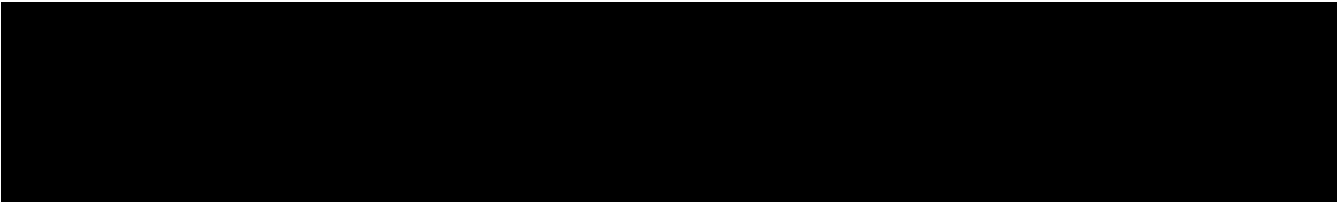
³⁴ SCDC Policy OP.22.24 Post Orders.





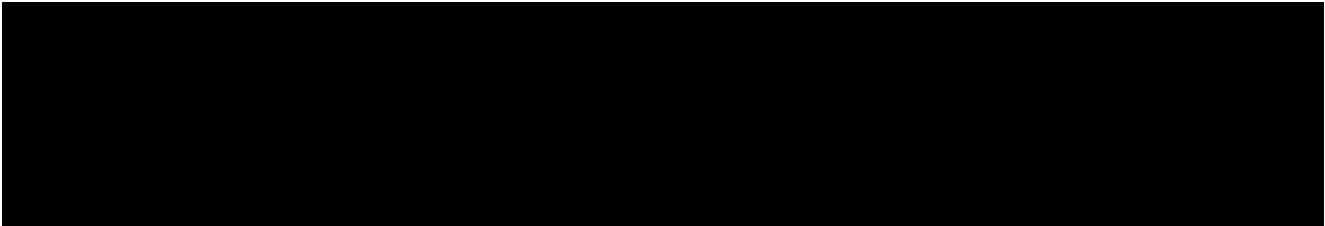
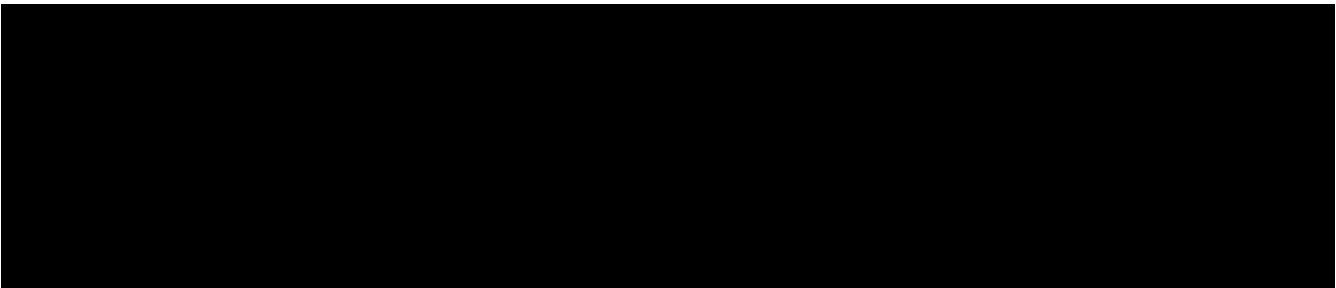
In respect to cell phones, during 2017 the number of cell phones related incidents nearly doubled to (60). Second to cell phones the most prominent contraband related incidents at Evans involves tobacco.

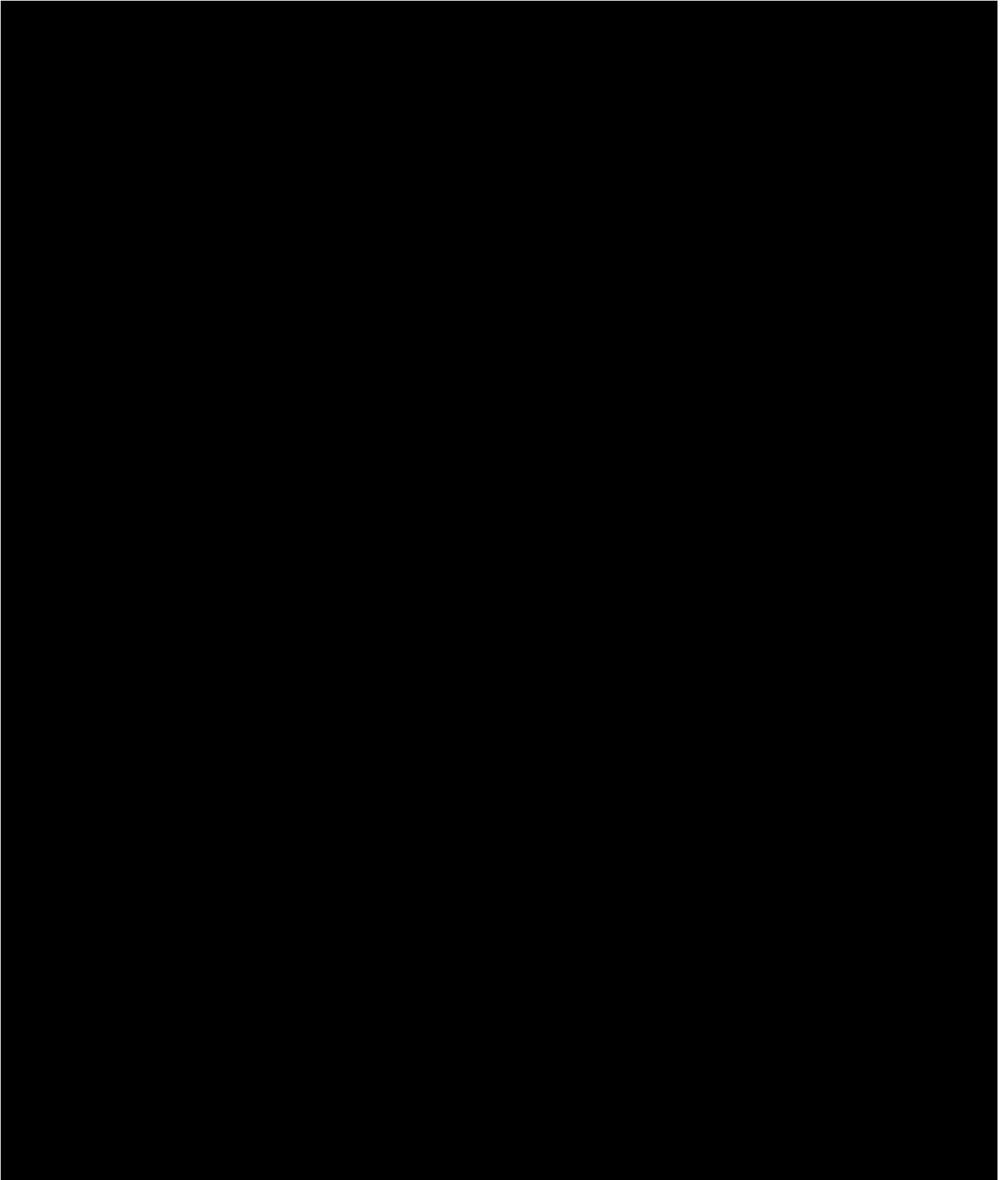




Key Positions

Administration. The approved administrative core positions for the facility include a superintendent (Warden) and two assistant superintendents (Associate Warden of Operations/Associate Warden of Programs). On the date of the site visit the Warden and Associate Warden of Programs positions were filled. The Associate Warden of Operations position was not filled. The Warden was not at the facility on the date of the site visit and the major was available and considered the point of contact throughout the day. The warden was later contacted via telephone after the site visit to further discuss staffing at the facility.





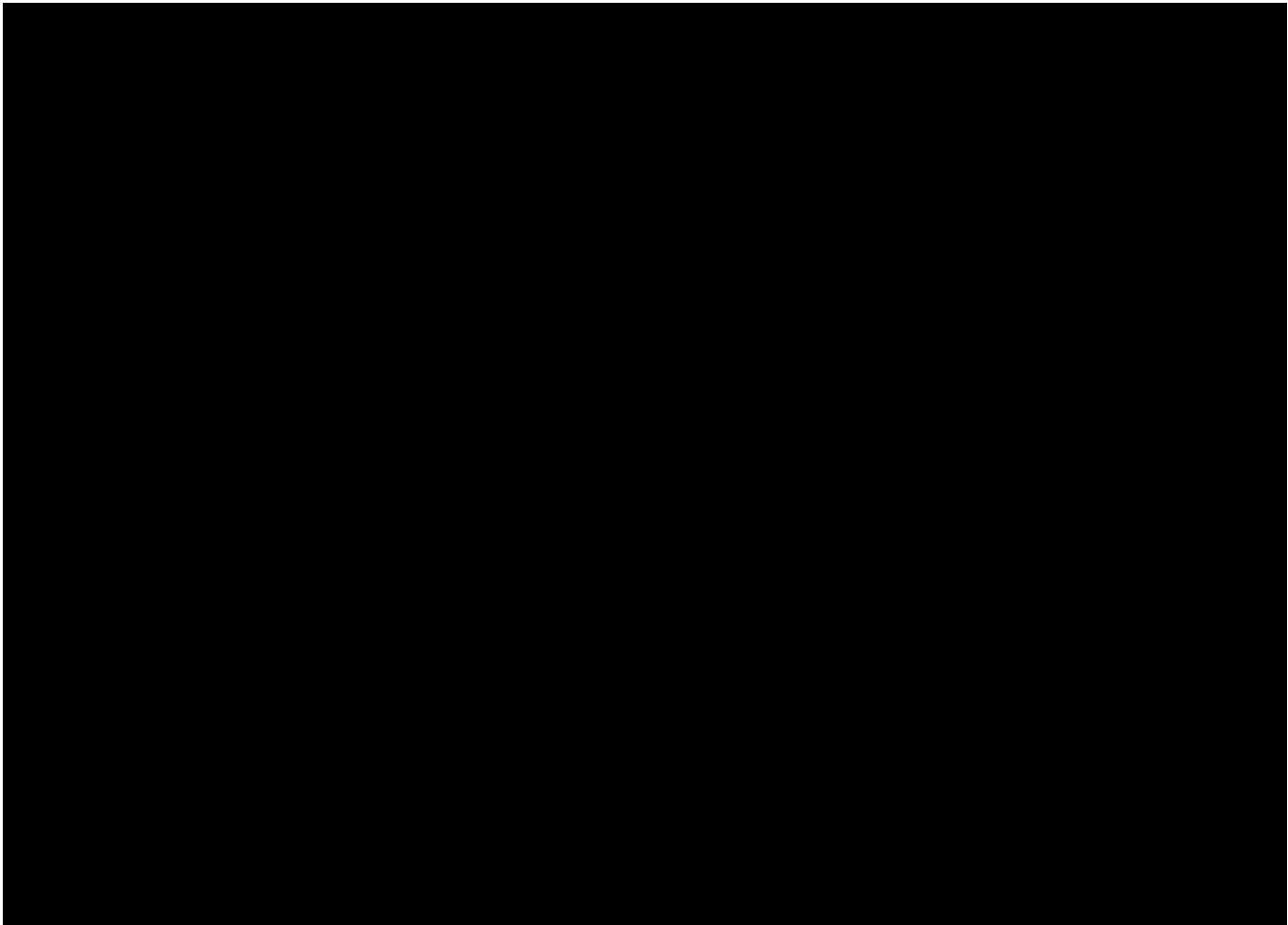
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Shift Assignments. Facility management personnel at ECI have developed a master shift assignment roster for security staff that identifies the names of the personnel assigned to each shift, their position classification, gender and status. The C-Card roster also identified the employee's normal post assignment.



Daily Shift Roster. In addition to the master shift assignment roster daily shift rosters are also maintained for the 12-hour shifts. The daily rosters identify in more detail the staff assigned by shift, their post assignment, staff on leave and responders. The daily shift rosters are designed to identify how scheduled personnel are utilized and provide a best practice tool for documenting staff accountability. Based on a review of sample daily post assignment rosters there is no recapitulation data provided or any consistent reference to staff scheduled as working overtime. Identifying where all scheduled staff are assigned and having a recapitulation table is critical when documenting identifying staff utilization.

The *C-Card* maintains an automated daily shift roster that identifies the post number, code, post description, area, post type, responder, name of the employee, gender and if applicable leave status. Staff reported a manual daily shift assignment roster was not normally being completed for the *C-Card*. As a result, there is no reference to post classification levels or a recapitulation table for the *C-Card* shift.

Post Classification. By memorandum from the *Division of Security*, post assignments should be classified as either, Pull Post Level I, Level II, or Level III (mandatory) to assist shift supervisors when determining which posts can be temporarily collapsed or closed due to staff shortages, emergencies, overtime reduction efforts or other reasons deemed necessary by the shift commander or facility management. The classification of post assignments is designed to ensure certain posts are shut down first. Due to limited staffing levels, only critical posts appeared to be filled.

The discrepancy between the operational practice and the filling of recommended mandatory posts was primarily in the number of posts being filled when more than one post was identified in the post chart.

For example, in the post chart the outer perimeter patrol post is identified as two posts to be filled on a 24/7 basis. Based on staff interviews and a review of completed daily shift rosters one post is normally filled and when additional staff are available the second post is filled. In reviewing approximately 30 sample rosters, 60% of the time there were two outer perimeter posts filled on the evening shift. Additional discrepancies between the operational practice and recommended level III (mandatory) posts include the following:

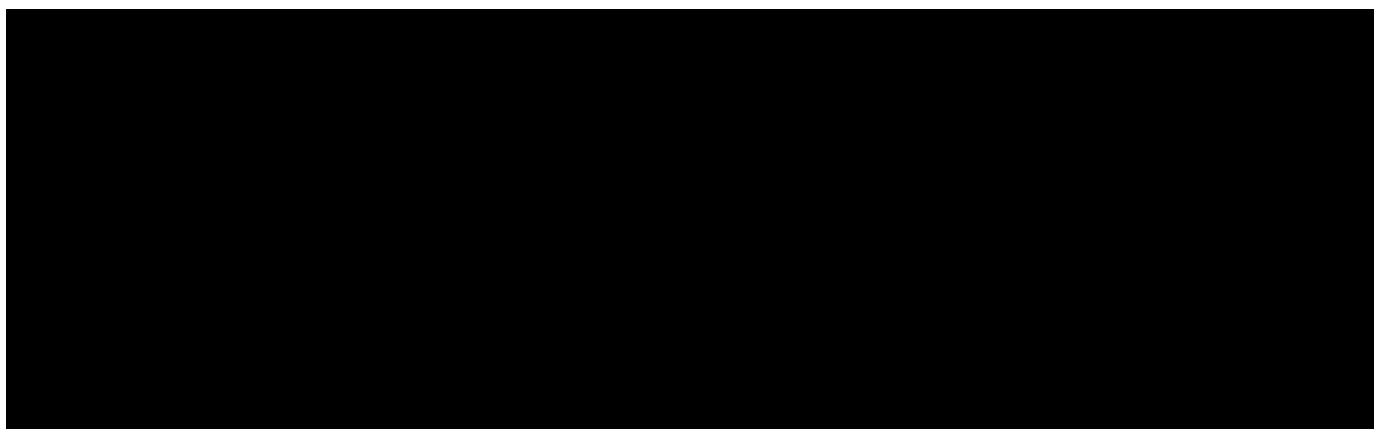
- Yard Officer, 4/1: On the day shift the post chart recommends (4) staff be assigned to the yard seven days per week to control inmate movement. Staff reported available security staff are routinely used; however, rarely is there more than two staff available. A review of daily rosters identified between zero and two dedicated staff were assigned to the Yard detail. Rarely was there one staff member assigned during the night shift as recommended;
- Housing Unit, (9/8): On the day shift the post chart recommended a total of (9) front-line staff and during the evening shift, (8) front-line staff be assigned to the four general population housing units seven days per week. In reviewing sample daily rosters, there was not one occasion where nine or more front-line staff were reported as being assigned to the four general population housing units during the day shift or eight or more being assigned to the evening shift; and
- Restricted Housing Unit Wing, (4/3): The post chart recommends four front-line staff be assigned seven days per week during the day shift and three front-line staff during the evening shift. Current normal operating practice includes between one or two front-line wing officers during the day shift and no more than one wing officer during the evening shift. Facility management staff reported recreation and showers were not always being provided based on the established schedule due to limited staffing levels.

At Evans the basic elements of a roster management system including the identification of post assignments, balanced shift scheduling and daily shift roster development are all in place. Due to the lack of available staffing the ability to fill required post assignments is dramatically impacting daily operations.

The primary concerns with the system include the following:

- The post chart identifies mandatory posts that need to be filled and are not routinely filled. The current operating practice when insufficient staff are available, is to contact qualified staff currently assigned or on their off-day to determine their interest in working additional hours. Based on the number of staff that is interested the shift proceeds to operate in a modified manner. Most often this results in mandatory posts going unfilled;

- The recommended minimum staffing levels for each 12-hour shift needs to be reviewed and updated on a regular basis. Daily shift rosters reflected minimum staffing levels were not being met on a consistent basis due to available staffing. Monthly in-house reviews should be completed to determine the effectiveness of the system and to confirm or re-establish minimum staffing levels; and
- Daily shift rosters need to be updated to reflect how all staff assigned to the shift are utilized. The daily roster should identify the names of all staff assigned to the shift, the approved post assignments, the post classification, post closures and the employee assigned to each post. Staff assigned to posts for less than a full shift, detailed to a special assignment, working overtime or using benefit time should be clearly identified on the daily roster.



Post Assignment Enhancements

Court Yard. The Evans Correctional Institution is a campus-style facility with four primary housing units, programs and service areas surrounding a large courtyard. To get from the housing units to most program activities and services, inmates are required to walk through the courtyard which includes interior fencing and gates. The gates were locked on the day of the site visit and the interior fence lines were approximately 12 feet high. All authorized movement at this medium-security facility is considered controlled movement.

It is essential and a fundamentally sound correctional practice that security staff be present to monitor, control access and authorize inmate movement. Based on the size of the facility and location of work, program and service areas in relation to the housing units, dedicated yard security personnel should be consistently assigned to the courtyard to control access, monitor existing activity levels, serve as responders and provide internal roving physical plant security. The post recommendations expand the number of yard posts to be made available on all shifts;

Post Relief. In view of the available staffing levels at Evans, staff assigned to the 12-hour shifts do not normally receive a rest or meal break during their shift. There is usually no staff available to provide such relief. State and federal regulations do not mandate employers to provide breaks; however, SCDC policy does. Under the current circumstances and based on existing staffing practices most front-line staff are not only filling one post assignment they are routinely filling two. The value and benefits of providing short breaks to staff filling 12-hour posts should be seriously considered. The post recommendation includes establishing "Security Relief" posts that provide temporary relief to staff assigned to post assignments;

Shift Relief. A shift relief factor is not reflected in current staffing levels. Acknowledging the relief component, and posts still need to be staffed when personnel are off is critical to establishing safe operations. When personnel use benefit-time, the vacancy, if covered, is through assigning staff to work additional hours, redeploying staff from other designated post assignments or using personnel from other position classifications or other facilities;

Kitchen/Dock. ECI routinely requires supervisory personnel to assist in providing security supervision during meal periods and relies on food service personnel to assist in providing on-site security. The cafeteria is divided into three primary sections, the dining area, serving line and kitchen. The kitchen contains a food preparation area, storage, office space and access to the loading dock. This area includes multiple blind spots, culinary tools, a high number of assigned inmates and access to outside the building including the dock area for the cafeteria. Food service personnel are present in the area; however, their primary focus is on food preparation and getting the meals ready to be served. No security personnel are normally assigned to the kitchen/dock area which should be considered a critical post and high-risk area during operating hours. The post recommendation includes establishing "Kitchen/Dock" posts five days per week on two eight-hour shifts;

Housing Units. The general population housing units when fully operational each have an operating capacity of 252. Approximately 92% of the inmates housed at Evans are considered level II medium security inmates. The inmates are housed in one of two wings located within each unit. Each wing is separated by a common sally port that contains a secure entry/exit to the building, officer work space and entry into each wing. Visibility from the sally port area into each wing is limited.

Actual staffing levels vary by shift, day and the availability of supervisory staff and unit management personnel. Based on the everyday responsibilities of an officer, and the activity levels of each unit, the practice of having one or two officers assigned to provide security, custody and control of over 250 medium inmates during the day shift is inconsistent with realistic expectations of what an officer can accomplish. Relying on supervisory staff to assist, impacts the ability of the supervisor to meet their position responsibilities. As a result, effective supervision in the housing units is not consistently being provided at this facility.

A minimum of (3) FLS staff are being recommended on the day shift and (2) on the night shift seven days per week in the (4) two-tier general population housing units that are similar in design. Additional housing unit staff can be found in the recommended post chart located in the appendix.

Transportation. On average MCI is responsible for providing three medical runs five days per week, Monday through Friday, between one and two court runs 2-3 days per week and hospital coverage in Florence. Based on policy a minimum of two staff are required for all transports of level II and III inmates. Current staffing practice is for two dedicated staff to be assigned to transportation and provide hospital coverage.

The medical administrator was contacted and reported that approximately 40 to 50 percent of the medical appointments outside the facility must be rescheduled due to limited security staff. Based on reported existing workload levels, additional five-day transportation/hospital coverage posts should be formally recognized at ECI; and

Restricted Housing Unit. The Restricted Housing Unit (RHU) has an operating capacity of 101 and consists of two separate housing areas, referred to as A-Wing and B-Wing. Each wing contains two tiers, surveillance cameras, a small dayroom area, secure cells, recreational space and showers. Some cells have a single entrance door and others have a double door entrance. The cells with a double door have a secure vestibule located between each door. The two wings are separated by a secure control room available to provide added security, visibility into the wings, remote access control and security support.

The control room is required to be staffed on a 24-hour basis. In-house policy requires assigned staff to conduct 30-minute security checks, escort medical personnel on the wing, deliver mail as necessary, deliver meals, conduct inmate counts, escort inmates to the shower, visitation and recreation area and conduct building security checks. For inmates to be escorted out of their cell, a minimum of two staff are required to be present. All these responsibilities require additional security personnel other than the officer assigned to the control room. Appropriate staffing levels should be provided to meet responsibilities consistent with policy. The post recommendation includes establishing (1) 24/7 control room officer; (2) five-day 8-hour RHU recreation/support officers; (2) five-day 8-hour inmate escort officers; (4) seven-day 12-hour day shift officers; (2) seven-day night shift officers; (1) 24/7 sergeant and a 12-hour seven-day Lieutenant post.

Shift Relief Factor (SRF)

An updated shift relief factor has been developed for Evans based on data provided by personnel assigned to the Research and Information Management Division (RIM). The shift relief factor (SRF) represents the number of staff required to fill a post assignment throughout the year based on the post hour requirements divided by the number of hours that the average employee assigned to the post is available. The SRF provides a reference as to how many FTE are required to meet post responsibilities.

Staff attendance, off-post hours and leave-time results are inputted into a department recognized electronic data base and transferred into an automated system that can identify the shift relief factor. The SRF electronic workbooks have been set up to allow the user to specify the institution and hours per shift which will automatically recalculate the SRF accordingly.

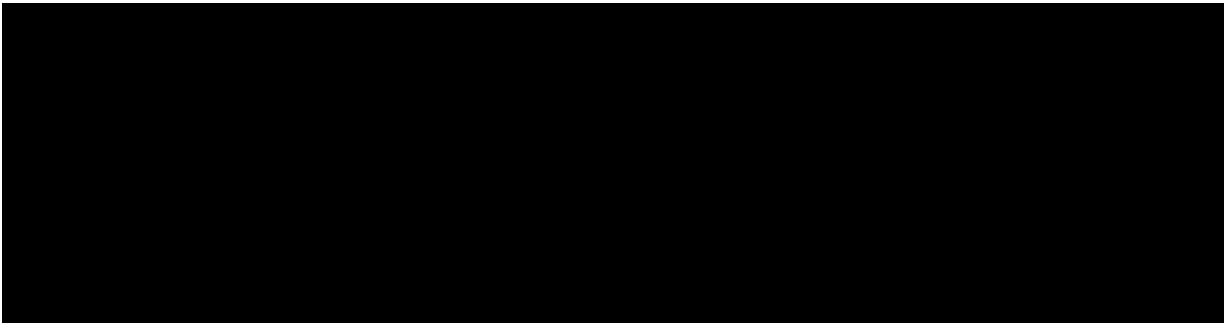
The SRF calculation for this project is based on the following:

- All security staff (cadets – major) who were assigned to the institution during the entire year;
- A blended work schedule, including the use of both an eight-hour administrative shift (160 hours) and the straight 12's (168 hours) schedule;
- An average of the three most recent completed years that was available at the time the report was being initially prepared. This included 2015, 2016 and 2017;
- The purpose of evaluating data from the past three years instead of one year, minimizes the chances the SRF will be influenced by one or more unusual factors or outliers.

At Evans the use of "other-time" increased significantly in 2016 and 2017. Other-time includes time off resulting from injury on the job, military leave, FLMA, bereavement, unexcused absences, disciplinary, special assignments, etc.

The average full-term security staff member used (67) hours of “other-time” in 2017. In 2016, an average of (52) hours was used and in 2015 an average of (15) hours were used. Based on the data reported, the number of hours off due to “other-time has more than tripled in the past two years. The average for all the other facilities in 2017 was (25.5);

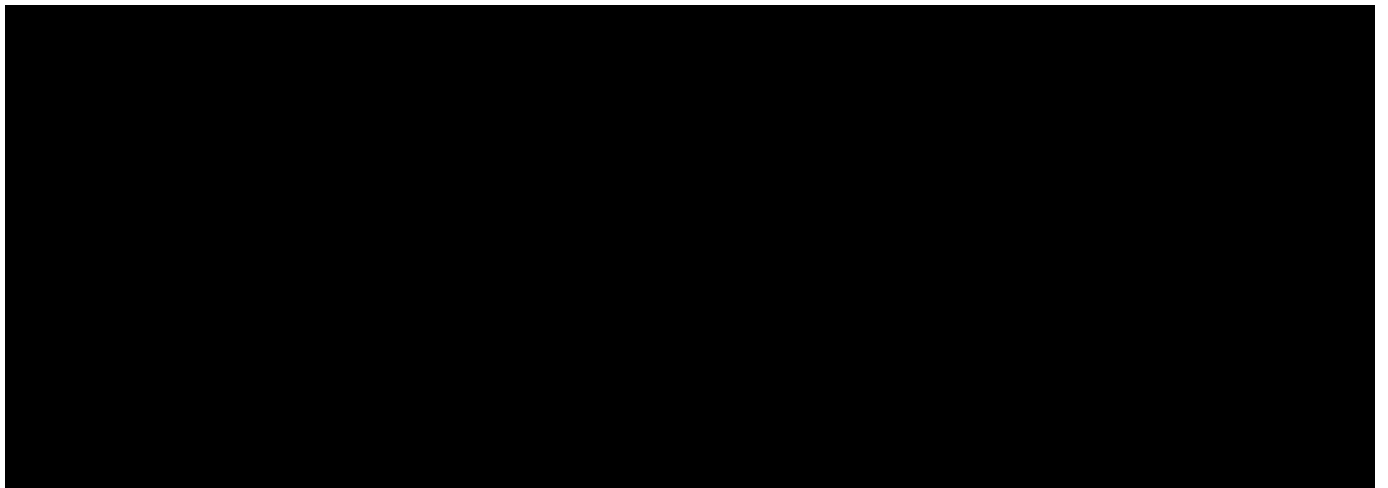
- The SRF is reflective of the facility being fully staffed; and
- Most posts recommended are considered relief posts. Refer to Appendix A for the detailed formula used to determine shift relief factors and the post chart appendix to identify specific post assignments being recommended.

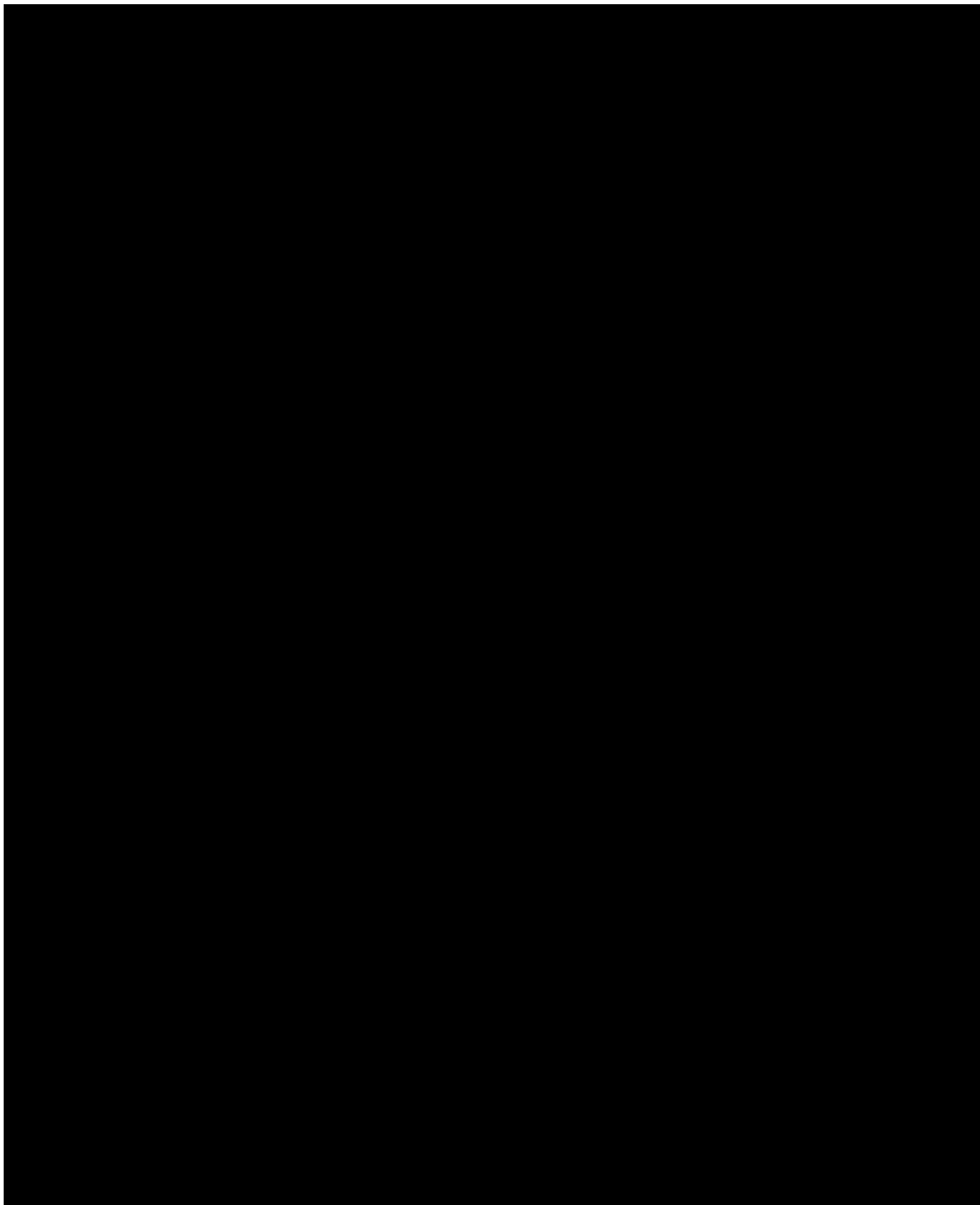


A shift relief factor of 4.92 can be translated to mean that for one year, an average of slightly less than 5 (4.92) staff will be required to fill one 24-hour post assignment when applying the straight 12-hour shift schedule (168 hours). A five-day shift relief factor to fill an 8-hour post assignment requires on average 1.27 staff throughout the year.

Number of Staff Recommended

- A recommended post chart has been developed to identify the number of security staff recommended to meet the current mission of the Evans Correctional Institution when fully operational. As the mission changes, the staff requirement may also change. The staffing recommendation is based on applying the following:





Kershaw Correctional Institution

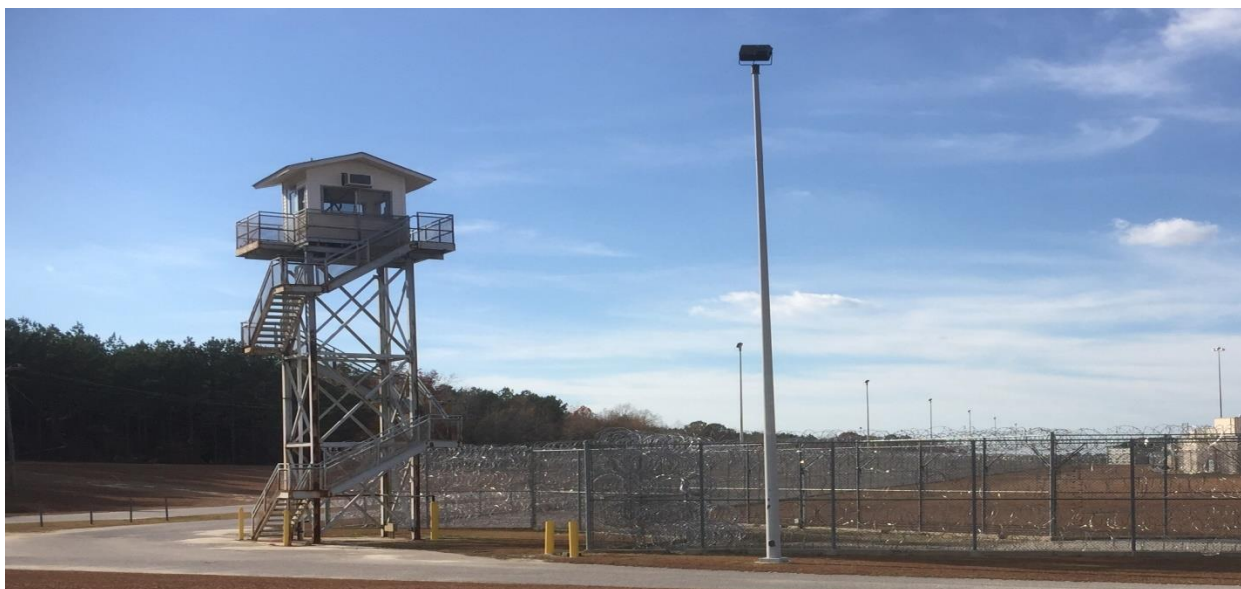
The Kershaw Correctional Institution (KCI) is a state operated level 2 facility located approximately 60 miles northeast of Columbia in the town of Kershaw, South Carolina. The facility was opened in 1997 and serves as one of South Carolina's adult male medium security correctional facilities. The current operating capacity at Kershaw is 1,365 and the average daily population the last six months of 2017 was 1,305.

While most of Kershaw's inmate population is considered medium custody a small percentage of inmates (approximately 7 percent) are classified as level 1B (minimum) and assigned to various work details including details located outside the perimeter. At the time of the site assessment approximately 16% of the population was on a mental health caseload.

In addition to providing housing and services for general population inmates, Kershaw also provides housing and services for special programs including the Restricted Housing Unit and the Character-Based Program. The Restricted Housing Unit is available to house inmates requiring more intense behavioral levels of supervision. The inmates are housed and programmed separately from the general population.

The Character-Based program is a residential program available for qualified inmates interested in participating in a pro-social and personal development program. In this peer-to-peer accountability program inmates are eligible for work assignments and are housed separately from the rest of the general population.

The physical plant at Kershaw was built as a medium security facility and is surrounded by a double fence reinforced with multiple rolls of razor ribbon, electronic surveillance equipment, sensors, lighting, vehicle access gate, mobile perimeter patrol, perimeter towers and an alarm detection system.



Inside the perimeter there are a variety of buildings, equipment and open space available to help meet existing facility responsibilities. **The facility is primarily divided into two separate courtyards with a common support building and internal fencing located in between each yard.** There are two separate dining halls one for each side, separate canteens, separate pill-line windows and separate commissaries.

The physical plant also contains the following: Front Gate/Vehicle Access Gate; Administrative Services Building; Main Control; Secure Personal Property Storage; Visitation Area; Medical; Maintenance; Multi-Purpose; Cafeteria; Vocational Education; Horticulture; Prison Industries; Back Gate and six separate housing areas. Internal movement control fencing, gates and security surveillance cameras are available throughout the interior of the facility.

Food Services are normally provided to the general population in the main cafeteria which is in the Support Services area. Each side has a separate serving line and dining hall extended off one main kitchen. The warden reported that two meals per day were being provided to the inmates in the housing units instead of the dining hall due to limited staffing available to provide escort and line movement supervision.

All inmate movement was considered controlled movement and the type of movement varied based on the inmates' classification, the purpose for the movement, destination and time of day. A combination of line movement (food services), escorted, supervised and the use of passes (OTR's) was all being used.

Program Services

In addition to providing a secure environment, varying degrees of program services and opportunities are available to the inmate population depending upon their individual classification and status. The program services have been integrated into the daily facility schedule to include the following: ABE/GED, Vocational Education Programs, Religious Services, Character-Based Program, SPICE program, Volunteer Services, Alcohol and Drug Education, Law Library, General Library, Recreation, Horticulture, Visitation, Canteen, Commissary and the Prison Industry Program.

Housing Unit Designs

There are three primary housing unit designs available at KCI. All the housing units contain cells as dormitory style housing is not available at this facility. The housing unit designs are consistent with nationally recognized practices for a level 2 facility and include both direct and indirect supervision units. In total there are six housing units at KCI.

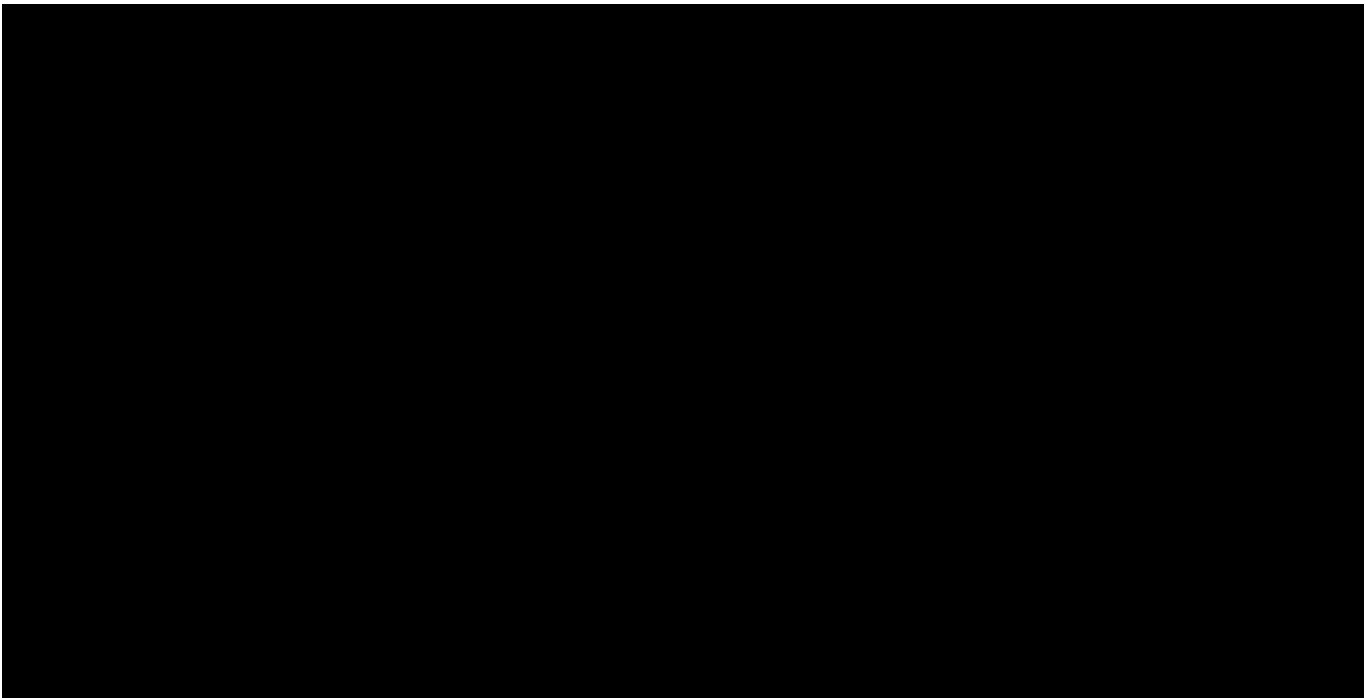
- **Direct Supervision Units.** Four of the housing units are considered direct supervision units. Officer work stations are located both within the living area as well as outside the living area immediately adjacent to the inmate living space. The units were designed to have officers assigned in the living area. Each unit contains two wings and secure double occupancy cells located on both the ground floor and mezzanine level. All cells contain a wash basin and toilet. In addition to a dayroom, an open officer work station, group program space, showers, telephones and passive recreational opportunities are available in each wing. In total, the operating capacity of each unit is (256).
- **Indirect Supervision Unit.** There is one multi-level indirect supervision housing unit that has a reported operating capacity of (254).

An elevated secure control center is centrally located in the unit surrounded by security glazing and four separate living areas (wings). Staff assigned to the control room can view the activity into all four wings and remotely operate the secure doors in the wings. Each wing contains double occupancy cells which are equipped with beds, toilet and a wash basin. Showers, telephones, dayroom and passive recreation space are available in the dayroom and an adjacent outdoor recreation yard is provided.

The cell doors in all four of the wings are considered "sliding doors" instead of "swing doors". Sliding doors are designed to slide open/close instead of swing out from the opening of the cell. Staff assigned to the unit reported that on occasion some of the cells doors in the unit reportedly would not always secure. Three of the wings had an operating capacity of (64) and one had an operating capacity of (62).

- **Restricted Housing Unit.** The Restricted Housing Unit consists of one multi-level unit containing two housing wings and a secure control room located in between each wing. Personnel assigned to the control room are responsible for providing back-up support to the wing officers, distributing security equipment, maintaining communications using a video monitor, two-way radio and telephone, and activating an electronic door access control panel that operates the security doors within the unit. The living areas contain secure cells including (2) safety cells. All cells have a toilet and wash basin. Showers are located on each wing and outdoor recreation space is available in a secure area located adjacent to the unit. The reported capacity of the unit is (96).



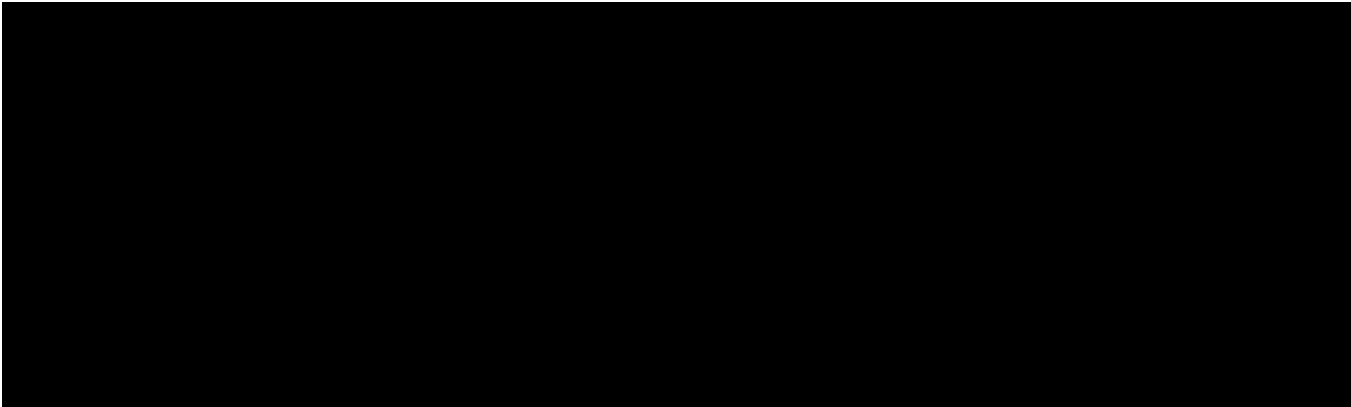
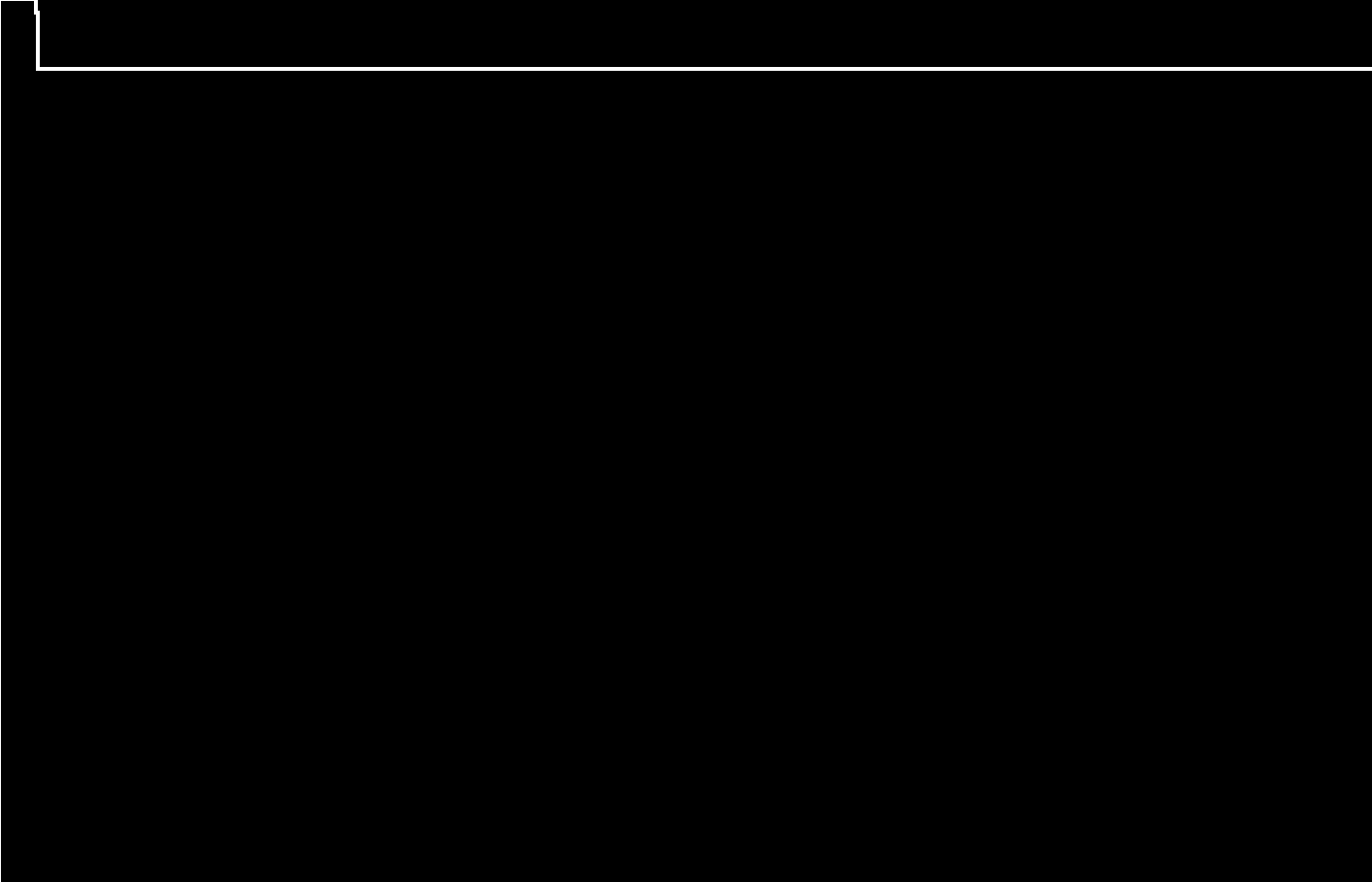
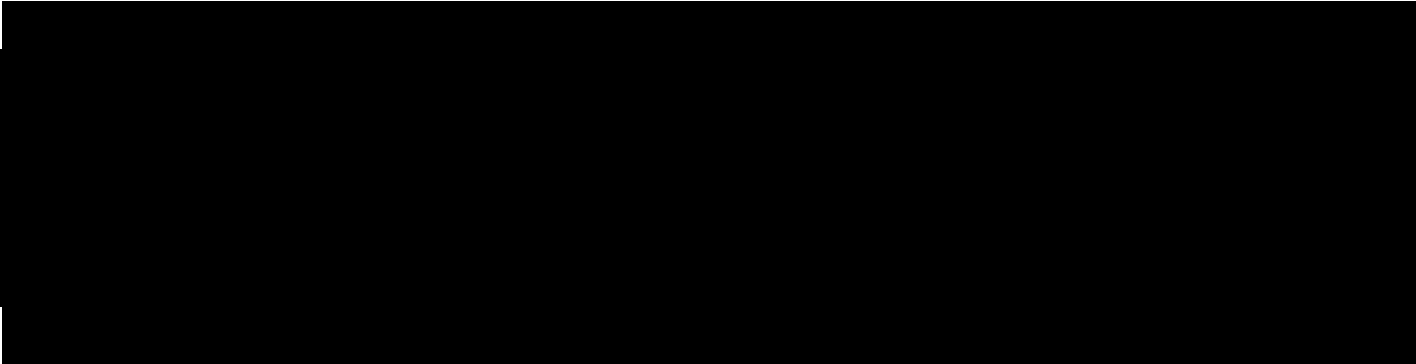


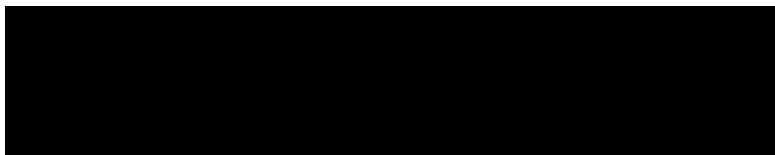
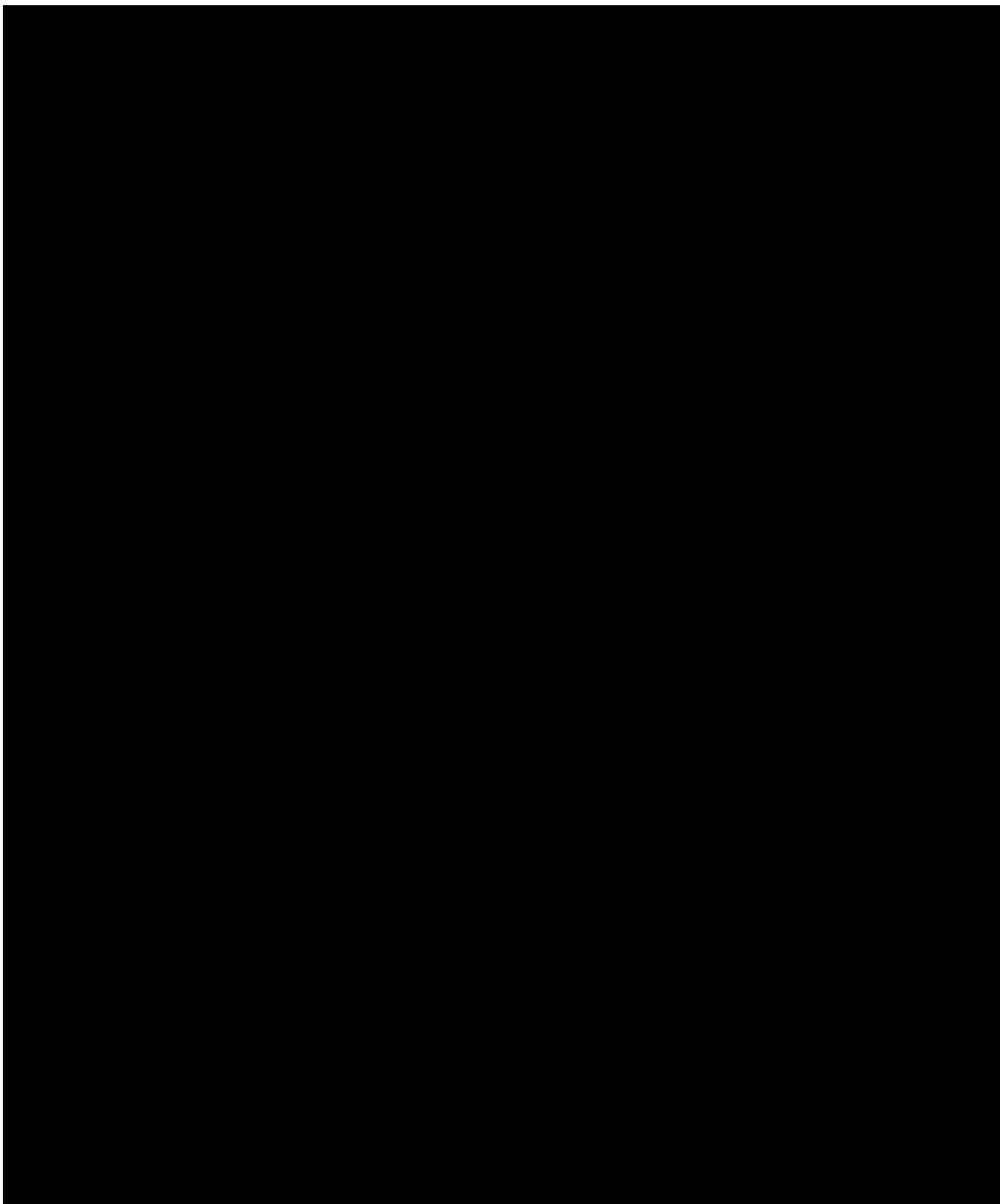
The primary difference in the security staffing levels is in the number of front-line positions filled, which includes cadets, correctional officer I/II's and corporals. A significant decrease in front-line security (FLS) staffing levels began in 2013 and had continued to decline through all of 2017. The **average number of filled FLS staff positions** for each year since 2013 was the following:

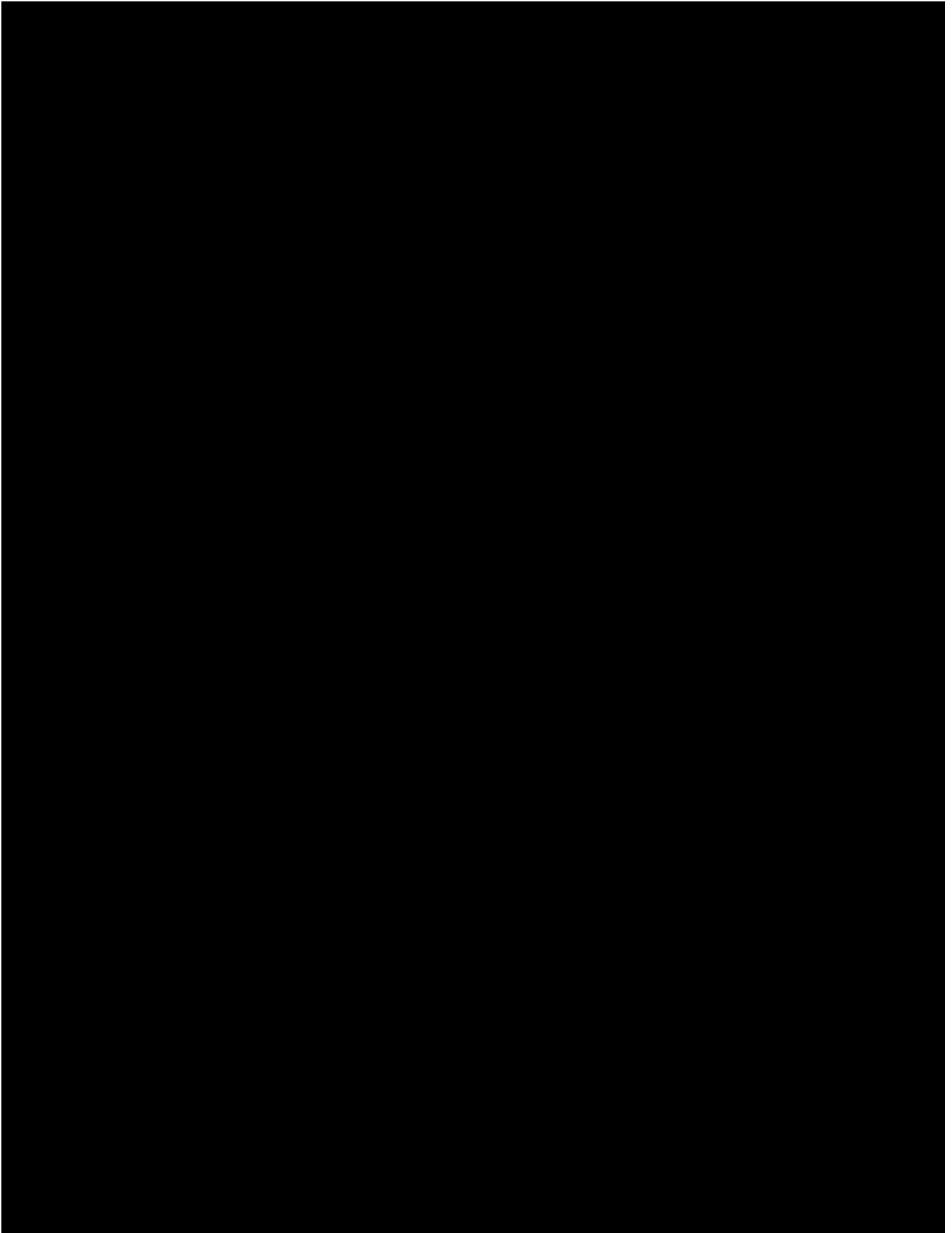
- **2013:** 145.25; **2014:** 131.5; **2015:** 108.3; **2016:** 105; **2017:** 89.4.

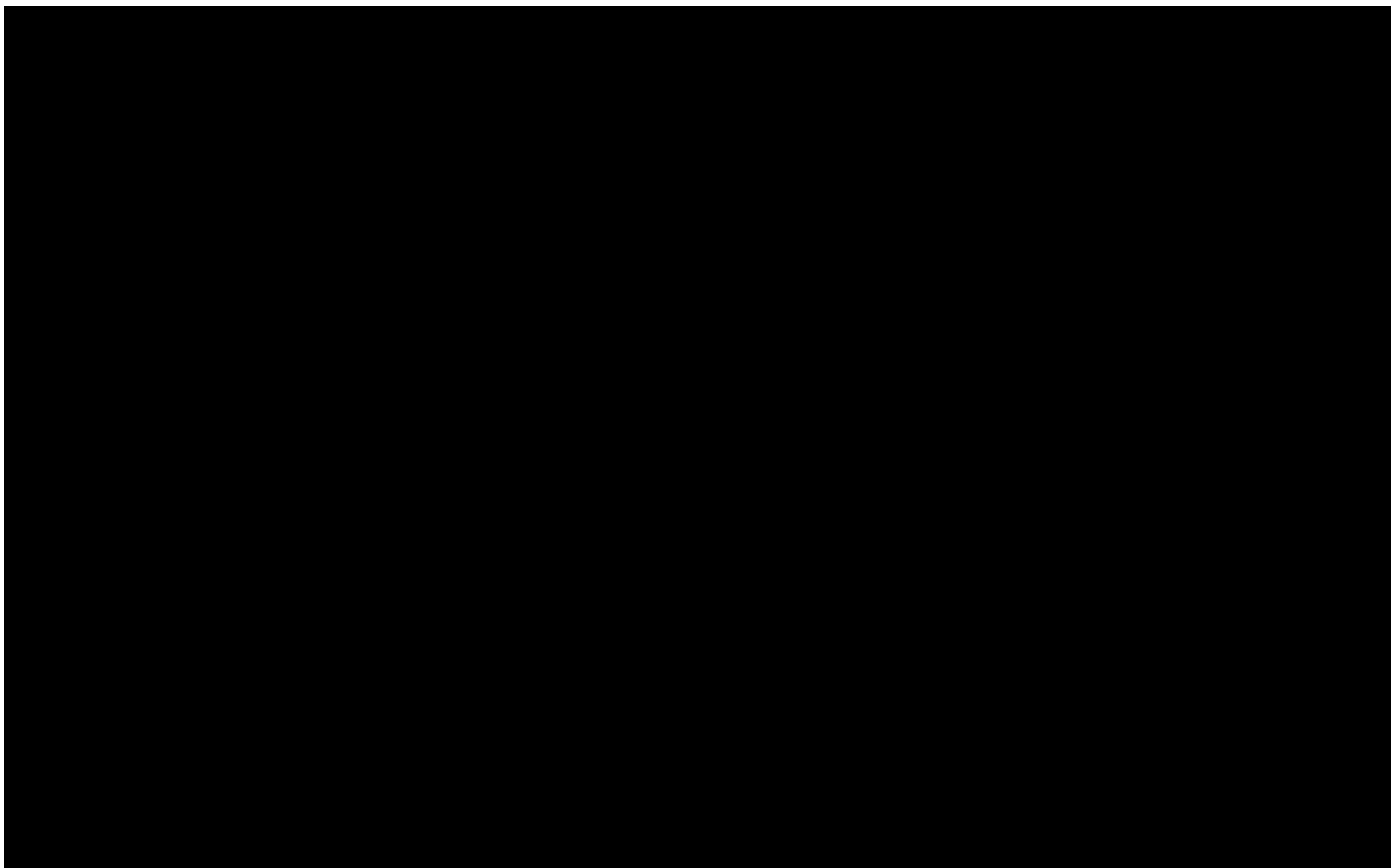
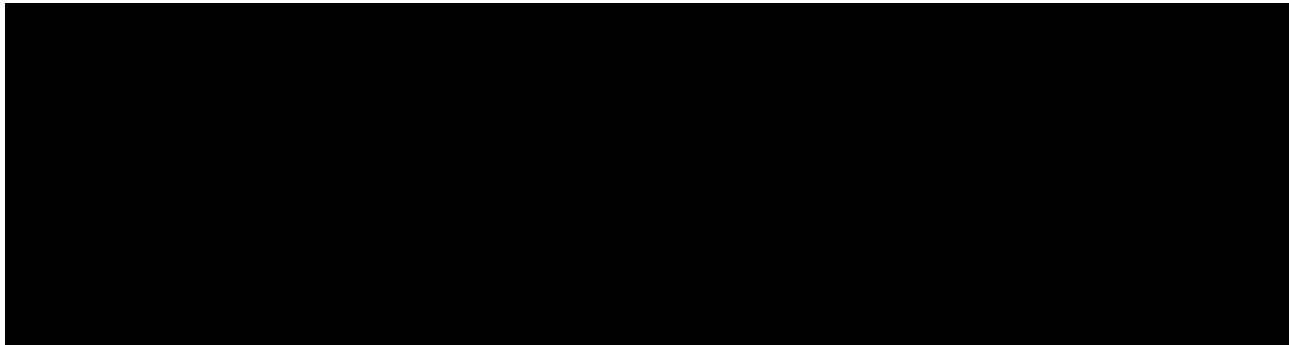
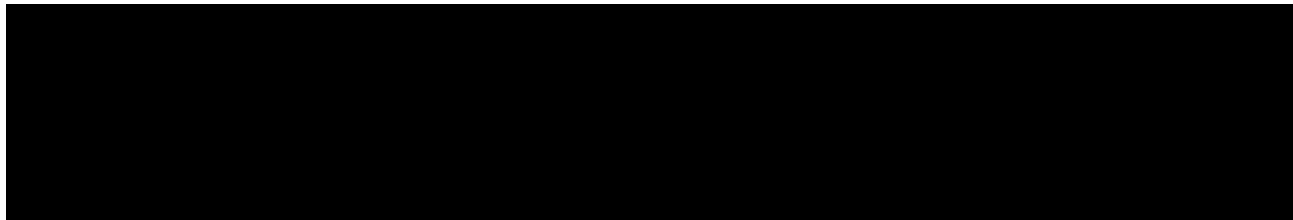
In 2017, the facility was operating with 38.5% fewer FLS staff than were available in 2013. There was no indication, staff workloads have significantly changed during the past five years to justify the decline.

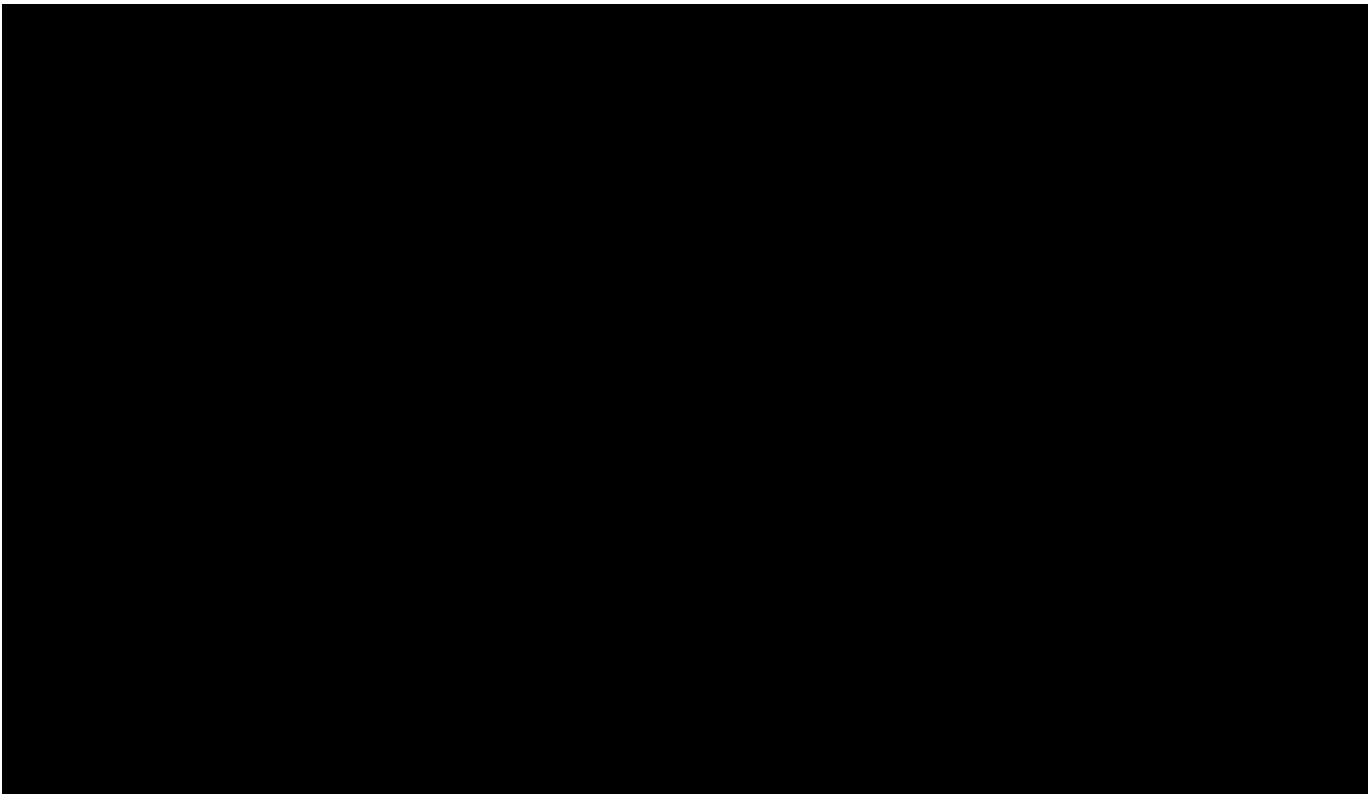
As noted, KCI is operating at extremely deficient levels when compared with both the department recommended and approved FTE levels.



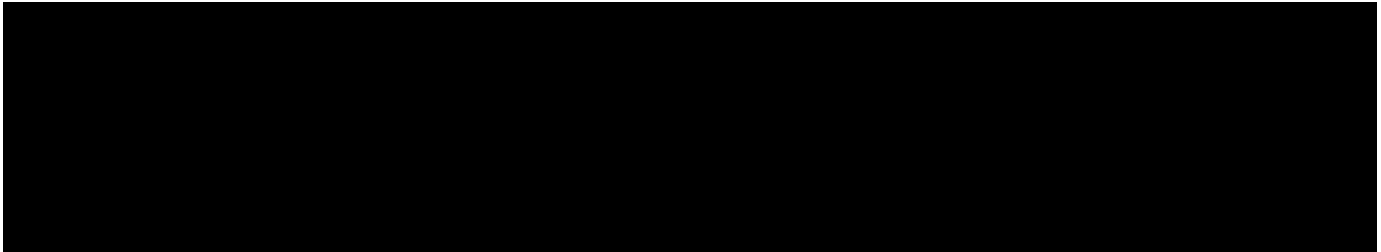
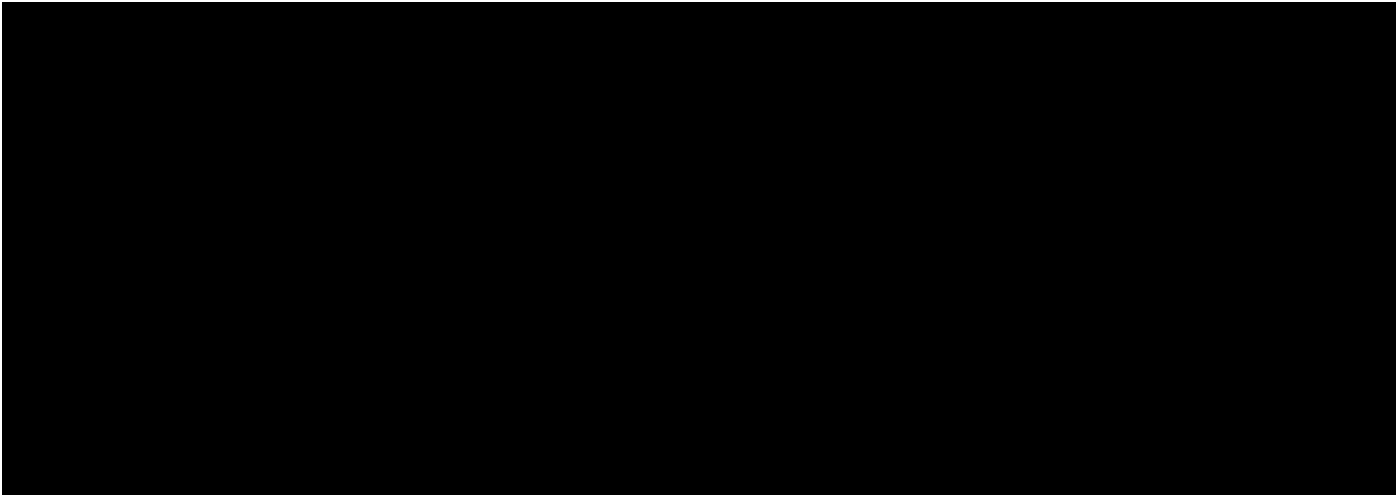


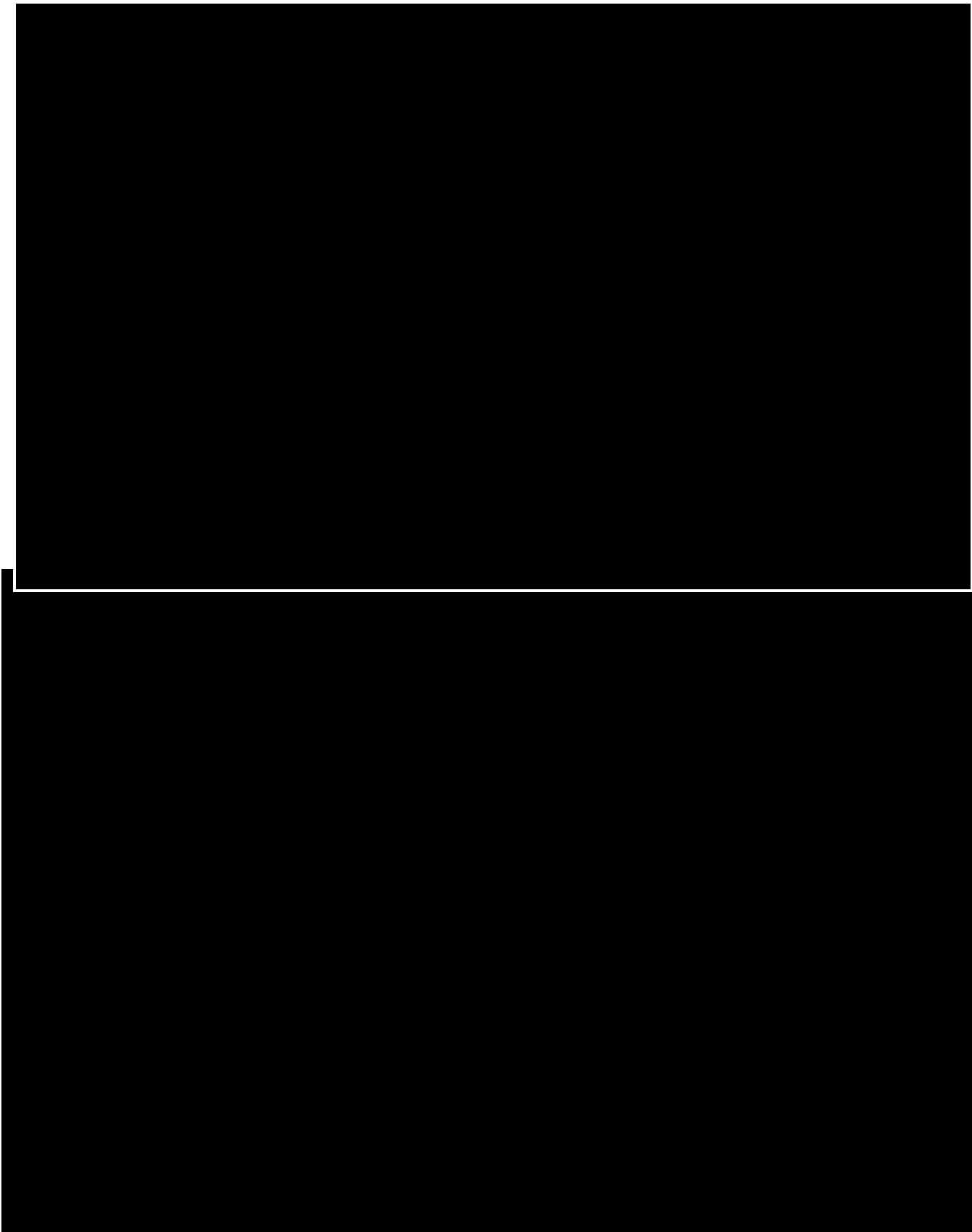






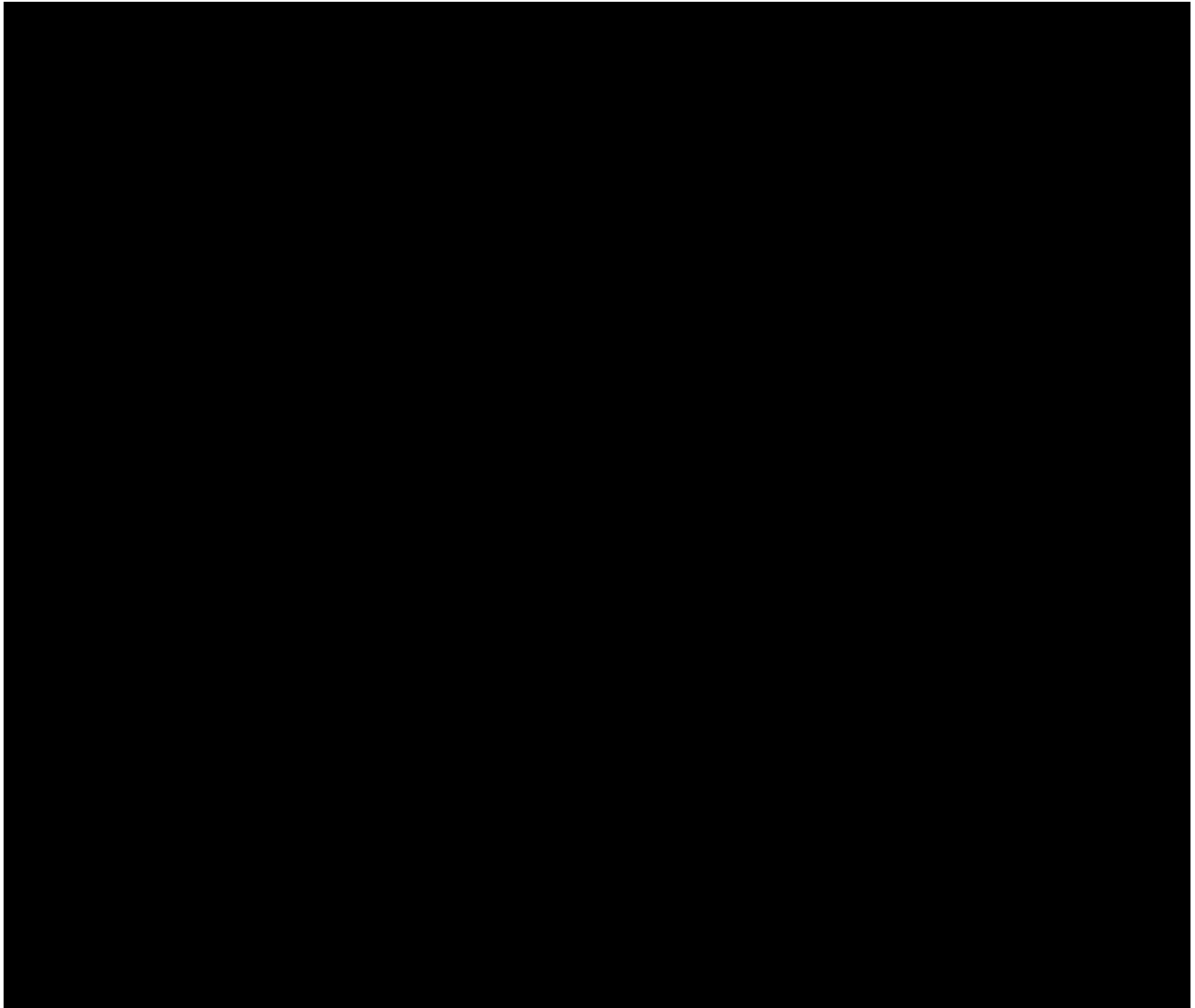
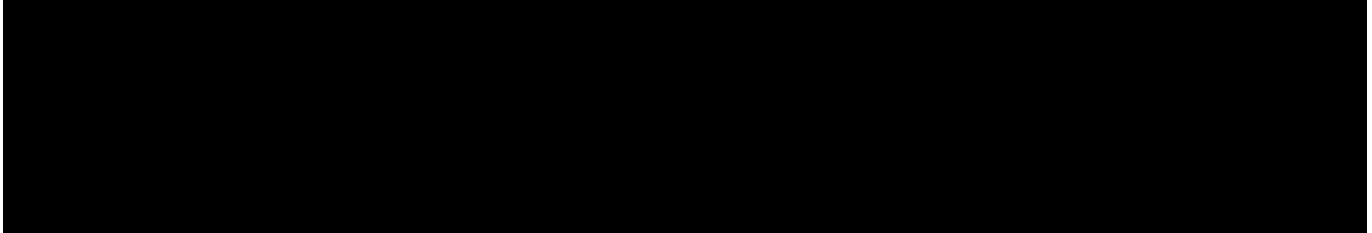
The Director of the department has been at the forefront on a national basis calling for federal support to repeal federal laws to allow cell phone jamming in correctional facilities. The Communications Act of 1934 and the Telecommunications Act of 1996 prohibit the operation of cell-phone-jamming equipment by any person, including state and local officials. In addition, the Act prohibits the manufacture, importation,

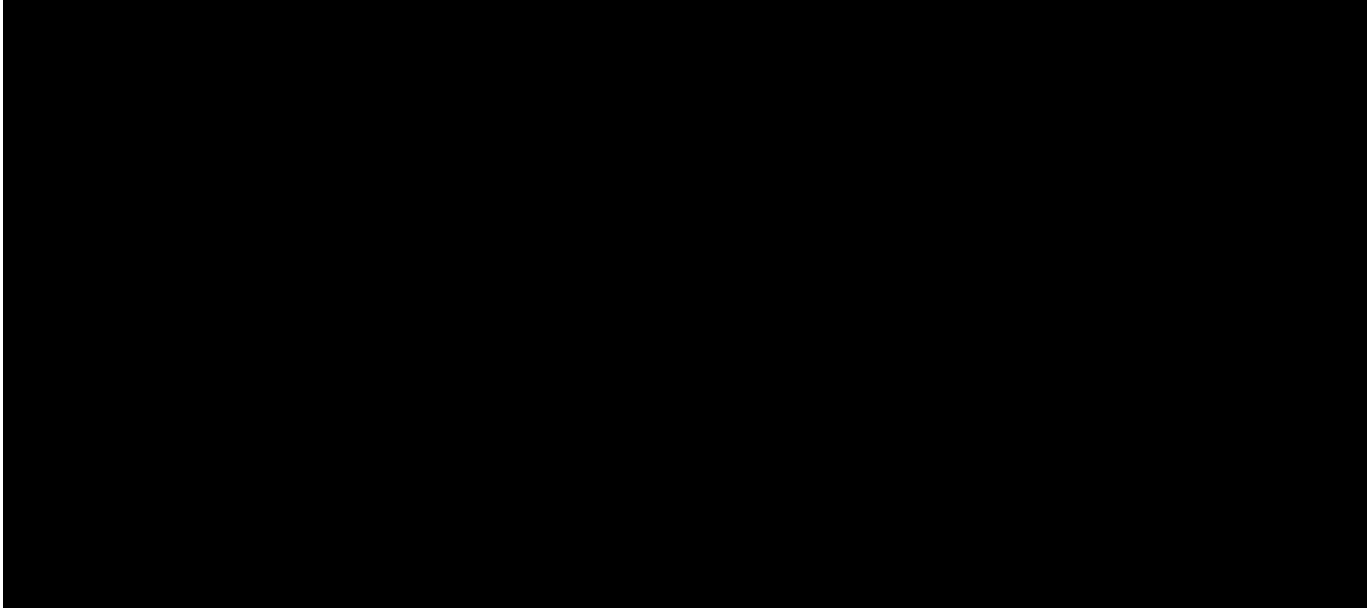
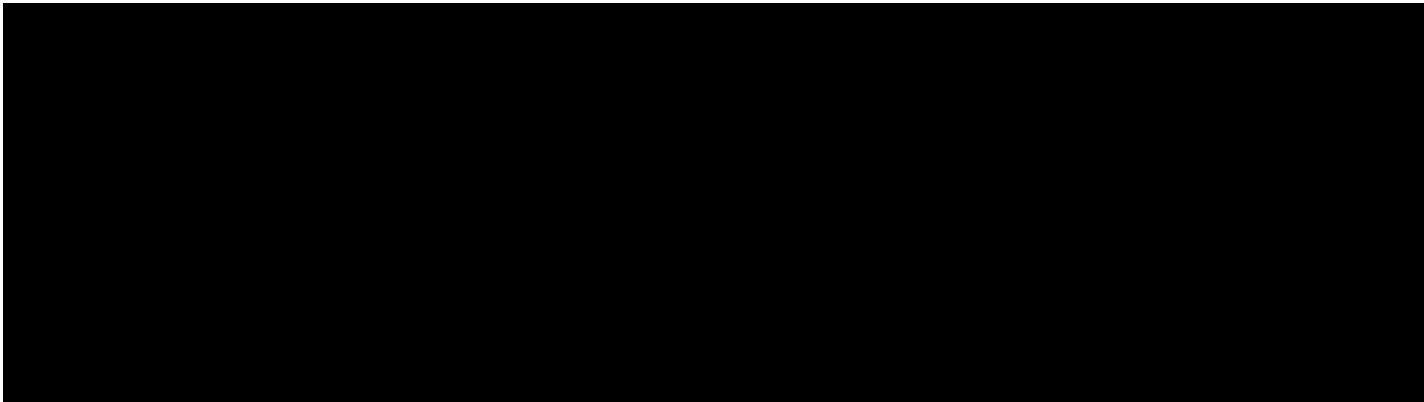
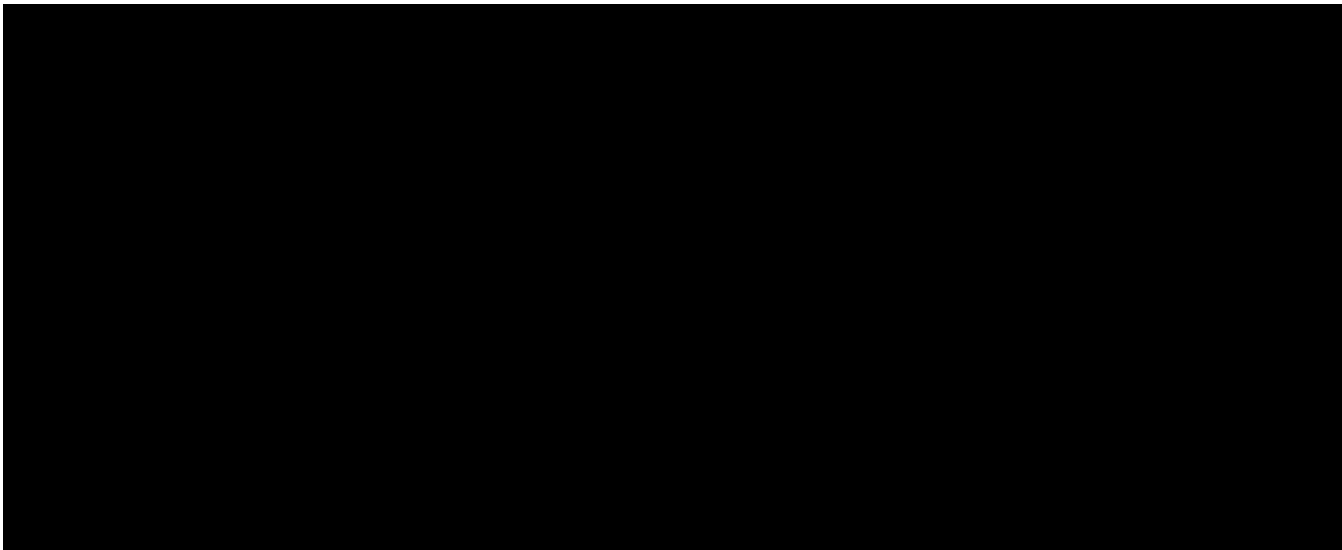




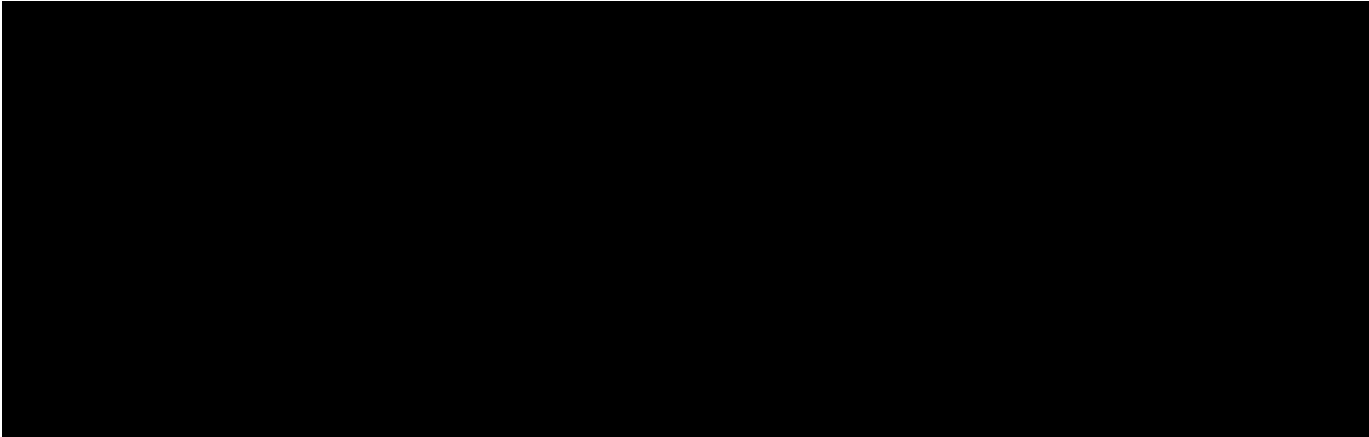
Key Positions

Administration. The approved administrative core positions for the facility include a superintendent (Warden) and two assistant superintendents (Associate Warden of Operations/Associate Warden of Programs). On the date of the on-site assessment all the administrative core positions were filled. The Warden was debriefed and interviewed at the start and conclusion of the on-site assessment and was available throughout the day to discuss facility operations and to clarify pertinent staffing-related questions. On the day of the on-site visit the two associate wardens provided the assessment escort throughout the facility. The Warden and Associate Warden of Operations were contacted via telephone after the on-site visit to further discuss staffing related issues at the facility.

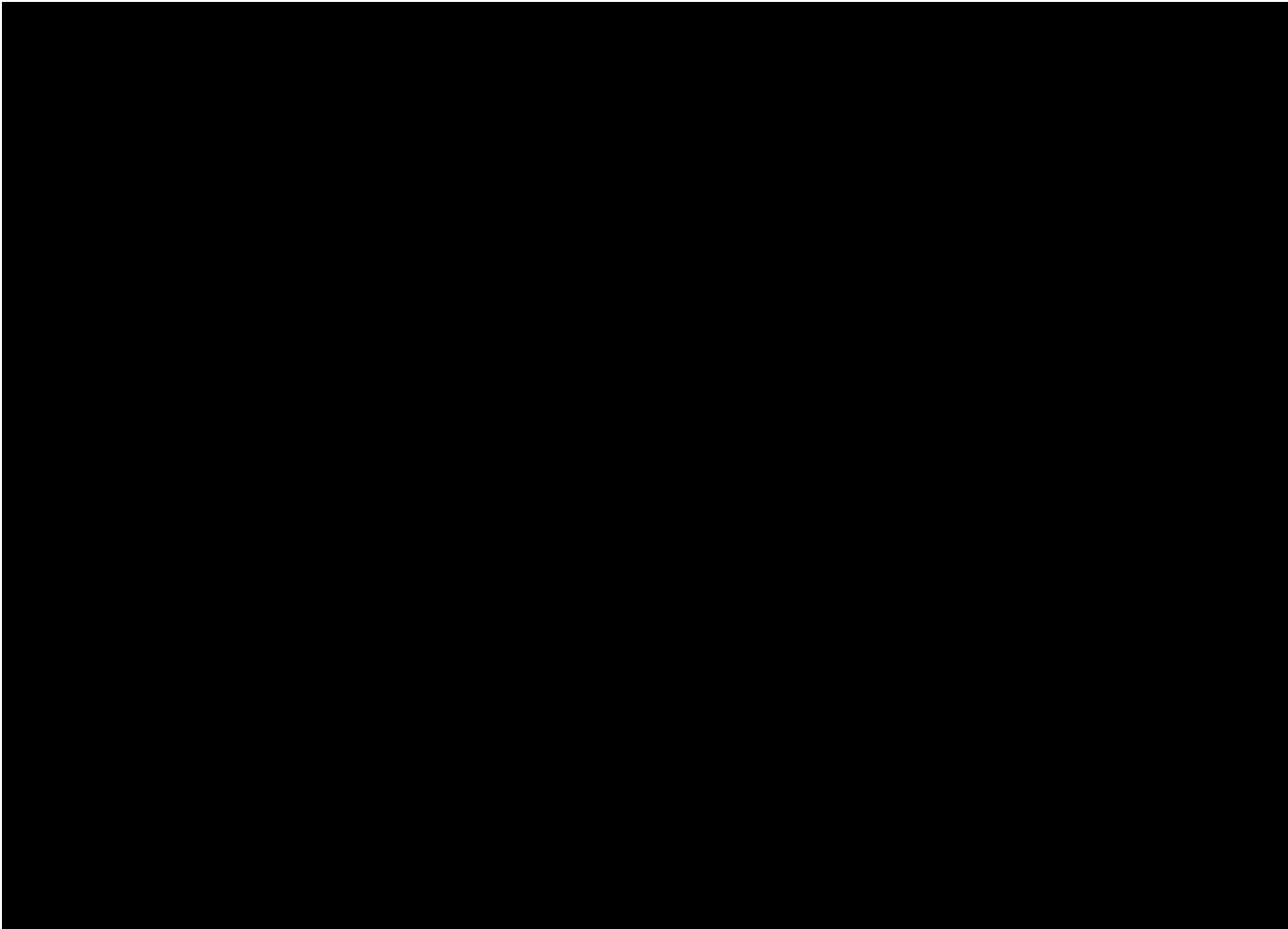




Roster Management



Shift Assignments. Facility management personnel at KCI have developed a master shift assignment roster for security staff that identifies the names of the personnel assigned to each shift, their position classification and status. In addition, personnel assigned specifically to the “contraband control” posts were also identified.



Daily Shift Roster. In addition to the master shift assignment roster daily shift rosters are also maintained for the 12-hour shifts identifying in more detail the actual staff assigned by day, their post assignment, staff on leave and responders. The daily shift rosters are designed to identify how scheduled personnel are utilized and provide a best practice tool for documenting staff accountability. Based on a review of sample daily post assignment rosters there is no recapitulation data provided, no post classifications identified or any consistent reference to staff assigned from alternative shifts. This is critical when identifying post coverage trends, staffing needs and how available staff are being utilized.

The C-Card maintains an automated daily shift roster that identifies the post number, post description, area, post type, responder, name of the employee, gender and if applicable leave status. Staff reported a manual daily shift assignment roster was not normally being completed for the C-Card. As a result, there is no reference to post classification levels or a recapitulation table for the C-Card shift.

Post Coverage. By memorandum from the *Division of Security*, post assignments should be classified as either, Pull Post Level I, Level II, or Level III (mandatory) to assist shift supervisors when determining which posts can be temporarily collapsed or closed due to staff shortages, emergencies, overtime reduction efforts or other reasons deemed necessary by the shift commander or facility management. The classification of post assignments is designed to ensure certain post are shut down first.

In reviewing sample daily shift rosters and interviewing staff at the facility it appeared all the mandatory posts identified in the *Division of Security* post chart were not consistently being filled.

The discrepancy between operational practice and recommended mandatory posts was primarily in the consistency of filling all the mandatory posts and the number of staff assigned when more than one was recommended.

The following mandatory 24-hour FLS posts were identified as not having dedicated personnel assigned on multiple daily shift rosters: Plaza Gate (primarily on the evening shift); Back Gate and Yard Officer.

The following mandatory 24-hour FLS posts were identified on daily shift rosters as being filled; however; not at the level as recommended: Housing Unit North (4); Housing Unit South (7) and Restricted Housing Unit Wing Officers (4/3) indicating (4) on days and (3) on nights.

Each of the housing units were normally operating with fewer dedicated FLS staff than recommended by the department. Unit management personnel were routinely used to fill FLS staff post assignments when they were present and additional shift personnel would spot check housing units intermittently when available.

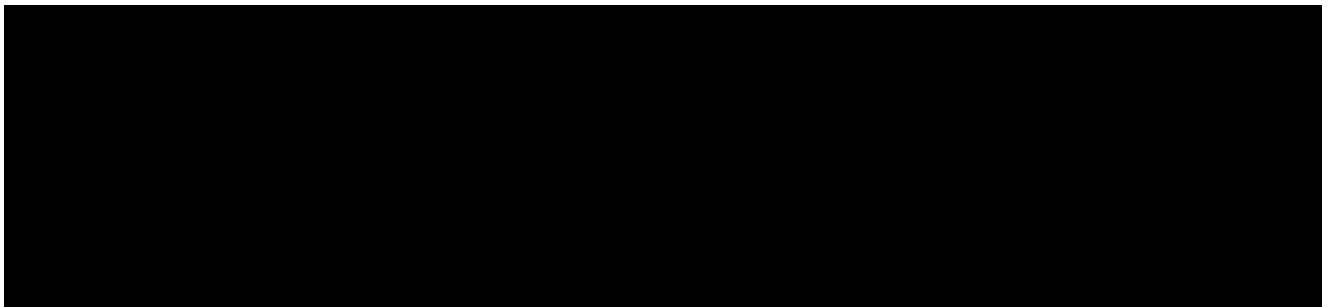
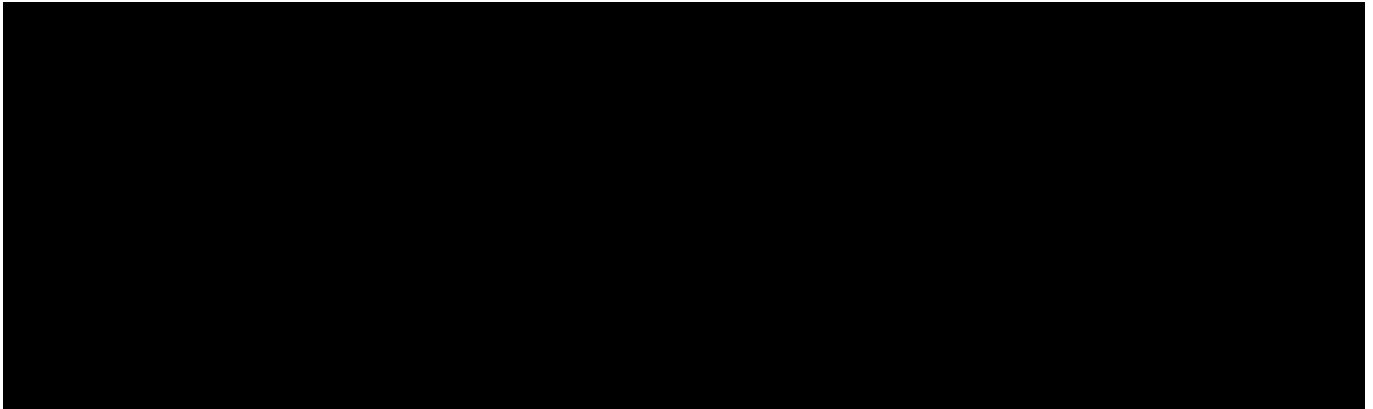
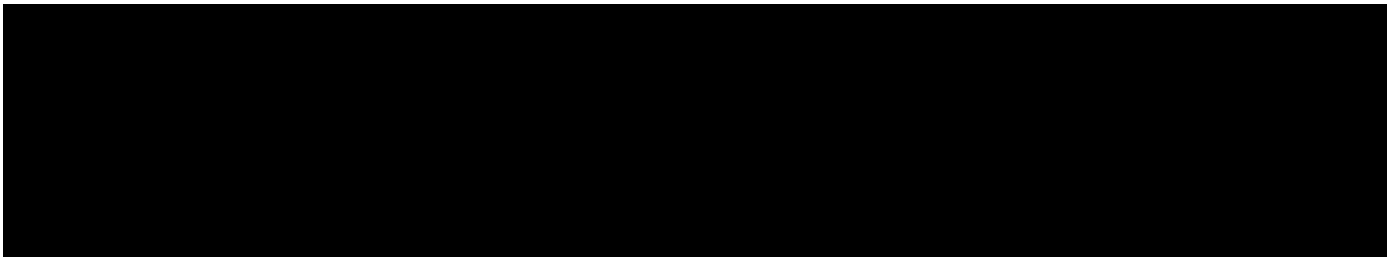
At Kershaw the fundamental elements of a roster management system including the identification of post assignments, recommended staffing levels, shift scheduling and daily shift roster development are in place.

The primary concerns with the roster system include the following:

- The post chart identifies mandatory posts that need to be filled and are not routinely filled due to available staffing levels. The current operating practice when insufficient staff are available is to contact qualified staff currently assigned or on their off-day to determine their interest in working additional hours.

Based on the number of staff that are interested in working additional hours combined with the scheduled staff, the shift commander fills as many posts as possible. Most often this results in mandatory posts going unfilled, staff working multiple posts and post assignments remaining unfilled;

- The alternating 12-hour shifts are not balanced. The two alternating night shifts varied by (4) FLS staff and the two alternating day shifts varied by (3) FLS staff on the day of the site assessment. Monitoring and adjusting 12-hour shift rosters when appropriate should be considered and reviewed on an ongoing basis;
- The recommended minimum staffing levels for each 12-hour shift needs to be reviewed and updated. Daily shift rosters reflected established minimum staffing levels were not being met on a consistent basis due to available staffing. Monthly in-house reviews should be completed to determine the effectiveness of the system and establish minimum staffing levels; and
- Daily shift rosters need to be updated to consistently reflect how all staff assigned to the shift are utilized, including clearly identifying those posts considered mandatory and a recapitulation table. Staff assigned to posts for less than a full shift, detailed to a special assignment, originally assigned to another shift and using benefit time should be clearly identified on the daily roster.



The following post assignments identify core posts, that are considered either essential or critical assignments, that are not normally being filled at an appropriate level.

Court Yard. The Kershaw Correctional Institution is a campus-style facility divided primarily into two sides. The two sides are separated by interior fencing, security gates, and program and service buildings. Access from one-side of the facility to the other is primarily through interior gates. One side has three housing units, a courtyard, interior fencing, dining hall, canteen, prison industries, vocational education program, pill line distribution and access to program services. The other side is similar; however, has two housing units, vocational education, horticulture and maintenance.

All the authorized movement at Kershaw is considered controlled movement that includes in part unescorted movement between the housing units and program and service areas. To get from the housing units to most program activities and services inmates are required to walk through the courtyard which includes limited interior fencing and gates. There are normally not enough staff assigned to the housing unit to escort the inmates.

It is essential and a fundamental correctional practice in a medium-security facility that security staff be present to monitor, control access and authorize inmate movement. Based on the number of inmates housed at the facility, type of inmate and location of work, program and service areas in relation to the housing units, dedicated yard officers should be consistently assigned to control access, monitor existing activity levels, including medical pill and insulin lines, provide internal roving security and serve as responders. The recommendation includes additional posts assignments for the courtyard;

Kitchen/Dock. The cafeteria is divided into three primary sections, the dining area, serving line and kitchen. The kitchen contains a food preparation area, storage, office space and access to the loading dock. This area includes multiple blind spots, culinary tools, a high number of assigned inmates and access to outside the building including the dock area for the cafeteria. Food service personnel are normally present in the area; however, their primary focus is on food preparation and getting the meals ready to be served. No security personnel are normally assigned to the kitchen/dock area which should be considered a critical post and high-risk area. The back dock provides potential access to delivery vehicles, waste containers, the back of prison industries, vocational education and maintenance and the back gate. A Back Dock/Courtyard post has been established which would include dock supervision; however, the post is rarely if ever filled. The updated recommendation includes a kitchen/dock post to address existing responsibilities;

Housing Units. The general population housing units when fully operational each have an operating capacity of between 250 and 256. In three of the general population units the inmates are housed in one of two multi-level wings located within each unit. Each wing is separated by an interior sally port that contains a secure entry/exit to the building, work space and entry into each wing. Visibility from the sally port into each wing is limited.

In the fourth general population unit, there is a secure elevated control room surrounded by four separate housing unit wings. Some of the cell doors in two and one-half of the wings were reported to be capable of being manipulated to not secure. Current operational practice includes staffing the control room continuously and having at least one FLS security staff assigned to the housing wings. Actual staffing levels vary by shift, day and the availability of supervisory staff and unit management personnel.

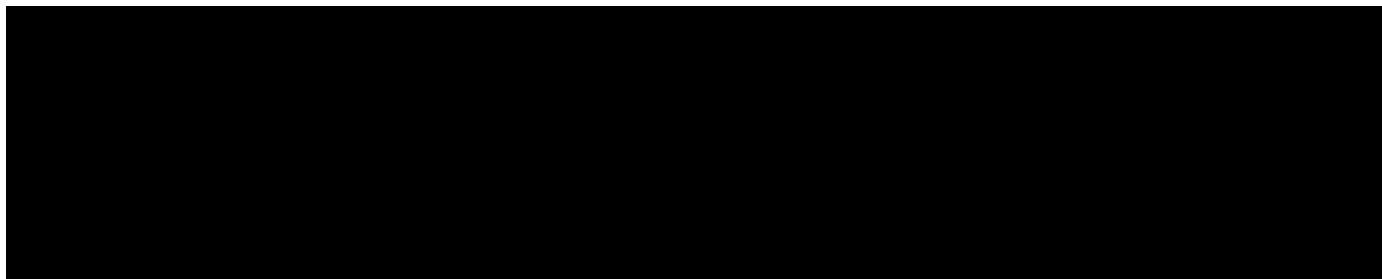
Based on everyday responsibilities of an officer and the activity levels of each unit, the practice of having between one and two officers assigned to provide security, custody and control of 250 medium custody inmates is inconsistent with realistic expectations of what an officer can accomplish. Relying on supervisory staff to assist, impacts the ability of the supervisor to meet their position responsibilities. As a result, effective supervision in the housing units is not always being provided in this unit.

The facility reportedly has an internal policy where if there are not at least two staff assigned to a unit the unit will be on lockdown status. Based on the operation report, the facility was on partial or full lockdown status over 300 times during the first eleven months of 2017. Additional housing unit post assignments are identified in the updated recommendation;

Restricted Housing Unit. The Restricted Housing Unit consists of two separate multi-level sections, each containing two housing wings and a secure control room located in between each wing. **One of the housing sections was not being used.** The living areas provide secure cells, including four crisis cells which contain security cameras. All cells have a toilet and wash basin. Each wing contains two tiers, surveillance cameras, a small dayroom area, secure cells, recreational space and showers. The capacity of the one unit is (92).

The two wings are separated by a secure control room available to provide added security, visibility into the wings, remote access control and security support. The control room is required to be staffed on a 24-hour basis. In-house policy requires staff to conduct 30-minute security checks, escort medical personnel on the wing, deliver mail as needed, deliver meals, conduct inmate counts, escort inmates to the shower, visitation and recreation area, address inmate concerns and conduct building security checks. For inmates to be escorted out of their cell, a minimum of two staff are required to be present.

All these responsibilities require additional security personnel other than the officer assigned to the control room. This is a staff intensive high security unit and when insufficient personnel are available required responsibilities may not be met, including access to showers and/or recreation, cell checks and distribution of supplies. Appropriate staffing levels should be provided to meet responsibilities consistent with policy. Additional post assignments are identified in the updated staffing recommendation;



Shift Relief. A shift relief factor is not reflected in current assigned staffing levels. Applying the number of security personnel time-off is generally covered through assigning overtime, closing posts, or redeploying staff from other designated post assignments.

Shift Relief Factor (SRF)

An updated shift relief factor has been developed for Kershaw based on data provided by personnel assigned to the Research and Information Management Division (RIM). The shift relief factor (SRF) represents the number of staff required to fill a post assignment throughout the year based on the number of hours the post needs to be filled divided by the number of hours the average employee assigned to the post is available.

Staff attendance, off-post hours and leave-time results are inputted into a department recognized electronic data base and transferred into an automated system that can identify the shift relief factor. The SRF electronic workbooks have been set up to allow the user to specify the institution and hours per shift which will automatically recalculate the SRF accordingly.

The SRF calculation for this project is based on the following:

- All security staff (cadets – major) who were assigned to the institution during the entire year;
- A blended work schedule, including the use of both an eight-hour administrative shift (160 hours) and the straight 12's (168 hours) schedule;
- An average of the three most recent completed years that was available at the time the report was being initially prepared. This included 2015, 2016 and 2017. The purpose of evaluating data from the past three years instead of one year minimizes the chances the SRF will be influenced by one or more unusual factors or outliers;

At Kershaw the overall use of "leave-time" has increased over the three-year period.

- Sick-Time: In 2017, the average full-term security employee used (119) hours of sick-time, compared to (84) hours in 2016 and (69.5) hours in 2015;
 - Annual-Leave (vacation): In 2017, the average full-term security employee used (104) hours of annual-leave, compared to (76) hours in 2016 and (85) hours in 2015;
 - Other-Time (FMLA, Military, Injury, etc.): In 2017, the average full-term security employee used (27.6) hours of other-time, compared to (11.9) hours in 2016 and (21.5) hours in 2015.
- The SRF is reflective of the facility being fully staffed; and
 - Most posts recommended are considered relief posts. Refer to Appendix A for the detailed formula used to determine shift relief factors and the post chart appendix to identify specific post assignments being recommended.

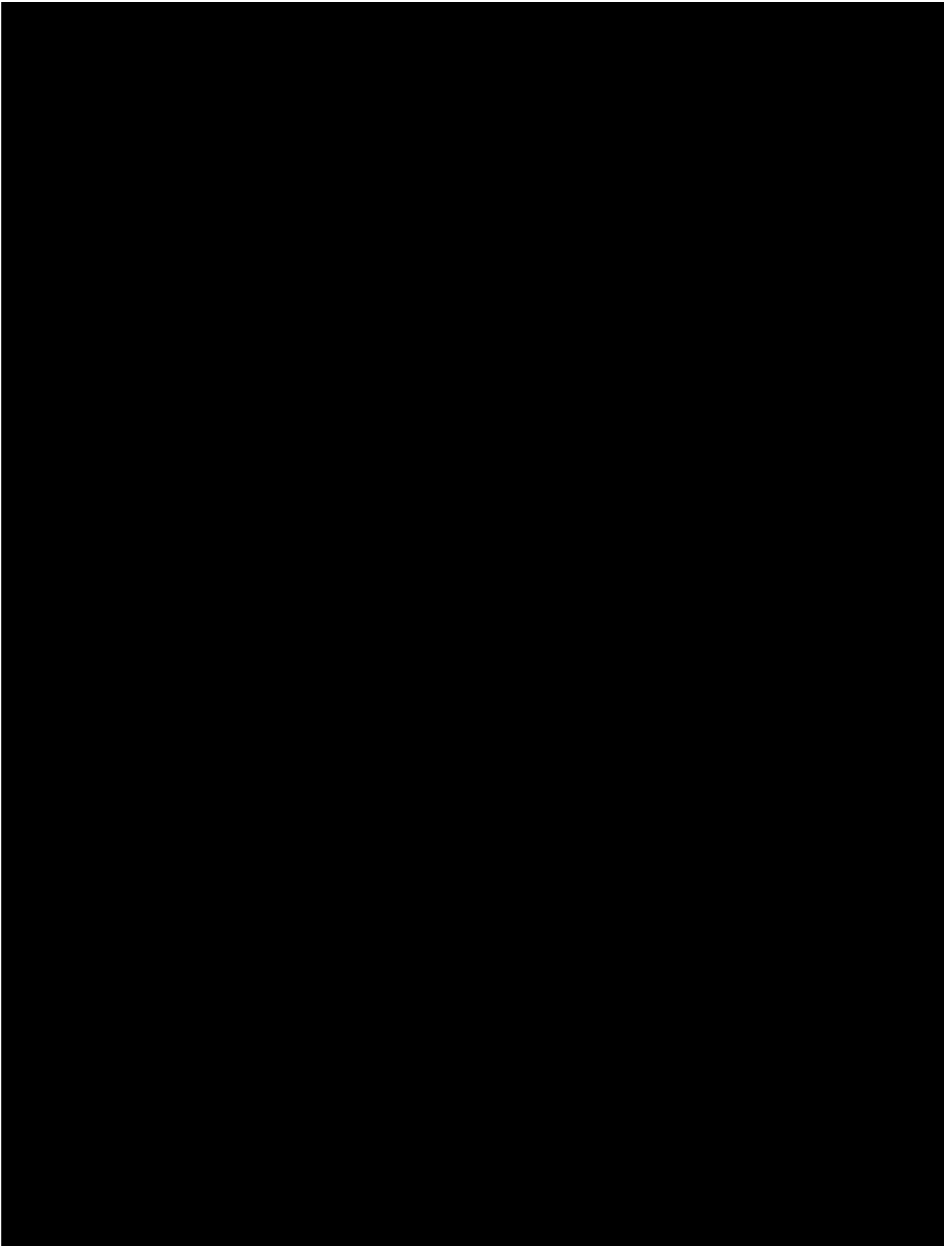
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Ridgeland Correctional Institution

The Ridgeland Correctional Institution (RCI) is a state operated level 2 facility located approximately 130 miles south of Columbia in the town of Ridgeland, South Carolina. The facility was opened in 1995 and serves as one of South Carolina's adult male medium security correctional facilities. The operating capacity at Ridgeland is 1,020 and the average daily population during the last six months of 2017 was 1,012. One wing of a general population housing unit had been closed due in part to limited available staffing levels.

While most of Ridgeland's inmate population is considered medium custody a small percentage of inmates (approximately 6 percent) are classified as level 1B (minimum) and may be eligible to be assigned to work on supervised work details located outside the perimeter. Approximately 11% of the inmate population was on a mental health caseload.

In addition to providing housing and services for general population inmates, Ridgeland also provides housing and services for special programs including the Restricted Housing Unit. The Restricted Housing Unit is available for inmates requiring more intense behavioral levels of supervision. These inmates are housed and programmed separately from inmates assigned to the general population.

The physical plant at Ridgeland was built as a medium security facility and is surrounded by a double fence reinforced with multiple rolls of razor ribbon, electronic surveillance equipment, high-mask lighting, vehicle access gate, mobile perimeter patrol and an alarm detection system.



Inside the perimeter are a variety of buildings and open space provided to help meet existing facility responsibilities. The physical plant contains the following: Front Gate, Administrative Services Building, Main Control, Medical, Prison Industry Program, Maintenance/Vehicle Gate Area, Support Services Building, Education/Library and Multi-Purpose Building, Restricted Housing Unit, General Population Units, Greenhouse and a large open courtyard located in the center of the facility.

Food Services are normally provided to the general population in the main cafeteria located in the Support Services area.

All authorized inmate movement was considered controlled movement and the type of movement varied based on the inmates' classification, the purpose for the movement, destination and time of day. A combination of line movement (food services), escorted, supervised and the use of passes (OTR's) was all being used.

Housing Unit Designs

There are two housing unit designs at the Ridgeland Correctional Institution. All the housing units contain secure cells as dormitory style housing is not provided at this medium-security facility. The housing unit designs are consistent with nationally recognized practices for a level 2 facility. In total, there were five inmate housing units at RCI that were considered operational.

General Population. The general population housing units consist of four **direct supervision** two-tier units similar in design. Direct supervision units provide an open officer work station located within the inmate living area. The living areas are referred to as "wings" as they represent one of two primary housing areas within each unit. The living areas contain ADA recognized and double occupancy cells, dayroom space, showers and an open-counter officer work station. Each cell contains a toilet and wash basin. Most of the cells are designed for double occupancy. Total operating capacity of a wing in the four similar designed housing units is approximately 136. In the front center of the unit is a secure indoor sally port and staff working space. In the back of each unit located between the two wings is an open-air recreation yard. Security surveillance cameras are available in select areas.

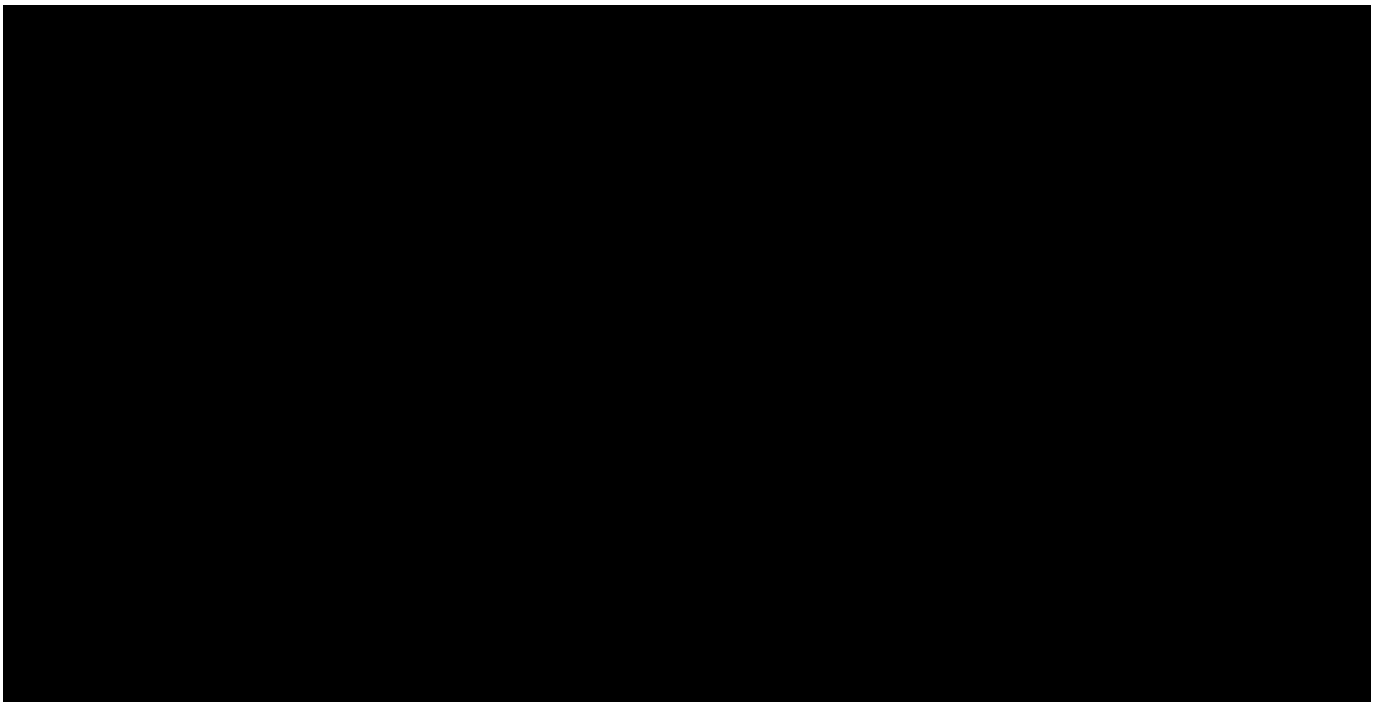
Restricted Housing Unit (RHU). The RHU is a single-story building that has a reported operating capacity of approximately 72. The unit consists of a secure entrance sally port and four separate living areas surrounding a control room strategically located in the center of the building. Control room staff are responsible for providing back-up support to the wing officers, distribute security equipment, maintain communications using a video monitor, radio and telephone, and activate an electronic door access control panel that operates the security doors within the unit. Individual showers controlled by security staff are in each cell, inmate telephone access is provided in the unit and outdoor recreation is provided in a secure area adjacent to the building.

Program Services

A wide variety of program services are available and integrated into the daily facility schedule. Primary programming includes ABE/GED, Vocational Education, Religious Services, Anger Management, Character-Based Program, Volunteer Services, Road to Recovery, Transitional Programming, Alcohol and Drug Education, Highway Work Crew, Mental Health Services, Step-Down, General Library, Law Library, Recreation, Toastmasters Program, Visitation, Canteen and the Prison Industry Program.

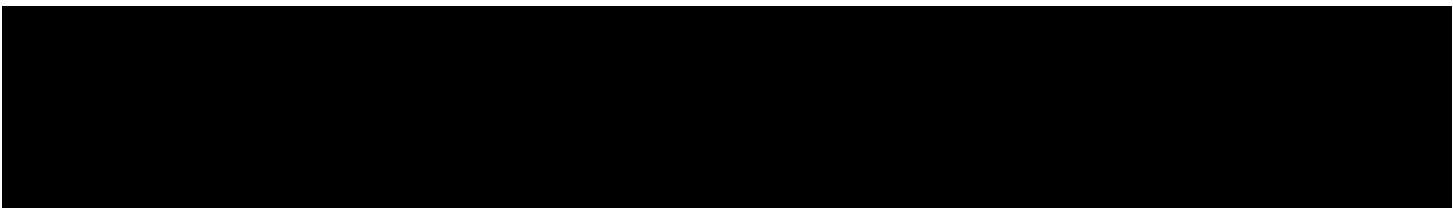


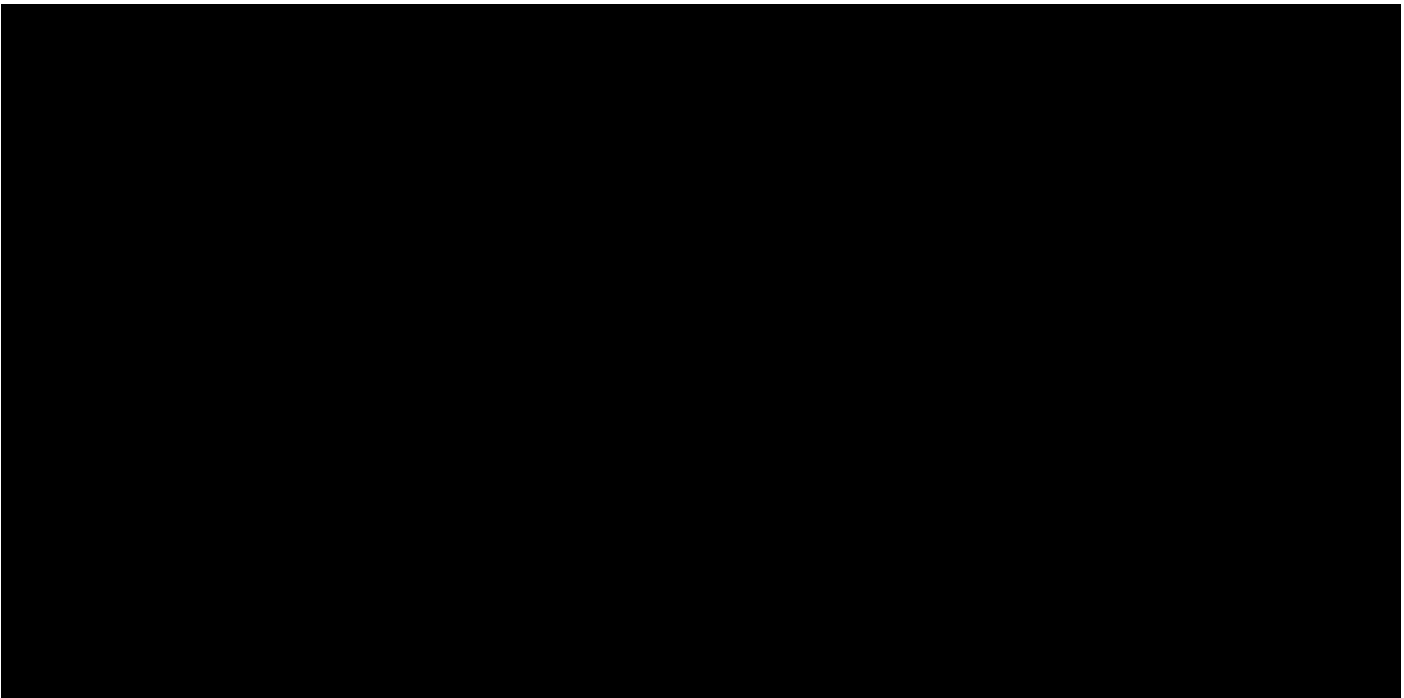
Security staff vacancies have been a concern at Ridgeland for an extended period. In January 2011 the reported security staffing level was (140). In January 2013 the security staffing level was reported as (144), a seven year high for the facility. After 2013, there has been a consistent year-over-year decrease in the overall number of security personnel as shown in the following chart. Specifically, there was a 24% decrease in available staff from January 1, 2013 to January 1, 2018. The figures below identify the total number of filled security positions reported on January 1 of each year.



The primary difference in the security staffing levels at Ridgeland from year to year is in the **average number of front-line positions that were filled**. A significant decrease in front-line security (FLS) staffing levels began in 2013 and has continued to decline through 2017.

In January 2018 the facility was operating with approximately 24% fewer staff than were available in 2013. There were no indication workloads have significantly changed during the past five years, other than the closing of one housing unit wing to reduce staff workload.

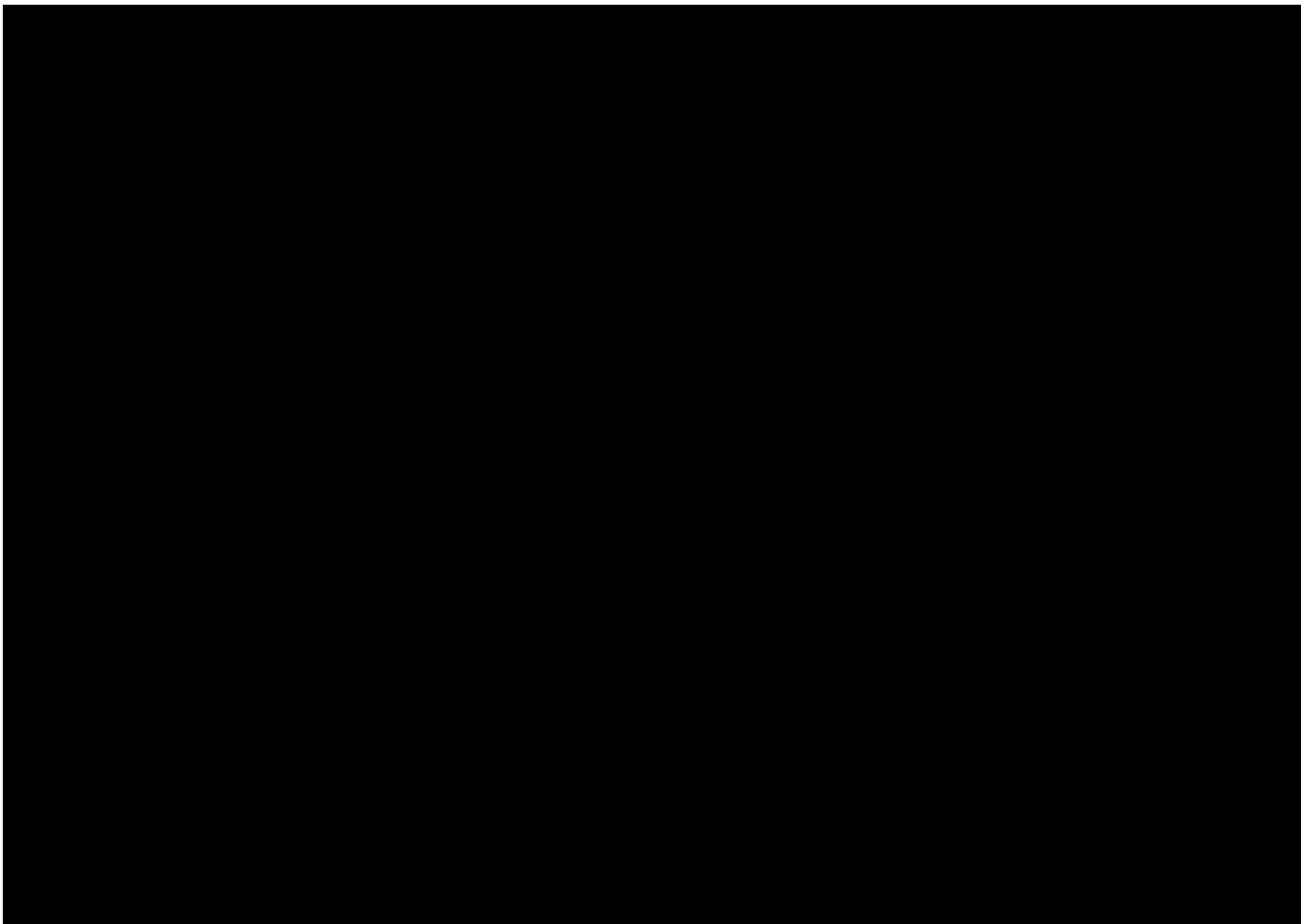




As noted the largest number of vacancies (93.9%) was found in the front-line positions. These are the positions that normally have the most frequent direct contact with inmates and routinely include post assignments such as housing units, transportation, yard, inmate escorts and providing direct security within a specific area.

There was an average of (62) front-line staff assigned to the facility during the five-month (July 1 – December 1, 2017) reporting period. To put into perspective the impact (62) front-line staff (FLS) would have on filling post assignments, the following scenario is provided.

There are five housing units at Ridgeland including four general population units and one restricted housing unit. The restricted housing unit provides housing and services for inmates requiring separation and/or more intense behavioral levels of supervision.



Operational Initiatives in Response to Staffing Levels

In view of the available staffing levels facility management personnel have had to deviate from the established staffing plan and implement several initiatives to maintain minimum operations at the facility.

These initiatives routinely include the following:

- **Staff responsibilities are expanded beyond the established post order.** Each post assignment includes a written post order that describes the normal responsibilities associated with the post (OP-22.24)³⁷. Under normal circumstances security staff are responsible for one post at a time. Staff at RCI are routinely required to be responsible for meeting both their assigned responsibilities and responsibilities of an additional post. As a result, basic operating practices are not consistently being performed, including regular cell searches, building and area inspections, pat-down searches, engaging in pro-active security measures and providing inmates assigned to the restricted housing unit consistent access to recreation;
- **Staff are augmented to leverage existing personnel resources.** Approximately 94% of the vacancies were in the front-line staff positions resulting in personnel outside that position classification to frequently fill line staff post assignments.

³⁷ SCDC Policy OP.22.24 Post Orders.

A review of daily shift assignment rosters reflect sergeants, lieutenants and captains are commonly used to complete front-line post duties, limiting their ability to supervise or perform their normal responsibilities;

- **Security personnel from the Allendale Correctional Institution are used to fill Ridgeland post assignments often at an overtime rate.** Allendale security personnel are frequently used to fill external post assignments at Ridgeland including the mobile perimeter patrol, bus transport and the vehicle gate post. During the 60-day period of 7/22/17 – 9/19/17 a total of 1,197.5 hours of overtime was reported by Allendale staff to fill Ridgeland post assignments;
- **12 Hr. Shift Supervisory personnel routinely work 14-15 hr. days.** To meet existing responsibilities, shift supervisory personnel routinely arrive prior to the start of their assigned shift, review staff availability, facility schedules, overall shift workload, manage the shift and remain after their shift is normally over to ensure effective communication and staff coverage. Lieutenants and Captains are considered exempt employees and not currently eligible for overtime;
- **Staff initially not scheduled to work are frequently required to fill vacant post assignments beyond their normal work schedule.** During the 28-day pay period of 6/24/17 – 7/21/17 a total of 2,779.6 hours of overtime was reported to fill security post assignments. During the 28-day pay period of 7/22/17 – 8/18/17, a total of 2,314.85 hours of overtime was reported to be worked by security staff. One employee had worked 111.5 hours of overtime in addition to their regular 168-hour work schedule during a 28-day pay period. Overtime expenditures at RCI have increased by over 120% during the first eleven months of 2017 when compared with the same period in 2016.

Facility management personnel reported the overtime was primarily the result of personnel filling vacant required post assignments, fewer FLS staff being available in 2017, staff staying after their shift because of late reliefs, providing hospital coverage, inmate transports and to attend required training during their scheduled off-time. Overtime should not automatically be considered a poor reflection of an existing staffing plan; however, excessive overtime can lead to job dissatisfaction, employee effectiveness, resignations and high rates of turnover. At Ridgeland overtime expenditures appeared to be constant and excessive;

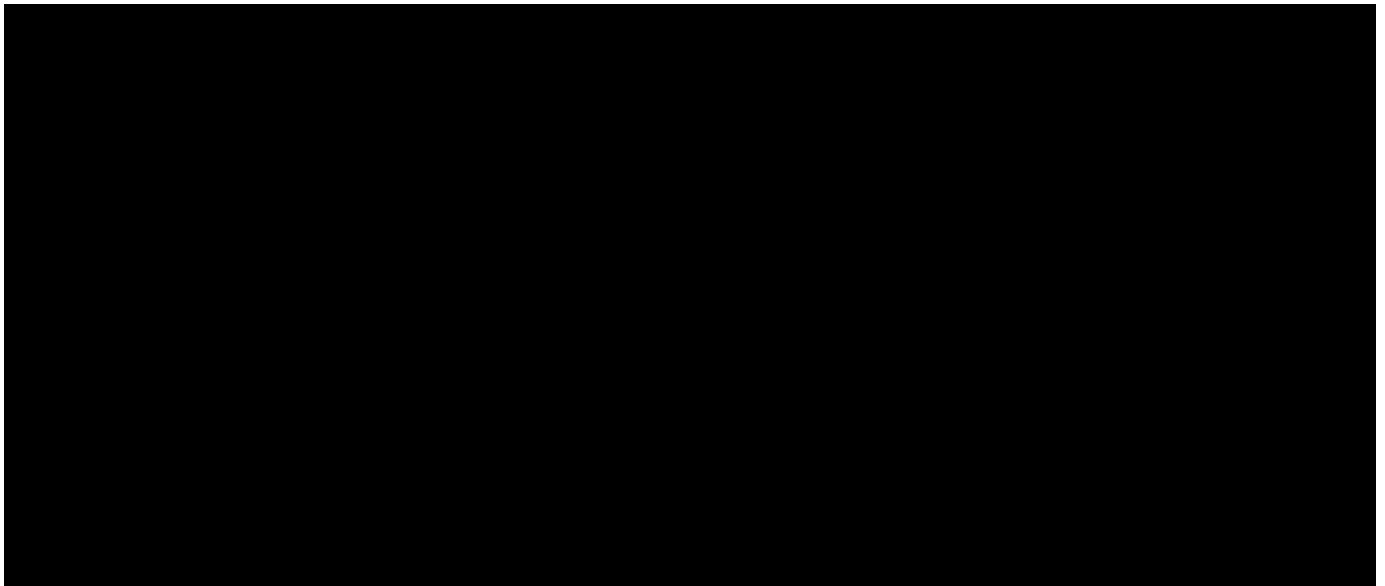
- **The facility is placed on full or partial lockdown to limit movement outside the cell.** During the first eleven months of calendar year 2017 the facility reported that due to staff shortages they were on full or partial lockdown a total of (108)³⁸ days. This resulted in limited access by inmates to programs and services and based on staff reports often resulted in an increase in tension throughout the facility;
- **A “Tiering” Schedule has been developed to limit inmate movement.** A “Tiering” schedule is implemented at the facility, limiting the number of inmates out of their cell during “dayroom time”. Normally during full operations, the inmates assigned to the entire wing would have the option of being allowed out of their cells during scheduled dayroom time.

The tiering schedule divides the housing wing in half, and only Inmates assigned to either the upper or lower tier are allowed out of their cell during scheduled dayroom-time.

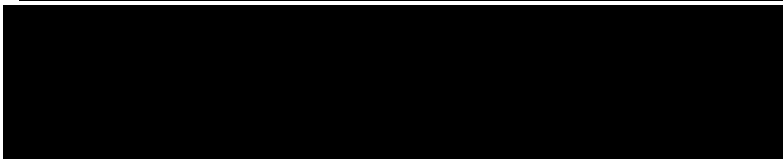
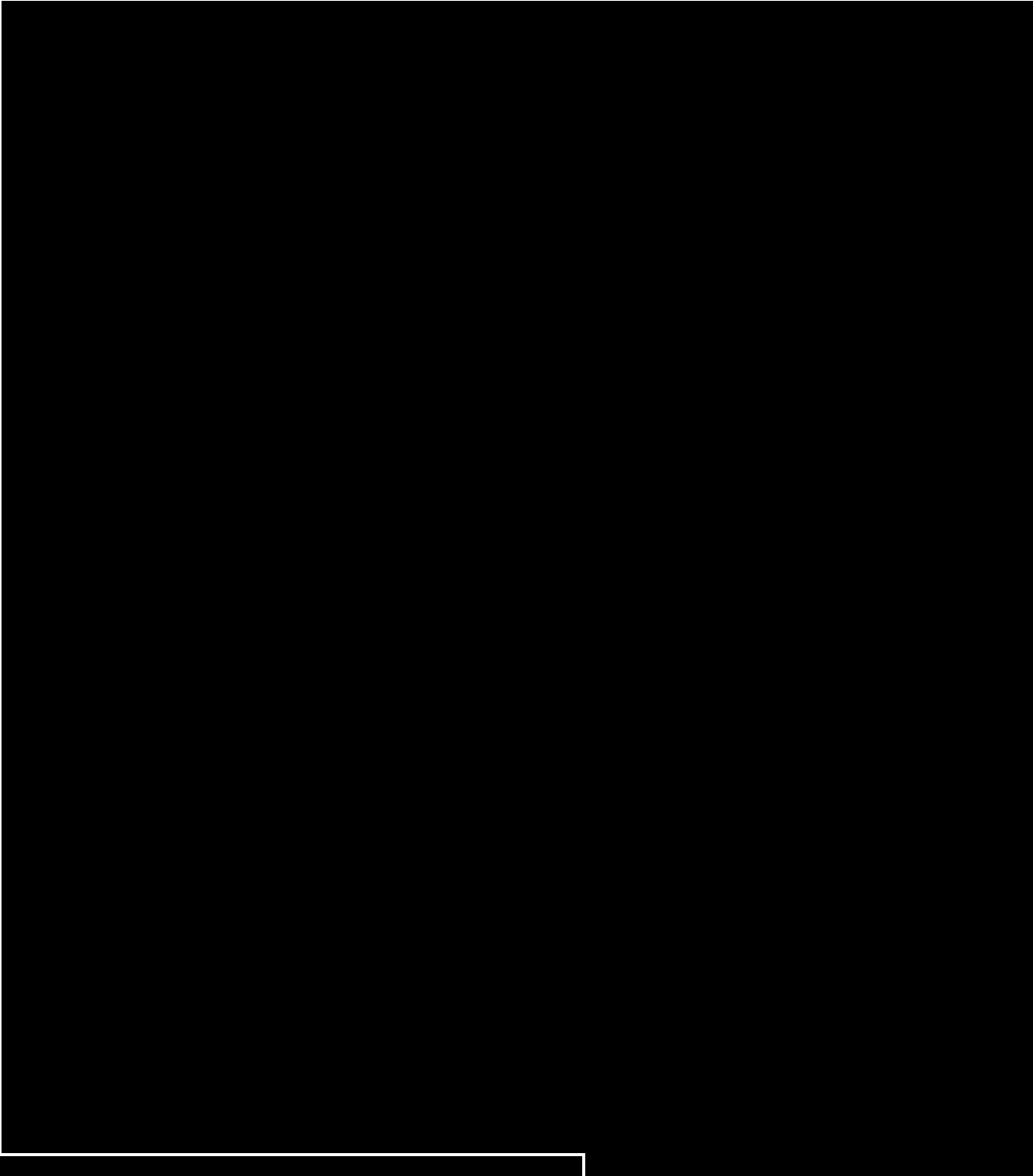
³⁸ SCDC Operations. December 2017 Lockdown Statistics.

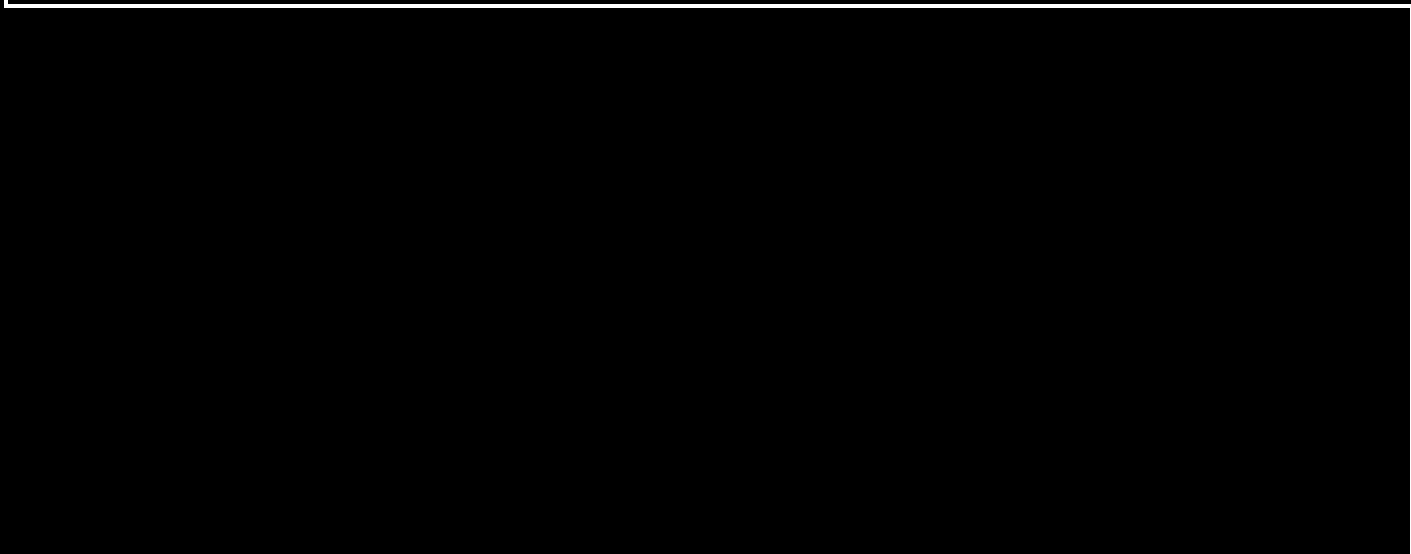
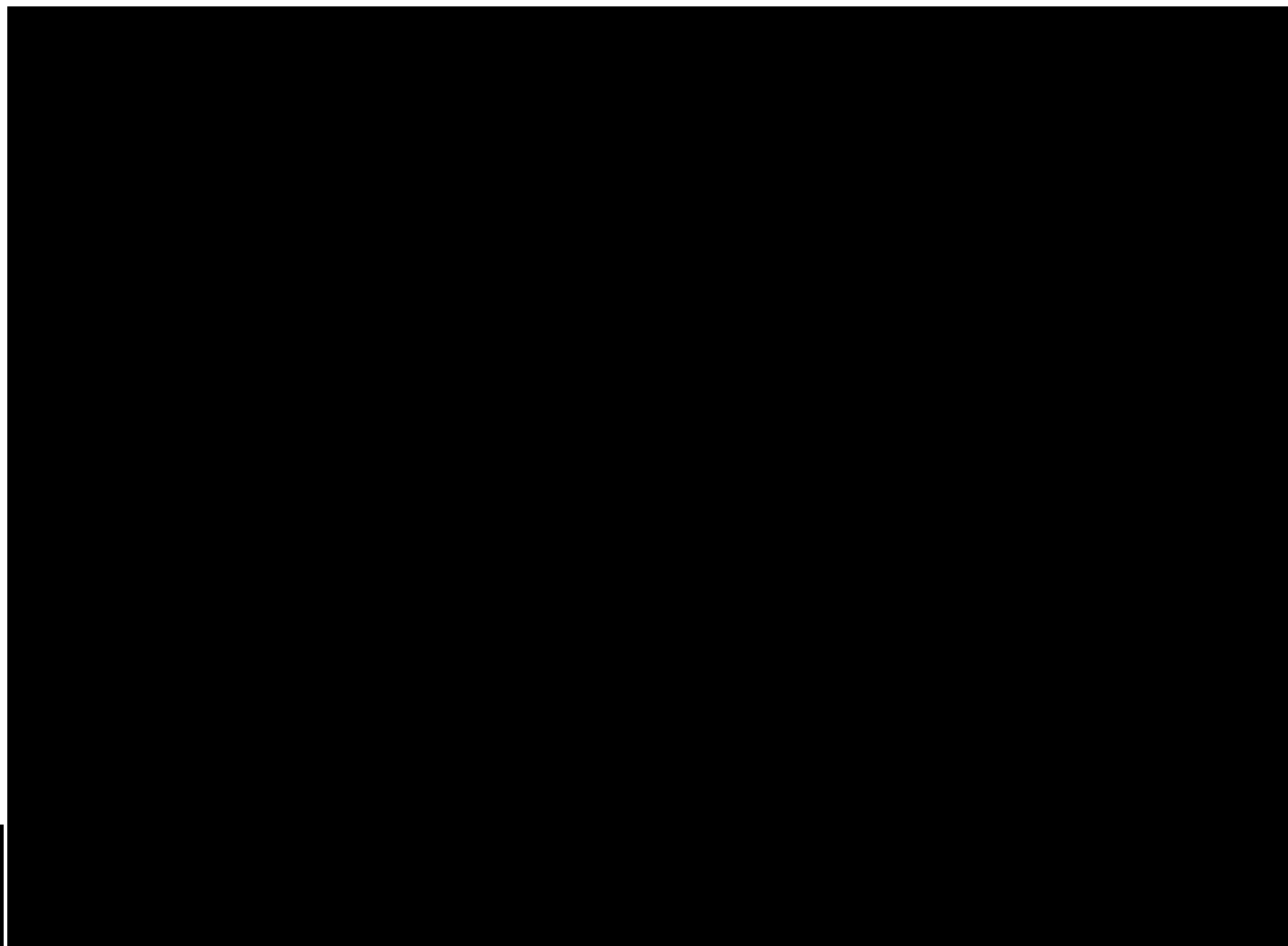
This results in inmates having half the amount of dayroom-time when compared with normal operations. On the day of the site visit as many as (136) inmates were assigned to one wing. Each general population housing unit has two wings;

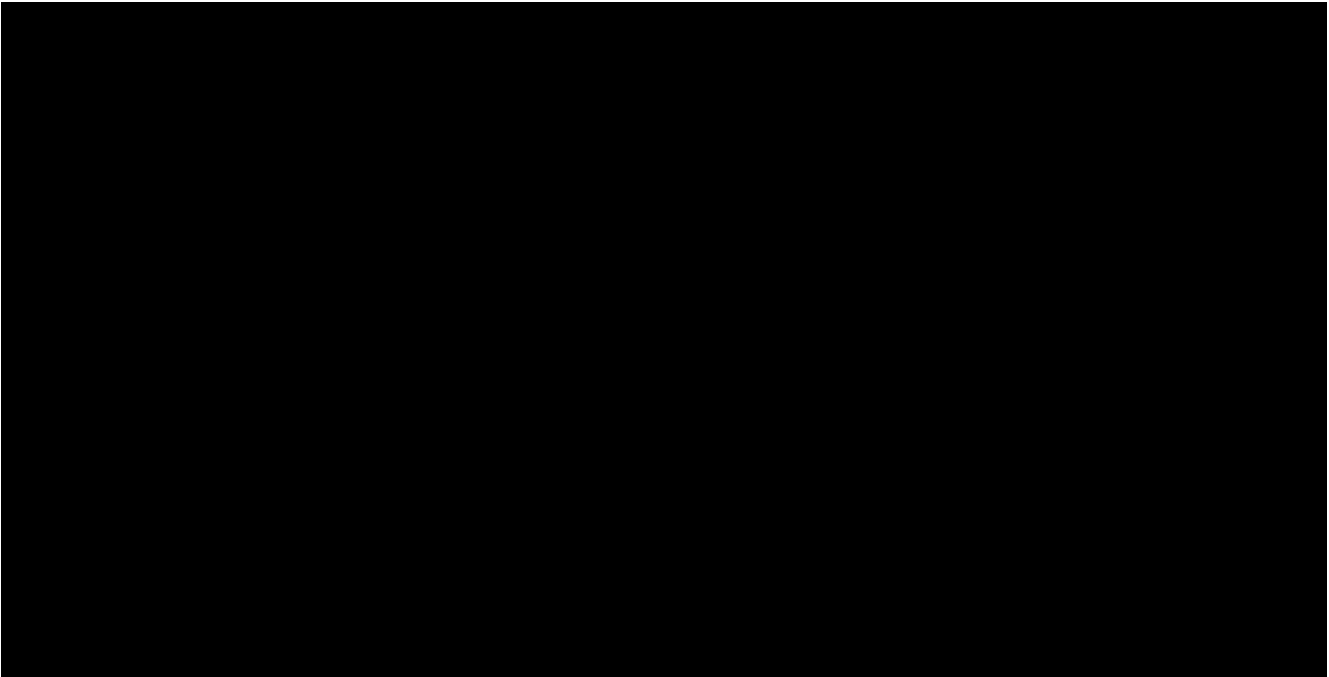
- **Out of cell inmate activity is limited after 7:00 pm.** Based on staffing levels inmates assigned to general population units are often restricted to their cells at 7:00 pm to limit inmate movement and reduce overall staff workload responsibilities;
- **Front-line security staff assigned to a 40-hour work week are scheduled to work one 8-hour shift during the weekend every four weeks.** To supplement existing staffing levels during the weekend, staff normally scheduled to work Monday through Friday are scheduled to work one additional 8-hour shift on the weekend every four weeks;
- **Post Assignments go unfilled.** A review of daily shift assignment rosters from July 2017 through September 2017 reflect all post assignments in the housing units, escort positions, yard, cafeteria and education are not frequently being filled. On the date of the site visit, based on the daytime daily shift rosters, (D-1 and C) there was one front-line security staff member assigned to each of the four general population housing units. The inmate count in three of the four buildings exceeded 245. One housing unit had a wing closed due in part to available staffing levels. As a result, inmate access to programs and services are often postponed, cancelled or delayed;
- **A housing unit wing is closed.** One of two wings in the inmate housing unit referred to as "Savannah" was closed to reduce the overall workload and associated staffing requirements of the facility;
- **Staffs assigned to the 12-hour shifts are routinely scheduled to work a minimum of 168 hours in a recognized 28-day pay cycle.** Staff working an 8-hour shift are initially scheduled to work (160) hours in a 28-day pay scale. Staff assigned to the 12-hour shifts are scheduled to work (168) hours with the additional 8 hours compensated at straight-time. The initial Department intent was to provide staff assigned to the 12-hour shifts, 8 hours off per pay cycle; however, this practice was no longer occurring;



Demonstrated Risk Factors



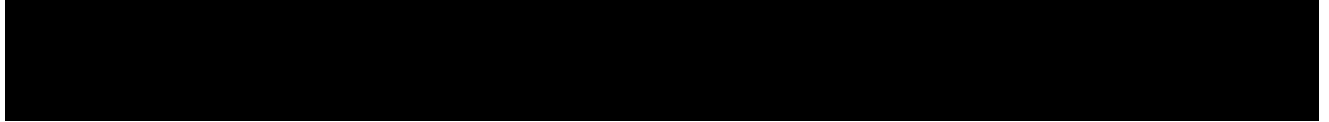
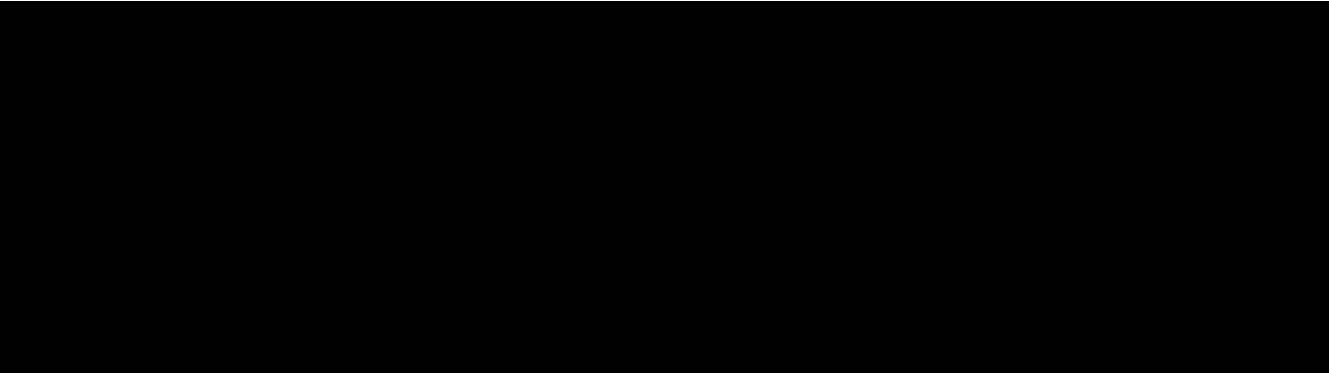


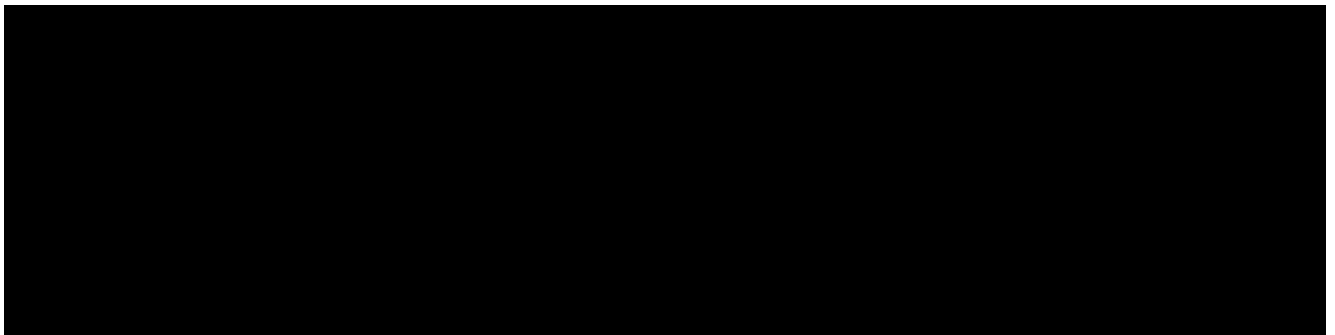
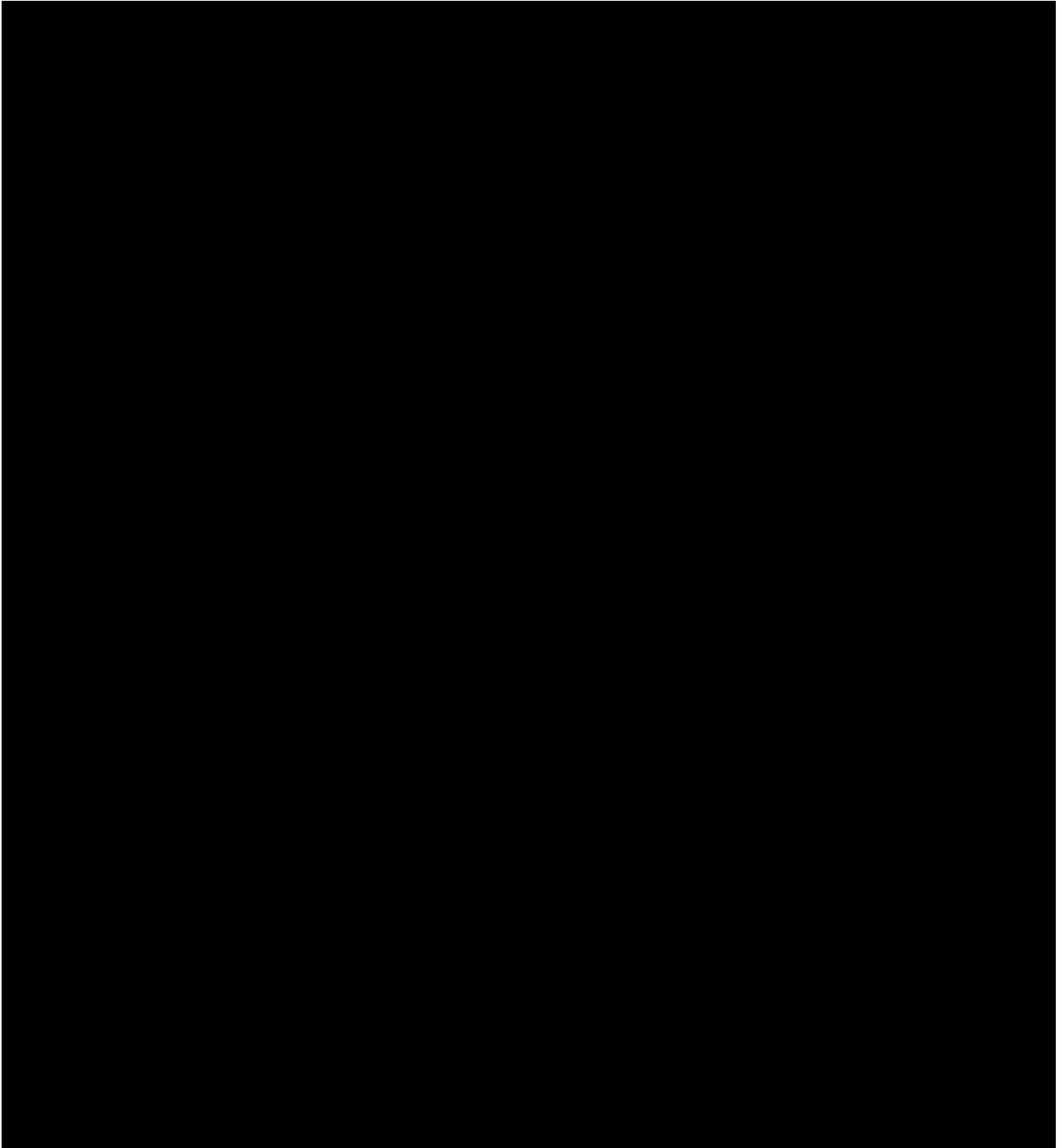


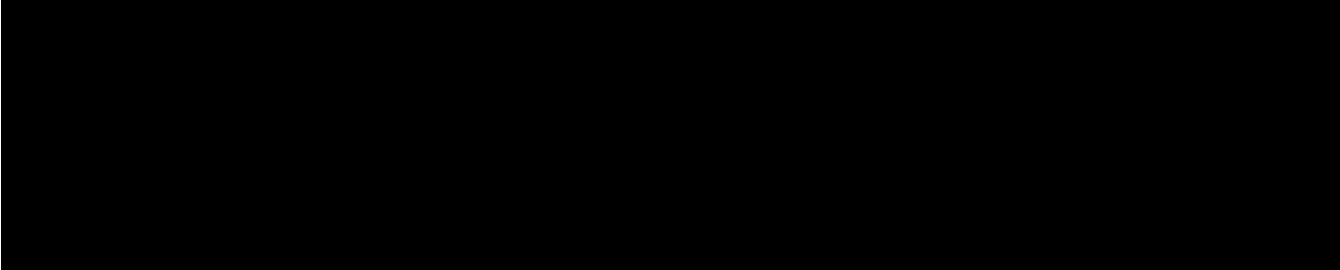
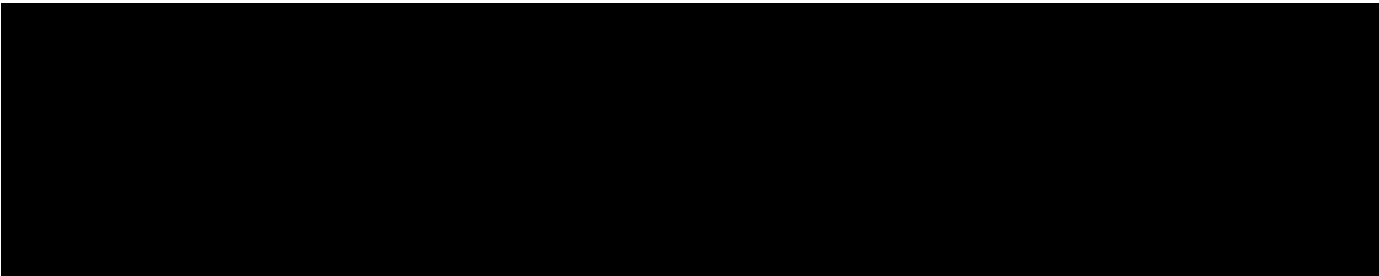
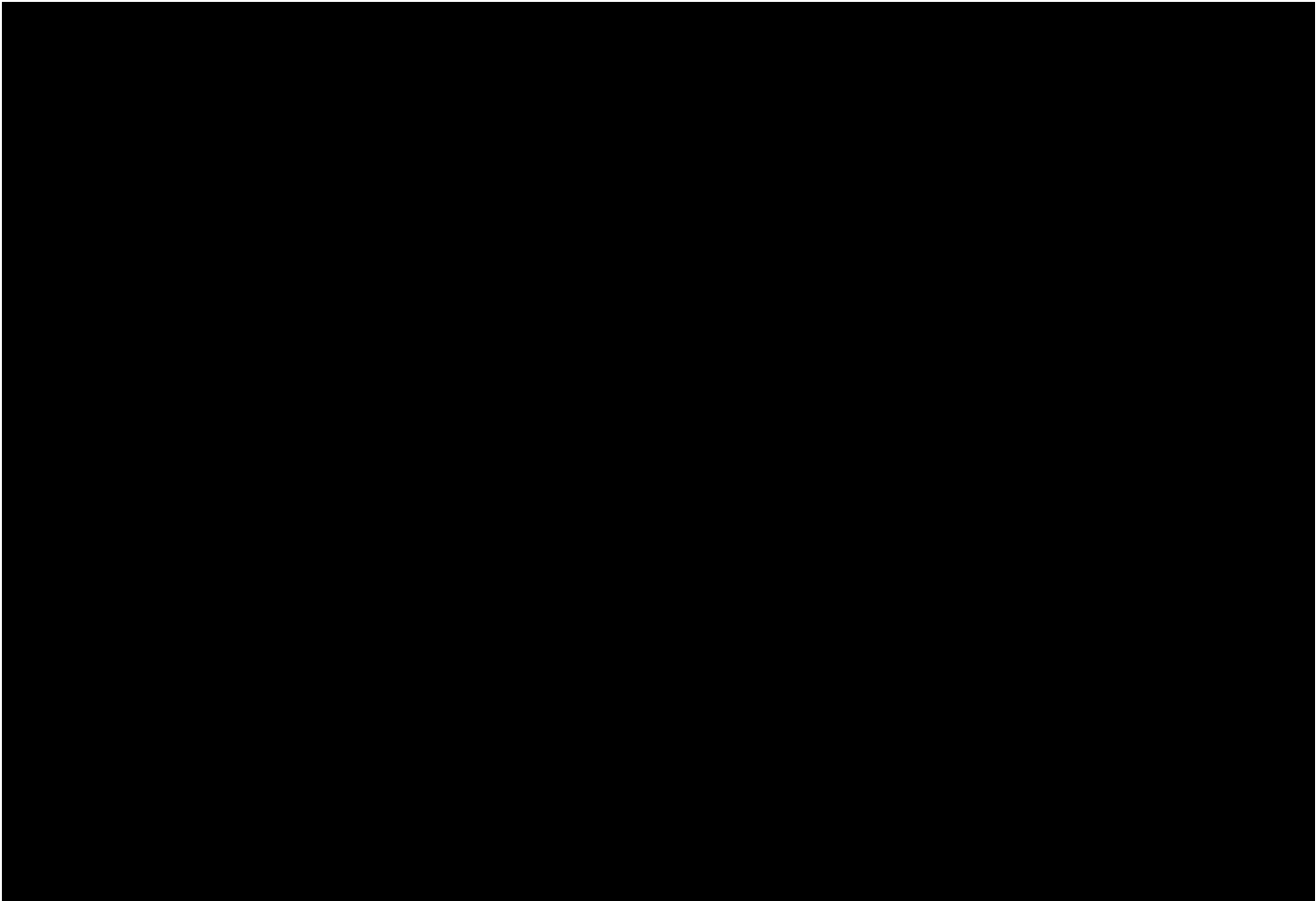
At Ridgeland the total number of reported assaults in 2017 was consistent with the total overall average number of assaults reported by the other male level 2 facilities reviewed. Inmate-on-Inmate assaults at Ridgeland was higher while inmate-on-employee assaults was lower than the average. Any assault is one to many; however, this should be considered a contributing factor to high staff turnover rates and staff pursuing alternative employment options. Based on weekly officer count reports received from RIM, during the period of May 1, 2017 to January 2018 (21) additional correctional officers/cadets were added and (12) had left.

Key Staff Positions

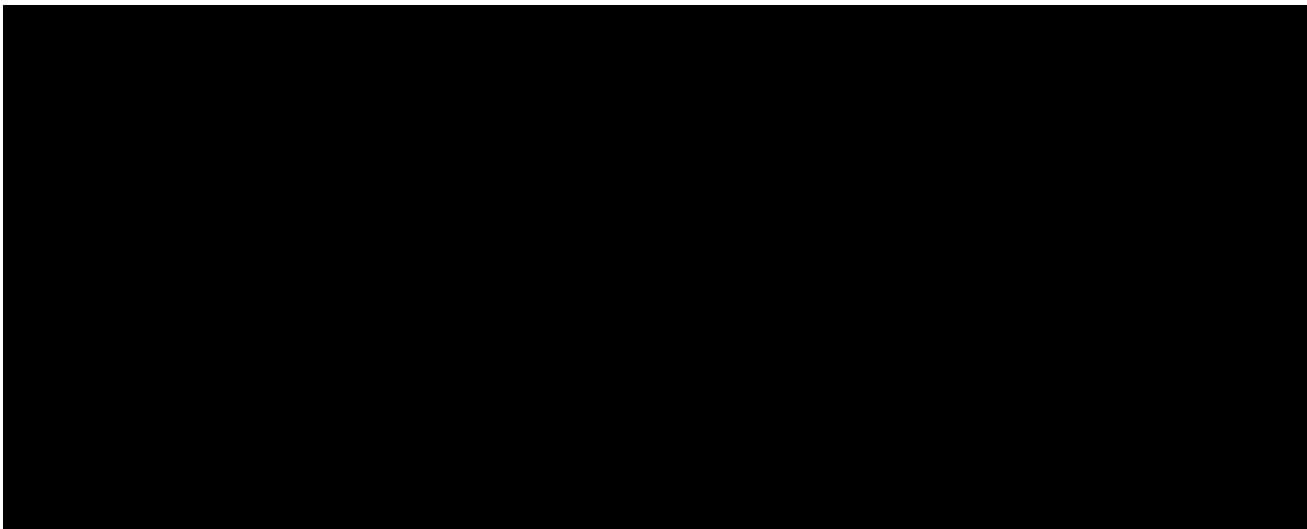
Administration. The approved administrative core positions for the facility include a superintendent (Warden) and two assistant superintendents (Associate Warden of Operations/Assistant Warden of Programs). The Regional Director, Warden and Major assisted in providing a tour of the facility and were available to discuss facility operations and clarify pertinent staffing-related questions. After the initial on-site assessment both the Warden and Major were available via telephone to clarify pending issues.







Shift Assignments. A master shift assignment roster for security personnel has been developed that identifies the personnel assigned to each shift, their position classification, status, those attending the Training Academy, "New Hires" and those on leave status.



Post Classification. By memorandum from the *Division of Security*, post assignments should be classified as either, Pull Post Level I, Level II, or Level III (mandatory) to assist shift supervisors when determining which posts can be temporarily collapsed or closed due to staff shortages, emergencies, overtime reduction efforts or other reasons deemed necessary by the shift commander or facility management. The classification of post assignments is designed to ensure certain post are shut down first.

Due to available staffing levels the use of a post classification system was not considered as critical as the facility was rarely filling other than mandatory and level II posts. Most daily rosters did not identify the post classification and based on current staffing levels was not a significant concern. Staff were being assigned to critical areas as there was no evidence staff were being assigned to posts that could be closed while mandatory posts were left unfilled. When staffing levels increase, allowing for more flexibility, post classifications should be clearly identified.

The sample daily shift rosters provided by the major show the following post assignments consistently being filled: Shift Commander, Main Control Room, Outside Perimeter Patrol, Restricted Housing Unit Control Room, Restricted Housing Unit Wing and General Population Housing Unit Wing Officer. The outside perimeter patrol post and Vehicle Gate post was often filled by staff working extra hours from the Allendale Correctional Institution.

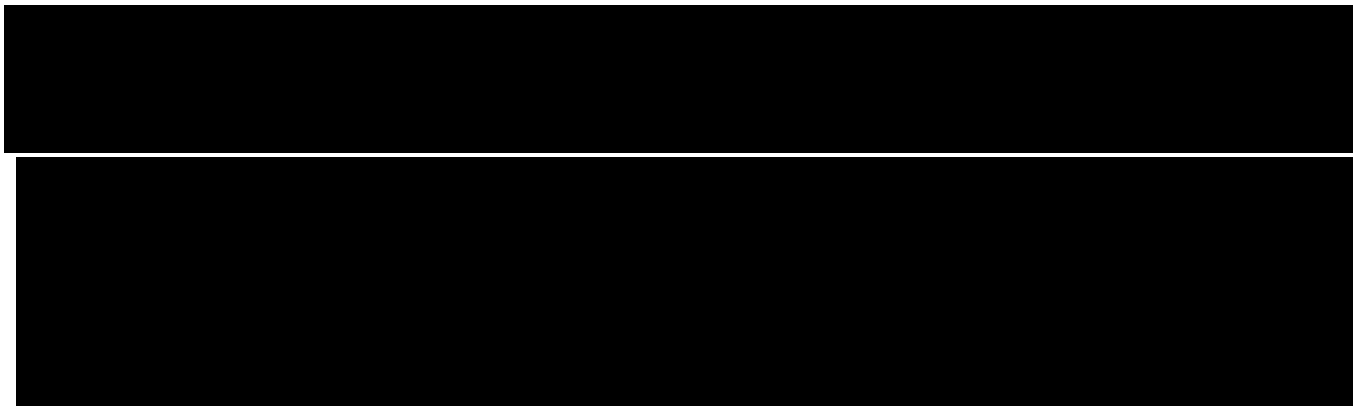
The most significant concerns noted in reviewing daily rosters is in the number of front-line staff assigned to each housing unit. Normally on the day shift no more than two front-line staff are being assigned to directly supervise a housing unit with an operating capacity of approximately (270). Based on completed daily rosters, often only one front-line staff person is being assigned. During the day shift a unit manager and/or unit counselor may be available during peak times on weekdays to assist. On weekends, little to no assistance is provided. On the night shift rarely was there more than one front-line staff member assigned to the unit. The impact of operating at this level, results in very few, pro-active initiatives are getting done.

Additional concerns regarding filling mandatory posts, include the inability to fill a second outer perimeter patrol post and yard officer post during the evening shift on a consistent basis. Contraband as noted in the report, is a major concern at Ridgeland. Patrolling both the courtyard and perimeter is critical to identify and deter unauthorized movement in these areas.

At Ridgeland the basic elements of a roster management system including the identification of post assignments, establishment of recommended staffing levels, appropriate shift scheduling and daily shift roster development are in place.

The primary concerns with the roster management system include the following:

- There is not enough staff. The post chart identifies mandatory posts that need to be filled and are routinely not being filled. The current operating practice, when insufficient staff are available, is for the shift commanders to contact qualified staff assigned or on their off-day to determine their interest in working extra hours. Based on the number of staff that are scheduled and interested the shift commander fills as many posts as possible. Occasionally this results in mandatory posts going unfilled;
- The recommended minimum staffing levels for each 12-hour shift should be reviewed and updated on a regular basis. Daily shift rosters reflected established minimum staffing levels were not being met on a consistent basis due to the number of staff assigned. Monthly in-house reviews should be completed to determine the effectiveness of the roster management system, confirm or re-establish minimum staffing levels, if needed, and to update voluntary and if needed mandatory call-back lists; and
- Daily shift rosters should be updated to reflect how all staff assigned to the shift are utilized. The daily roster should include a recapitulation table to reflect the number of staff assigned from the shift, additional personnel if applicable, staff using leave-time and staff off-post for other reasons. In addition, staff filling post assignments intermittently (for less than a full shift) should be clearly identified on the daily roster, including the time in which the staff member filled the post.



Post Assignment Enhancements

In reviewing current operational practices supported by daily rosters and staff interviews to meet the mission of the facility additional security staff should be made available to fill established post assignments on a more consistent basis. An updated recommended post chart has been developed to identify essential post assignments based on the current mission of Ridgeland when fully operational.

The following posts are key assignments that were not consistently being filled at a level to meet established responsibilities.

General Population Housing Units. A major concern noted in the daily rosters was in the number of staff assigned to the inmate housing units. The general population housing units each have a maximum capacity of approximately (270). Inmates are housed on two separate wings. When the officer is on one wing it is impossible based on building design to observe the activity level on the other wing. In reviewing available documentation, conducting interviews with staff and personal observation it appears there is normally between one and two front-line staff assigned to each general population unit. In addition to the front-line staff there may be a unit manager and/or unit counselor assigned depending on the time, day and whether they are meeting other responsibilities. The unit managers and unit counselors are scheduled to work an 8-hour shift five-days per week and are not always in the housing unit. Current responsibilities for the unit management staff are designed to be different from the housing unit officer; however, based on staffing levels they routinely fill front-line post assignments.

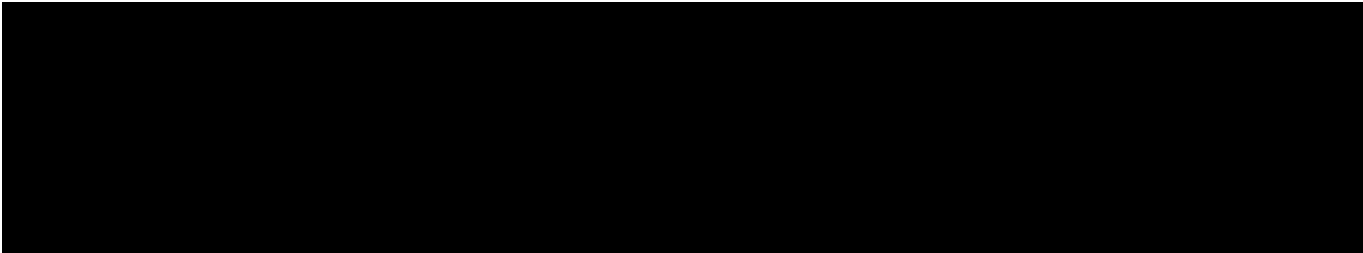
Taking into consideration the full scope of responsibilities of a correctional officer assigned to a housing unit, the capacity of each housing unit, the building design, separate living areas, dayroom schedules, and the security classification of inmates being housed, a minimum of three front-line staff and one sergeant should be assigned during the day shift seven days per week. During the night shift when scheduled activity levels are reduced a minimum of two front-line staff and one sergeant should be assigned. Having one or two officers on the day shift assigned to a housing unit as is the case at Ridgeland jeopardizes the opportunity to meet established post responsibilities and the ability to maintain a safe and secure environment.

Yard/Escort. Ridgeland is a campus-style institution with four general population housing units, programs and service areas surrounding a large open courtyard. To get from the housing unit to most program activities and services inmates are required to walk through the open courtyard. It is essential, and a fundamentally sound practice that security staff be present to monitor and control the inmate movement throughout the facility. On the day of the site visit the shift commander was the only security staff member available to observe and control inmate movement, preventing that staff member from focusing primarily on running the entire shift. Dedicated yard officers should be consistently assigned to the courtyard to assist in monitoring existing inmate movement, provide roving physical plant security and serve as responders throughout the facility;

Inmate Transportation and Hospital Coverage. Providing inmate transportation for medical and/or court mandated issues is part of the daily responsibilities of operating the facility. Most transports occur during the day, Monday through Friday, except for emergency transports that may occur at any time. During the 12-week period from July 5 – September 26, 2017 staff completed (109) separate off-ground transports ranging from no transports to having five transports on a given day. Each transport requires a minimum of two certified staff that have at least one year of service. When at-risk inmates are being transported outside the facility, by policy, a supervisor may be required; To meet these transport responsibilities current operational practice involves pulling staff from both the 8-hour shift and 12-hour shift, depending on the number of transports required. These are staff that may be initially assigned to areas such as inmate housing, contraband control or yard patrol.

Staff reported there was no designated transportation team at Ridgeland although there are frequent workload responsibilities. The number of staff required to provide transportation fluctuates, as it is based on the number of transports scheduled and the security classification of the inmate being transported. Based on a review of the number of transports during the reporting period, an average of (8) frontline staff are being recommended to consistently meet the existing workload responsibility;

Perimeter Posts. Allendale CI security personnel are frequently used to fill external post assignments at Ridgeland including the mobile perimeter patrol, bus transport and the vehicle gate post due to in-house staffing levels. During the 60-day period of 7/22/17 – 9/19/17 a total of 1,197.5 hours of overtime was reported by Allendale staff to fill Ridgeland post assignments. Staff from facilities from other than Ridgeland are generally restricted to filling perimeter-related post assignments. As part of the analyst recommendation, all perimeter post assignments are included in the recommended post chart for Ridgeland.



Front Lobby. All foot traffic, including staff and visitors entering the facility are required to be processed through the front lobby. This is the first security point of the facility to be reached after leaving the parking lot. The front lobby contains both a metal detector and property scanner and all individuals are subject to be searched prior to entering the secure portion of the facility.

On the day of my site visit, no security staff were initially present. A review of daily rosters reflects that normally no staff are permanently assigned to the area. It appears to be a post that is often filled intermittently. Staff reported that when someone arrives at the institution personnel from main control contact staff that may be nearby and notify them their assistance is needed at the front lobby.

This is directly the result of not having sufficient personnel to fill all required post assignments. This post should be considered a critical post to be filled during key time periods; and

Shift Relief Personnel. The relief factor established for Ridgeland reflects over the past three years assigned staff are available to fill a post approximately 77% of their scheduled time.

The rest of the time staff are using benefit time or are off-post. Shift relief factors are only provided for seven-day front-line post assignments. Based on staffing levels and the fact that the average employee is not available to fill a post approximately 20% of the time post assignments go unfilled.

Shift Relief Factor (SRF)

An updated shift relief factor has been developed for Ridgeland based on data provided by personnel assigned to the Research and Information Management Division (RIM). The shift relief factor (SRF) represents the number of staff required to fill a post assignment throughout the year based on the post hour requirements divided by the number of hours that the average employee assigned to the post is available. The SRF provides a reference as to how many FTE are required to meet post responsibilities. Staff attendance, off-post hours and leave-time results are inputted into a department recognized electronic data base and transferred into an automated system that can identify the shift relief factor.

⁴⁰ SCDC Policy ADM-11.21 Regular Working Hours and Overtime.

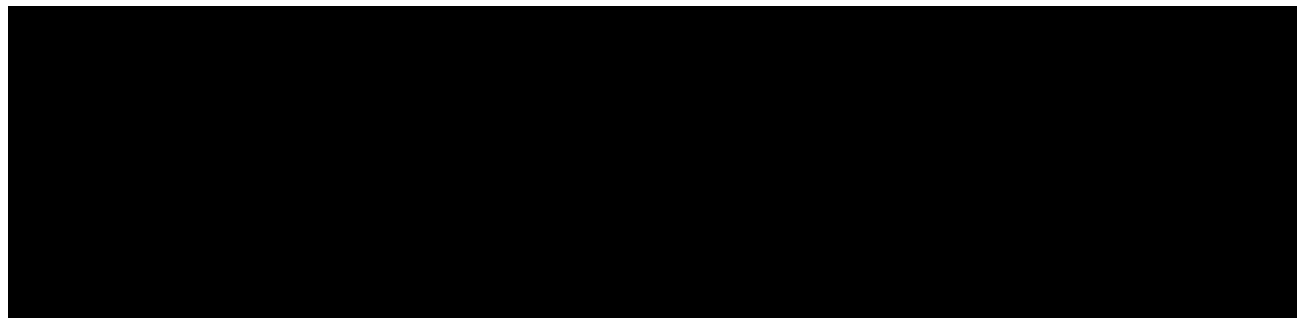
The SRF electronic workbooks have been set up to allow the user to specify the institution and hours per shift which will automatically recalculate the SRF accordingly.

The SRF calculation for this project is based on the following:

- All security staff (cadets – major) who were assigned to the institution during the entire year;
- The blended work schedule, including the use of both an eight-hour administrative shift (160 hours) and the straight 12's (168 hours) schedule is applied to determine the SRF;
- The three most recent completed years that was available at the time the report was being prepared. This included 2015, 2016 and 2017. The purpose of evaluating data from the past three years instead of one year minimizes the chances the SRF will be influenced by one or more unusual factors or outliers.

At Ridgeland, the overall use of “leave-time” has increased over the three-year period.

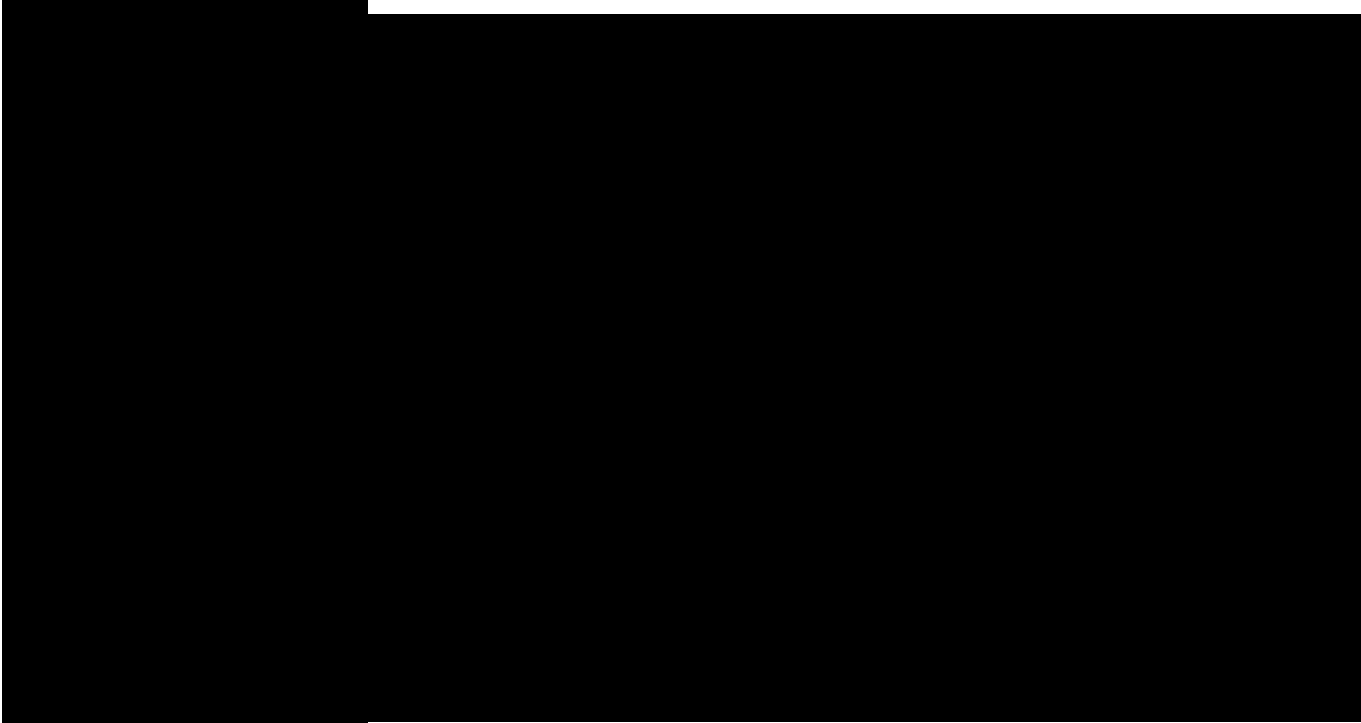
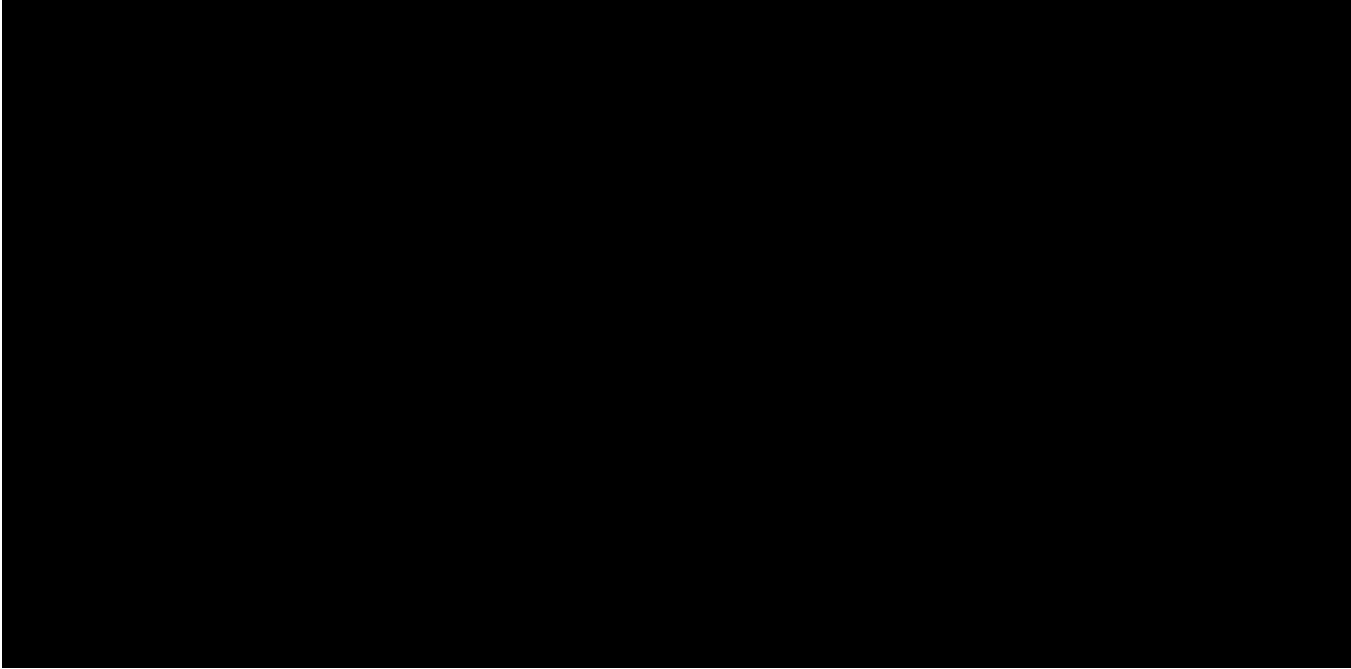
- Other-Time (FMLA, Military, Injury, etc.): In 2017, the average full-term security employee used (18.4) hours of other-time, compared to (9.02) hours in 2016 and (8.29) hours in 2015.
- Sick-Time: In 2017, the average full-term security employee used (106) hours of sick-time, compared to (111) hours in 2016 and (93) hours in 2015;
- Annual-Leave (vacation): In 2017, the average full-term security employee used (109) hours of annual-leave, compared to (100) hours in 2016 and (103.7) hours in 2015;
- The SRF is reflective of the facility being fully staffed; and
- Most posts recommended are considered relief posts. Refer to Appendix A for the detailed formula used to determine shift relief factors and the post chart appendix to identify specifically which posts are considered relief posts.

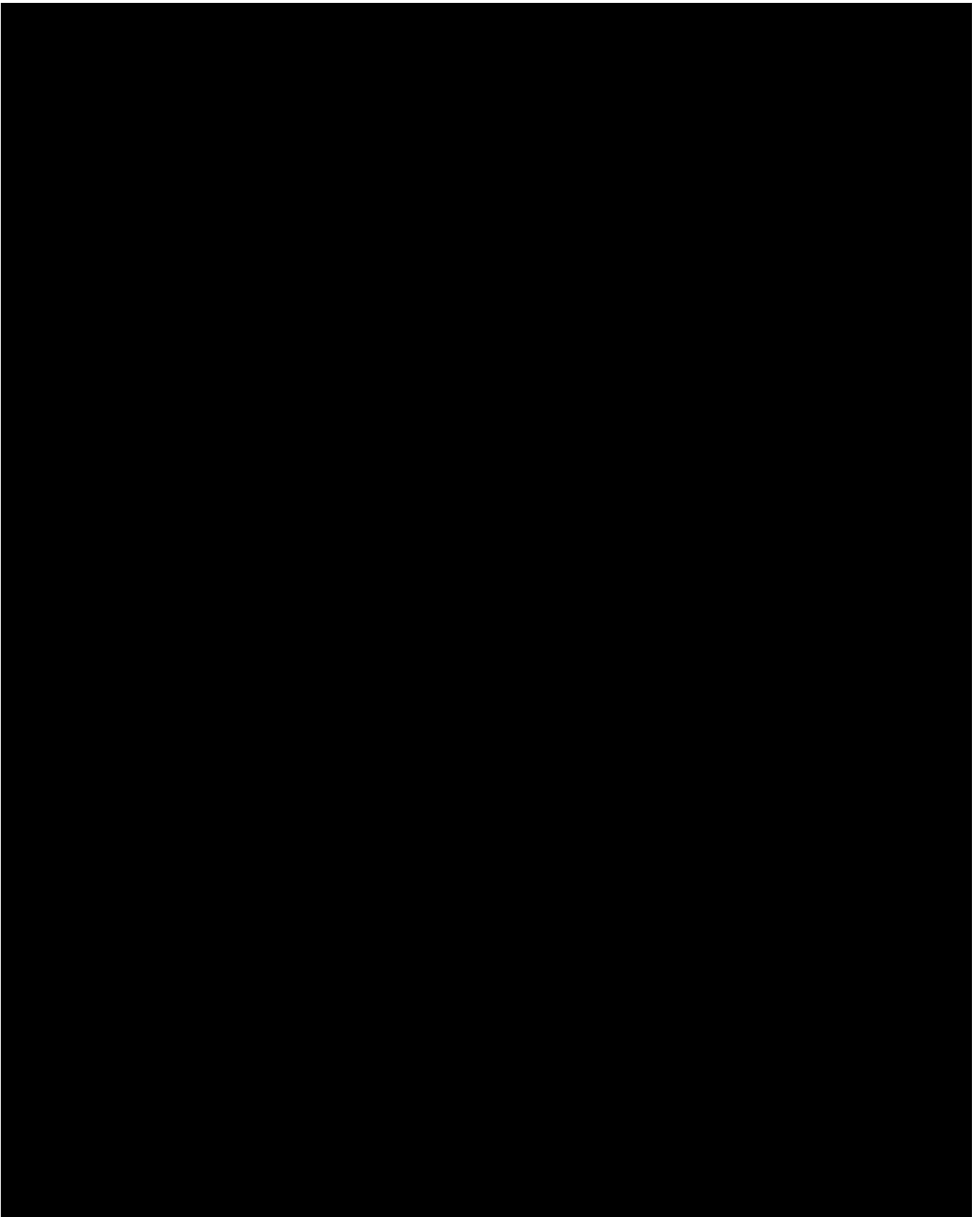


A shift relief factor of 5.02 can be translated to reflect that in one year an average of 5.02 staff will be required to fill one 24-hour post assignment when applying the 12-hour shift schedule.

Staffing Level Recommendations

A recommended post chart has been developed to identify the number of security staff recommended to meet the current mission of the Ridgeland Correctional Institution when fully operational. As the mission changes the staff requirement may also change.





Turbeville Correctional Institution

The Turbeville Correctional Institution (TCI) is a state operated level 2 facility located approximately 65 miles east of Columbia in the town of Turbeville, South Carolina. The facility was opened in 1994 and serves as one of South Carolina's adult male medium security correctional facilities. The current reported operating capacity at Turbeville is 1,377 and the average daily population during the last six months of 2017 was 1,030. One housing unit had been closed (October 2017) due in part to limited available staffing levels, temporarily reducing the current operating capacity of the facility.

While most of Turbeville's inmate population is considered medium custody, approximately 15% of the inmates were classified as minimum (1B) and 3% were considered maximum custody. At the time of the review, approximately 10% of the total population was reported to be on a mental health caseload.

The Turbeville Correctional Institution is the primary facility within the SCDC to provide housing, programs and services for younger adult males. This includes inmates recently transferred from the Department of Juvenile Justice, inmates 17 years of age, inmates sentenced under the Youthful Offender Act and inmates participating in the Shock Incarceration Program. In addition, older adult males serving "straight-time" are housed separately at the facility.

The mission of the facility is well diversified and as a result, maintaining separation between the inmate classifications and providing mandatory programming and services is essential to the operations of the facility.⁴¹ Facility management maximizes the use of the inmate housing unit designs that allow for separation within each housing unit. The following inmate classifications were being housed at TCI on the date of the on-site assessment:

- Youthful Offenders;
- Restricted Housing Youthful Offenders;
- Addictions Treatment Program Youthful Offenders;
- Shock Incarceration Program;
- 17-year old's;
- Department of Juvenile Justice (DJJ) recent transfers;
- Restricted Housing Unit Straight-Time;
- Faith Character-Based Program;
- Litter Crew;
- Crisis Intervention;
- Addictions Treatment Program Straight-time;
- Infirmary; and
- General Population.

⁴¹ South Carolina Code of Laws Title 24-19-60. Youthful Offender Act

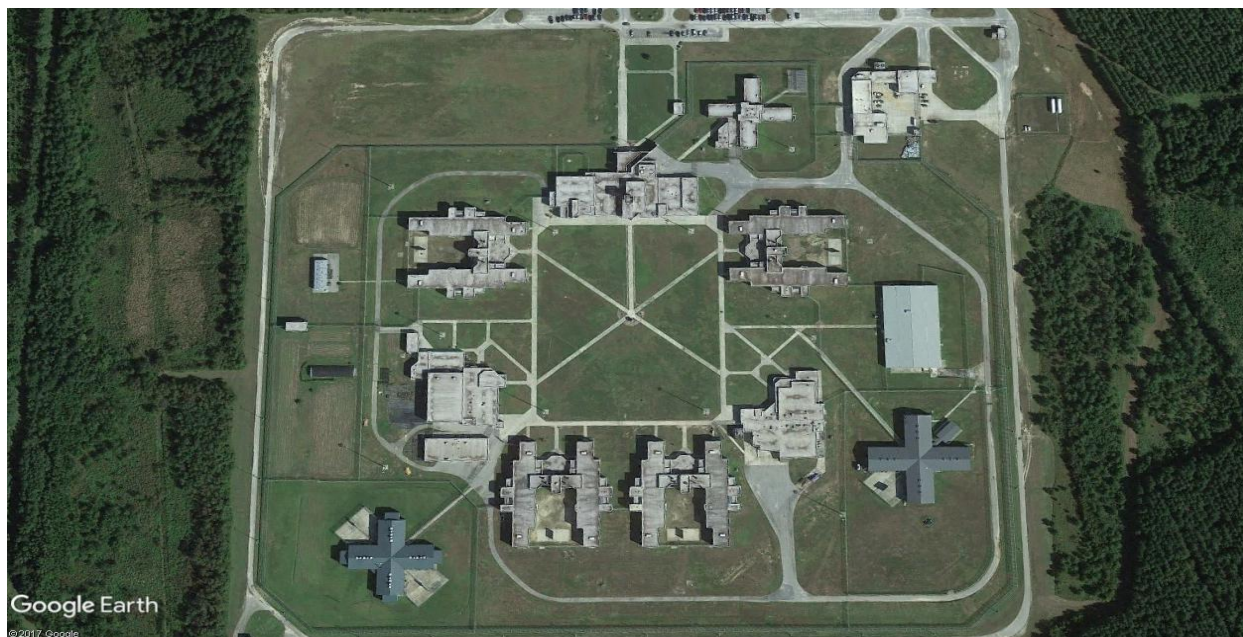
In addition to providing a secure environment, varying degrees of program services and opportunities are available to the inmate population depending upon their individual classification and status. These programs have been integrated into the daily facility schedule. Such programming and services include: ABE/GED; Education Finance Act (EFA) Program; Library/Law Library; Religious Education; Visitation; Canteen; Recreation; Vocational Education; Mental Health Services; Faith Character-Based Program; Horticulture; Commissary; Volunteer Services; Behavioral Health Counseling; Addictions Treatment; Sex Offender Treatment and facility work programs.

The physical plant at Turbeville was initially built as a minimum-security facility and has been upgraded to include a reinforced perimeter fence with a roll of razor ribbon, concertina wire, electronic surveillance equipment, high-mask lighting, vehicle access gate, mobile perimeter patrol and an alarm detection system.

Inside the perimeter are a variety of buildings and open space provided to help meet existing responsibilities. The physical plant contains the following: Secure Front Gate; Outer Perimeter Road; Administrative Services Building; Main Control; Medical; Maintenance/Vehicle Gate Area; Support Services Building; Education/Library; Second Education Building; Multi-Purpose Building; Restricted Housing Unit; General Population Units; Greenhouse; internal fencing and gates and a large open yard located in the center of the facility.

Food Services are normally provided to the general population inmates in the main cafeteria located in the Support Services area. Staff reported the evening meal was being provided in the housing unit due to limited staffing levels.

All inmate movement was considered controlled movement and the type of movement varied based on the inmates' classification, the purpose for the movement, destination and time of day. A combination of line movement (food services), escorted, supervised and the use of passes (OTR's) was all being used.



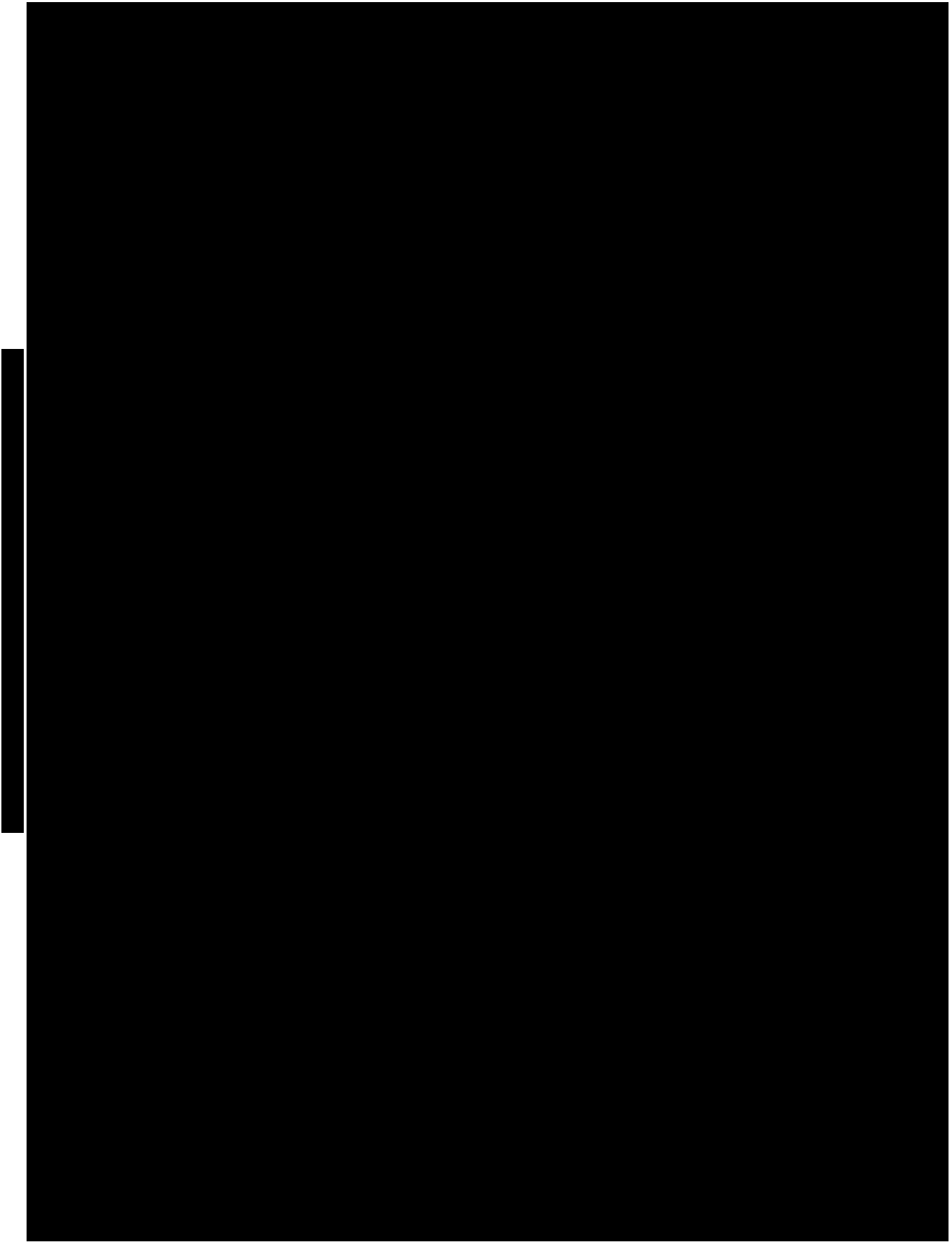
Housing Unit Designs

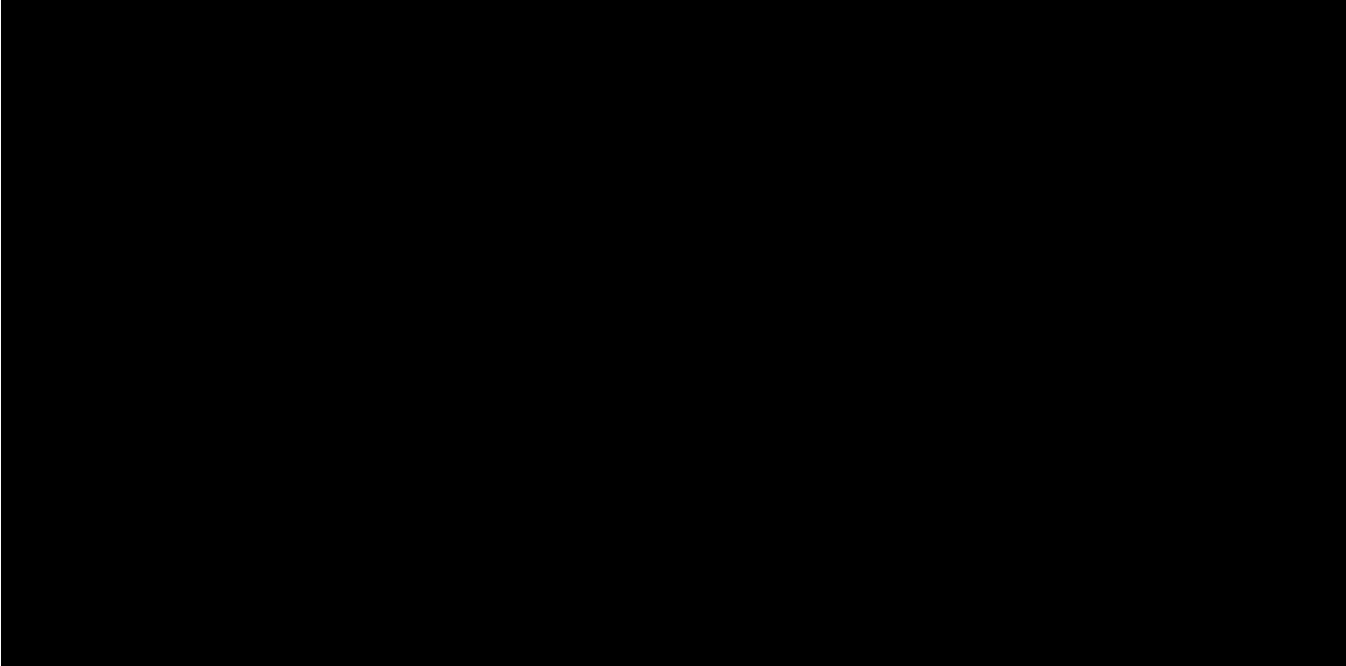
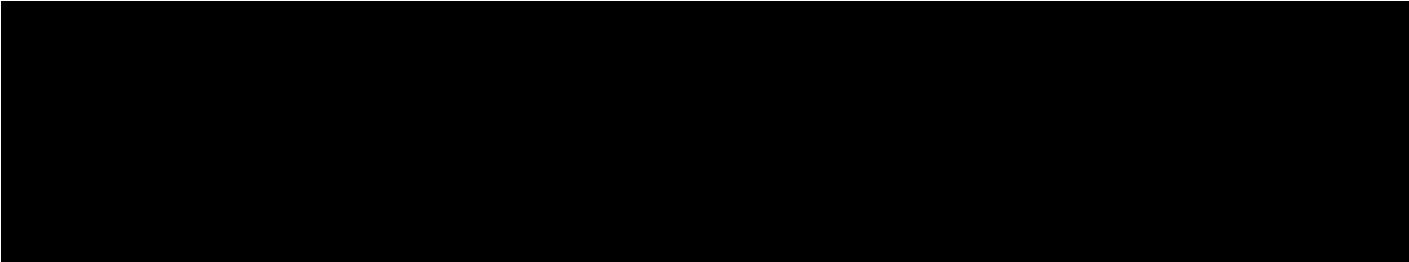
There are four housing unit designs at the Turbeville Correctional Institution. All the housing units contain secure cells as dormitory style housing is not available at this medium-security facility. The housing unit designs are consistent with nationally recognized practices for a level 2 facility. In total there were eight inmate housing areas at TCI. One of the (*X-Shaped*) housing units was not being used due in part to limited available staffing levels.

- **Direct Supervision Units.** The general population housing units on the date of the review consisted of four direct supervision, two-tier units similar in design. The living areas are referred to as “wings” as they represent one of two housing areas within each unit. The living areas contain double occupancy cells, dayroom space, showers and an open-counter officer work station. Total capacity for each wing in the four similar designed housing units is approximately 136. In the front center of each unit is a secure indoor sally port and staff working space. In the back of each unit located between the two wings is an open-air recreation yard.
- **Indirect Supervision Unit.** There are two indirect supervision multi-level general population units that each have an operating capacity of 256. One of the units referenced as “Rimini”, was temporarily closed due in part to staffing availability. An elevated secure control center is centrally located in the unit surrounded by security glazing and four separate living areas (wings). Staff assigned to the secure control room can view the activity in all four wings. Each wing contains double occupancy cells which are equipped with beds, toilet and a wash basin. Showers, dayroom and passive recreation space is available within each living area. The one operating unit was used to house strictly younger offenders, including the Shock Program; select Youthful Offenders; DJJ transfers and 17-year old’s. One wing within the unit was considered the Restricted Housing Wing **for individuals assigned to the housing unit.**
- **Infirmary.** The infirmary is in the medical unit and consists of multiple cells/rooms with a total operating capacity of eight. On the day of the site visit there were seven inmates assigned to the infirmary.
- **General Population Restricted Housing Unit (RHU).** The RHU is a single-story building which consists of a secure entrance sally port and four separate living areas surrounding a control room strategically located in the center of the building. Control room staff is responsible for providing back-up support to the wing officers, distribute security equipment, maintain communications using a video monitor, radio and telephone and activate an electronic door access control panel that operates the security doors within the unit. Individual showers controlled by security staff are in each cell as well as beds, a toilet and wash basin. Inmate telephone access is provided in the unit and outdoor recreation is provided in a secure area near the building. One wing in the unit was being used to house general population inmates assigned to work details located outside the perimeter fence.

Security Staffing Profile







As noted the largest number of vacancies (84.8%) was found in the front-line positions. These are the positions that normally have the most frequent direct contact with inmates and routinely include post assignments such as housing units, transportation, yard, inmate escorts and direct security within a specific area.

As noted the average number of filled full-time security staff positions at the Turbeville Correctional Institution was (165) during the reporting period. This represents the number of staff assigned; however, does not represent the number of staff considered, "post eligible". At TCI there were eight security staff on extended leave status that were unavailable to fill a post assignment on the date of the on-site assessment. This included (2) sergeants, (2) corporals and (4) officers. During the five-month period of July 1 through December 1, 2017 an average of 6.7 security staff were reported to be on extended leave status.

In total, the **facility has been operating at approximately 71.4% of the approved number of FTE security positions during the five-month reporting period.** As a result, the facility has consistently operated without all required post assignments being filled and has been operating at significantly deficient levels since 2012.

Operational Initiatives in Response to Staffing Levels

Based on staffing levels facility management personnel have deviated from the original staffing plan and implemented several security initiatives to maintain minimum operations at the facility.

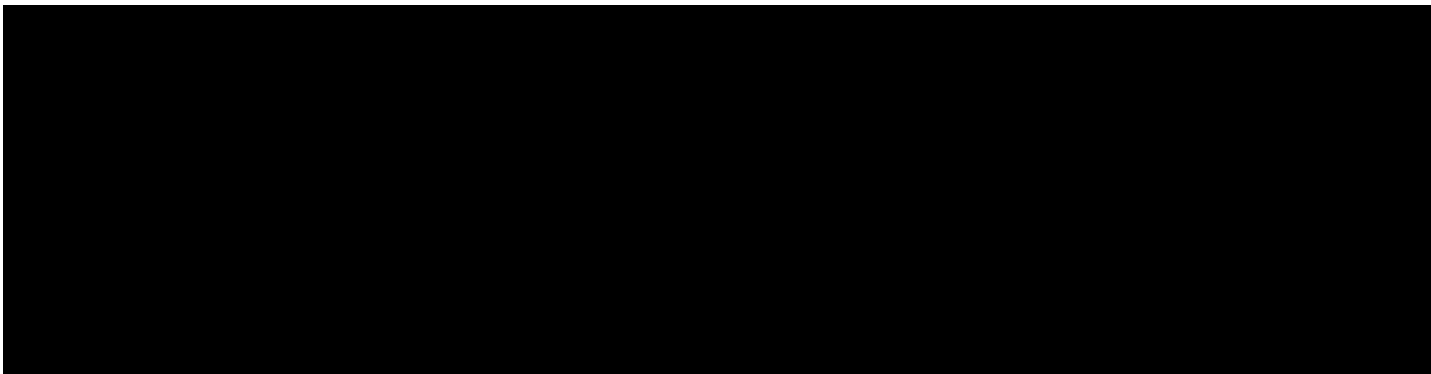
These initiatives routinely include the following:

- **Staff responsibilities are expanded beyond the established post order.** Each post assignment includes a written post order that describes the normal responsibilities associated with the post (OP-22.24)⁴². Under normal circumstances security staff are responsible for one post at a time. Staff assigned to existing posts are routinely required to be responsible for meeting both their assigned responsibilities and responsibilities of an additional post. This often results in fewer and less thorough pat-down searches, fewer building inspections, limited inmate escorts, delays and or cancellations in program and service delivery;
- **Staff are augmented to leverage existing personnel resources.** Since 84.8% of the vacancies were in the front-line staff positions personnel outside those position classifications frequently are required to fill front-line staff post assignments. Daily shift assignment rosters reflected sergeants, lieutenants, counselors and unit managers are routinely used to meet front-line post assignments, limiting the amount of time available to supervise or perform their normal responsibilities;
- **12 hr. Shift Supervisory personnel routinely work 14-15 hr. days.** To meet existing responsibilities, shift supervisory personnel routinely arrive prior to the start of their assigned shift, review staff availability, facility schedules, shift workload, manage the shift and remain after their shift is normally over to ensure effective communication and staff coverage. Lieutenants and captains are considered exempt employees and not eligible to receive overtime compensation;
- **Day shift security personnel routinely work 14 hrs. per day.** Security personnel assigned to the day shift routinely remain at the facility until the initial evening institutional count checks which is usually two hours after their shift is scheduled to end;
- **The facility is placed on full or partial lockdown to limit movement outside the cell and reduce staff workload.** During the first eleven months of calendar year 2017 the facility reported they were on full or partial lockdown a total of 133⁴³ days due to staff shortages. This resulted in limited access for the inmate population to programs and services during those days;
- **Out of cell inmate activity is limited immediately prior to the 5:00 pm roll call count.** Inmates assigned to general population units are often restricted to their cells just prior to roll call count to limit inmate movement and reduce staff workload responsibilities. Staff reported one inmate is allowed out of their cell at a time in each wing, to take a shower when an officer is present. Inmates assigned to the Character-Based program are allowed out of their cells into the common dayroom area of the housing wing until 11:00 pm;
- **Personnel are often compensated at an overtime rate to complete required staff training.** Uniformed security personnel are routinely scheduled to complete required training on their off-days resulting in additional overtime expenditures;

⁴² SCDC Policy OP.22.24 Post Orders.

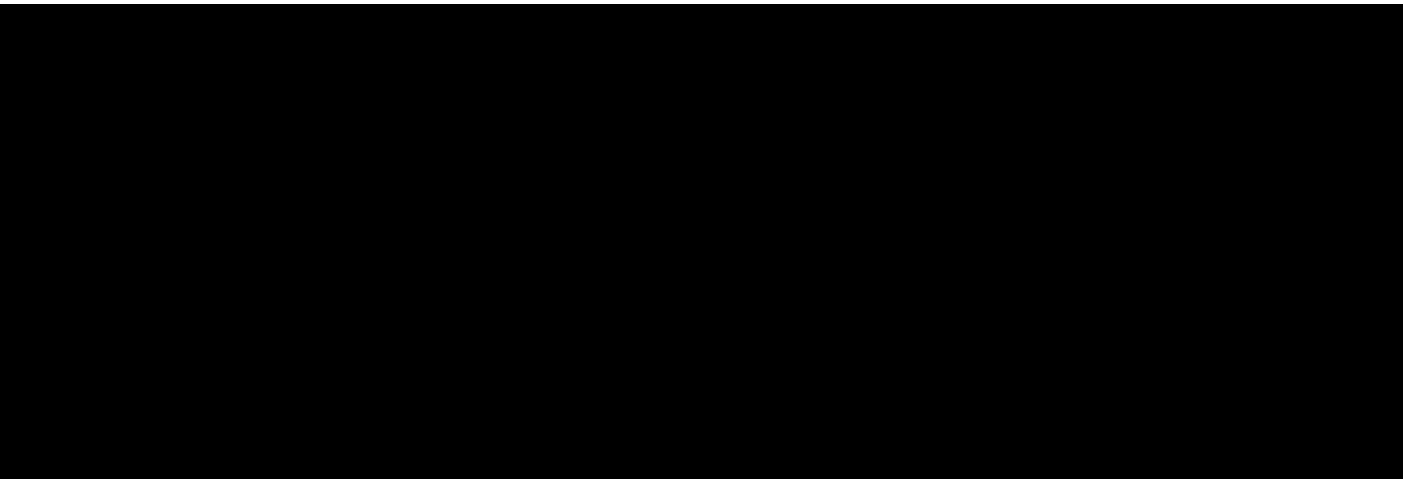
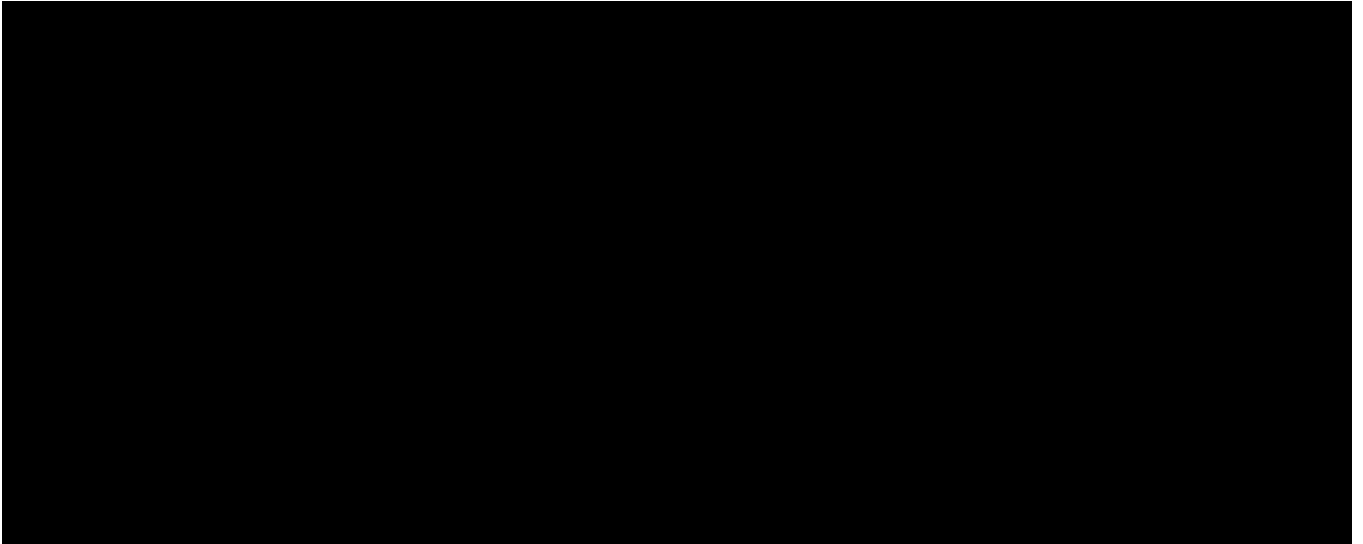
⁴³ SCDC Operations. December 2017 Lockdown Statistics.

- **Post Assignments go unfilled.** Daily shift assignment rosters from July 2017 through September 2017 reflect all recommended post assignments in the housing units, restricted housing units, transportation, perimeter, cafeteria and yard are not always being filled;
- **Evening meal is generally served in the housing unit.** The evening meal is routinely served in the housing units instead of the dining hall to limit mass inmate movement throughout the facility;
- **Staff assigned to the 12-hour shifts are routinely scheduled to work a minimum of 168 hours in a recognized 28-day pay cycle.** Staff assigned to the 8-hour shifts are routinely scheduled to work 160 hours in the same recognized pay cycle. Staff working the additional 8 hours are compensated at straight-time for working the 8 hours. Initial Department practice was to provide staff assigned to the 12-hour shifts, 8 hours off per pay cycle; however, this practice was no longer occurring;
- **Staff initially not scheduled to work fill vacant post assignments beyond their normal working schedule.** During the first eleven months of 2017 the facility had \$759,928 (rounded) in overtime expenditures for security personnel. During the same period in 2016 the facility had \$390,466 (rounded) in overtime expenditures for security personnel. This represented a 94.6% increase in overtime expenditures during the two eleven-month periods. Most of the increase in overtime is the result of a reduction in the number of front-line staff assigned (**averaged 114.4 in 2016 v. 104.4 in 2017**), staff not initially scheduled filling vacant post assignments, staff attending required training on their off-days and staff temporarily filling a post assignment after their shift due to late reliefs;
- **Close Housing Unit.** One of the two indirect housing units was closed;
- **Filling Mandatory 24-hr. post assignments intermittently.** The Division of Security has developed a post chart as a guideline to identify post assignments required to be filled and when they are to be filled. Existing operational practices frequently result in all posts not being filled and staff assigned to non-stationary posts, intermittently filling posts such as the yard and/or some of the housing unit posts only during peak hours; and

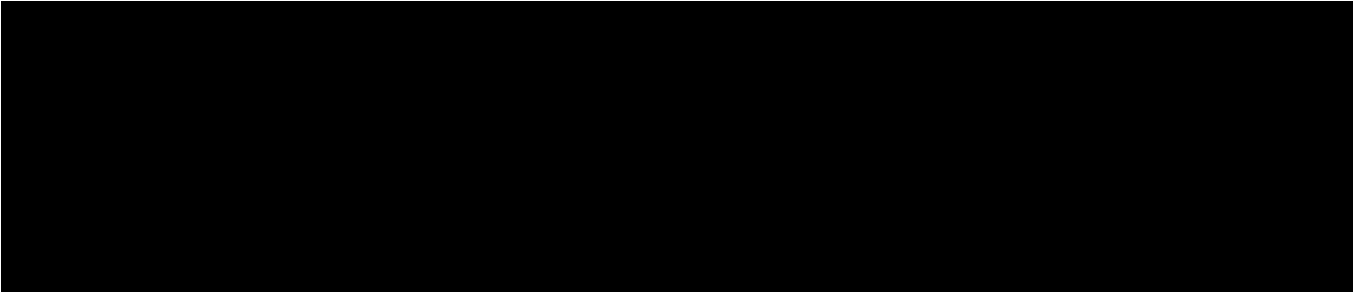


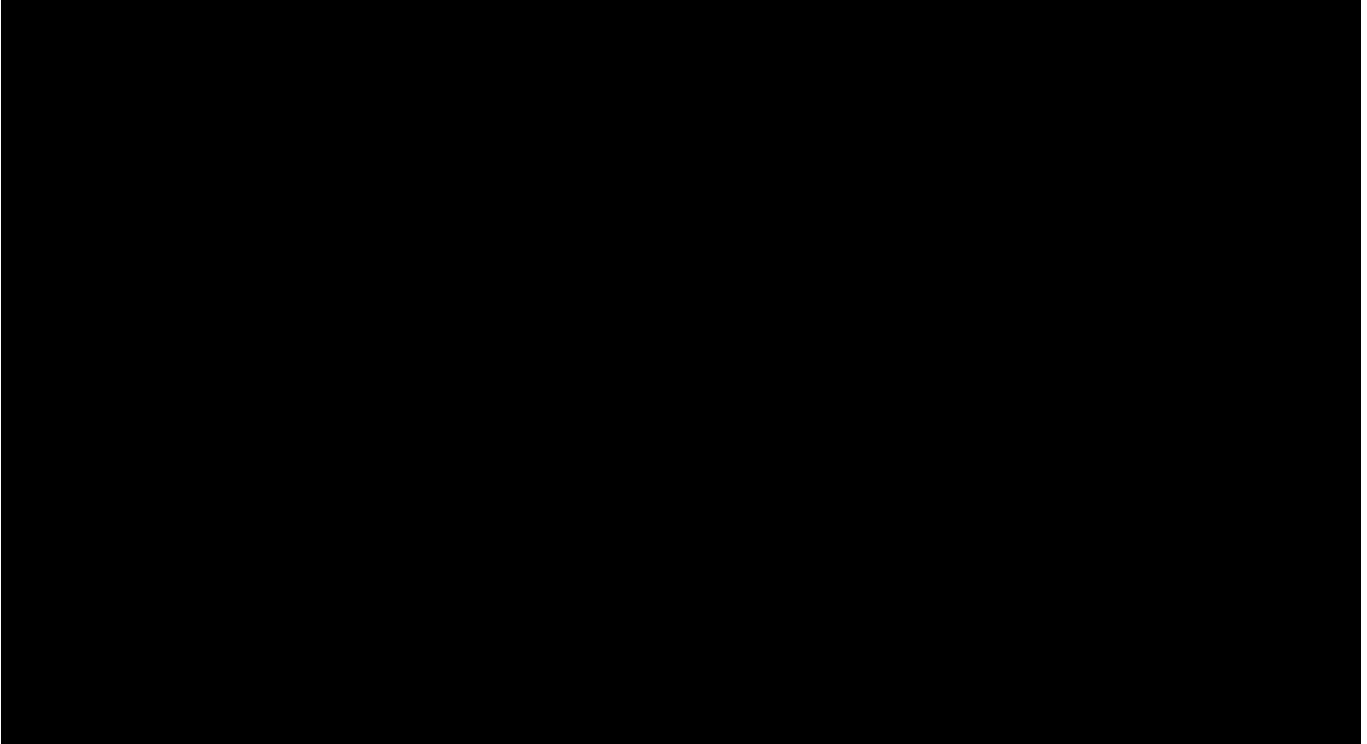
Demonstrated Risk Factors

Contraband Incidents. The introduction and presence of contraband in a correctional facility has always been an issue and a primary management concern when operating a facility. It often leads to unauthorized movement, destruction of property, compromised staff, public trespassing, criminal activity, violence and escape.



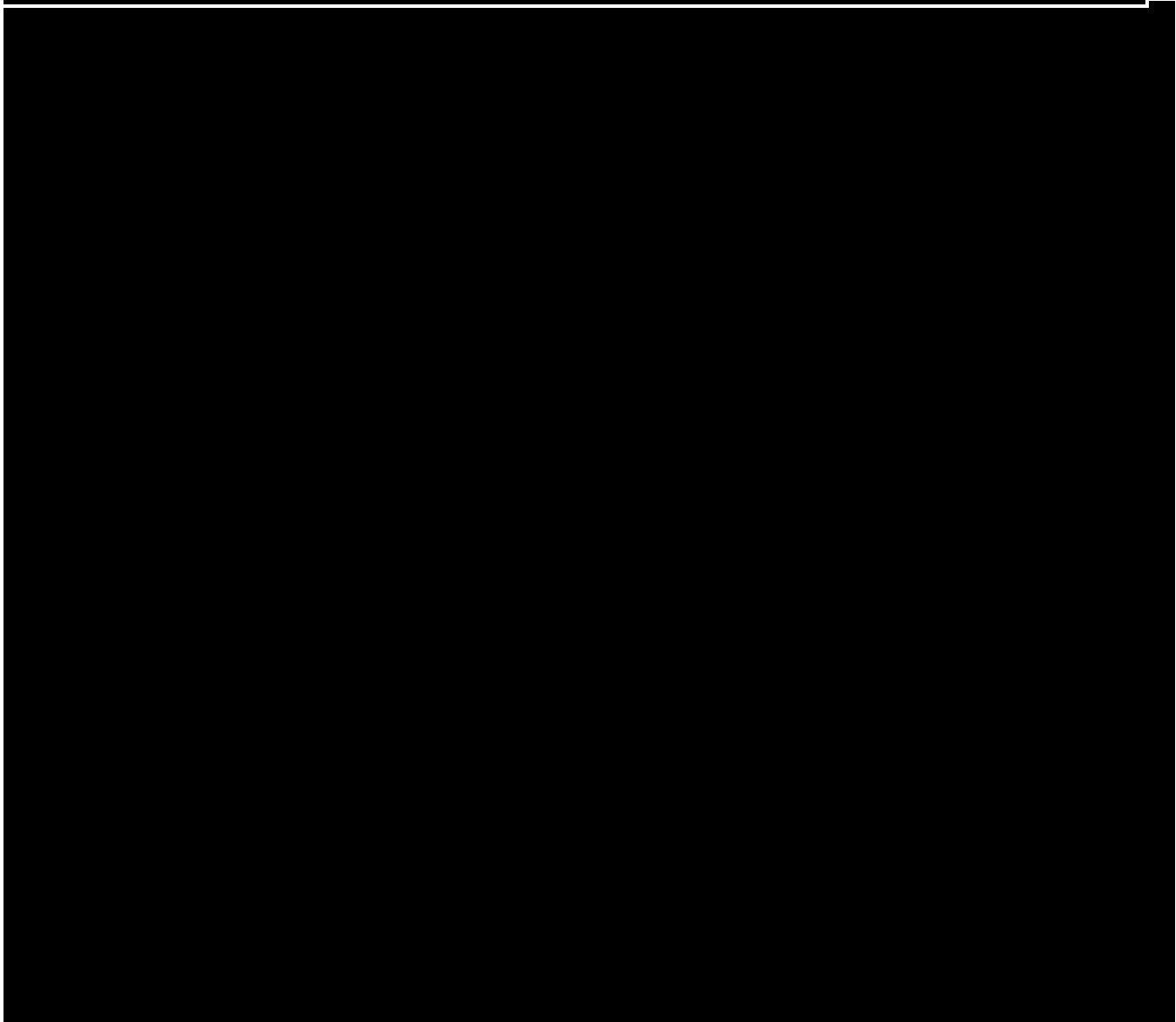
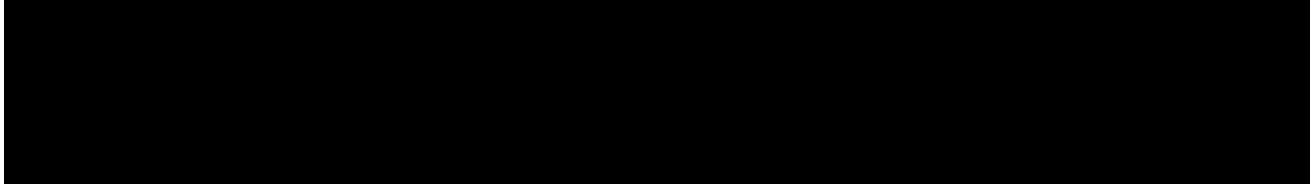
The Director has been at the forefront on a national basis calling for federal support to repeal federal laws to allow cell phone jamming in correctional facilities. The Communications Act of 1934 and the Telecommunications Act of 1996 prohibit the operation of cell-phone-jamming equipment by any person, including state and local officials.

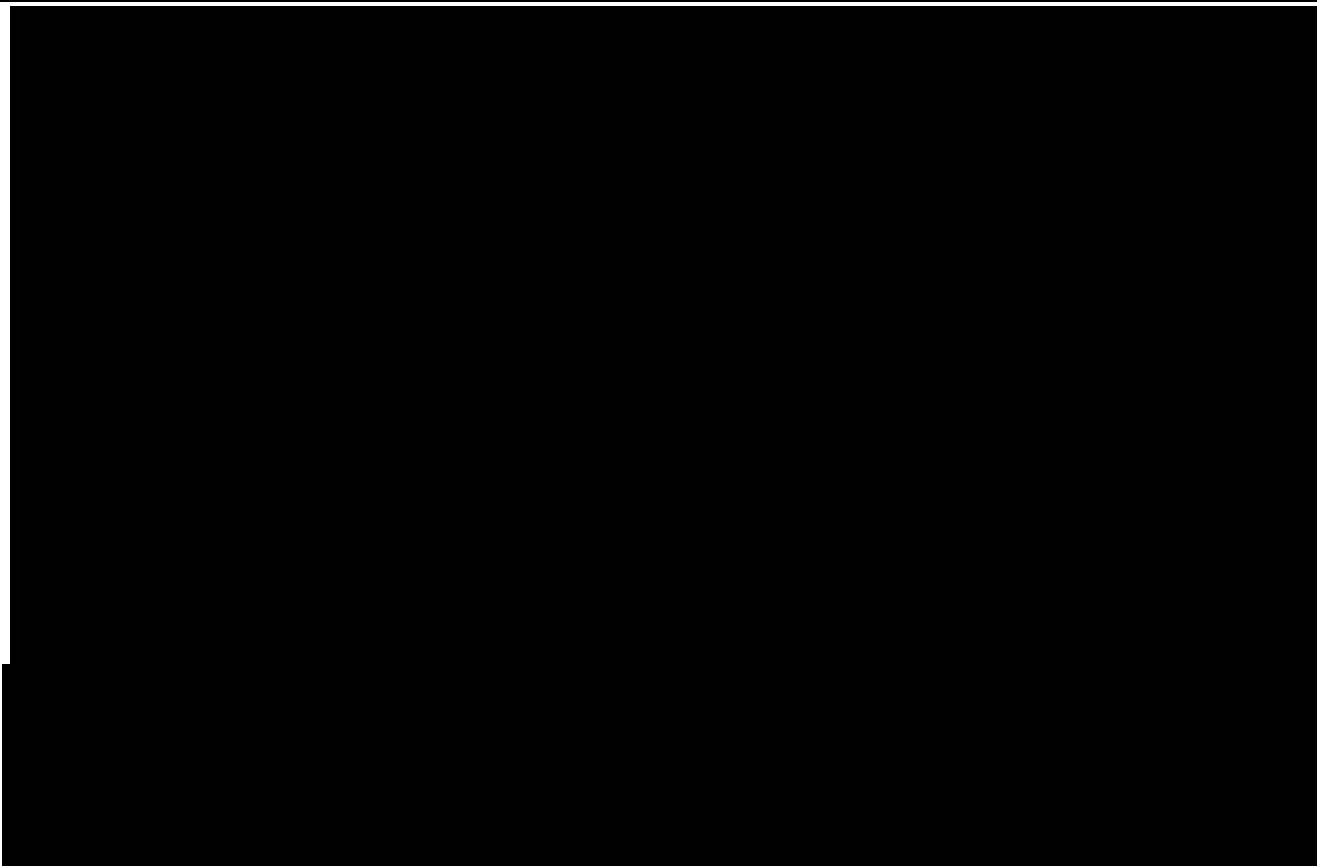
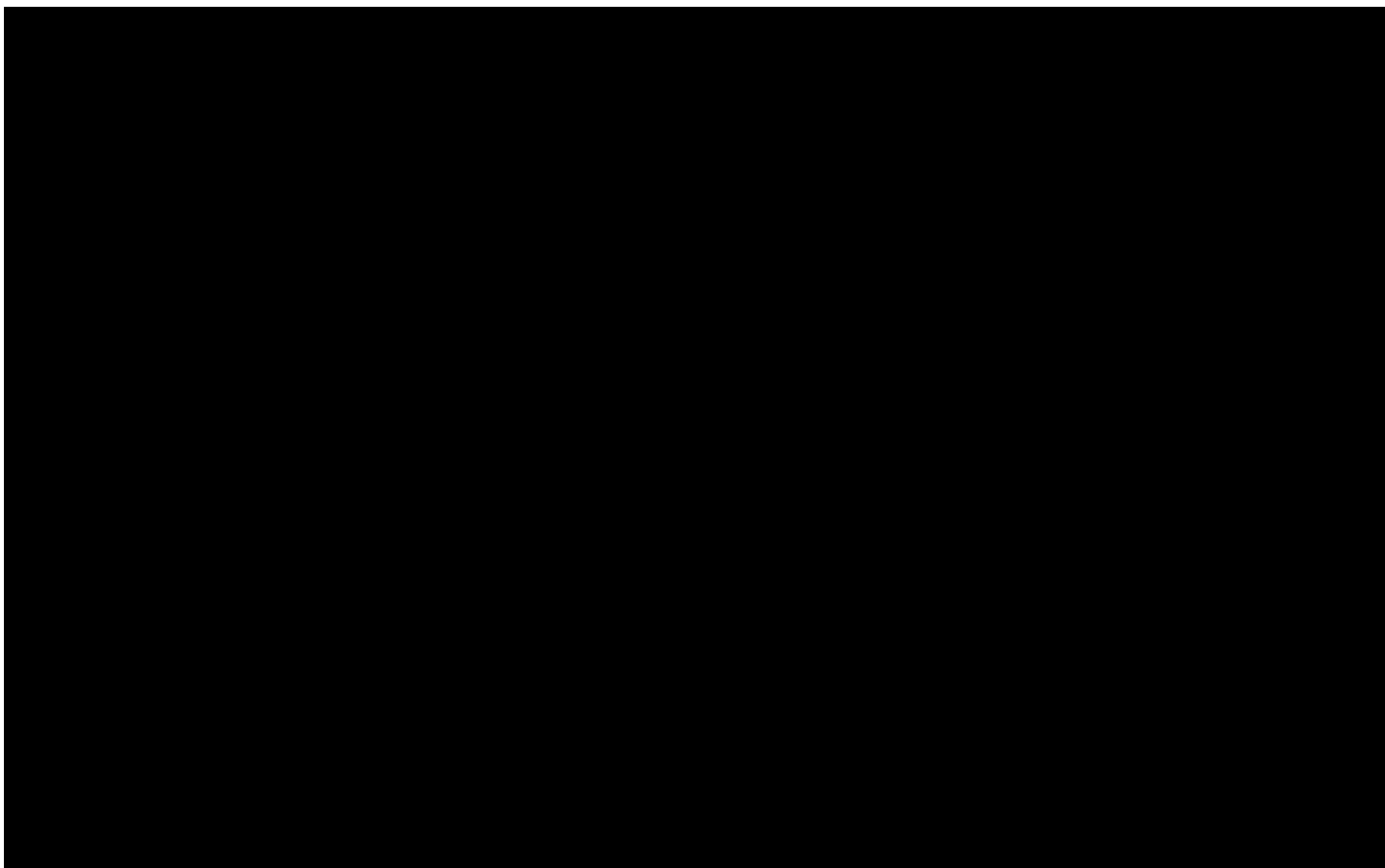


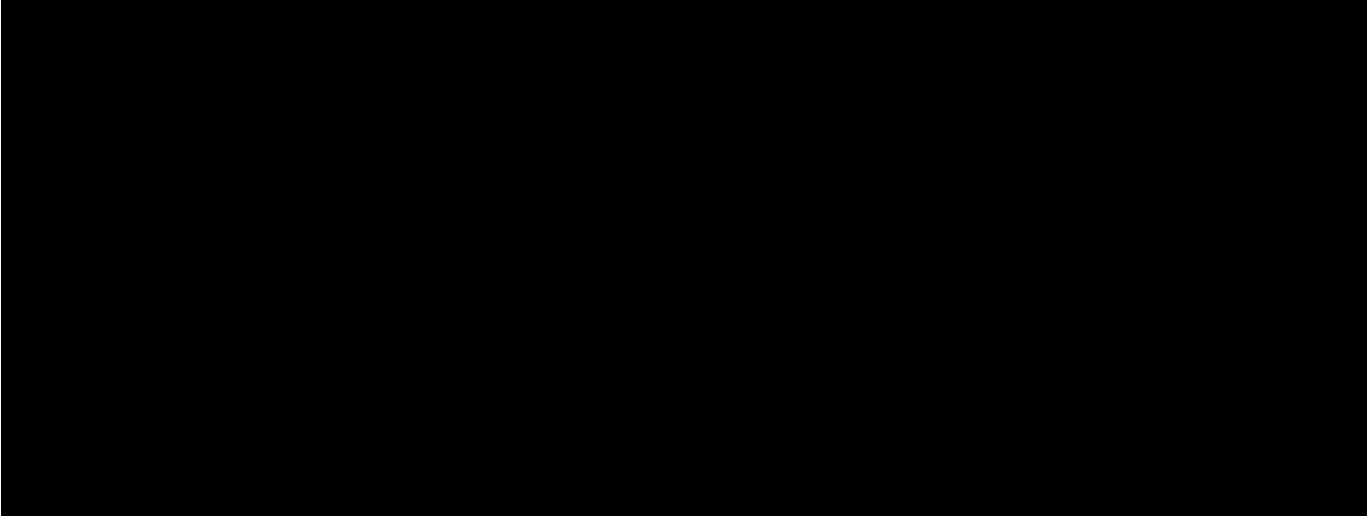


Key Positions

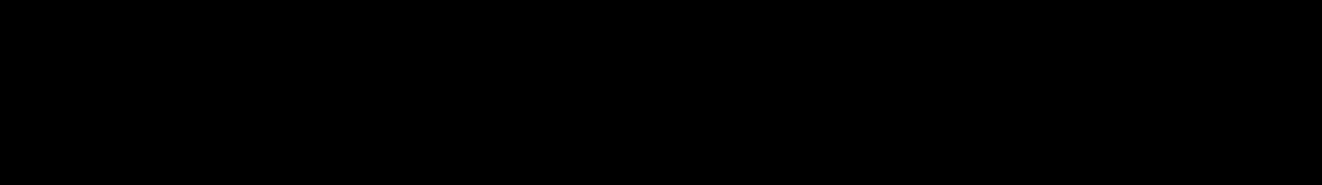
Administration. The approved administrative core positions for the facility include a superintendent (Warden) and two assistant superintendents (Associate Warden of Operations/Associate Warden of Programs). On the date of the on-site assessment all the administrative core positions were filled. The warden was debriefed and interviewed at the start and conclusion of the on-site assessment and was available throughout the day to discuss facility operations and to clarify pertinent staffing-related questions. After the initial on-site assessment, the warden was contacted via telephone to further discuss pending issues.







Shift Assignments. Facility management personnel at TCI have developed a shift assignment roster for security staff that identifies the names of the personnel assigned to each shift, their position classification and status. The *C-Card* (8 hr. shift) roster also identified the employee's normal post assignment. In addition, a shift assignment roster had been developed for the security staff assigned to the Shock Incarceration Program. This roster identified the name of the employee, position classification and their shift assignment.



Daily Shift Roster. In addition to the shift assignment roster, daily shift rosters are also maintained for the 12-hour shifts identifying in more detail the actual staff assigned by day, their post assignment, staff on leave and responders. The daily shift rosters are designed to identify how scheduled personnel are utilized and provide a best practice tool for documenting staff accountability. Based on a review of over (25) sample daily post assignment rosters, there is no recapitulation data provided, no post classifications identified, or any consistent reference to staff being scheduled from another shift. This information is critical when identifying how staff assigned to the shift are being utilized and the staffing needs of each shift.

Completed daily rosters and personal observation revealed staff were being assigned to critical areas and there was no evidence staff were being assigned to posts that could be closed while mandatory posts were being left unfilled.

The primary issue concerning roster management was in the accuracy of the automated daily shift roster that is inputted into the Human Resources Electronic Management System.

To determine how all staff were utilized on a shift, the master shift assignment roster for the E2 shift was compared with a completed daily shift roster for the same shift. As a result, there were seven staff identified on the shift assignment roster that were not listed on the automated daily shift roster. How the seven staff were being deployed during the shift was not possible to determine when reviewing the automated daily shift roster. The major was able to secure the **hand-printed manual** daily shift roster and identified where six of the seven scheduled staff were assigned.

The (6) staff identified were listed on the hand-printed daily roster as assigned to a post; however, they were not inputted into the automated daily roster submitted to central office. In reviewing additional copies of manual and automated rosters provided the transferring of information into the automated system appears to be a concern at this facility.

The *C-Card* maintains primarily the automated daily shift roster that identifies the post number, post description, area, post type, sub post, responder, name of the employee, employee number, gender and if applicable leave status. Staff reported a manual daily shift assignment roster was not normally being completed for the *C-Card*. As a result, there is no reference to post classification levels or a recapitulation table for the *C-Card* shift.

Post Classification. By directive from the *Division of Security*, the facility post chart should identify post assignments as either, Pull Post Level I, Level II, or Level III (Mandatory) to assist shift supervisors when determining which posts can be temporarily collapsed or closed due to staff shortages, emergencies, overtime reduction efforts or other reasons deemed necessary by facility management. The classification of post assignments is designed to ensure certain post are shut down first.

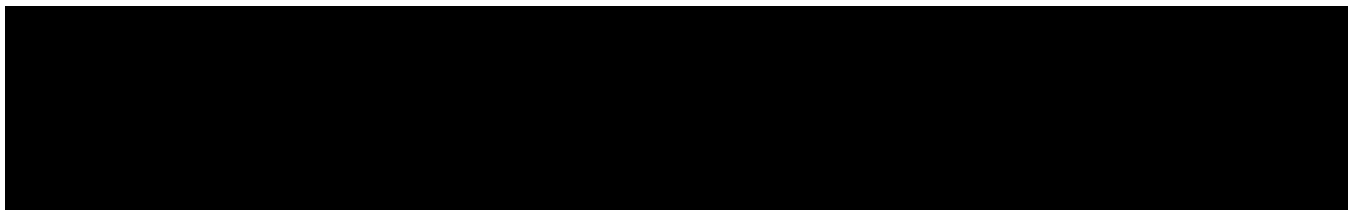
In reviewing the sample daily shift rosters provided and interviewing staff it appeared all the critical posts identified in the *Division of Security* post chart were not consistently being filled.

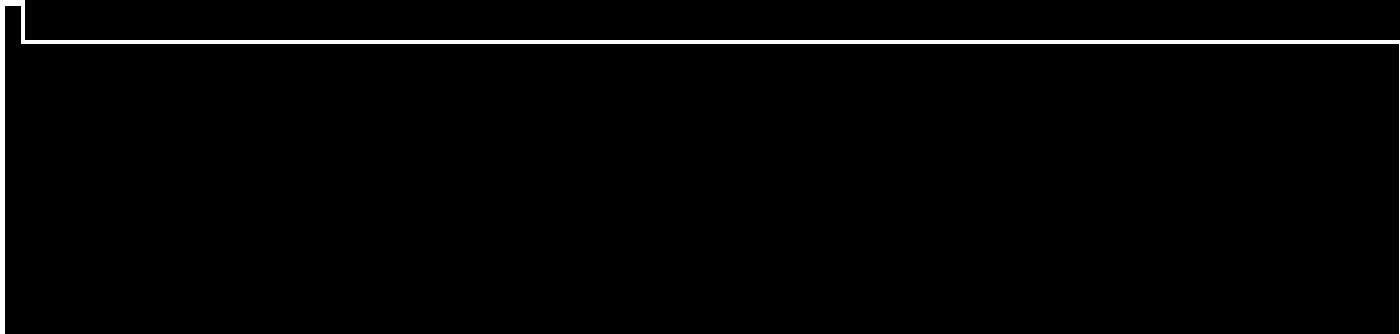
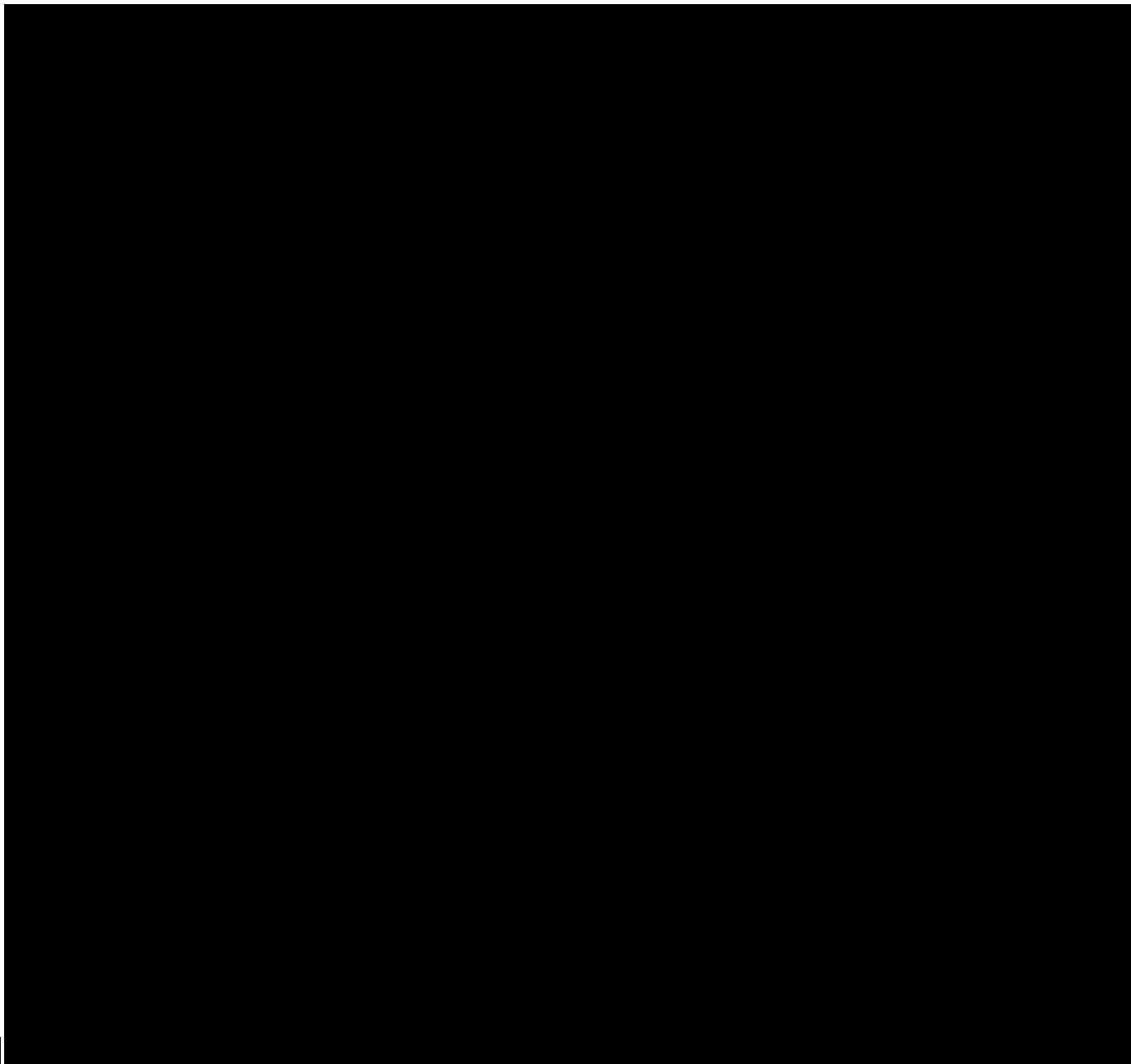
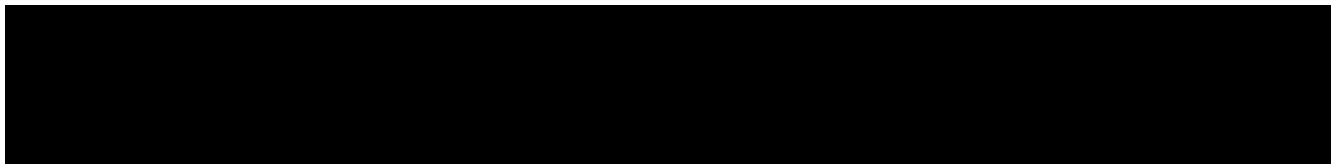
The discrepancy between operational practice and recommended mandatory posts was primarily in the number of staff assigned when more than one post was recommended. For example, in the post chart the *outer perimeter patrol* post is identified as two posts to be filled during the night shift, seven days per week. Based on staff interviews and a review of completed daily shift rosters, one post is normally filled instead of two. The completed daily post rosters did identify (2) night shifts where two staff were assigned to the outer perimeter; however, during most nights one post is filled. Additional discrepancies between the operational practice and recommended level III (mandatory) posts include the following:

- **Housing Units (8)**. The post chart recommends a total of eight front-line staff be assigned to the four housing units on a 24/7 basis. In respect to the four units based on the documentation provided, normally there were between four and five FLS assigned to the four units. Unit management personnel assigned to the *C-Card* were used to assist FLS during peak periods when needed.

Staffing Recommendations

Facility personnel expressed concern with the impact staff vacancies were having on both the facility and staff. Specific issues presented, included staff turnover rates resulting in a large percentage of inexperienced personnel filling both front-line and supervisory posts; an increasing reliance on staff working extra hours each day to meet existing responsibilities and the resiliency of staff to consistently enforce policy appeared to be fading.





Kitchen/Dock. TCI routinely requires supervisory personnel to assist in providing security supervision during meal periods. The cafeteria is divided into three primary sections, the dining area, serving line and kitchen. The kitchen contains a food preparation area, storage, office space and access to the loading dock. This area includes multiple blind spots, a high number of assigned inmates and access to outside the building including the dock area for the cafeteria, canteen and commissary. Food service personnel primarily focus on food preparation and delivery. No security personnel were consistently assigned to the kitchen/dock area which should be considered a high-risk area.

Front Lobby. All foot traffic, including staff and visitors entering the facility are required to be processed through the front lobby. This is the first security point of the facility to be reached after leaving the parking lot. The front lobby contains both a metal detector and property scanner and all individuals are subject to be searched prior to entering the secure portion of the facility. On the day of my site visit no staff were initially present. A review of daily rosters reflects that normally no staff are permanently assigned to the area. Staff reported that when someone arrives at the institution, personnel from the main control contact staff that may be nearby and notify them their assistance is needed at the front lobby. This is directly the result of not having sufficient personnel to fill all required post assignments. This post should be considered a critical post to be filled during key time periods.

Shift Relief Personnel. The shift relief factor allowance is not fully reflected in current staffing levels. Security personnel time-off is generally covered through assigning overtime, closing posts, or redeploying staff from other designated post assignments; the relief factor established for Turbeville reflects over the past three years assigned staff are available to fill a post an average of 78% of their originally scheduled time. The updated recommendation includes the recognition of a shift relief factor for most post assignments.

Shift Relief Factor (SRF)

An updated shift relief factor has been developed for Turbeville based on data provided by personnel assigned to the Research and Information Management Division (RIM). The shift relief factor (SRF) represents the number of staff required to fill a post assignment throughout the year and is based on the number of hours the post needs to be filled divided by the number of hours the average employee assigned to the post is available.

Staff attendance, off-post hours and leave-time results are inputted into a department recognized electronic data base and transferred into an automated system that can identify the shift relief factor. The SRF electronic workbooks have been set up to allow the user to specify the institution and hours per shift which will automatically recalculate the SRF accordingly.

The SRF calculation for this project is based on the following:

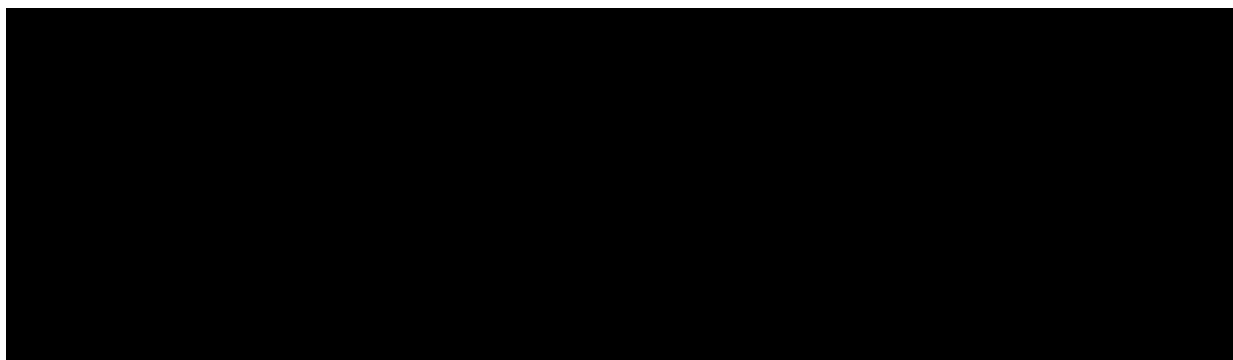
- All security staff (cadets – major) who were assigned to the institution during the entire year;
- A blended work schedule, including the use of both an eight-hour administrative shift (160 hours) and the straight 12's (168 hours) schedule;
- An average of the three most recent completed years that was available at the time the report was initially prepared.

This included 2015, 2016 and 2017. The purpose of evaluating data from the past three years instead of one year minimizes the chances the SRF will be influenced by one or more unusual factors or outliers.

At Turbeville, the use of "sick-time" has remained relatively stable over the past three years; however slightly higher than the overall average. In 2015 and 2017, the average full-term security employee used (112) hours of sick-time and in 2016 used (114) hours.

The use of annual leave-time (vacation) has increased significantly during the three-year period. In 2015, an average of (92) hours was used. In 2016, (108) hours and in 2017 (131) hours were used. The average full-term security employee worked approximately (5.5) fewer days in 2017 compared with 2015.

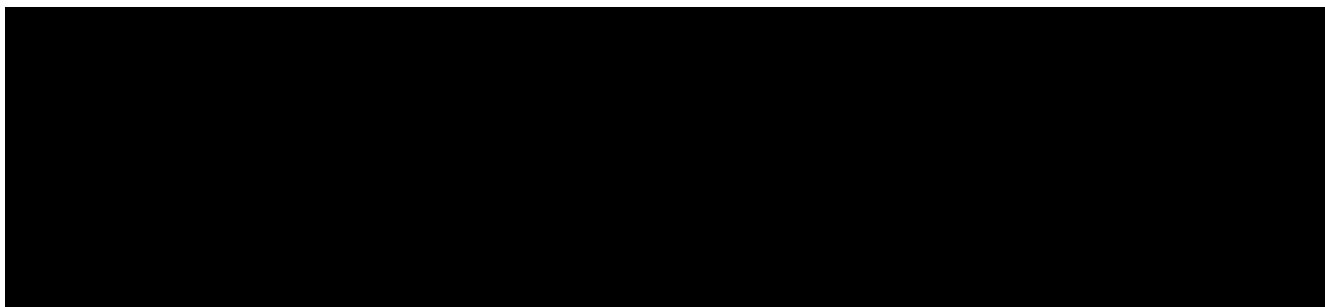
- The SRF is reflective of the facility being fully staffed; and
- Most posts recommended are considered relief posts. Refer to Appendix A for the detailed formula used to determine shift relief factors and the post chart appendix to identify specific post assignments being recommended.

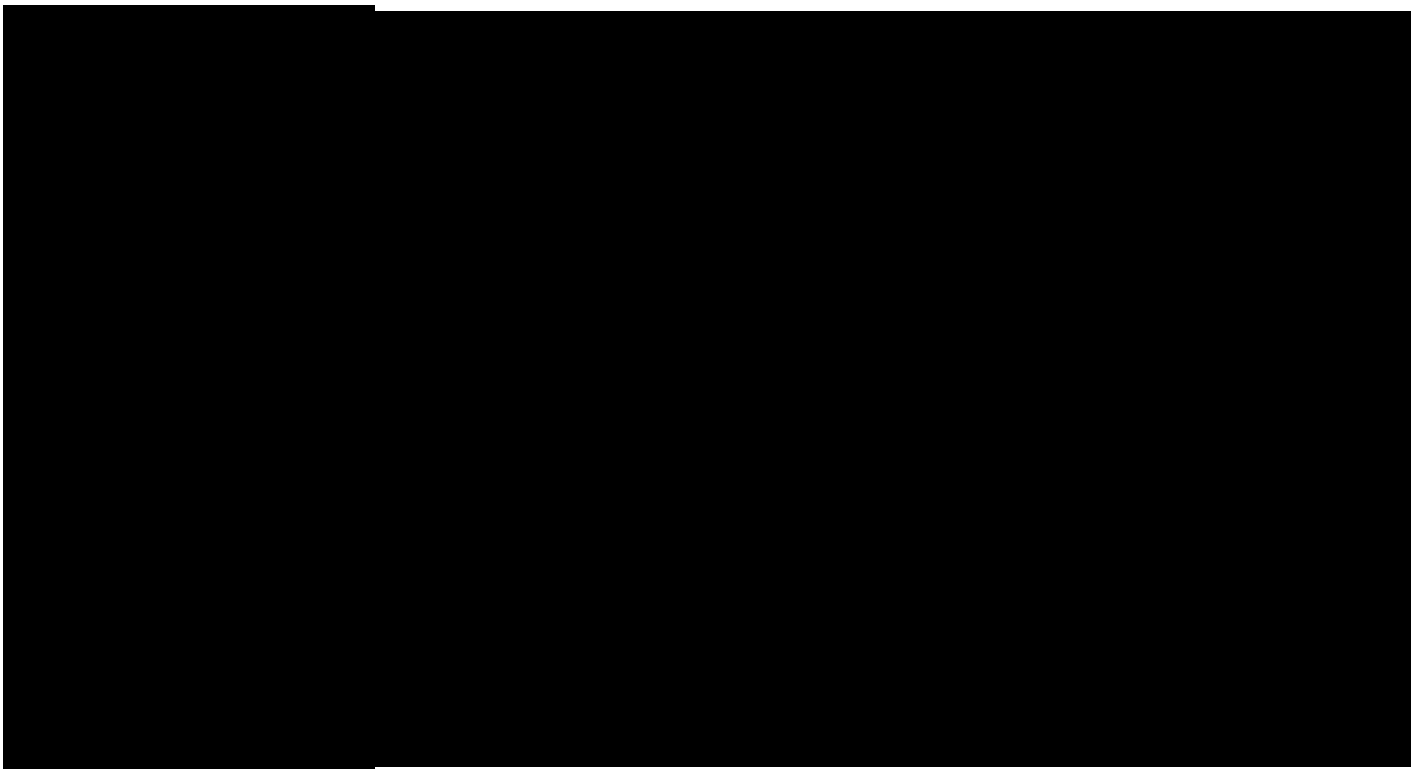
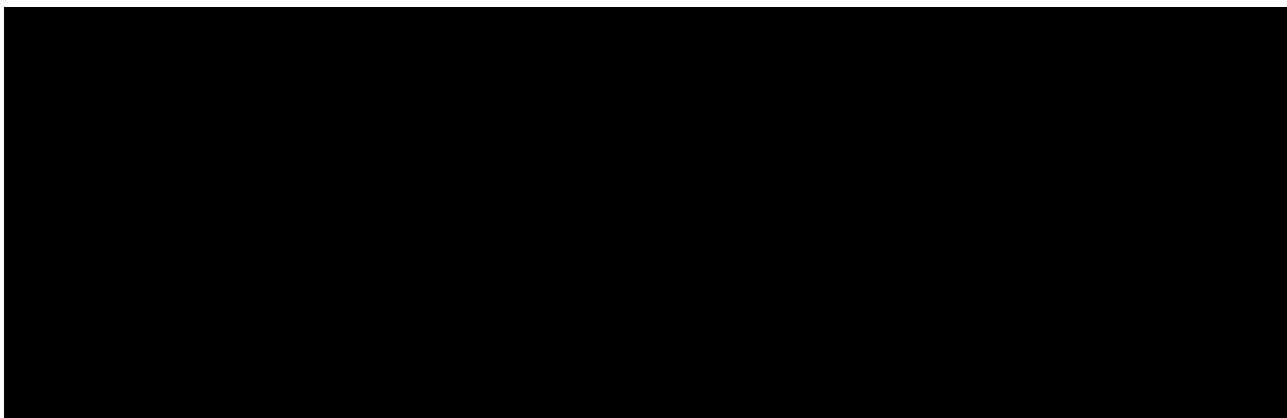


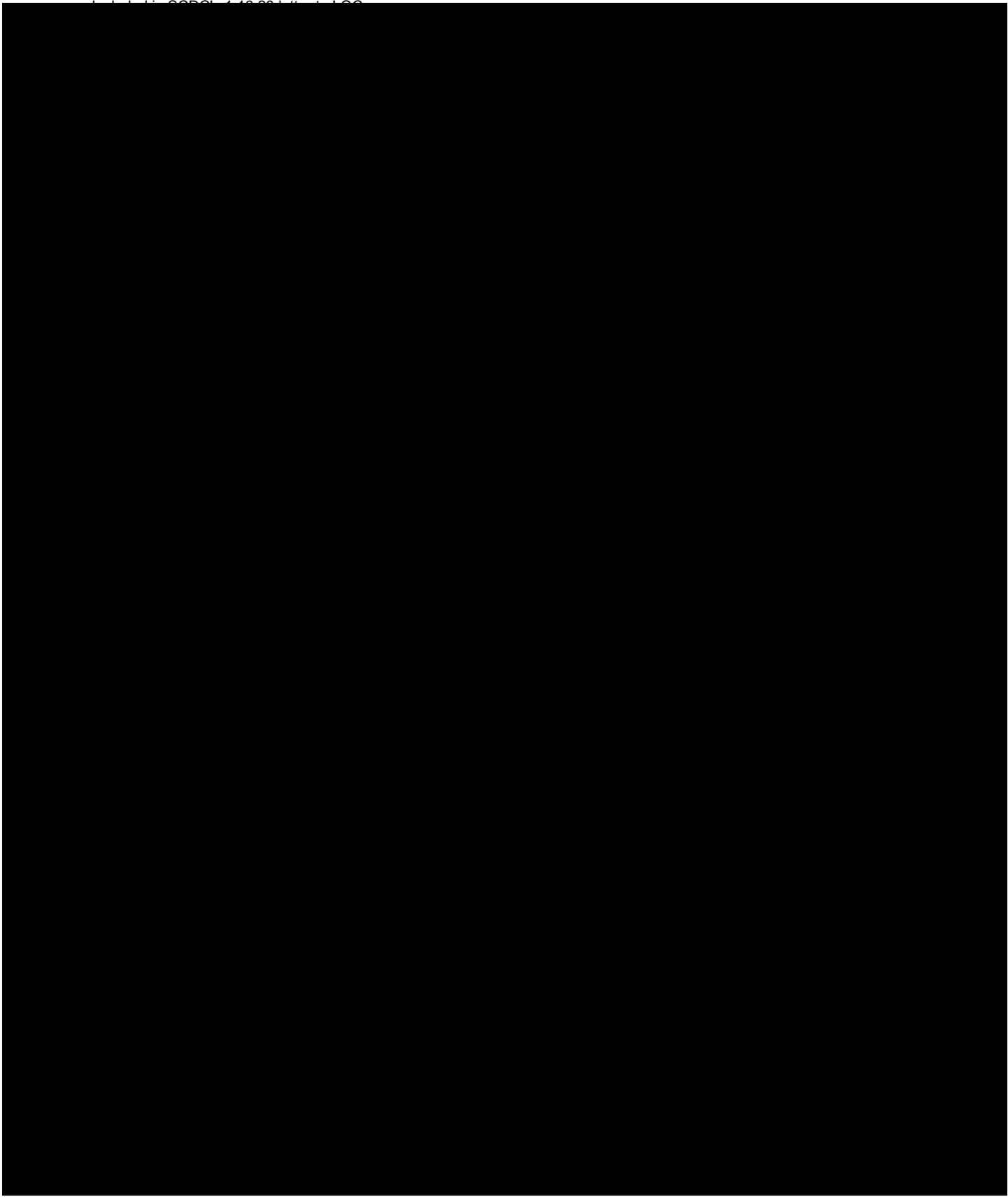
A shift relief factor of 5.13 can be translated to mean that for one year, an average of slightly more than five staff (5.13) will be required to fill one 24-hour post assignment when applying the straight 12-hour shift schedule (168 hours). A five-day shift relief factor for one 8-hour post assignment requires an average of 1.33 staff (160 hours) throughout the year.

Staffing Level Recommendations

A recommended post chart has been developed to identify the number of security staff recommended to meet the current mission of the Turbeville Correctional Institution when fully operational. As the mission changes the staff requirement may also change.







Tyger River Correctional Institution

The Tyger River Correctional Institution (TRCI) is a state operated level 2 facility located approximately 75 miles northwest of Columbia in the town of Enoree, South Carolina. The facility serves as one of South Carolina's adult male medium-security correctional facilities. The reported maximum capacity at Tyger River is 1,297 and the average daily population the first nine months of 2017 was 1,261.

While most of Tyger River's inmate population is considered medium custody a small percentage of inmates (approximately 7.4 percent) are classified as level 1 (minimum) and may be assigned to a variety of work details including jobs located outside the secure perimeter. At the time of the review approximately 15% of the population was on a mental health caseload.

The physical plant at Tyger River is unique in that it represents the results of merging two side-by-side SCDC correctional facilities in 1999, the Dutchman Correctional Institution and the Cross Anchor Correctional Institution. One facility was originally designed to house level 1B (minimum) inmates and the other was built as a level 2 (medium) security facility. The perimeter has been modified and upgraded since the original merge. The current perimeter is protected by a double fence reinforced with multiple rolls of razor ribbon, electronic surveillance equipment, high-mask lighting, vehicle access gate, sensors, elevated watch towers, perimeter zone stations and an alarm detection system. There is no single perimeter road that circles the entire facility.

In addition to providing housing and services for general population inmates Tyger River also provides housing and services for special programs including a Restricted Housing Unit, Transition Program and the Under 21 EFA Program. The Restricted Housing Unit is available to house inmates requiring more intense behavioral levels of supervision and the inmates are housed and programmed separately from inmates assigned to the general population. The transition program provides management an opportunity to temporarily monitor inmates on a short-term basis in a more controlled environment while providing required programs and services. The under 21 EFA program is an educational program for inmates under the age of 21.

Inside the perimeter are a variety of buildings, services and open space available to help meet the existing facility responsibilities. Since TRCI was originally designed as two separate institutions the footprint of the facility is extremely large and includes several duplicate functioning service areas.

The physical plant contains the following: Front Gate/Vehicle Access Gate; Administration Building; Upper Main Control; Lower Main Control; Upper Operations; Lower Operations; Personal Property; Visitation Area; Programs Buildings (2); Chapel; Education (2); Canteen (2); Laundry (2); Medical (2); Commissary (2); Greenhouse; Cafeteria (2); Maintenance; Prison Industries Buildings (3); General Population Housing Units and Two Restricted Housing Units.



Food Services are normally provided to the general population inmates in the cafeteria. Inmates assigned to the lower housing units normally use the lower cafeteria and inmates assigned to the upper housing units normally use the cafeteria located in the upper section of the facility.

All inmate movement was considered controlled movement and the type of movement varied based on the inmates' classification, the purpose for the movement, destination and time of day. A combination of line movement, escorted, supervised and the use of passes (OTR's) was all being used.

Housing Unit Design

There are three primary housing unit designs at Tyger River. What is somewhat unique at this SCDC medium-security facility is that ten of the housing units provide "dry" cells. Each of these units contain cells that have no toilets or wash basins. The toilets, wash basins and showers are all located in the common area within each wing. In total, there are (13) separate housing units required to be staffed.

The following housing unit designs are available.

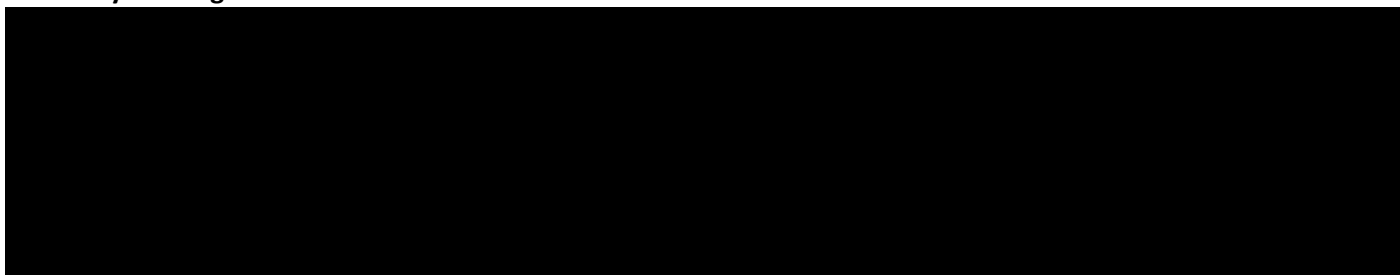
- **Unit 6.** Unit 6 is a single story 96-bed housing unit located in the upper section of the facility used to provide housing for general population inmates. An officer work station is centrally located between two open bay wings where the inmates reside. The open bay wings containing half-wall living space separations are similar in design to dormitory style housing as there are no cells within this unit. Showers, toilets, wash basins, dayroom space and passive recreation opportunities are available within each wing. Secure outdoor recreation space is also available immediately adjacent to the unit.

- **General Population Units.** There are ten additional **indirect supervision** housing units available at TRCI, that each contain a centralized secure control room surrounded by two wings providing inmate living space. Visibility into each adjacent wing is available from the control room. Inmate housing is provided in “dry” cells located on two levels within each wing. The cells do not contain a toilet or wash basin and inmates are issued door keys to their cells in all but one of the housing units. In one housing unit, secure Folger Adams locks have been installed to the doors. Showers, toilets and wash basins are available within each wing. The operational capacity of the housing units varies from (96) to (127) which represent housing units with strictly double occupancy cells and housing units containing a combination of double and triple occupancy cells.
- **Restricted Housing Units (RHU).** There are two indirect supervision Restricted Housing Units that contain a centralized secure control room surrounded by three housing unit wings. Visibility into each wing is available from the control center. All inmate housing is provided on one level using secure cells which contain a bed, toilet and wash basin. Outdoor recreation space is available immediately adjacent to the unit. The operating capacity of one RHU is 48 and in the second unit the capacity is 58, where ten cells allow for double occupancy.

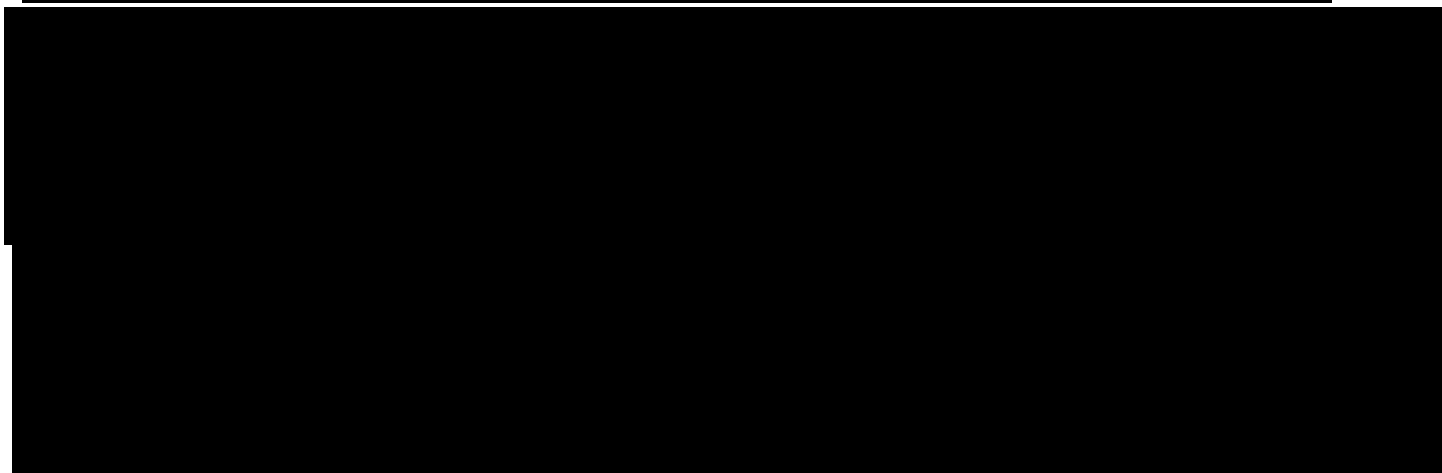
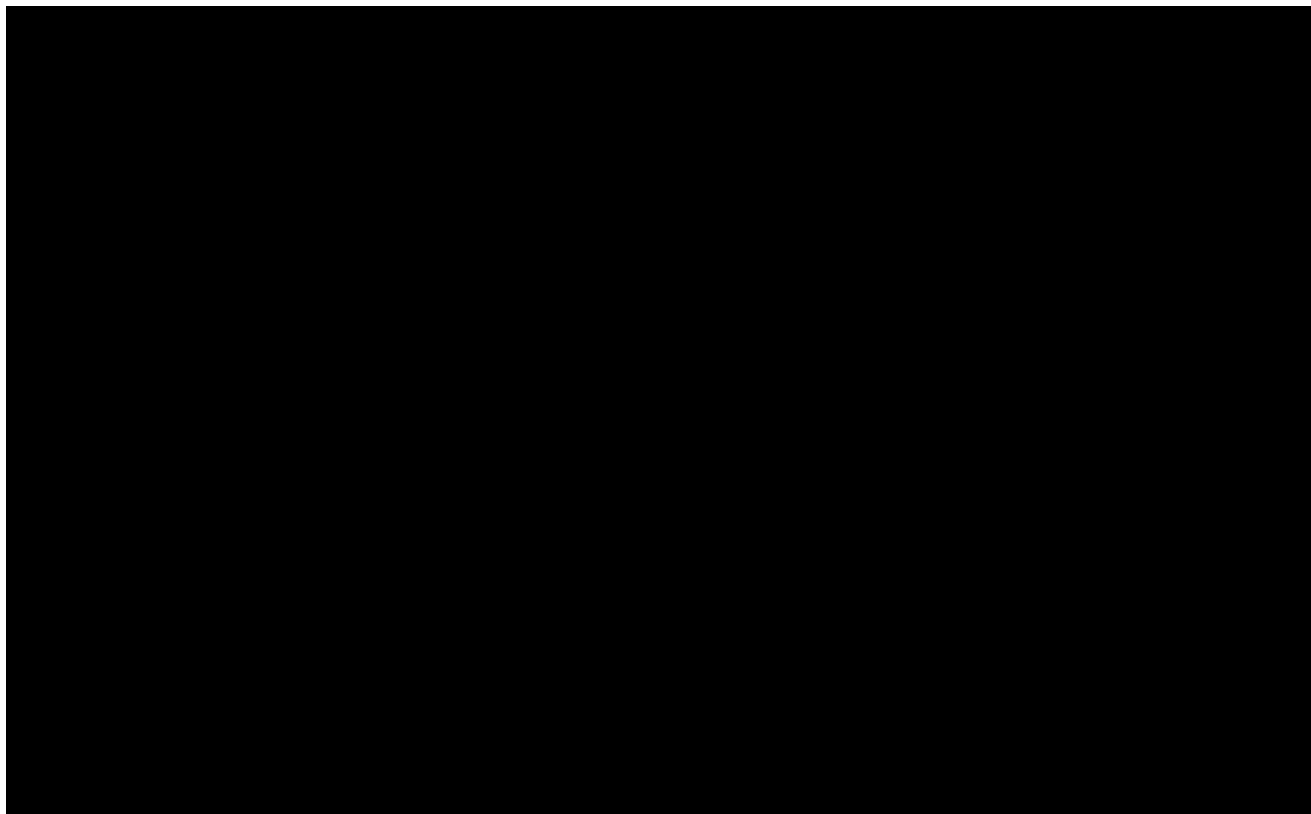
Program Services

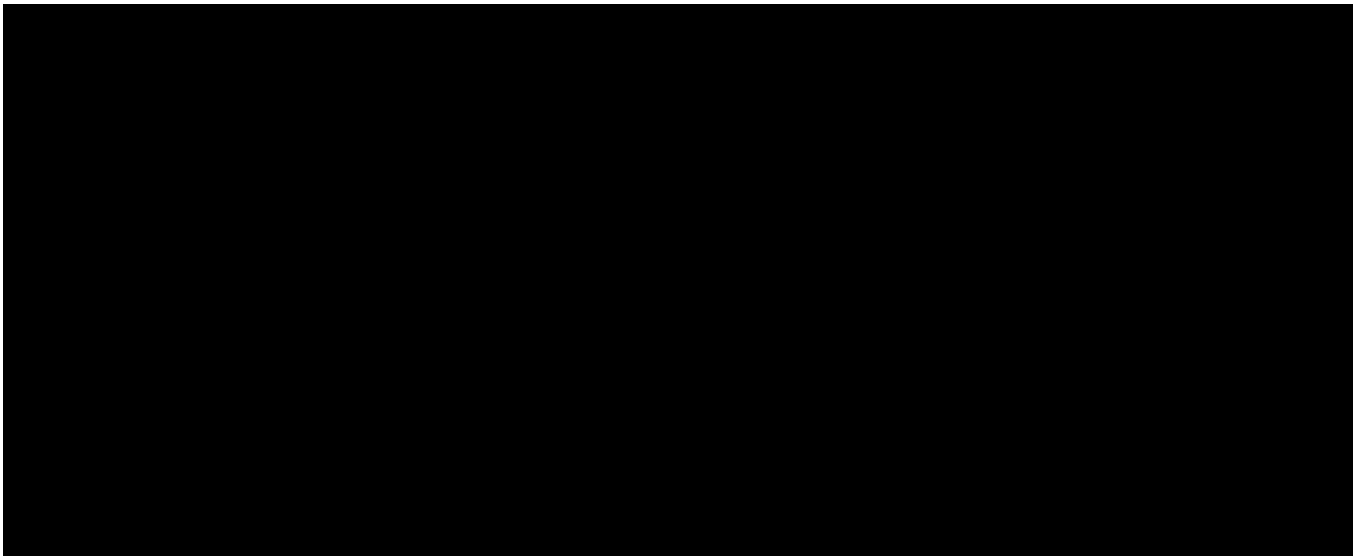
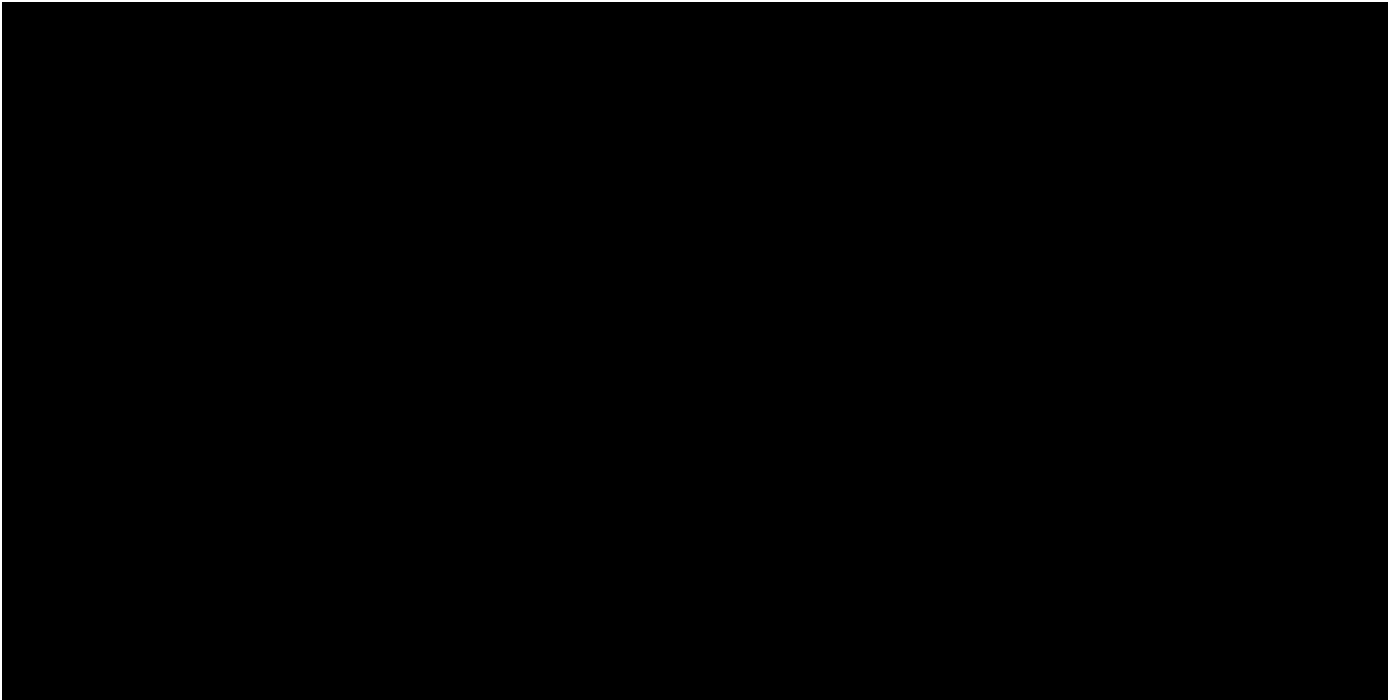
A wide variety of program services are available and integrated into the daily facility schedule. The primary programming includes: ABE/GED; Under 21 Education Program (EFA); Vocational Education; SPICE Program; Religious Services; Anger Management; Mental Health Services; Volunteer Services; Alcohol and Drug Education; General Library; Law Library; Recreation; Visitation; Canteen and expansive Prison Industry Programs. Staff report that over (480) inmates are routinely assigned to the Prison Industries program which includes three separate operations located in three different buildings.

Security Staffing Profile



Security staff vacancies have been a concern at Tyger River for an extended period. In January 2011 the security staffing level was reported as (212). At the end of the year the security staffing level dropped to (194). The facility continued to operate in the (194-196) range until July 2014 when it dropped to (187) total security staff. Since July 2014 the security staffing level at Tyger River had continuously declined until August 2017. The following figures identify **the total number** of filled security positions reported on January 1 of each corresponding year.





Operational Initiatives in Response to Staffing Levels

Based on staffing levels facility management personnel have deviated from the original staffing plan and implemented several initiatives to maintain minimum operations at the facility.

These initiatives routinely include the following:

- **Deploy Cross-Watching.** There are 13 housing units at the Tyger River Correctional Institution of which all but two of the units are considered general population units. The capacities of the eleven general population units each range from (96) to (127). There are no toilets or wash basins in the cells and the inmates have keys to their cells in all but one of the general population units. Housing units are occasionally left without staff while inmates remain in the units as assigned personnel, on occasion, are responsible for providing supervision to more than one area.

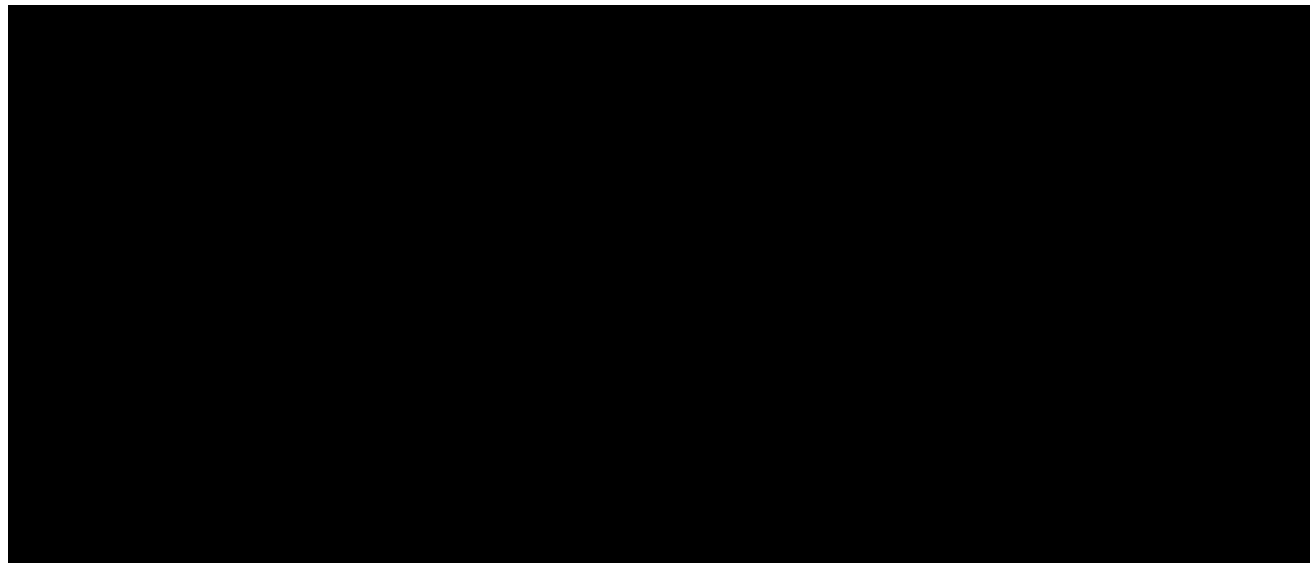
Approximately 92% of the inmate population housed at TRCI are considered medium custody and approximately 15% were on a mental health caseload during the review period;

- **Staff are augmented to leverage existing personnel resources.** Since 84.5% of the vacancies were in the front-line staff positions staff outside those position classifications are frequently required to fill front-line staff post assignments. Based on a review of daily shift assignment rosters sergeants, lieutenants and captains are frequently used to meet line staff responsibilities, limiting the amount of time available to supervise or perform their normal assigned responsibilities;
- **Shift Supervisory personnel routinely work 14-15 hr. days.** To meet existing responsibilities, shift supervisory personnel routinely arrive prior to the start of their shift, review staff availability levels, facility schedules and overall workload. Shift supervisors often remain after their shift is normally over to ensure effective communication and staff coverage. Lieutenants and captains are not eligible to receive overtime compensation;
- **The facility is placed on full or partial lockdown to limit movement outside the cell and reduce staff workload.** The first eleven months of calendar year 2017 the facility reported they were on full or partial lockdown a total of (222)⁴⁴ days. This resulted in limited access for the inmates to programs and services;
- **Personnel are often compensated at an overtime rate to complete required staff training.** Uniformed security personnel are routinely scheduled to complete required training on their off-days or after their shift resulting in possible overtime expenditures. Pay cycle dates of August 18, 2017 – September 15, 2017 identified (229)⁴⁵ hours of overtime reported for staff training. Pay cycle dates of September 16, 2017 – October 13, 2017 identified (360) hours of overtime reported for staff training;
- **Post Assignments go unfilled.** A review of daily shift assignment rosters from July 2017 through November 2017 reflect all post assignments in the housing units, towers, yard and Restricted Housing Unit Wing positions are not routinely being filled;
- **Staff responsibilities are expanded beyond the established post order.** Each post assignment includes a written post order that describes the normal responsibilities associated with the post (OP-22.24)⁴⁶. Under normal circumstances security staff are responsible for one post at a time. Staff assigned to existing posts are routinely required to be responsible for meeting both their assigned responsibilities and responsibilities of an additional post. This often results in fewer and less thorough pat-down searches, fewer building inspections, limited inmate escorts, delays and or cancellations in program and service delivery;
- **Out of Cell Recreation is not consistently being offered in RHU.** Based on staff interviews and a review of available documentation inmates assigned to the Restricted Housing Unit did not consistently receive access to recreation outside their cell at a frequency consistent with policy;

⁴⁴ SCDC Operations. Lockdown Statistics.

⁴⁵ Tyger River Human Resources.

⁴⁶ SCDC Policy OP.22.24 Post Orders.

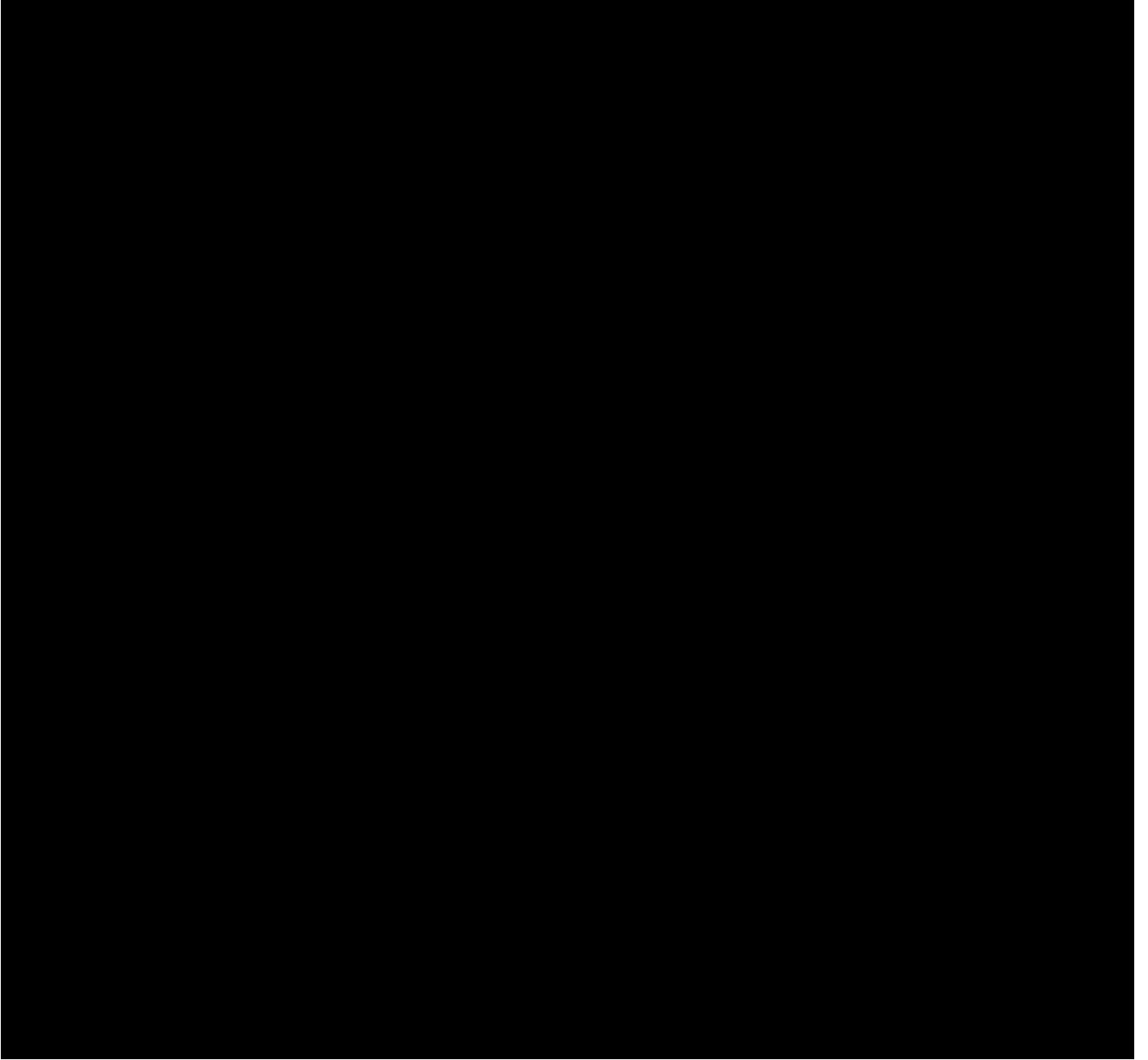
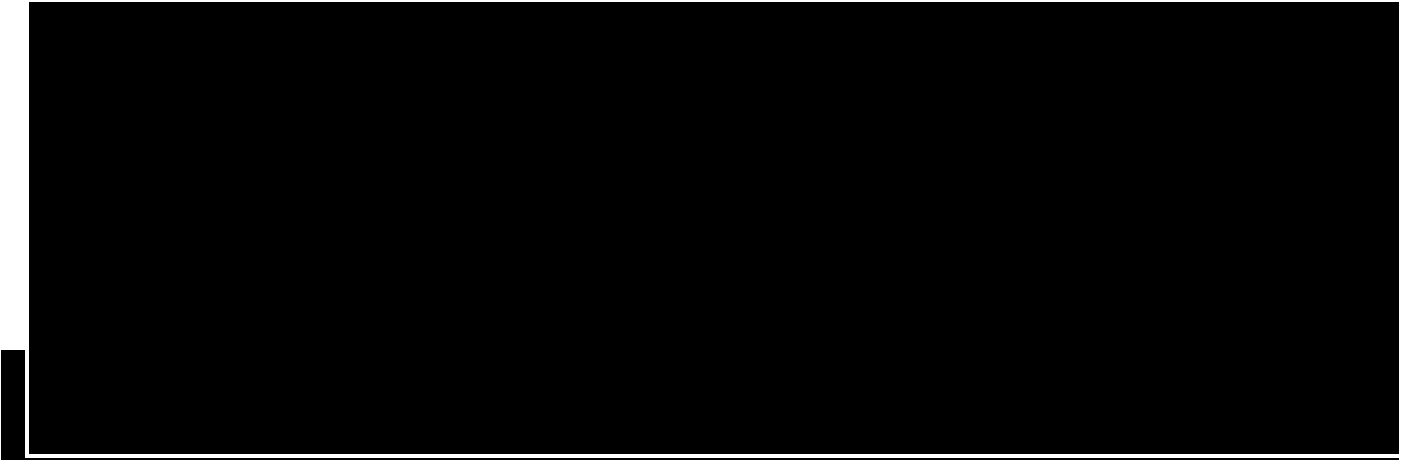


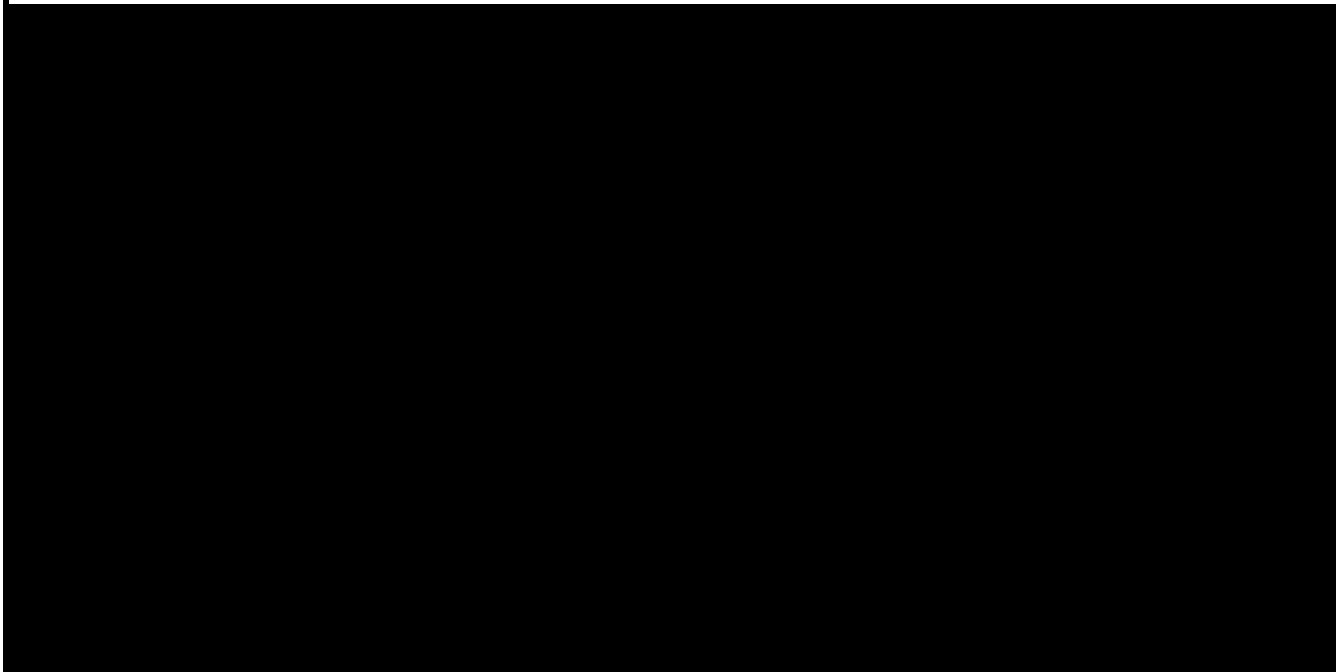
- **Staff assigned to the 12-hour shifts are routinely scheduled to work a minimum of 168 hours in a recognized 28-day pay cycle.** Staff assigned to the 8-hour shifts are routinely scheduled to work 160 hours in the same recognized pay cycle. Staff working the additional eight hours are normally compensated at straight-time which is consistent with Fair Labor Standards Act (FLSA) guidelines. Initial Department practice was to provide staff assigned to the 12-hour shifts, 8 hours off per pay cycle; however, this practice was no longer occurring;
- **Staff not initially scheduled to work a shift are held over or called in to work often at an overtime rate to fill vacant post assignments.** The first eleven months of 2017 overtime expenditures were reported as \$729,806. Approximately 86% of the reported overtime is the result of back-filling required post assignments; and
- **Restrictions on staff overtime.** Facility management personnel have placed restrictions on overtime including the number of consecutive days and number of hours in a day an employee can work overtime. As a result, overtime expenditures have decreased at TRCI as have the number of post assignments being filled have decreased.

Demonstrated Risk Factors

Contraband Incidents. The introduction and presence of contraband in a correctional facility has always been an issue and is a primary management concern when operating a facility. It often leads to unauthorized movement, destruction of property, compromised staff, public trespassing, criminal activity, violence and escape.

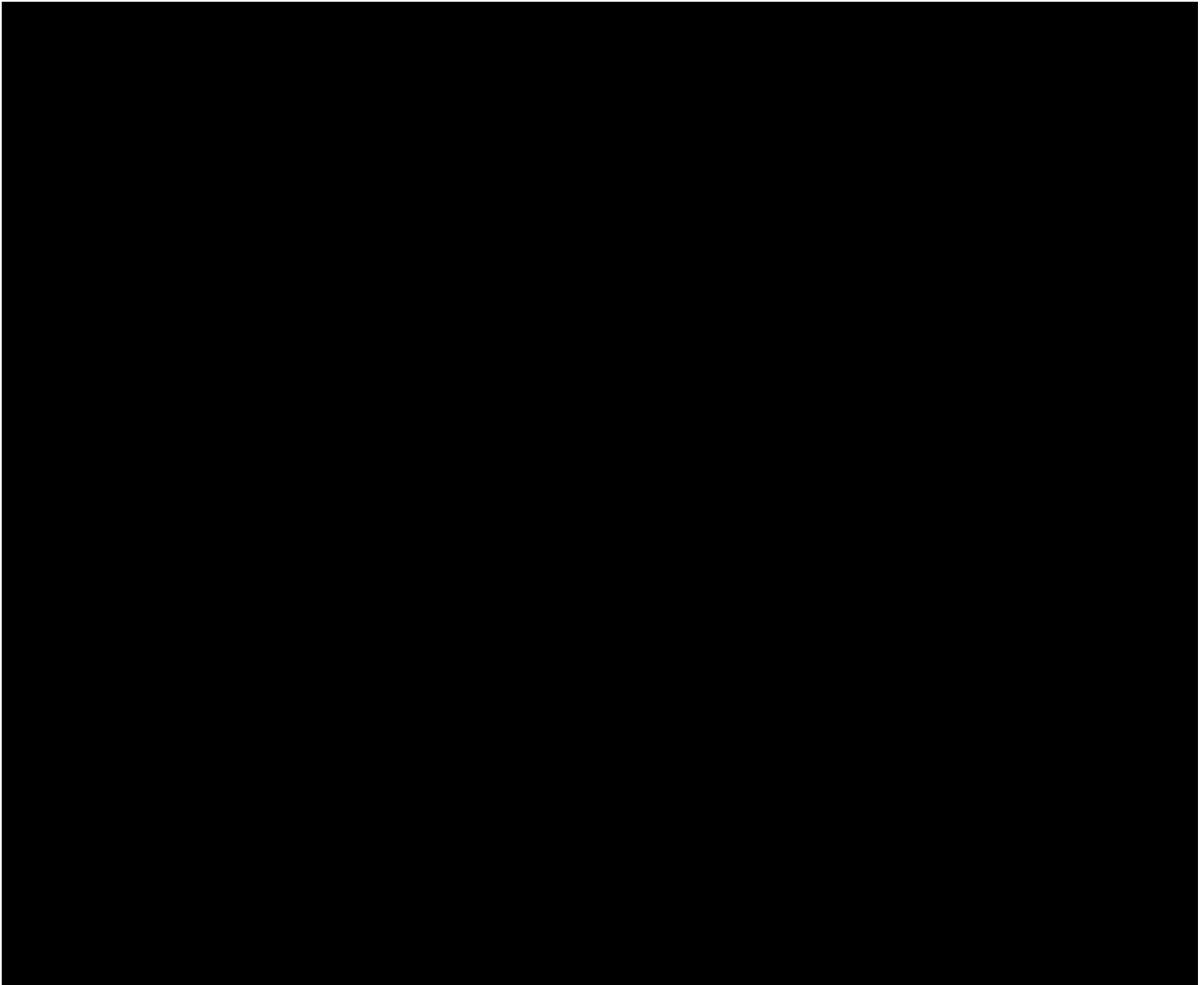
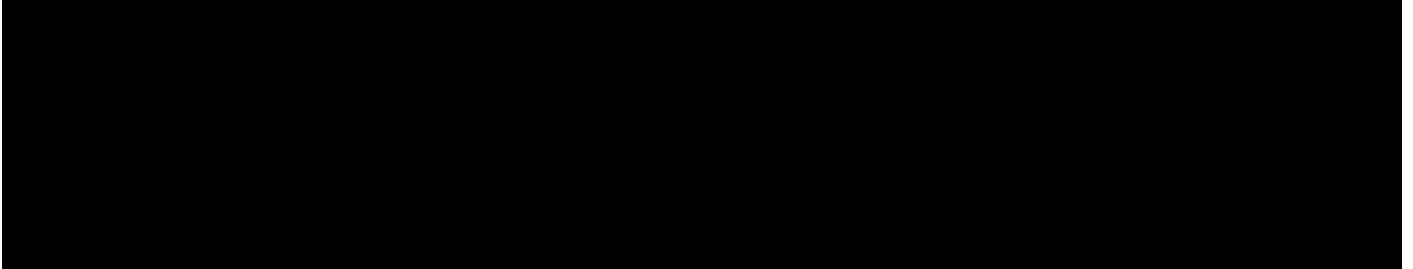
One of the keys to an effective contraband prevention and detection plan is to establish an internal plan based on available resources that focuses on the prevention, identification and detection of contraband as a facility-wide goal. Part of the plan should ensure fundamental practices including searches, patrol, detection and intelligence gathering are consistently incorporated into daily workload activities by all staff, not just those assigned to contraband control.

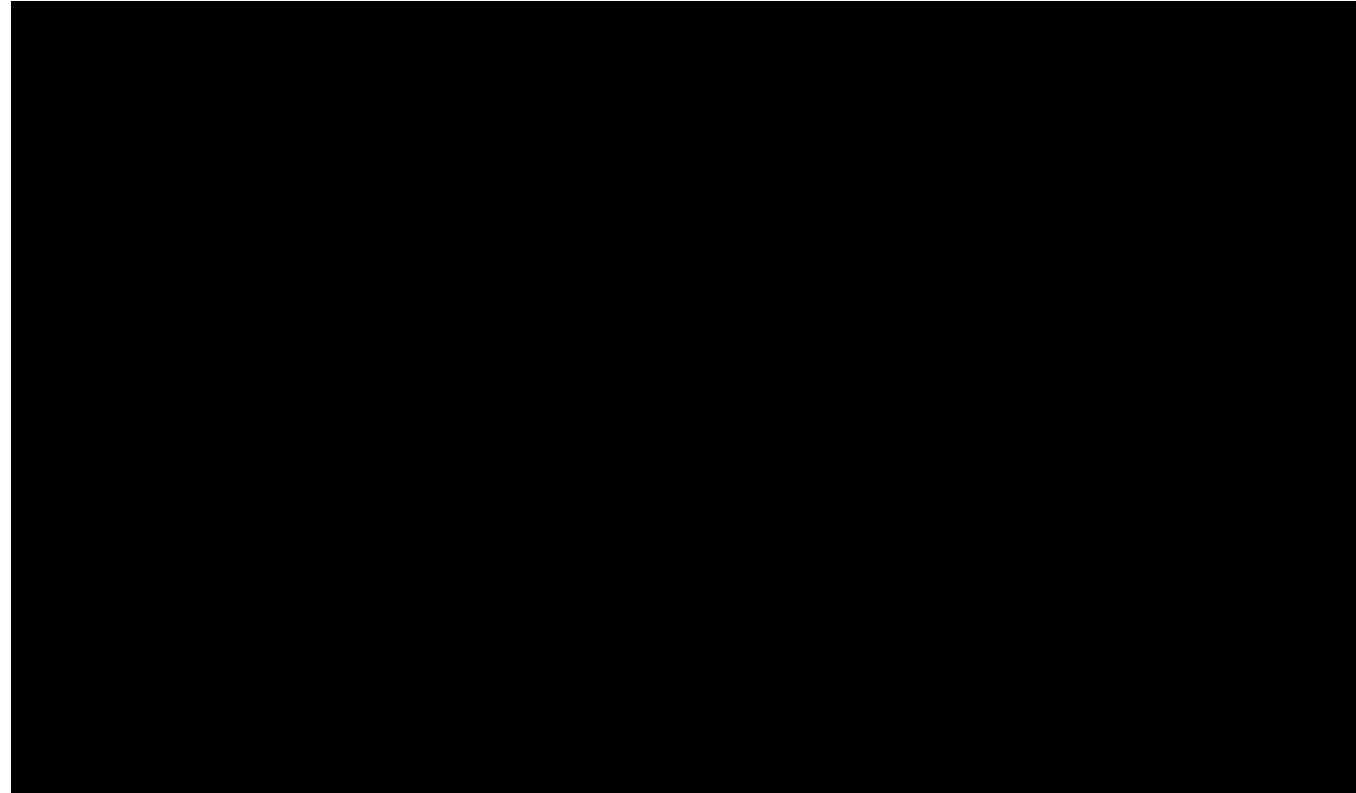
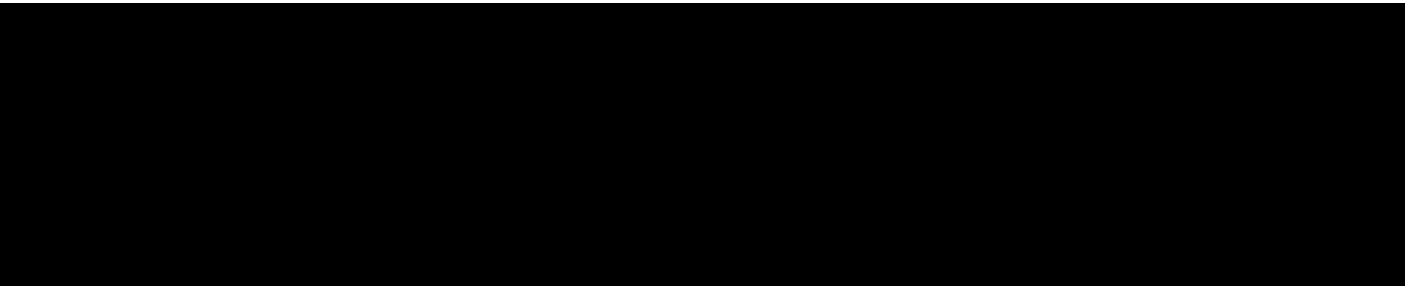
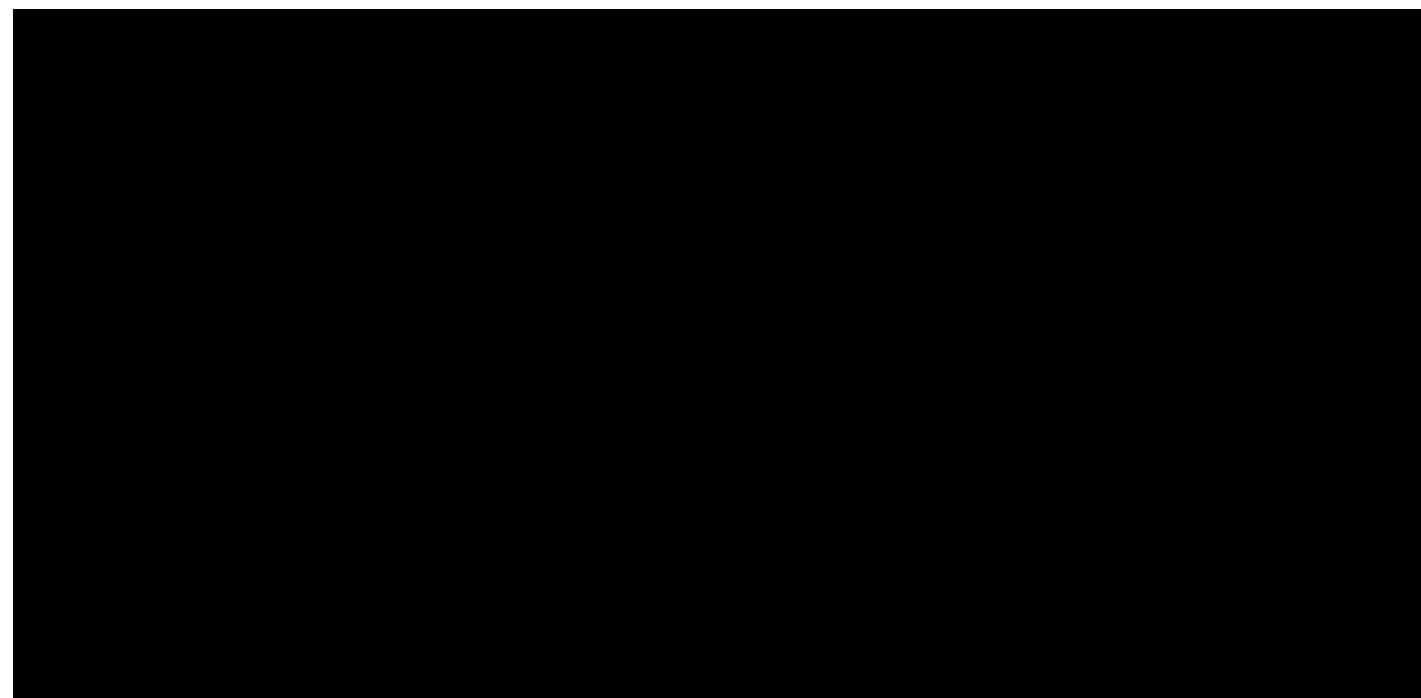


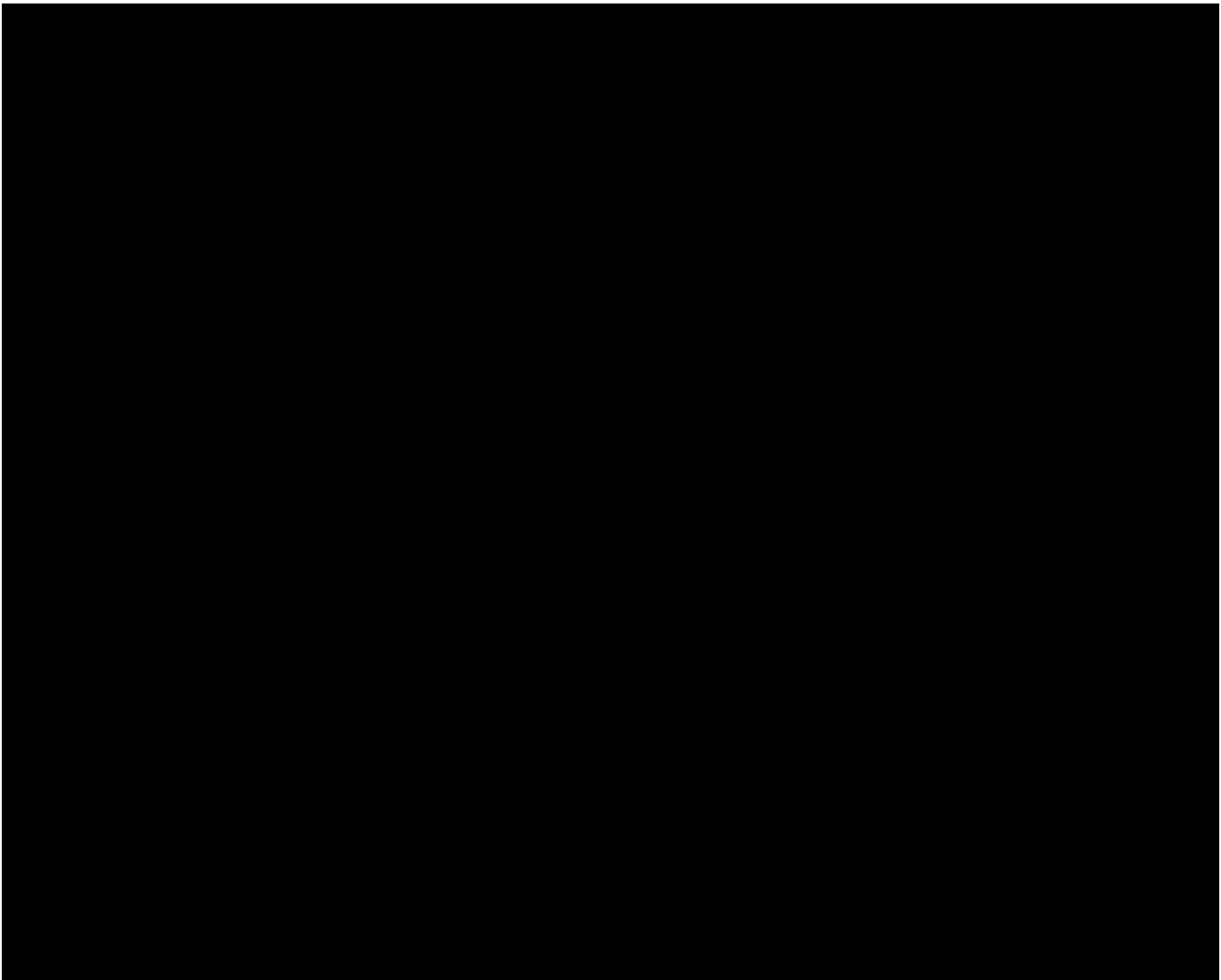


Key Positions

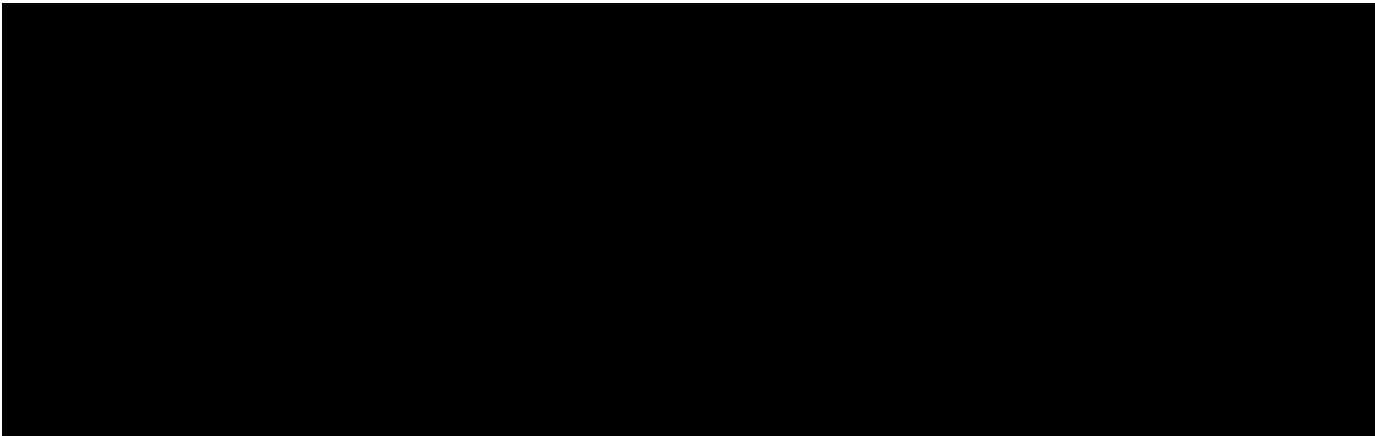
Administration. The approved administrative core positions for the facility include a superintendent (Warden) and two assistant superintendents (Associate Warden of Operations/Assistant Warden of Programs). All the positions were filled on the day of the site visit. The Warden was initially interviewed at the beginning of the assessment, provided the security post assignment tour and was debriefed prior to the completion of the on-site phase of the assessment. After the initial on-site assessment, the warden was available via telephone to clarify pending issues.

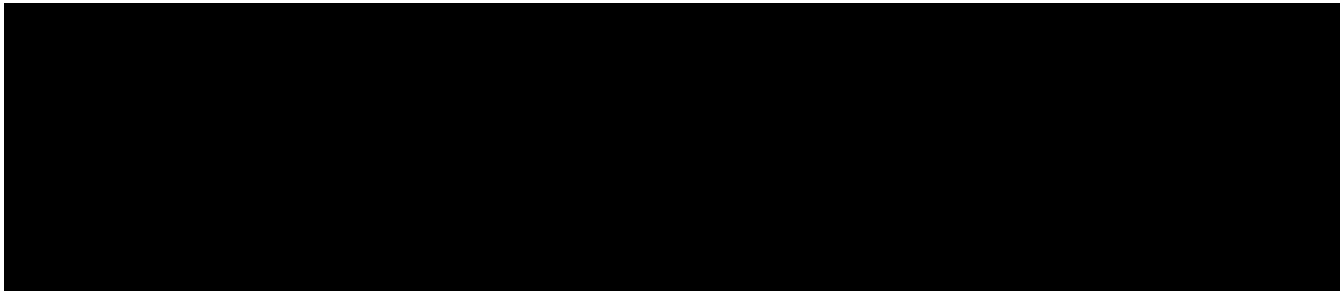






Shift Assignments. Facility management personnel at LCI have developed a master shift assignment roster for security staff that identifies the name and number of personnel assigned to each shift, employee number, their position classification, post assignment (C-Card Only), leave status, those staff identified as “new hires” and their corresponding basic training reporting date.





Daily Shift Rosters. Daily shift rosters are also maintained at Tyger River that identify in more detail the actual staff assigned by day, their post assignment, staff on leave and briefing notes. The daily shift rosters are designed to document how scheduled personnel are utilized and to provide a necessary tool to provide staff accountability.

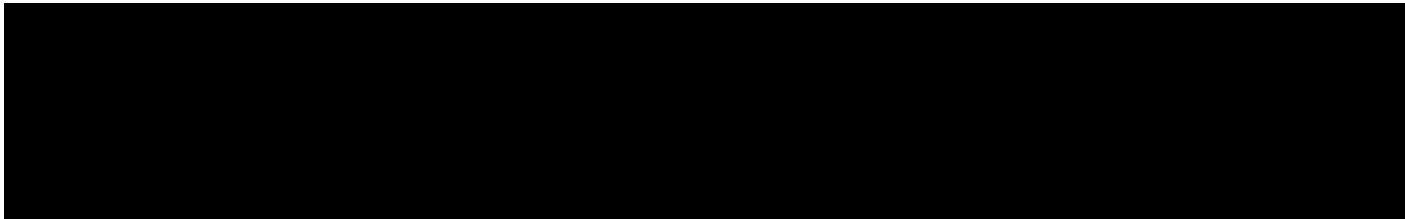
A review of sample daily rosters reflect rosters are maintained and identify specific staff assigned to select post assignments. There is no reference to post classifications or a recapitulation table identifying the total number of staff originally assigned to the shift. The conjecture is all staff scheduled are identified as being assigned to a listed post. When comparing the master shift assignment roster with the daily rosters all staff identified as being on the shift were not always listed on the daily roster.

An additional concern identified on the daily shift rosters is that the same individual may be listed as being assigned to more than one post, without any explanation. For example, one individual was listed on the D-1 daily roster for 11/2/2017 as being assigned to Housing Unit 11, Upper Yard Lieutenant, Shift Commander and Upper Yard Cafeteria. No other staff were identified for these posts. The conjecture, unless indicated otherwise, is that when an employee's name is listed next to a post assignment, that individual is responsible for that post during the entire shift. If that is not the case, notations should be made in the roster.

In view of the limited staffing levels available, staff at Tyger River are often required to work more than one post at a time. When more than one post is being filled by the same individual and one of the posts includes housing units where medium security inmates have keys to their own cells, safety concerns are enhanced.

Post Coverage. By memorandum from the *Division of Security*, post assignments should be classified as either, Pull Post Level I, Level II, or Level III (mandatory) to assist shift supervisors when determining which posts can be temporarily collapsed or closed due to staff shortages, emergencies, overtime reduction efforts or other reasons deemed necessary by the shift commander or facility management. The classification of post assignments is designed to ensure certain posts are shut down first.

Sample daily shift rosters provided reflected most of the mandatory posts identified in the post chart were being routinely filled. As mentioned they may only be filled intermittently. One exception was the three Outer Perimeter posts which were not being filled. In addition, the number of staff assigned to the Front Gate and Restricted Housing Unit Wings were deficient when compared with the post chart. Staffing levels in these areas reflected that normally fewer staff were being assigned than identified in the post chart.



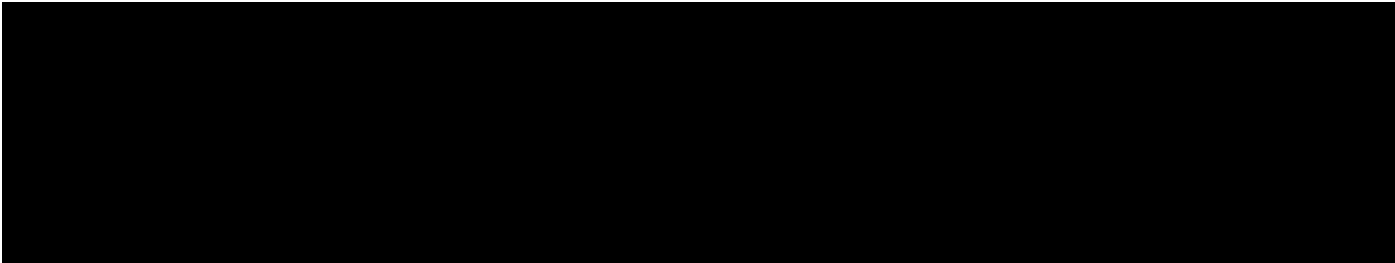


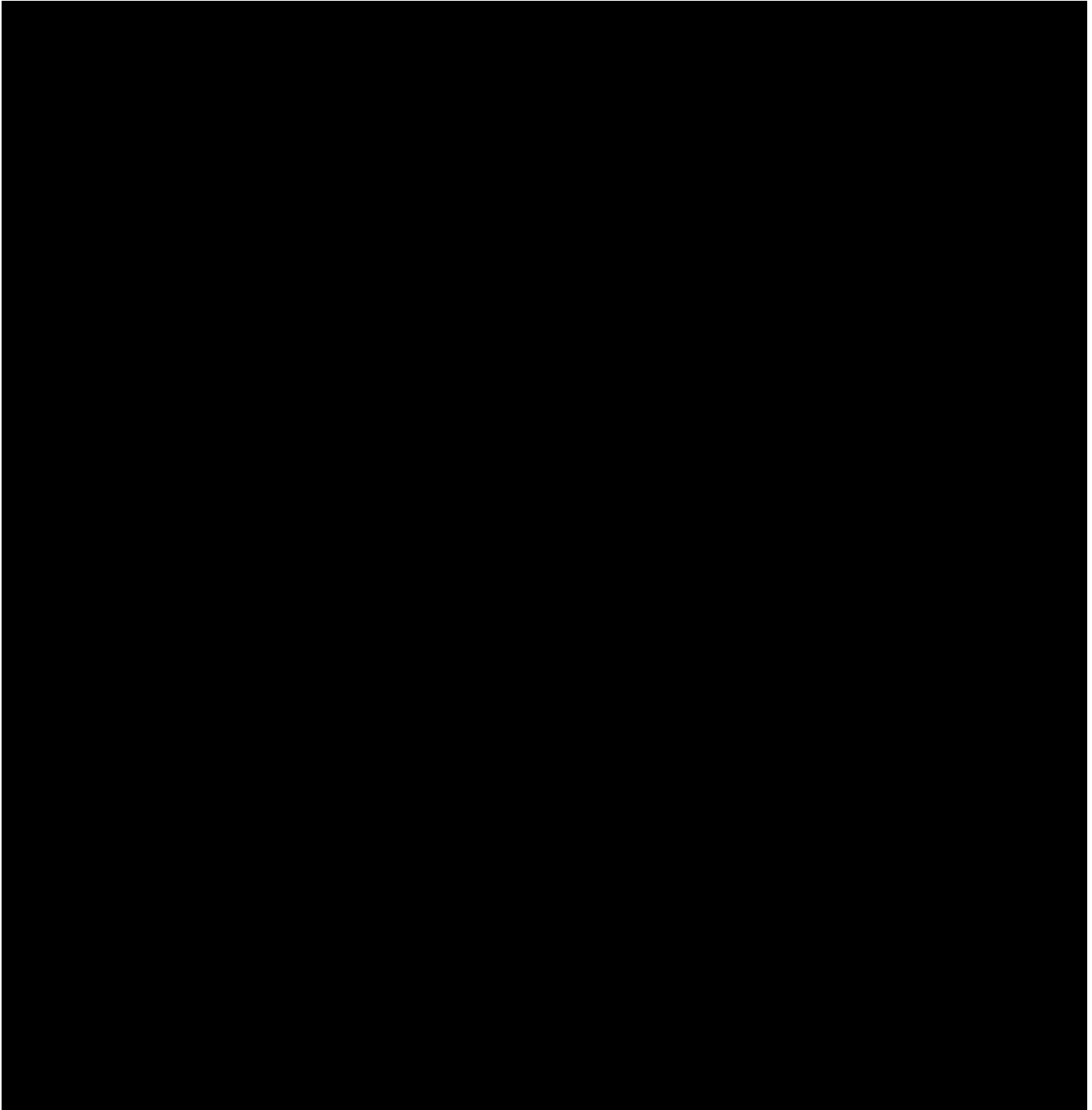
At Tyger River the basic elements of a roster management system including the identification of post assignments, recommended staffing levels, shift scheduling and daily shift roster development are in place.

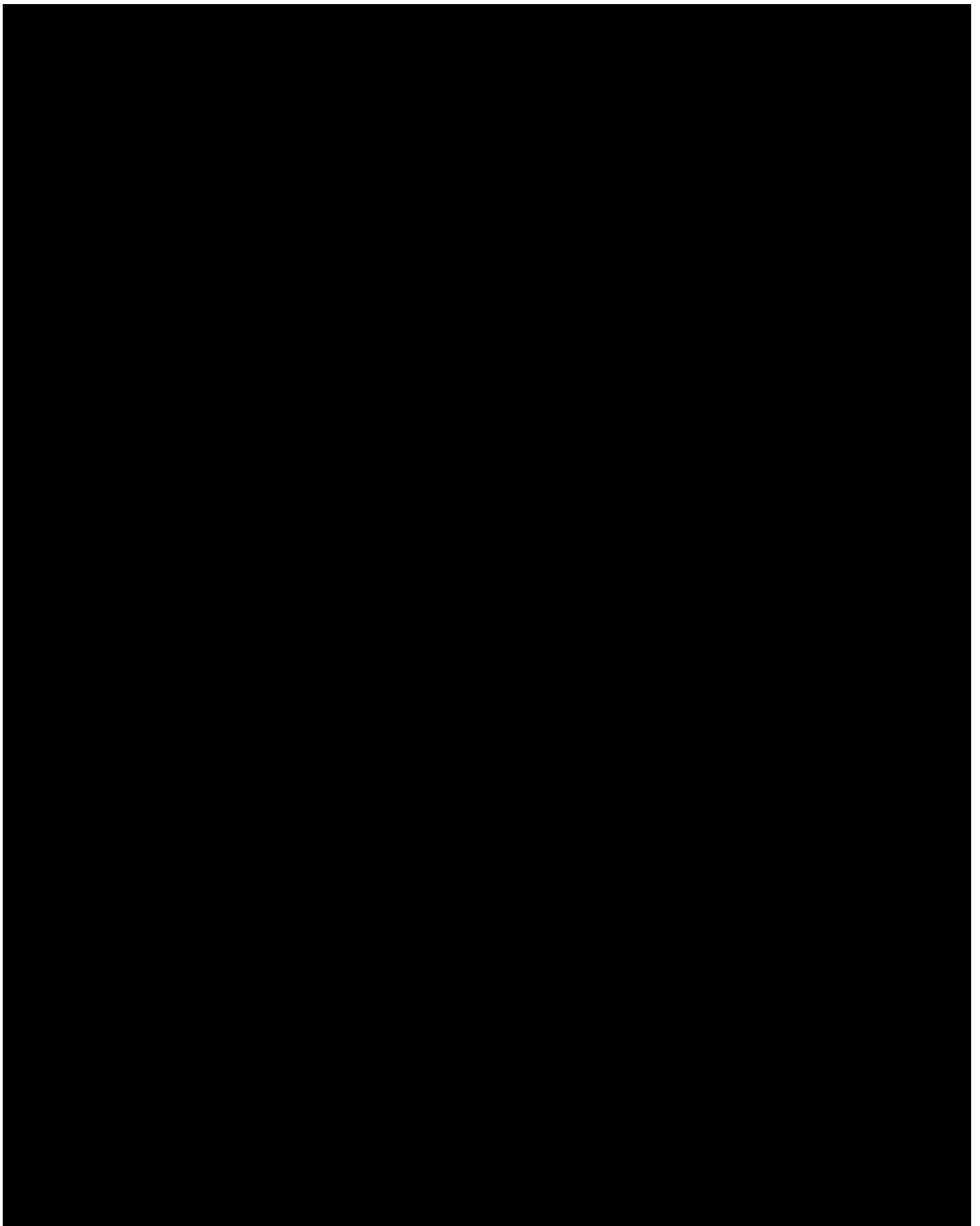
The primary concerns with the system include the following:

- The post chart **underestimates** the number of mandatory posts that need to be filled. The current operating practice when insufficient staff are available is to contact qualified staff currently assigned or on their off-day to determine their interest in working additional hours. Based on the number of staff interested in working additional hours combined with the scheduled staff the shift commander fills as many posts as possible. Most often, this results in mandatory posts going unfilled, staff working multiple posts and post assignments being filled intermittently and/or by personnel outside the recommended position classification;
- The recommended minimum staffing levels for each 12-hour shift needs to be reviewed and updated on a regular basis. Daily shift rosters reflected established minimum staffing levels were not being met on a consistent basis. Monthly in-house reviews should be completed to identify the number of post eligible personnel, determine the effectiveness of the system and to confirm or re-establish minimum staffing levels;
- Daily shift rosters need to be updated to reflect how all staff assigned to the shift are utilized. The daily roster should identify the names of all staff assigned to the shift, the approved post assignments, the post classification, post closures the employee assigned to each post and if assigned for less than a full shift that should be noted. Staff assigned to posts for less than a full shift, detailed to a special assignment, working overtime or using benefit time should be clearly identified on the daily roster; and
- Manual and automated daily rosters should be completed and maintained as a potential legal document designed to identify how staff are utilized during each shift. Discrepancies identified between the manual and automated daily rosters should be addressed in the recommended monthly roster management meeting.

Staffing Recommendations







Shift Relief Factor (SRF)

An updated shift relief factor has been developed for Tyger River based on data provided by personnel assigned to the Research and Information Management Division (RIM). The shift relief factor (SRF) represents the number of staff required to fill a post assignment throughout the year and is based on the number of hours the post needs to be filled divided by the number of hours the average employee assigned to the post is available.

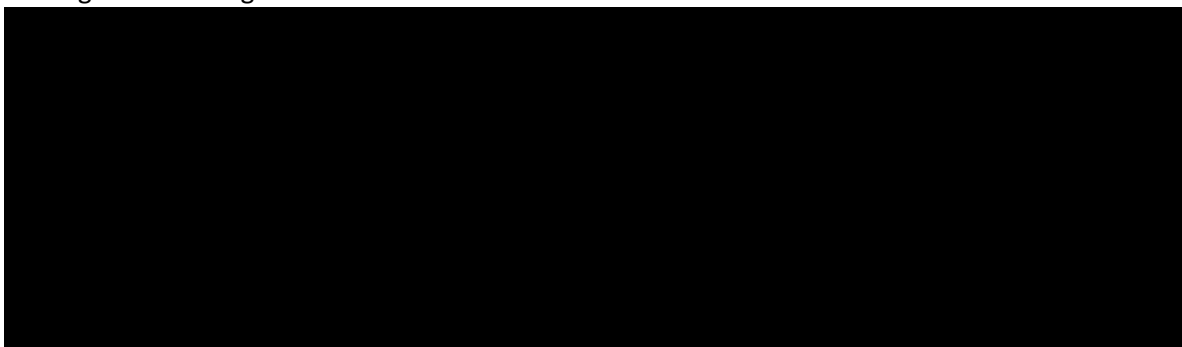
Staff attendance, off-post hours and leave-time results are inputted into a department recognized electronic data base and transferred into an automated system that can identify the shift relief factor. The SRF electronic workbooks have been set up to allow the user to specify the institution and hours per shift which will automatically recalculate the SRF accordingly.

The SRF calculation for this project is based on the following:

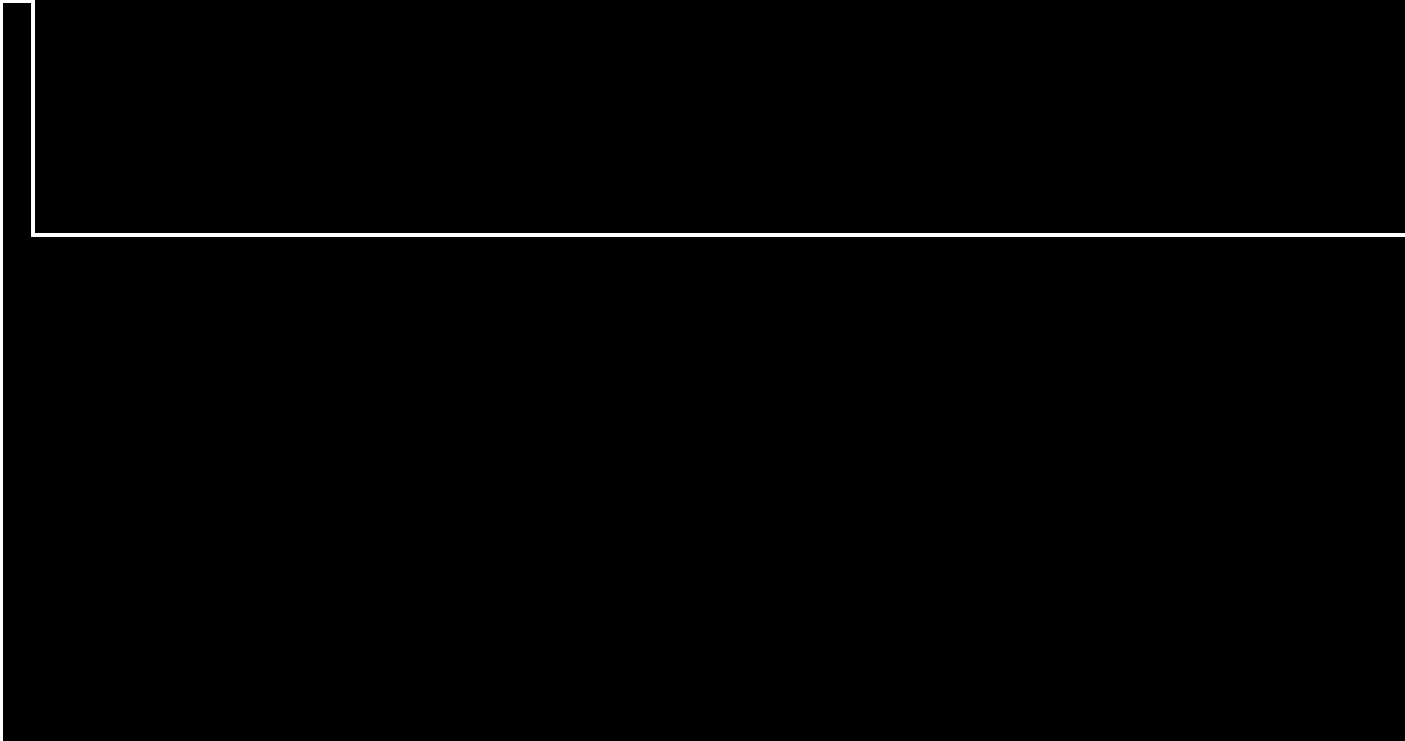
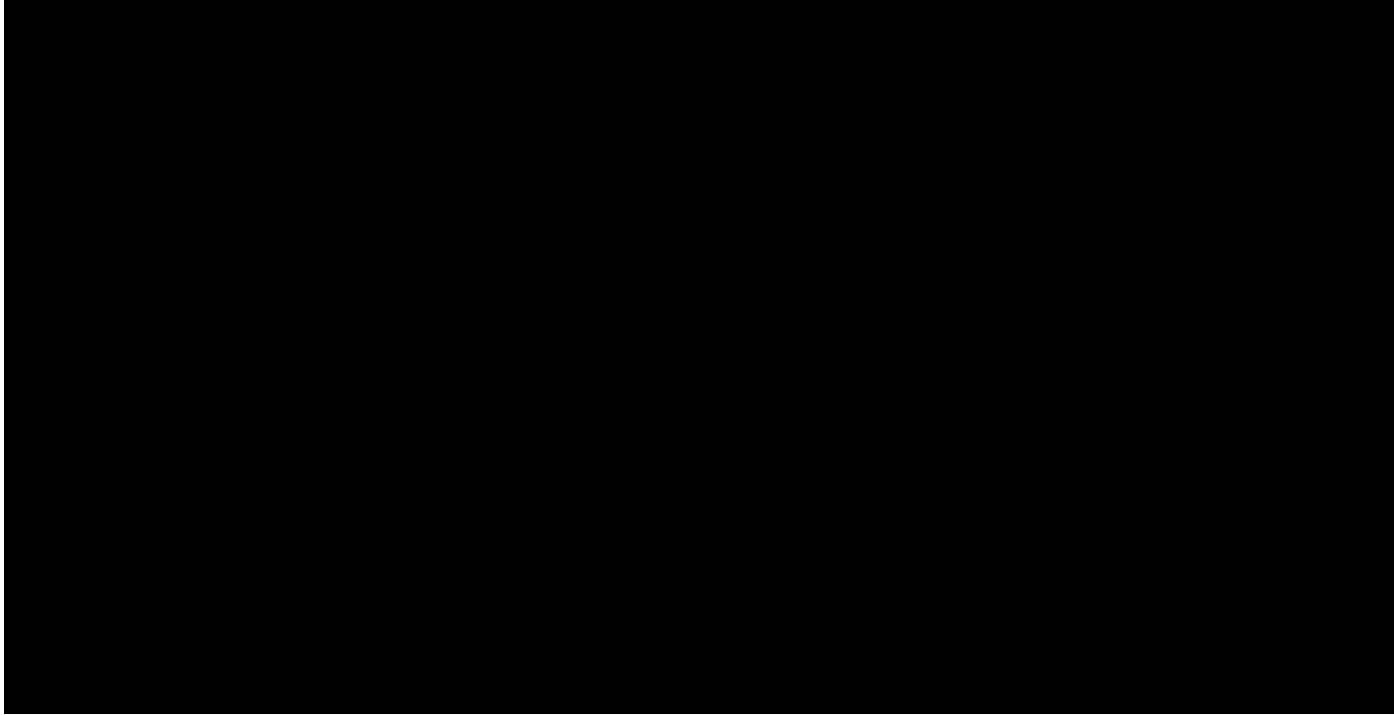
- All security staff (cadets – major) who were assigned to the institution during the entire year;
- A blended work schedule, including the use of both an eight-hour administrative shift (160 hours) and the straight 12's (168 hours) schedule;
- An average of the three most recent completed years available at the time the report was being initially prepared. This included 2015, 2016 and 2017. The purpose of evaluating data from the past three years instead of one year minimizes the chances the SRF will be influenced by one or more unusual factors or outliers. The average security employee was available to fill a post approximately (60) fewer hours in 2017 compared to 2015.

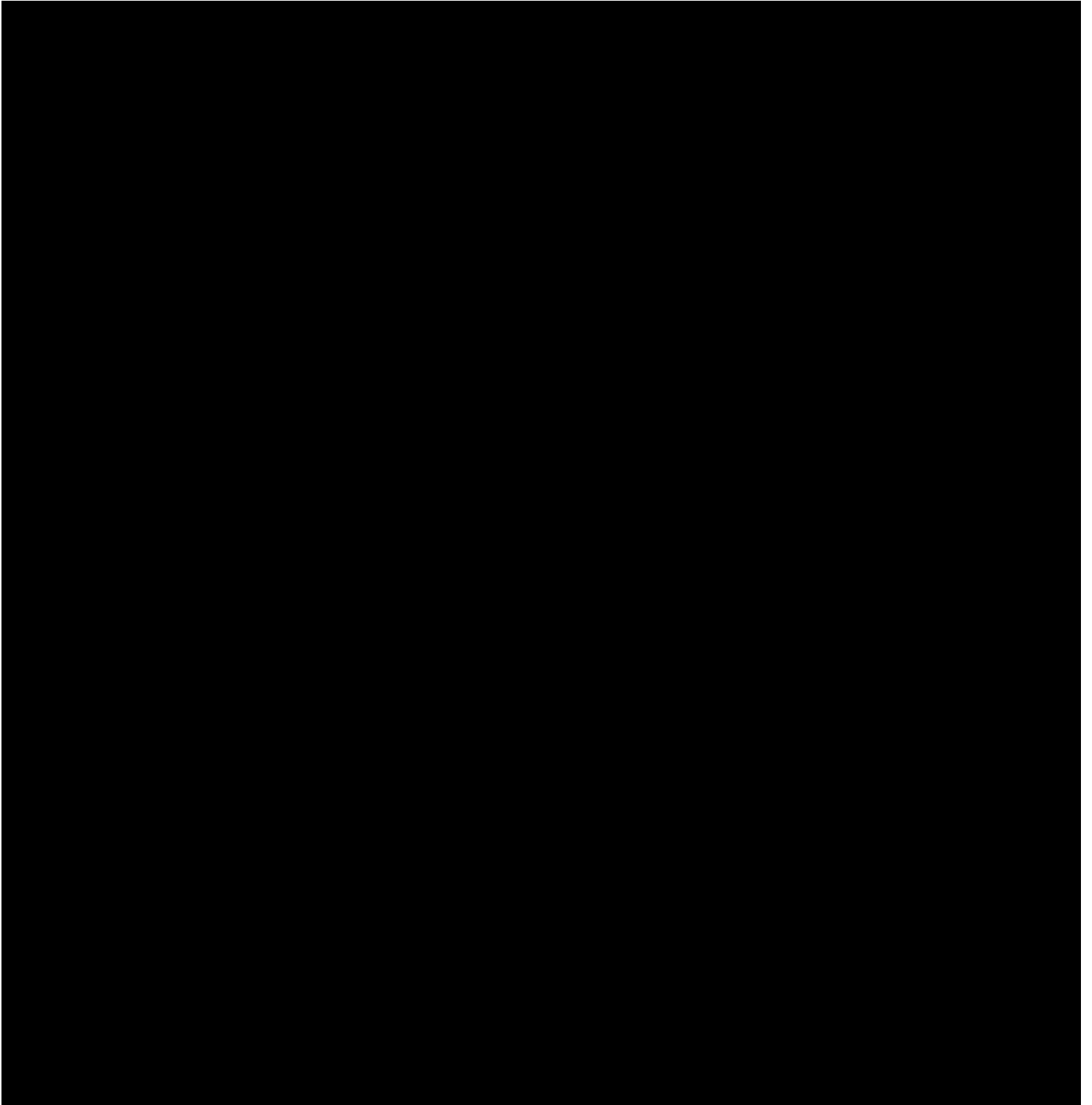
At Tyger River, the use of "annual-leave" (vacation) had increased in 2017 compared to 2016 and 2015. In 2017 an average of (112) hours of annual leave was used per employee compared to (93) hours in 2016 and (82) in 2015;

- The SRF is reflective of the facility being fully staffed; and
- Most posts recommended are considered relief posts. Refer to Appendix A for the detailed formula used to determine shift relief factors and the post chart appendix to identify specific post assignments being recommended.



A shift relief factor of 4.94 can be translated to mean that for one year, an average of slightly less than five staff (4.94) will be required to fill one 24-hour post assignment when applying the straight 12-hour shift schedule (168 hours). A five-day shift relief factor for one 8-hour post assignment requires an average of 1.29 staff (160 hours) throughout the year.





Camille Graham Correctional Institution

The Camille Graham Correctional Institution (CCGCI) is a state operated correctional facility located within the Department of Corrections Broad River Complex in Columbia, South Carolina. The facility was originally opened in 1973 as the South Carolina Women's Correctional Institution and renamed the Camille Griffin Graham Correctional Institution in 2002. Additional replacement housing units have been added since the facility was originally opened.

CCGCI serves as the Department's Women's Reception and Evaluation Center (R & E) in addition to providing permanent housing and services for females admitted to the South Carolina Department of Corrections. The combined operational capacity at CCGCI is reported as 916 and the average daily population during the last six months of 2017 was 745. The custody level of inmates assigned to the main facility varies from level 1A to level 3. At the time of the review approximately 51% of the total population (excludes R & E) was on a mental health caseload.

The facility currently provides housing and services for a wide variety of inmates including the following:

- **Reception and Evaluation (R & E).** CCGCI is the only female R & E facility within the South Carolina Department of Corrections. All females admitted to the South Carolina Department of Corrections are processed initially through the CCGCI Reception and Evaluation Center. The security classification of inmates assigned to the R & E varies from level 1 to level 3. During FY 2017, there were 1,120⁴⁷ females admitted to the Department;
- **Crisis Stabilization Unit (CSU).** The Department implemented a Crisis Stabilization Unit at CCGCI in 2017 to centralize medical and mental health care for females while maintaining safety and security regulations for a high-risk population. Inmates assigned to the 12-bed CSU are provided housing and services in a separate corridor of a wing within the "Blue Ridge" housing unit. Based on the population profile of the inmates and associated treatment requirements, additional security personnel are considered essential. In calendar year 2017 there were 149 admissions into the unit;
- **Intermediate Care Services (ICS).** In addition to the Crisis Stabilization Unit, mental health programs and services are also provided to a special needs population housed within the "Blue Ridge" unit. The ICS is a residential mental health program for females classified with serious persistent mental illness who require intensive treatment, monitoring, and care, but do not currently require psychiatric hospitalization. The program requires both structured and unstructured out of cell time, treatment and group therapy. Program assignments are based on the inmates presenting symptoms, behaviors, and adherence to treatment goals and recommendations;
- **Restricted Housing Unit.** The Restricted Housing Unit is available to house inmates requiring more intense behavioral levels of supervision. Additional security personnel are required to meet established responsibilities within the unit. The inmates are normally housed and programmed separately from inmates assigned to the general population;

⁴⁷ SCDC RIM

- **Residential Substance Abuse.** CCGCI provides a 48-bed residential substance abuse treatment program designed to provide offenders with 6-9 months of gender specific structured programming through a therapeutic community treatment approach. Inmates reside in a housing unit where one wing was strictly dedicated to the substance abuse program;
- **Work Release.** In 2016 the Department of Corrections merged the level one female work-release operations from the Goodman Correctional Institution with CCGCI. Individuals assigned to the CCGCI work release program currently reside inside the secure perimeter of the main facility. The work release inmates are classified as level 1A, (community-minimum) and work at approved sites within the local community. Inmates assigned to the work release program may be required to be transported to and from the facility daily. Work Release Inmates are housed in a separate wing at CCGCI from the rest of the population;
- **Shock Incarceration Program.** The Shock Incarceration Program is a 90-day program designed as an alternative to traditional incarceration, providing a therapeutic environment where young female nonviolent offenders receive substance abuse treatment, academic education, and other assistance to promote their reintegration into the community. Individuals assigned to the Shock Incarceration Program reside in the housing wing with youthful offenders;
- **Youthful Offenders.** On the date of the review females sentenced under the South Carolina Youthful Offender Act were housed with younger inmates in the same wing as the shock incarceration program and normally separate from general population inmates; and
- **General Population.** The largest percentage of inmates housed at CCGCI are assigned to the general population engaged in both program and work assignments.

CCGCI operates as a multi-level security correctional facility surrounded by a perimeter fence reinforced with razor ribbon, concertina wire, electronic surveillance equipment, roving perimeter patrol, high-mask lighting, vehicle access gate and an alarm detection system.

Inside the perimeter of the facility are a variety of buildings and services provided to meet existing responsibilities. The physical plant includes: An Administration Building; Main Control; Medical Unit; Education Building; Multi-Purpose Building; Maintenance Area, Vocational Welding Shop; Support Services Building; Chaplaincy Area; Prison Industry Program; Cafeteria; Vehicle Gate; an open yard with walking track located in the center of the facility and six housing units including the Restricted Housing/R & E Unit and five additional housing units.

Food Services are provided to the general population inmates in the main cafeteria. Inmates assigned to the RHU and CSU have meals delivered to the housing unit.



Housing Unit Designs

There are five different inmate housing unit designs at the facility.

- **General Population.** Three of the housing units are similar in design. The **indirect supervision** replacement units contain a centralized officer work station located between the two housing wings. The work station allows partial visibility and direct access into each wing as well as to the exterior of the building. The open bay wings are similar to dormitory style housing as there are no cells within these units. Showers, toilets, wash basins, dayroom space, telephones and passive recreation opportunities are available within each wing of the single-story units.
- **Mental Health.** One housing unit was being used to house inmates where the primary program focus was on providing mental health programs and services. This housing unit referred to as “Blue Ridge”, contains an officer work station located in between the two housing wings in the sally port and an officer work station in the CSU corridor. The work station in the sally port allows partial visibility into each wing and has direct access to the exterior of the building as well as each housing wing. One wing contains an open bay, similar to dormitory style housing. Showers, toilets, wash basins, dayroom and passive recreation space are available within the wing.

The second wing provides direct supervision and contains secure cells located on two separate corridors. Each cell has a bed, toilet and wash basin. Showers are located outside the cell in the immediate area. In addition to the shower facilities **an officer work station is provided on the wing** as well as dayroom/group programming space, passive recreation and interview rooms.

The Crisis Stabilization Unit was located on one corridor and Intermediate Care Services was being provided both on the other corridor within the wing and in the second wing. All housing, programs and services were provided in a single-story building.

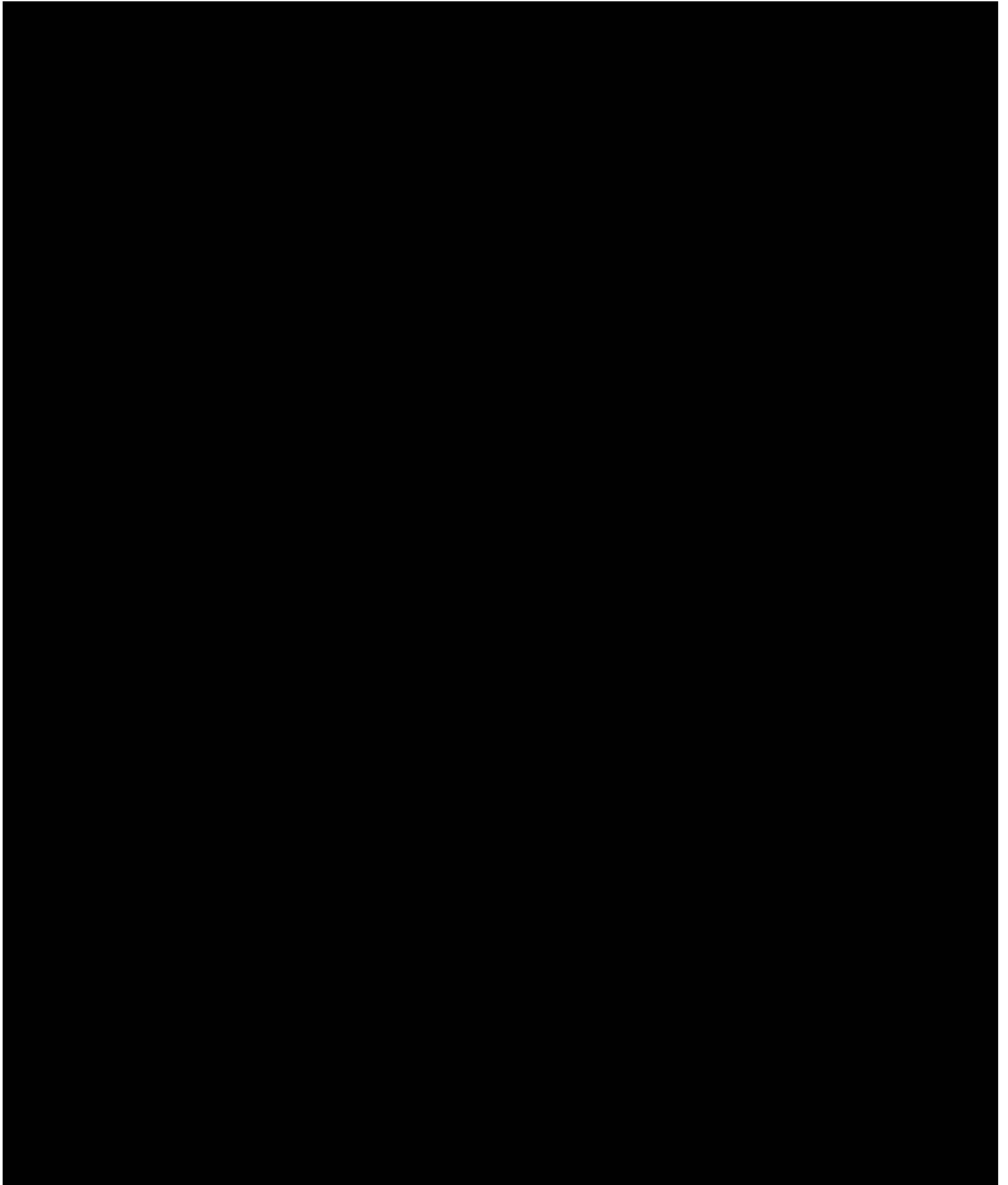
- **Residential Substance Abuse/Work Release.** There was one two-tier **indirect supervision** design unit containing two wings being used to house inmates assigned to a residential substance abuse program and the work release program. Each program operated on a separate wing. Housing was provided in cells as there was no dormitory style housing within the unit. Each cell contained a toilet and wash basin and each wing has showers, a dayroom and passive recreation space. A secure centrally located control room was available within the unit to control access into the living areas and provide security support and visibility into each wing.
- **Reception and Evaluation/Restricted Housing.** The Reception and Evaluation Housing Area consist of two multi-level wings with each wing containing cells. The living areas are designed to provide primarily double occupancy cells, and each cell contains a toilet and wash basin. Dayroom space, showers and an **open officer work station in each wing**. On the day of the site visit, due to the total number of inmates assigned to the R & E, nine of the cells contained three inmates and six R & E inmates were being housed in the Restricted Housing Unit wing. Current housing practice is for one wing to contain strictly inmates assigned to the Reception and Evaluation process and one wing provides housing primarily for inmates assigned to the Restricted Housing Unit; however, this wing may also be used to provide temporary overflow housing for R & E inmates. The average overall length of stay for inmates assigned to the Graham R&E Unit was reported as being between 35 and 45 days.
- **Infirmary.** A small infirmary is in the medical unit and provides limited housing options for inmates requiring medical assistance. On the date of the on-site assessment one inmate was housed in the infirmary.

Program Services

In addition to providing a secure environment, varying degrees of program services and opportunities are available to the inmate population depending upon their individual classification and status. These program services have been integrated into the daily facility schedule to include the following:

ABE/GED; Under 21 EFA Program; Vocational Education; Religious Services; Volunteer Services; Second Chance Program (DEW); Residential Substance Abuse; Work Release; Alcohol and Drug Education; Library; Recreation; Visitation; Canteen; Pre-Release Classes; Columbia International University; Crisis Stabilization; Intermediate Care Services; Habilitation Services (outpatient counseling); Sister Care for Abused and Battered Women; Impact for Crime classes; Girl Scouts Beyond Bars; Greyhound Pets of SC; Parenting Education; Parents Anonymous; Storybook Project; Junior Achievement; YWCA Professional Skills Development; HIV Support Group; Breast Cancer Survivors; Words Travel; Friends of Corrections Clothing Program and the Prison Industry Program.





Operational Initiatives in Response to Staffing Levels

Based on staffing, facility management personnel have deviated from the original staffing plan and implemented several initiatives to maintain minimum operations at the facility. These initiatives routinely include the following:

- **Staff responsibilities are expanded beyond the established post order.** Each post assignment includes a written post order that describes the normal responsibilities associated with the post (OP-22.24)⁴⁸. Under normal circumstances security staff are responsible for one post at a time. Staff assigned to existing posts are routinely required to be responsible for meeting both their assigned responsibilities and responsibilities of an additional post;
- **Staff are augmented to leverage existing personnel resources.** Since 89% of the (18) vacancies were in the front-line staff positions, staff outside those position classifications frequently are required to fill front-line staff post assignments.

Based on a review of daily shift assignment rosters, sergeants and lieutenants are frequently used to meet front-line staff post responsibilities, limiting the amount of time available to supervise or perform their normal assigned responsibilities;

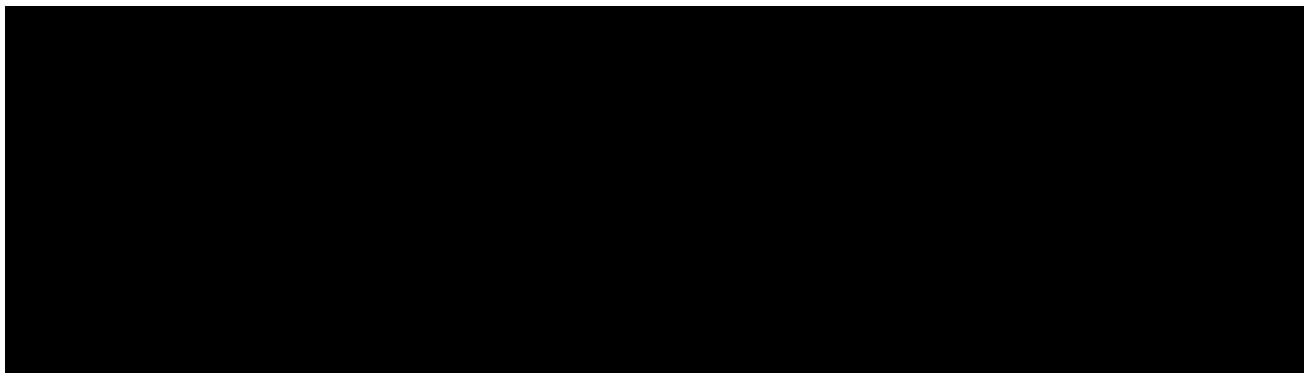
- **Filling Mandatory 24-hr. post assignments intermittently.** The Division of Security has developed a post chart as a guideline to identify post assignments required to be filled and when they are to be filled. Existing operational practices frequently result in all posts not being filled and staff assigned to non-stationary posts, intermittently filling posts such as the yard only during peak hours;
- **Staff initially not scheduled to work often fill vacant post assignments at an overtime rate.** Overtime expenditures required to fill post assignments has increased substantially. During the first eleven months of 2016 the overtime expenditure was reported as \$21,292 (rounded) and in 2017 it was \$264,481 (rounded)⁴⁹; This represents the most dramatic increase percentage-wise (1,142%) in overtime expenditures during the reporting period when compared with other facilities reviewed. Overtime was required primarily to back-fill facility post assignments, conduct transports, provide hospital coverage, staff training and to stay after shift because of late reliefs. Providing security staff for hospital coverage at Palmetto Richland, Work Release Program and periodic coverage in the Crisis Stabilization Unit was reported to be instrumental in the increased overtime expenditures;
- **12 hr. Shift Supervisory personnel routinely work 14-15 hr. days.** To meet existing responsibilities, shift supervisory personnel routinely arrive prior to the start of their assigned shift, review staff availability, facility schedules, overall shift workload, manage the shift and remain after their shift is normally over to ensure effective communication and staff coverage all at straight-time. Lieutenants and captains are not eligible for overtime compensation;

⁴⁸ SCDC Policy OP.22.24 Post Orders.

⁴⁹ SCDC RIM

- **The facility is placed on full or partial lockdown to limit movement outside the cell.** The first eleven months of calendar year 2017 the facility reported they were on full or partial lockdown a

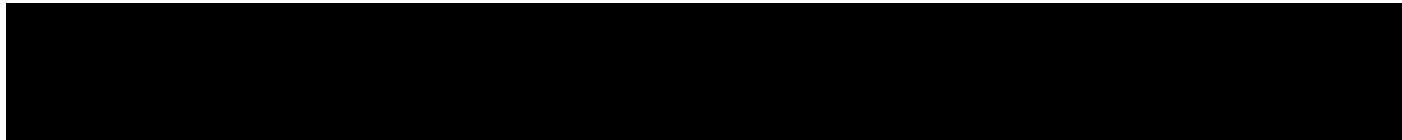
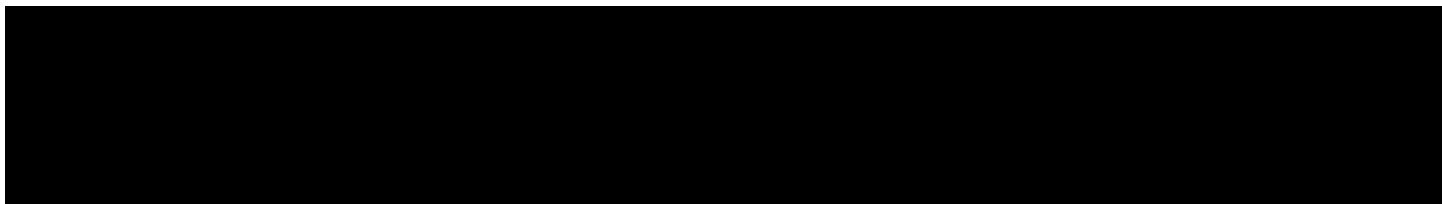
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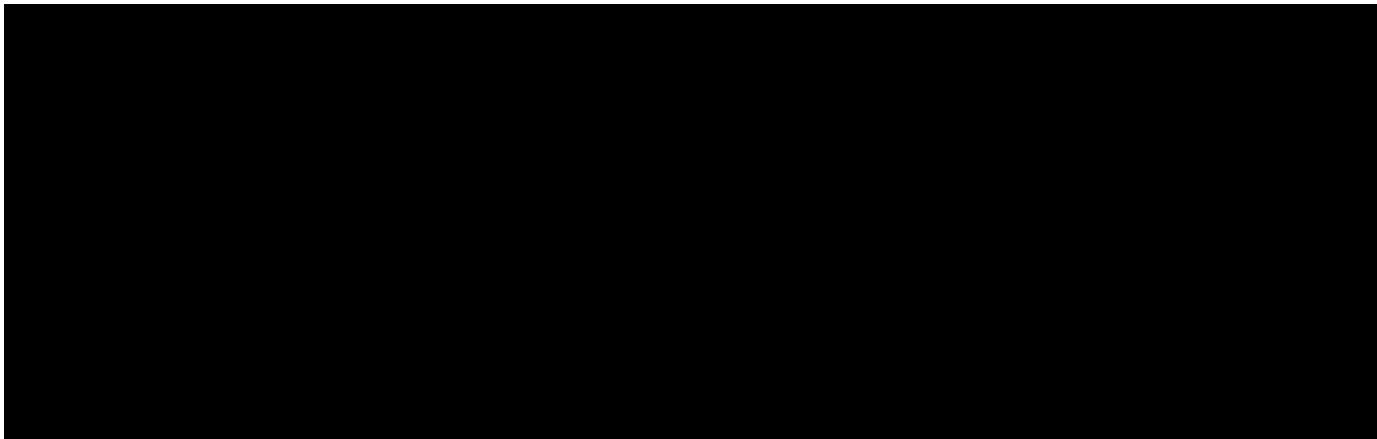
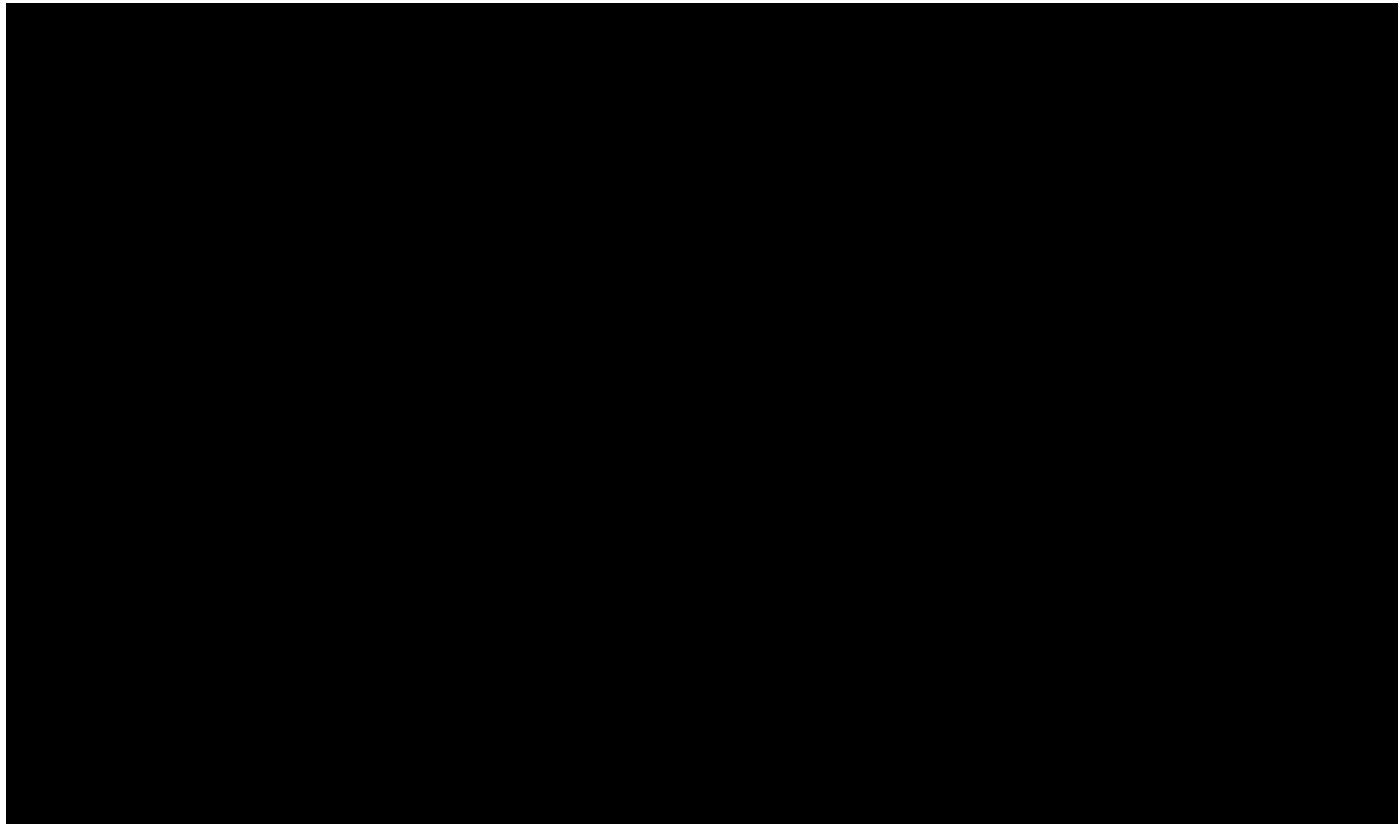
- **Staff assigned to the 12-hour shifts are routinely scheduled to work a minimum of 168 hours in a recognized 28-day pay cycle.** Staff working the additional 8 hours are compensated at straight-time for working the 8 hours. Initial Department practice was to provide staff assigned to the 12-hour shifts, 8 hours off per pay cycle; however, this practice was no longer occurring. Staff assigned to the 8-hour shifts are routinely scheduled to work 160 hours in the same recognized pay cycle;
- **Personnel are often compensated at an overtime rate to complete required staff training.** Uniformed security personnel are often scheduled to complete required training on their off-days resulting in additional overtime expenditures; and
- **Post Assignments go unfilled.** A review of daily shift assignment rosters from July 2017 through September 2017 reflect all post assignments in the housing units, yard, support service areas, cafeteria, prison industries, chapel and education area are not routinely being filled.

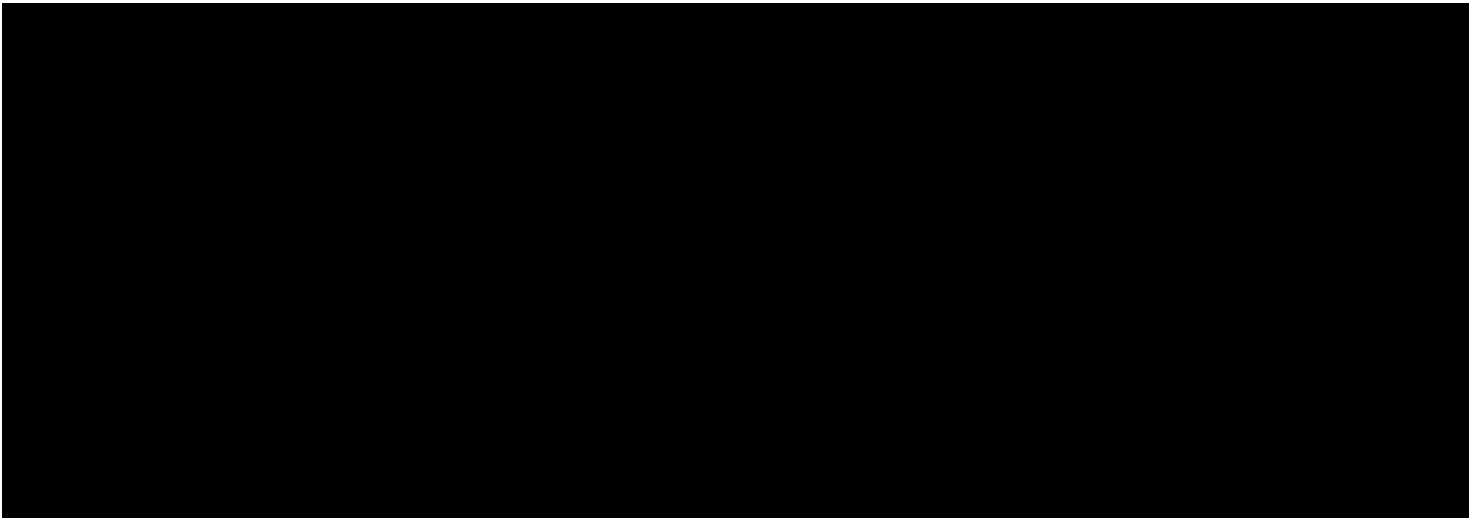
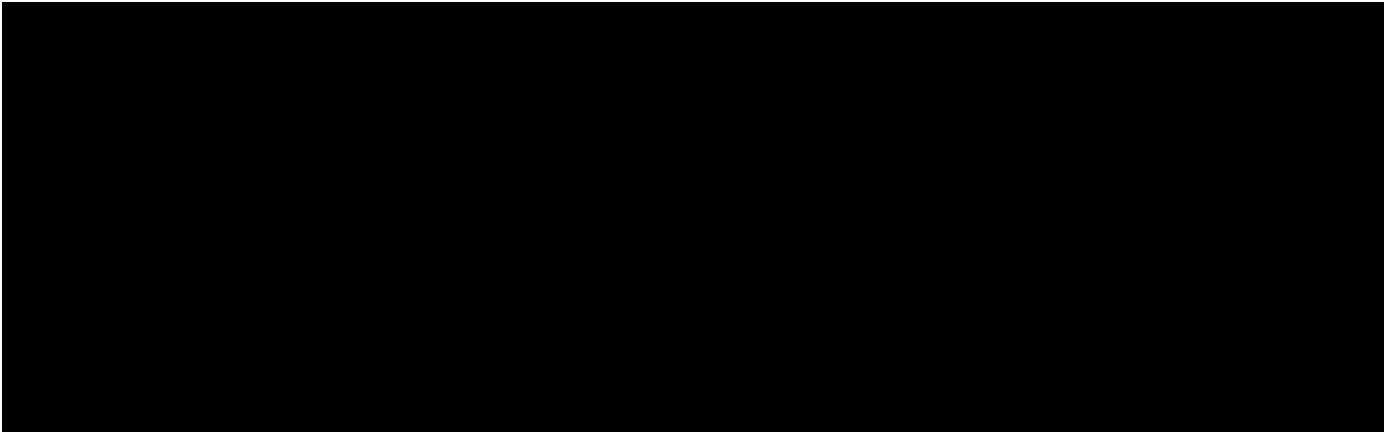
Key Positions

Administration. The approved administrative core positions for the facility include a superintendent (Warden) and two assistant superintendents (Associate Warden of Operations/Assistant Warden of Programs). The Warden was initially interviewed at the beginning of the assessment, was present during the review of post assignments and debriefed prior to the completion of the on-site assessment. After the initial on-site assessment, the warden was available via telephone to clarify pending issues.

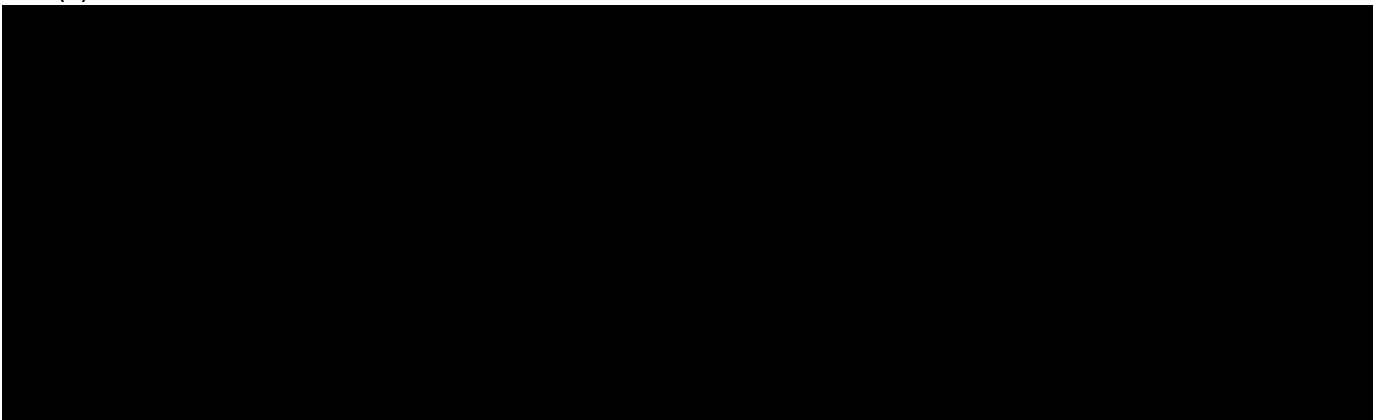


⁵⁰ SCDC Operations: Lockdown Statistics.





Shift Assignments. Facility management personnel at CGCI have developed a master shift assignment roster for security staff that identifies the personnel assigned to each shift, their position classification, status, those attending the training academy and those on leave status. A review of the master shift assignment roster reflected a relatively balanced division of staff in both numbers and position classification between the (4) 12-hour shifts.



Daily Shift Rosters. In addition to the master shift assignment roster daily shift rosters are also maintained for the 12-hour shifts that identify in more detail the actual staff assigned by day, their post assignment, staff on leave and responders. Daily shift rosters appeared to be completed for each shift as required.

In reviewing the daily rosters there was no reference to post classifications or a recapitulation table provided to identify how all the staff originally assigned to the shift were being utilized. The initial conjecture is all staff scheduled are assigned to a post and no staff from another shift are working a post assignment. Based on reported overtime expenditures this does not appear to be the case. The daily shift rosters are designed to identify how scheduled personnel are utilized and to provide a necessary tool to document staff accountability and staffing needs.

The *C-Card* maintains an automated daily shift roster that identifies the name of the employee, gender, employee number, where they are assigned and if applicable leave status. Staff reported a manual daily shift assignment roster was not normally being completed; however, an automated version is provided.

In practice based on a combination of document review, on-site observation and staff interviews the following post assignments were routinely being filled:

Housing Units; Restricted Housing Unit Control; Restricted Housing Wing; Reception and Evaluation Wing; Outer Perimeter Patrol; Front Gate; Contraband; Transportation; Hospital Coverage; Shift Commander; Shift Lieutenant; Yard Officer; Back Door Officer; Main Control; Operations/Recorder; Gatehouse; Cafeteria; R & E Supervisor; Crisis Stabilization Supervisor; Crisis Stabilization Wing Officer; YOIS Officer; Environmental Health and Safety; Property Control; Armory /Key Control and Litter Crew.

Post Coverage. By memorandum from the *Division of Security*, post assignments should be classified as either, Pull Post Level I, Level II, or Level III (mandatory) to assist shift supervisors when determining which posts can be temporarily collapsed or closed due to staff shortages, emergencies, overtime reduction efforts or other reasons deemed necessary by the shift commander or facility management. The classification of post assignments is designed to ensure certain post are shut down first.

The approved post chart identified several post assignments as mandatory. In reviewing approximately 40 sample daily shift rosters, and interviewing staff it appeared all but one of the mandatory posts identified in the *Division of Security* post chart were routinely being filled. The Inner Perimeter Patrol post was not being filled as a dedicated post. Internal perimeter checks were reported to be conducted as an additional responsibility; however, the post was not considered a dedicated post assignment during the shift as reflected in the Post Chart.

The other operational inconsistency involved the actual number of staff routinely assigned to all the identified mandatory posts, when more than one post was recommended.

The total staff assigned to the general population housing units did not consistently include six or more staff. On those dates where fewer than six staff were assigned, a higher than normal number of staff were using benefit-time or being assigned to additional post responsibilities including the "outside hospital".

A post responsibility that did appear to be consistently filled, that was not identified on the post chart, was the post identified as the "Outside Hospital". The facility was ranging between two and ten (9/27/17) security staff per shift to provide on-site security coverage at the Palmetto Richland Memorial Hospital. In reviewing hospital coverage workload responsibilities at CGCI for a 12-month period from December 2016 to November 2017 the facility averaged 4.5 staff per 12-hour shift to the PRMH each day. The post chart does not provide a staffing allowance to meet these daily responsibilities.

At Camille Graham, the basic elements of a roster management system are in place except for having an appropriate number of security personnel to meet workload responsibilities. A post analyses has been completed, master shift assignment rosters have been developed and daily shift rosters are completed on each shift. The primary concerns identified are there are not enough security personnel to meet existing workload responsibilities without relying on staff working potential overtime, working outside their position classification or staff working more than one post assignment.

Additional concerns with the roster management system include the following:

- The post chart identifies mandatory posts that need to be filled and are not routinely being filled due to available staffing levels. The current operating practice when insufficient staff are available is to contact qualified staff currently assigned or on their off-day, to determine their interest in working additional hours. Based on the number of staff that are interested in working additional hours, combined with the scheduled staff the shift fills as many posts as possible. Most often this results in mandatory posts going unfilled, staff working multiple posts and post assignments remaining unfilled;
- The post chart needs to be updated to include additional existing workload responsibilities, i.e. "outside hospital";
- The recommended minimum staffing levels for each 12-hour shift needs to be reviewed and updated on a regular basis. Daily shift rosters reflected established minimum staffing levels were not being met on a consistent basis due to staffing levels. Monthly in-house reviews should be completed to determine the effectiveness of the system, identify core posts and to confirm or re-establish minimum staffing levels; and
- Daily shift rosters need to be updated to reflect how all staff assigned to the shift are being utilized. The daily roster should identify the names of all staff assigned to the shift, the approved post assignments, the post classification, post closures, the employee assigned to each post and include a recapitulation table. Staff assigned to posts for less than a full shift, detailed to a special assignment, not normally assigned to the shift should be clearly identified on the daily roster.

Staffing Summary

The most significant concerns reported by facility personnel regarding staffing involved the following:

PRMR coverage. Providing Palmetto Richland Hospital inmate coverage drastically impacts staff availability within the facility. Providing inmate hospital transports and coverage at the hospital occurs most often daily. The number and type of staff required to provide hospital coverage varies. A review of daily shift assignment rosters reflects an average of (4.5) employees are required to provide outside hospital coverage for each shift on a regular basis. This represents approximately one-third of the non-supervisory security staff assigned to a 12-hour shift.

As a result, line staff posts inside the facility are routinely closed, filled by staff working overtime, filled mostly by staff with less than one year of service or filled intermittently by supervisory personnel.

On the date of the site visit, documentation reflected twenty-one of the eighty-six officers assigned to the facility had less than one year of service.

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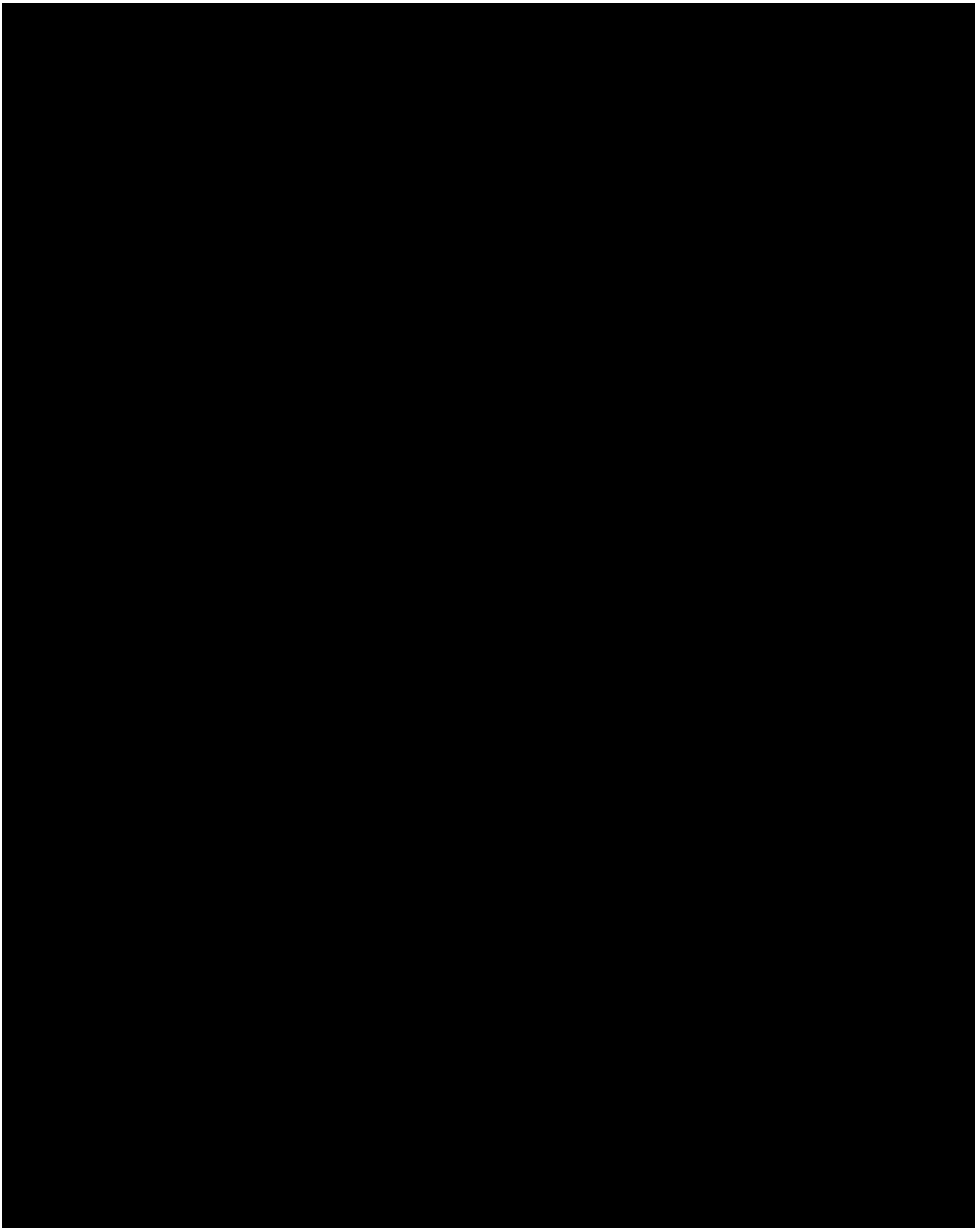
CSU and ICS. CSU and ICS programs require both structured and unstructured out of cell time, access to programs and treatment and when appropriate participation in group therapy. The programs and services are driven by national best practices and the recognition of the mental health settlement agreement⁵¹. The Blue Ridge Housing Unit offers housing, services and program space to operate secure residential treatment programs.

Most structured and group treatment are scheduled on the day shift Monday through Friday. Based on the type of inmate involved in the programs, proper security staffing levels need to be aligned with both meeting traditional responsibilities and treatment schedules. Staff need to be available and present to assist in facilitating, monitoring and creating an environment where treatment personnel can focus primarily on treatment goals and not focus primarily on safety issues. Triaging scheduled treatment, due to limited security staff should not be considered an option in the development of a staffing plan. Certified mental health techs have been added to supplement program and service delivery; however, should not be considered a replacement for having trained correctional officers.

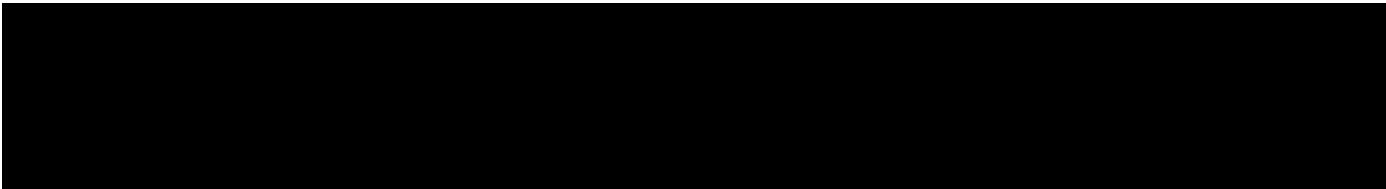
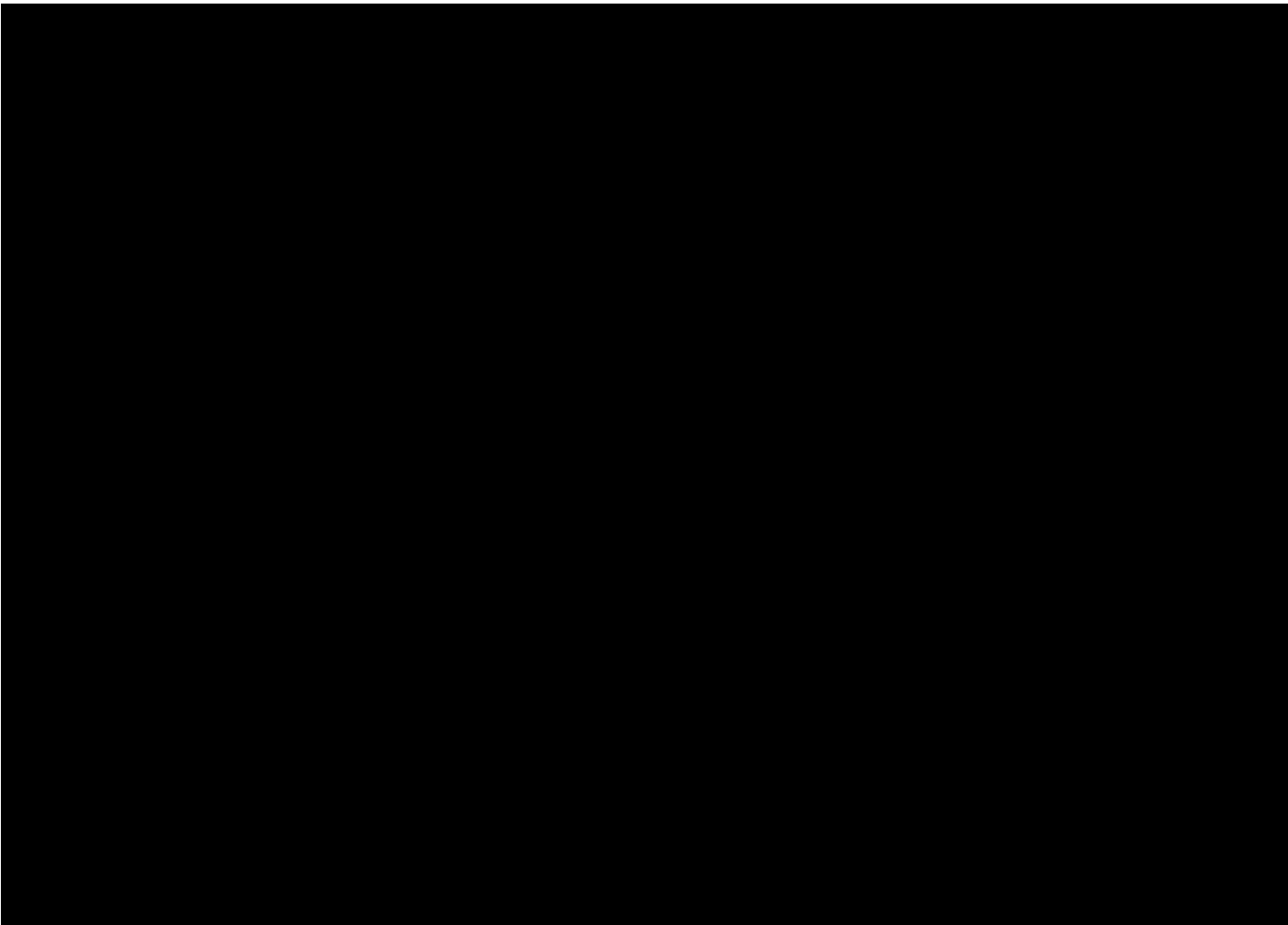
Work Release. Inmates assigned to the Work Release Program are required to be kept separate from the general population and to be transported to and from their approved job/program site in the community. Job schedules include inmates being assigned during all seven days of the week. Part-time transport drivers are available on a limited basis. As a result, scheduled transports occur every day requiring in-house staff to be available to provide additional transports.

A review of security staffing levels for CGCI reflect that in January 2016 there were 119 positions filled, in December 2016 there were 142 filled and on November 1, 2017 there were 144. It appears security staffing levels have increased significantly since January 2016 although required post assignments and workload responsibilities remain vacant and overtime expenditures have reached accelerated levels.

⁵¹ T.R. V. South Carolina Department of Corrections, No. 2005-CP-40-02925).



⁵² SCDC OP-22.10, Transportation of Inmates outside the Institution.



Shift Relief. The shift relief factor allowance is not fully reflected in current staffing levels. Security personnel time-off is generally covered through assigning overtime, closing posts, or redeploying staff from other designated post assignments. An updated shift relief factor is applied to most post assignments to reflect the importance of meeting associated workload responsibilities;

Youthful Offenders/PREA. CGCI houses adult females sentenced under the Youthful Offender Act. The Youthful Offender Institutional Services (YOIS), focuses on the needs of offenders ages 17-25, sentenced by the courts as Youthful Offenders, is a behavior and performance-driven program. Youthful Offender Institutional Services (YOIS) is required to provide programming to include: education, work details, mental health services, behavioral health counseling, and substance abuse services. Youthful offenders due to the small number and lack of alternative space were being housed separately on a wing with inmates participating in the Shock Incarceration Program.

⁵³ SCDC Policy ADM-11.21 Regular Working Hours and Overtime.

The PREA standards state that any person under the age of 18, and incarcerated or detained in a prison, must be housed separately from any adult inmates and, outside the housing unit, “sight and sound separation” or direct staff supervision must be maintained. This federal standard requires significant resources, including providing security staff to maintain supervision at a level separate from the general population. Sufficient housing unit personnel are being recommended to assist in providing separation, escort and detailed in-house supervision based on current population levels.

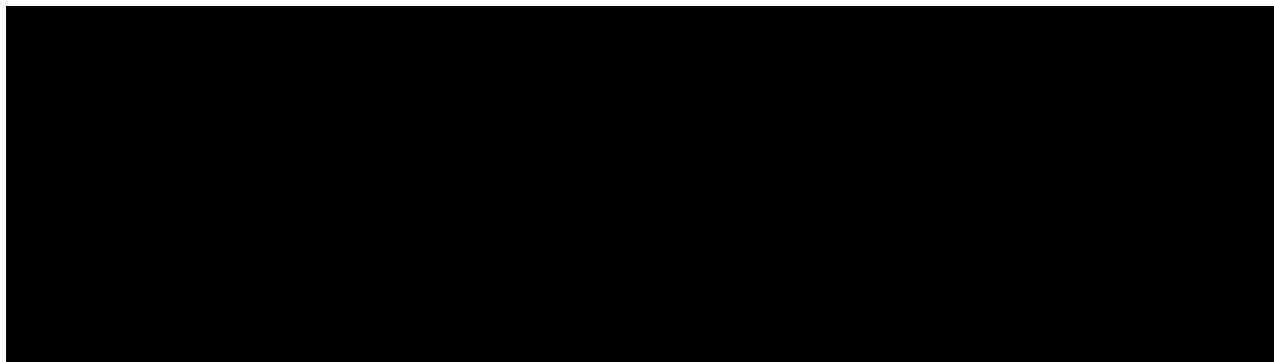
Shift Relief Factor (SRF)

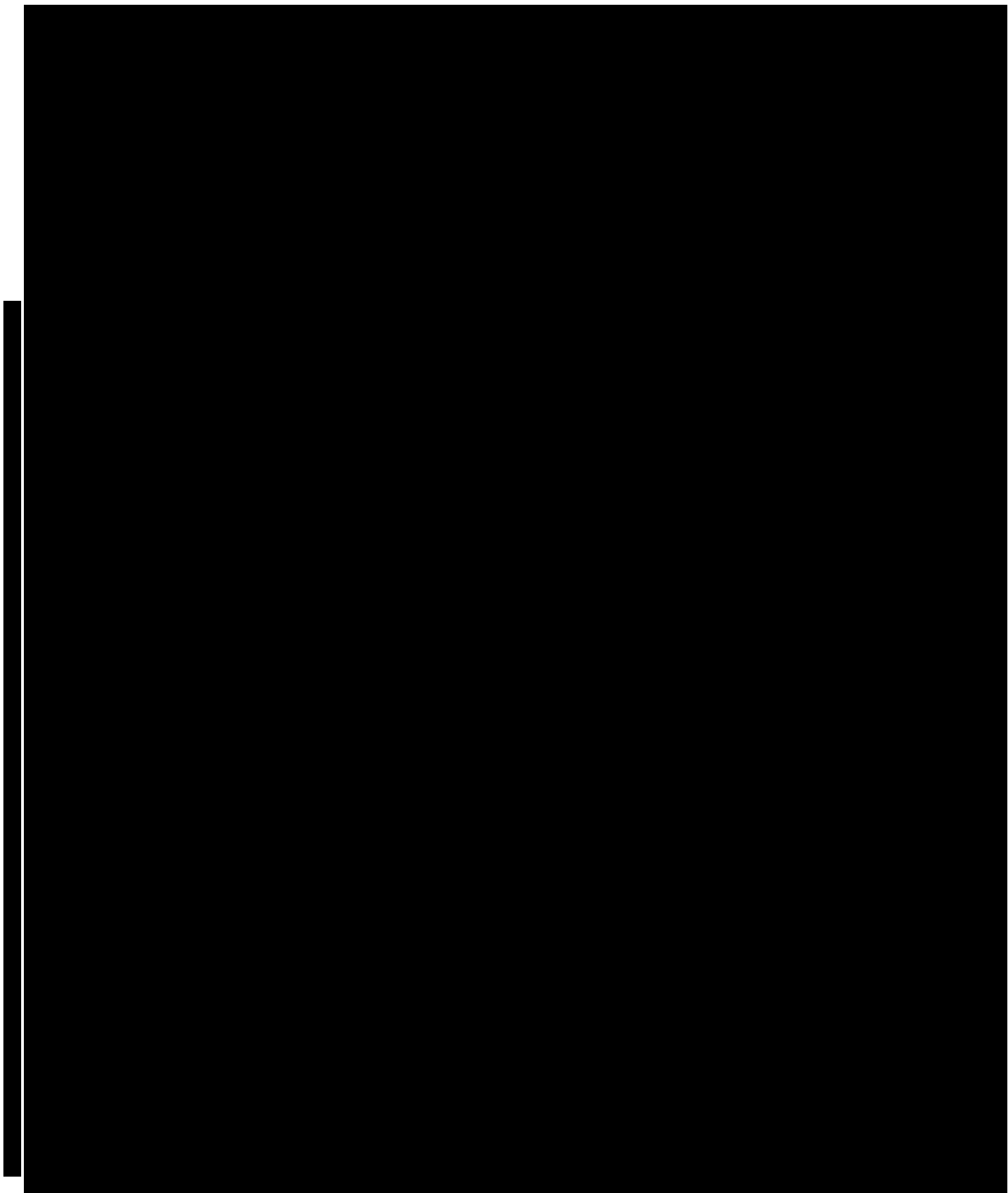
An updated shift relief factor has been developed for Camille Graham based on data provided by personnel assigned to the Research and Information Management Division (RIM). The shift relief factor (SRF) represents the number of staff required to fill a post assignment throughout the year and is based on the number of hours the post needs to be filled divided by the number of hours the average employee assigned to the post is available.

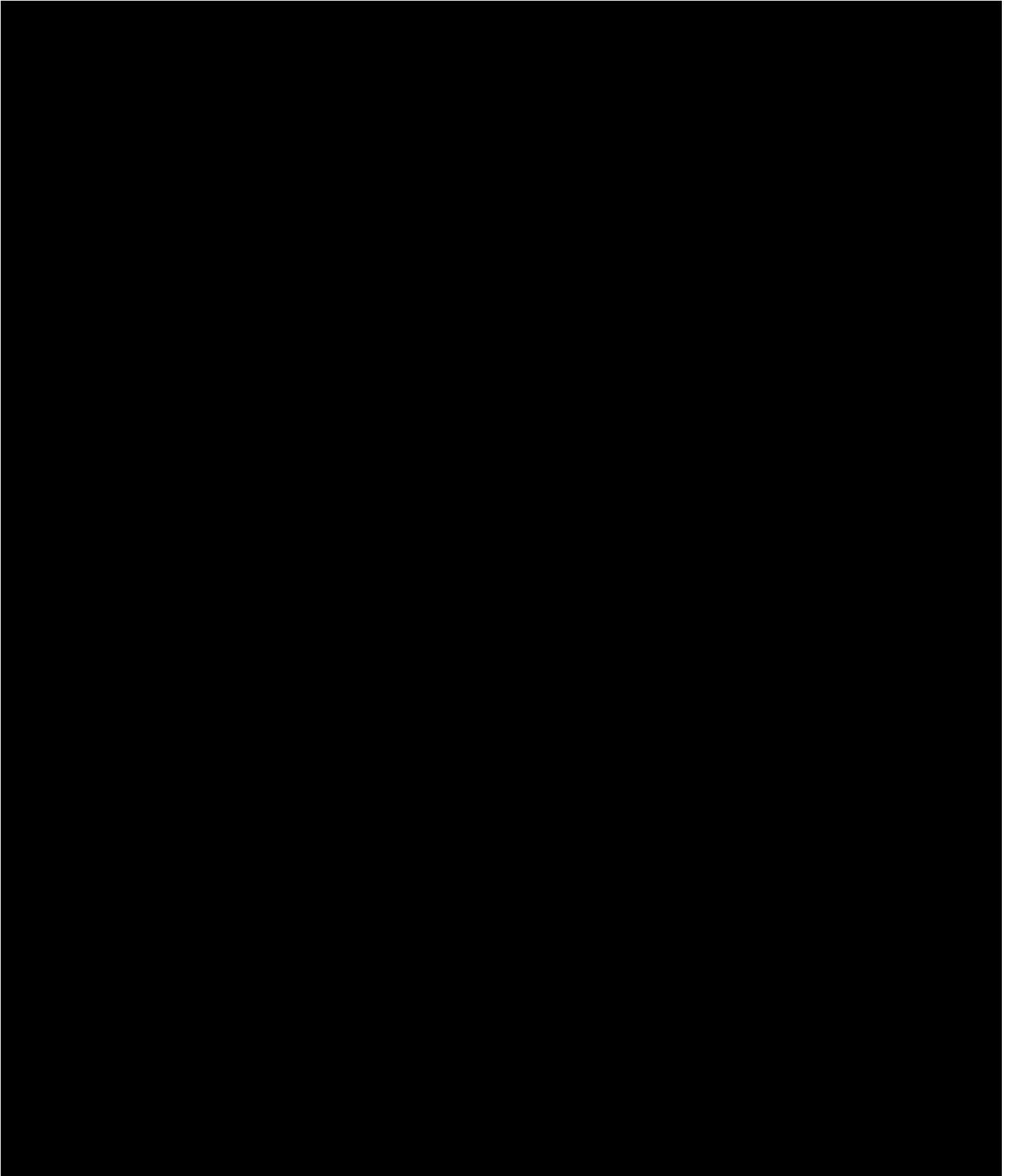
Staff attendance, off-post hours and leave-time results are inputted into a department recognized electronic data base and transferred into an automated system that can identify the shift relief factor. The SRF electronic workbooks have been set up to allow the user to specify the institution and hours per shift which will automatically recalculate the SRF accordingly.

The SRF calculation for this project is based on the following:

- All security staff (cadets – major) who were assigned to the institution during the entire year;
- A blended work schedule, including the use of both an eight-hour administrative shift (160 hours) and the straight 12’s (168 hours) schedule;
- An average of the three most recent completed years that was available at the time the report was being initially prepared. This included 2015, 2016 and 2017.
- The purpose of evaluating data from the past three years instead of one year minimizes the chances the SRF will be influenced by one or more unusual factors or outliers. At Camille Graham the use of leave-time had been consistent during the three-year period;
- The SRF is reflective of the facility being fully staffed; and
- Most posts recommended are considered relief posts. Refer to Appendix A for the detailed formula used to determine shift relief factors.







Leath Correctional Institution

The Leath Correctional Institution (LCI) is a state operated multi-level facility located approximately 78 miles northwest of Columbia near the town of Greenwood, South Carolina. The facility was opened in 1991 and serves as one of two secure adult female correctional facilities. The reported operating capacity at Leath is 652 and the average daily population during the last six months of 2017 was 698. Triple celling in double-occupancy cells was being used in several housing units and one housing unit was not being used due to limited staffing levels.

Leath's inmate population consists of a combination of minimum, medium and maximum-security inmates. On the date of the site visit approximately 46% of the population was considered 1B (minimum), 39% were medium custody and 15% were considered maximum-custody. Inmates classified as level 1B were assigned to highway work crews, select prison industry assignments, canteen, commissary and considered for work details outside the perimeter. Approximately 54% of the LCI population were on a mental health caseload.

A wide variety of program services are available and integrated into the daily facility schedule. Primary programming includes ABE/GED, Vocational Education, Religious Services, Anger Management, Character-Based Program, Volunteer Services, Alcohol and Drug Education, Pawsitive Prison Dog Program, Highway Work Crew, Mental Health Services, Library, Law Library, Recreation, Visitation, Canteen and the Prison Industry Program. There are also several focus groups and specialized services offered under the Chaplaincy Division that are held in the Chapel area.

In addition to providing housing and program services for general population inmates, LCI also provides services for special programs including the Restricted Housing Unit., Mental Health Housing and the Character-Based Program.

- The Restricted Housing Unit is provided to house inmates requiring more intense behavioral levels of supervision. These inmates are housed and programmed in a separate wing from inmates assigned to the general population;
- A mental health residential program has been developed in the Phoenix building to centralize a portion of the mental health services and provide program services for a targeted population; and
- The Character-Based program is a volunteer peer-oriented program focusing on establishing life-style changes.

The physical plant at Leath was built as a multi-level security facility and is surrounded by a single fence reinforced with razor ribbon, electronic surveillance equipment, high-mask lighting, vehicle access gates, perimeter patrol and an alarm detection system.

Inside the perimeter there are a variety of buildings and open space provided to help meet existing facility responsibilities. The physical plant includes the following:

Front Gate; Vehicle Access Gate; Main Control; Administration Building; Visitation Area; Medical; Education; Canteen; Cafeteria; Commissary; Laundry; Hair Care Services; Greenhouse; Plant Maintenance; Prison Industries; Chapel; Braille/Gym Building; Restricted Housing Wing; five operational housing units; open courtyard and a 192-bed closed housing unit.

Food Services are normally provided to the general population inmates in the main cafeteria which is in the Support Services area.



Housing Unit Designs

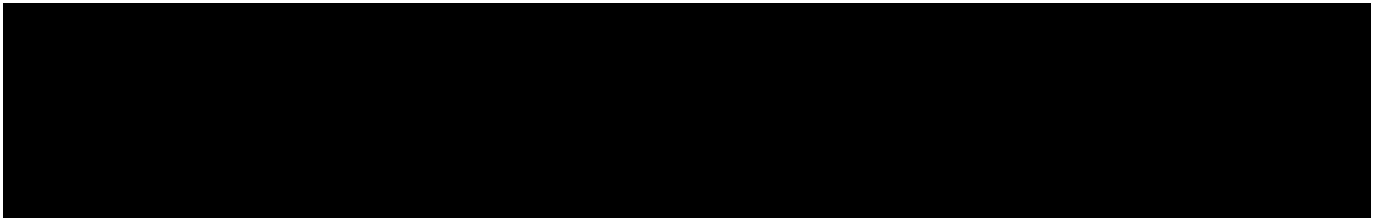
There are four primary housing unit designs at LCI. All the **operating housing units** contain secure cells. The designs are consistent with nationally recognized practices for a medium security facility and include both direct and indirect supervision units. In total there are five operating housing units at LCI. The closed unit, referred to as "Reynolds", provides dormitory-style housing with a capacity of (192) and has never been used due in part to available staffing levels.

- Four of the units are designed as **indirect supervision** units and are used primarily to house general population inmates. Each housing unit has four separate secure living areas and a centrally located open elevated officer work station. Visibility into the living areas can be achieved from the officer work station. Inmate housing is provided in cells located on one of two levels, the ground level and mezzanine level. **Each cell contains a toilet, wash basin and up to three beds, except for in the Restricted Housing Wing.** Showers, telephone access, dayroom space and passive recreation are available in each wing. The operating capacities for each of the four housing units range from (144 to 152). One wing in the housing unit referred to as "Montague", was being used to house inmates assigned to Restricted Housing.

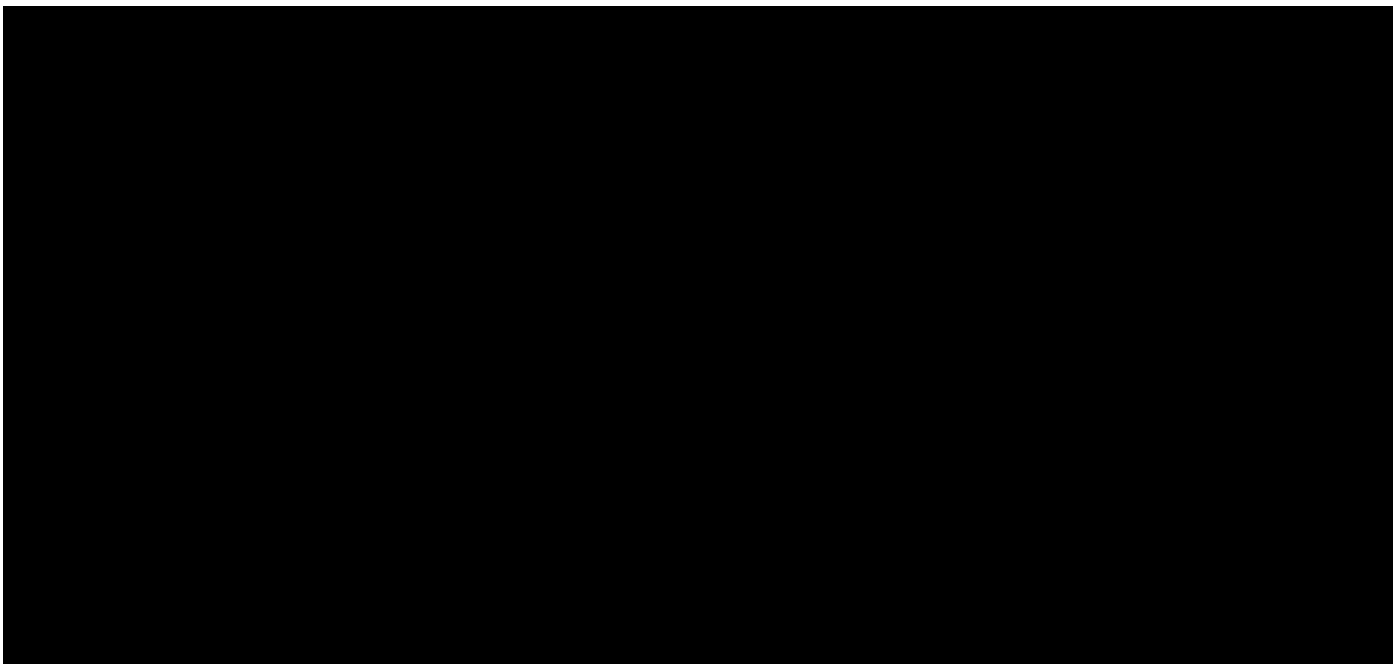
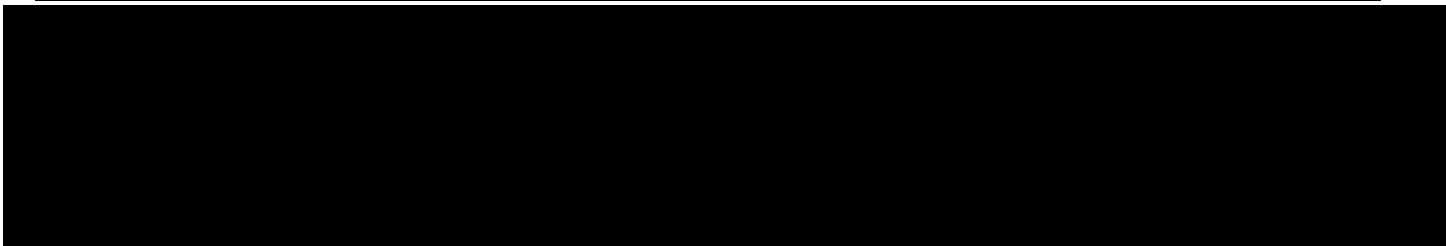
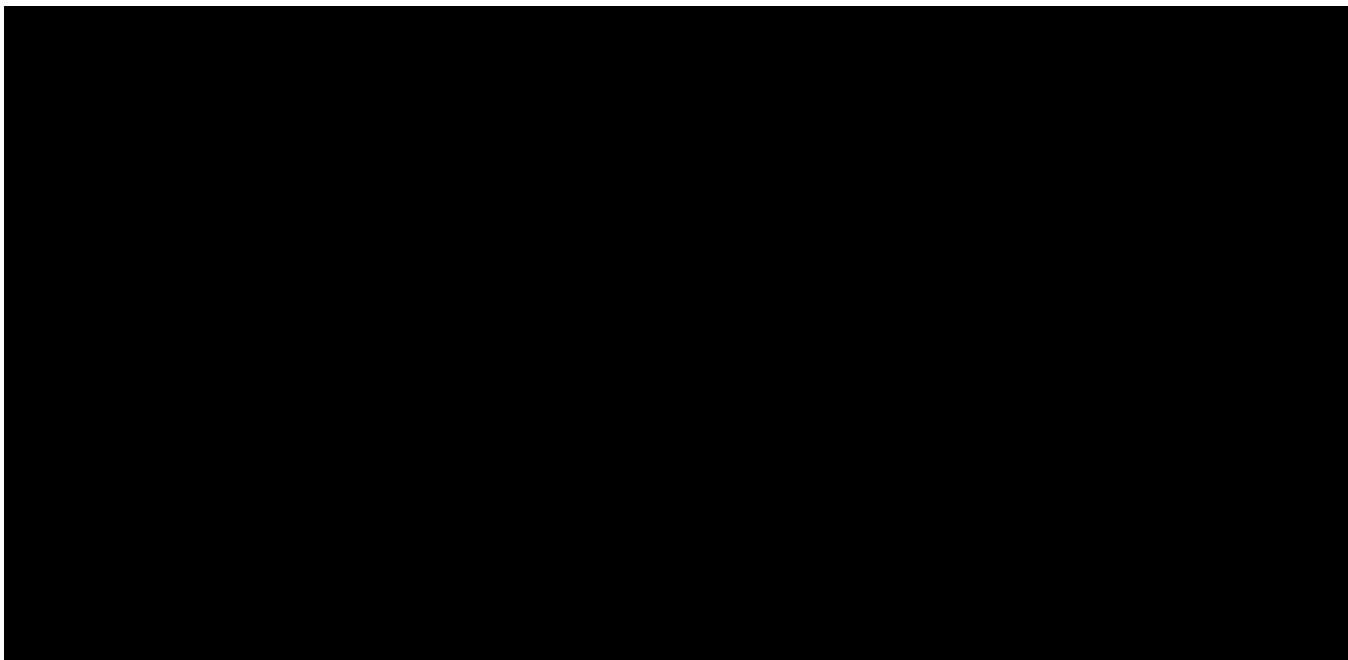
The Restricted Housing Wing contains single and double occupancy cells and is the only wing in this design where the primary officer work station is located within the living area. In the Restricted Housing wing there are no cells with three beds;

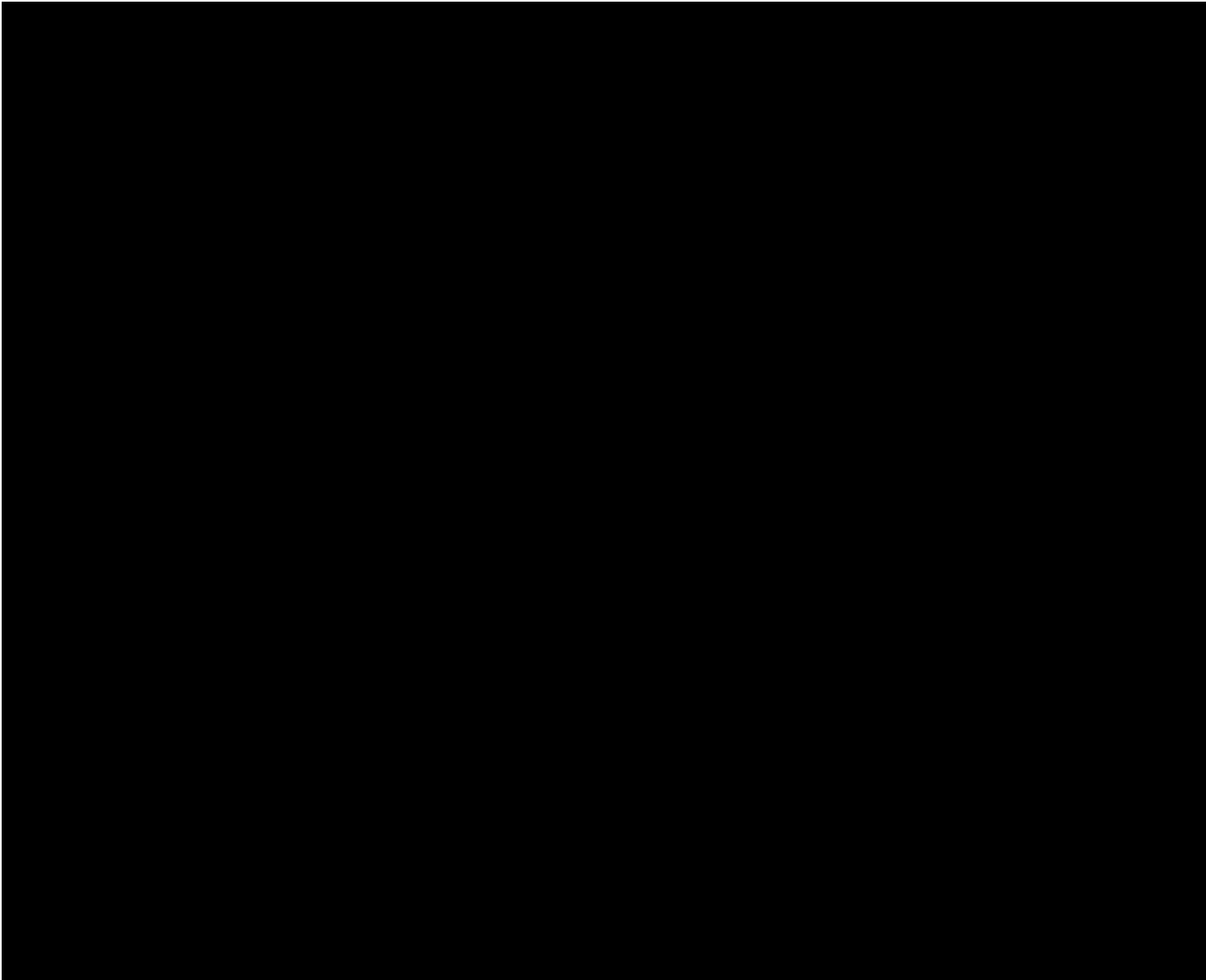
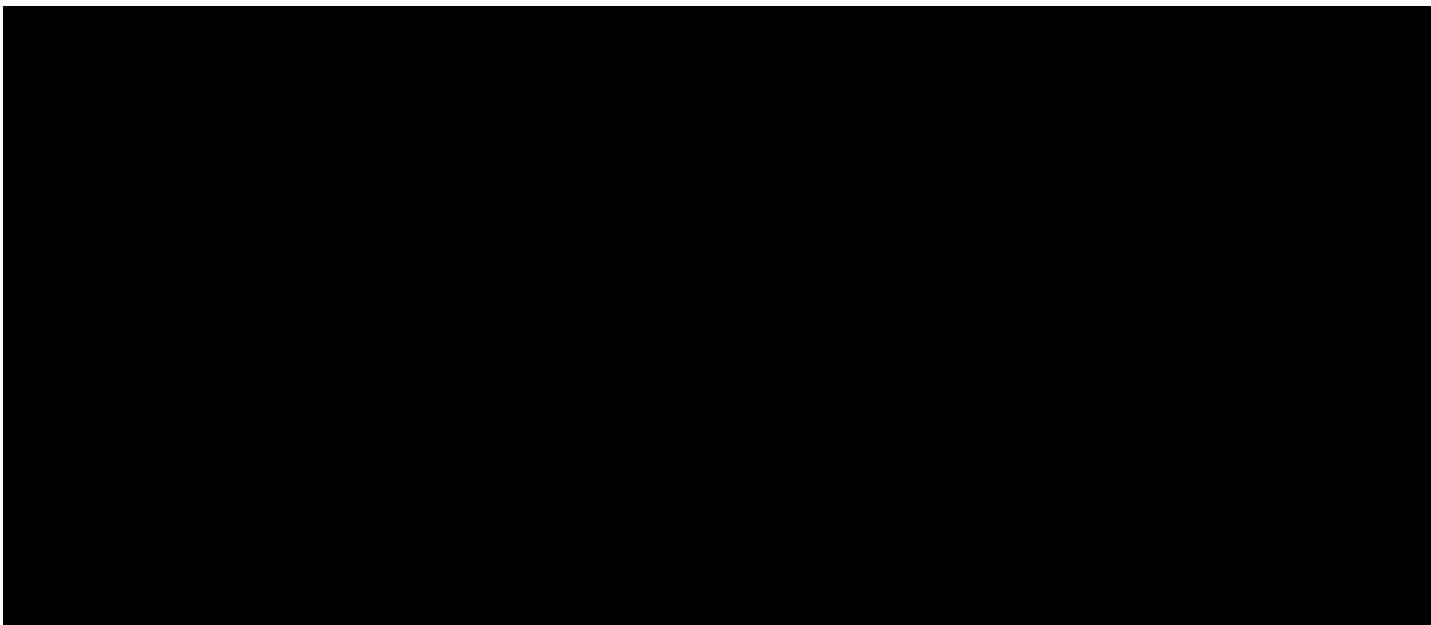
- **Phoenix.** In addition to the four indirect supervision units there is one **direct supervision** unit, which staff referred to as “Phoenix”. Officer work stations are located both within the living area as well as outside the living area immediately adjacent to the inmate living space. The unit was designed to have officers stationed in the living area. The unit contains two wings and secure cells located on both the ground floor and mezzanine level. In addition to the dayroom, an officer work station, showers, program space, telephone access and passive recreational opportunities are available. In total, the operating capacity of the unit is 248. One wing contained strictly a mental health caseload, four single safety cells and four single occupancy handicapped cells; and
- **Reynolds.** The housing unit referred to as “Reynolds” is a 192-bed single level housing unit with a centrally located officer work station and two separate living areas, one of which is located on each side of the officer work station. The living area is an open bay design similar to a dormitory and contains no cells. Facility management personnel reported the unit has never been used due in part to available staffing levels.

Security Staffing Profile



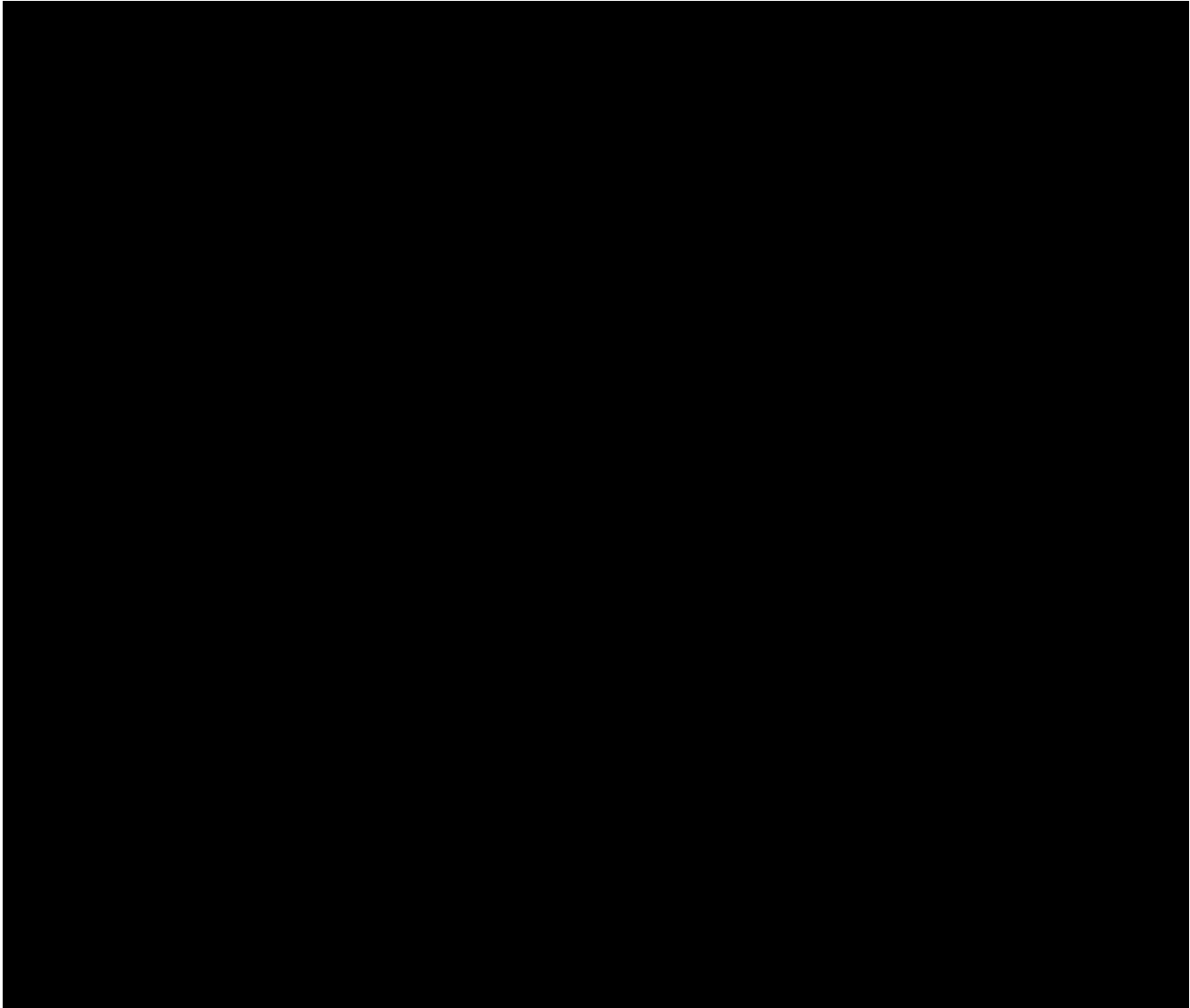
Security staff vacancies have been a concern at LCI for the last several years. In January 2011 through January 2014, the facility was operating with an average of (96) security staff. Beginning in March 2014, the number of filled front-line security (FLS) staff began to decline on a consistent basis and remained significantly deficient through 2017. The following chart identifies the total number of reported security positions filled on January 1 of each year.



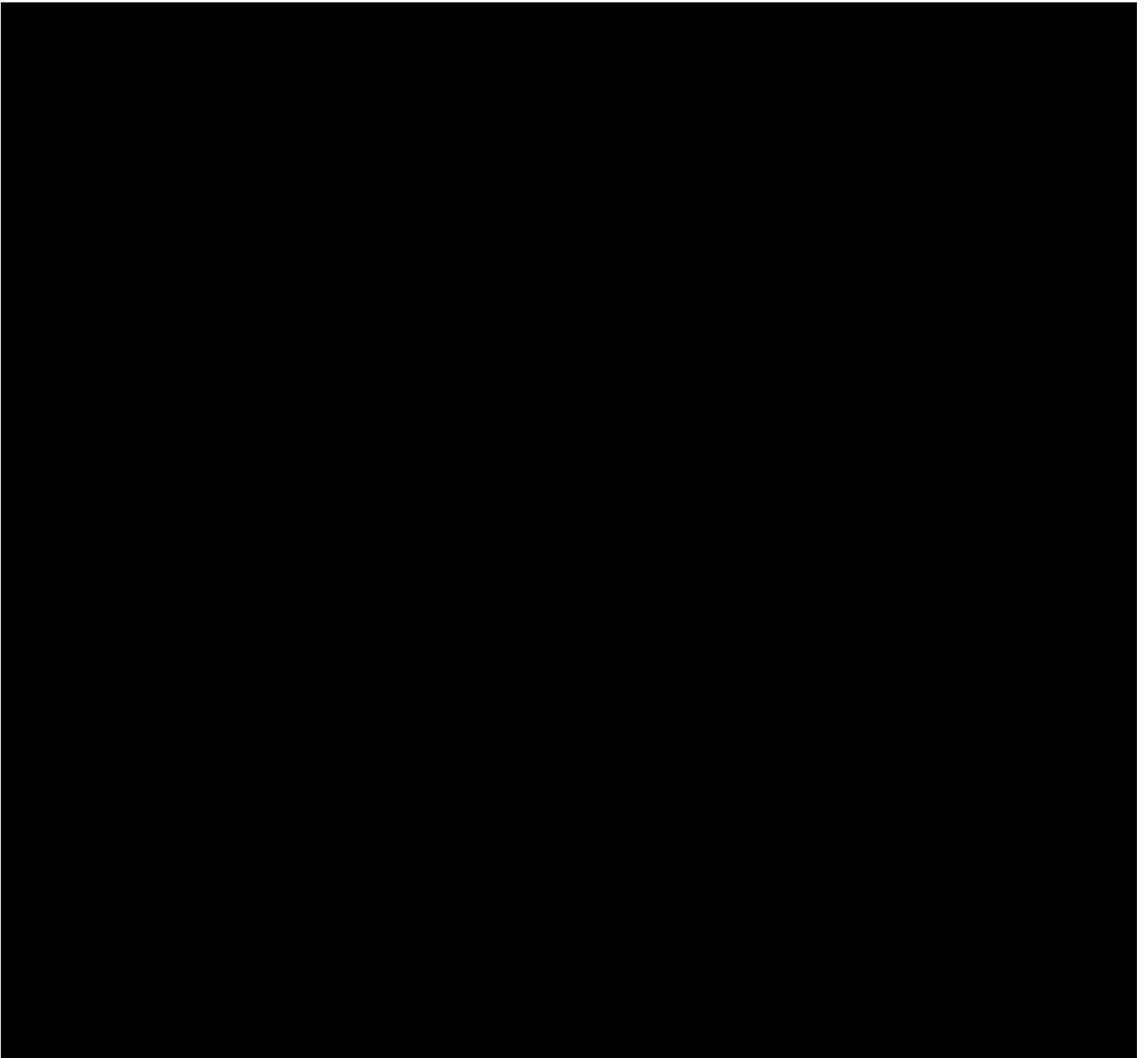


The warden was initially interviewed at the beginning of the assessment, provided the post assignment and operations tour and was debriefed prior to the completion of the on-site phase of the assessment. The warden was further contacted by telephone to assist in clarifying pending issues.

Supervisor Posts. The Major is the top uniformed security position at the facility. This position is routinely considered the Chief of Security and reports to the associate warden of operations. On the day of the site visit the major position was filled.



Front-Line Security Staff. For this study, front-line security staff positions include cadets, correctional officer I/II's and corporals. Cadets are those uniformed individuals that are 18 to 20 years of age, have not received all the firearms training and are limited in where they can be assigned. On the date of the site visit the facility did not report having any cadets. Correctional Officer I/II's are the traditional front-line security member age 21 and over and may normally be assigned to most front-line staff post once they are certified.



Operational Initiatives in Response to Staffing Levels

Based on existing staffing trends facility management personnel have deviated from the original staffing plan and implemented several security initiatives in attempt to maintain minimum operations at the facility.

These initiatives routinely include the following:

⁵⁴ Leath CI November 1, 2017 shift assignment roster.

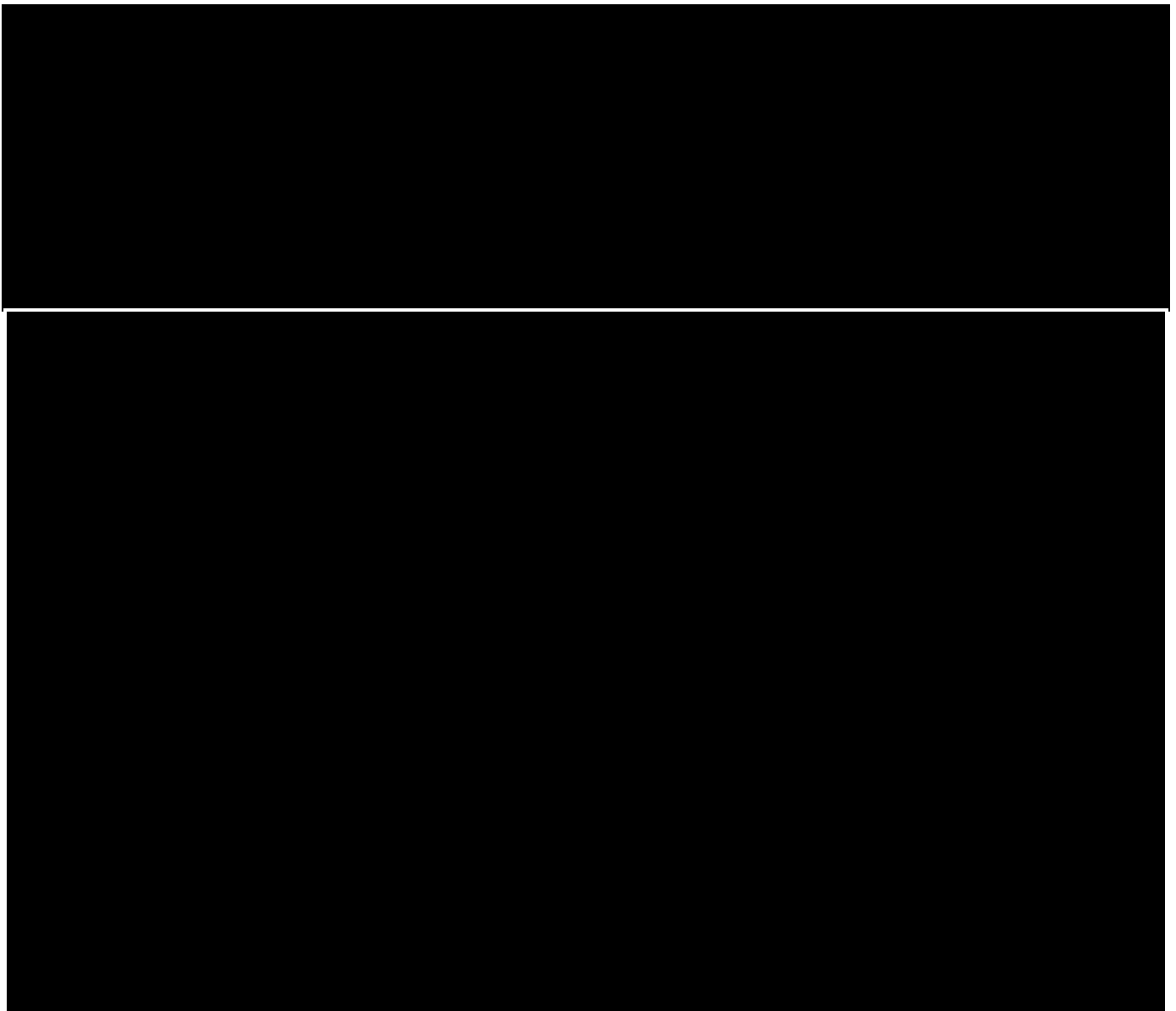
- **Staff responsibilities are expanded beyond the established post order.** Each post assignment includes a written post order that describes the associated responsibilities with each post assignment (OP-22.24)⁵⁵. Under normal circumstances security staff are responsible for one post at a time. Staff assigned to existing posts are routinely required to be responsible for meeting both their assigned responsibilities and responsibilities of an additional post. This occasionally results in fewer inmate escorts, delays and or cancellations in program and service delivery;
- **Staff are augmented to leverage existing personnel resources.** Approximately 96% of the vacancies were in the front-line staff positions resulting in personnel outside those position classifications frequently being required to fill front-line staff post assignments. Based on a review of daily shift assignment rosters, sergeants and lieutenants are frequently used to meet front-line staff post assignments, limiting the amount of time available to supervise or perform their normal responsibilities;
- **Shift Supervisory personnel routinely work 14-15 hr. days.** To meet existing responsibilities, shift supervisory personnel routinely arrive prior to the start of their assigned shift, review staff availability, facility schedules, overall shift workload, manage the shift and remain after their shift is normally over to ensure effective communication and staff coverage. Lieutenants and captains are considered exempt employees and not eligible for overtime;
- **The facility is placed on full or partial lockdown to limit movement outside the cell and reduce staff workload.** During the first eleven months of calendar year 2017 the facility reported they were on full or partial lockdown a total of 45⁵⁶ days due to staff shortages. This resulted in limited access for the inmate population to programs and services during those days;
- **Personnel are often compensated at an overtime rate to complete required staff training.** Uniformed security personnel are routinely scheduled to complete required training on their off-days resulting in additional overtime expenditures;
- **Post Assignments go unfilled.** Daily shift assignment rosters from July 2017 through November 2017 reflect all post assignments in the housing units, front lobby, medical, education, transportation, cafeteria and yard are not routinely being filled;
- **Closed Housing Unit due to staffing levels.** The housing unit referred to as "Reynolds" is a 192-bed single level housing unit with a centrally located officer work station and two separate living areas, one of which is located on each side of the officer work station. The living area is an open bay design, similar to a dormitory and contains no cells. Facility management personnel reported the unit has never been used.

On the date of the site visit approximately 46% of the population was considered 1B (minimum) and considered appropriate for dormitory-style housing;

⁵⁵ SCDC Policy OP.22.24 Post Orders.

⁵⁶ SCDC Operations. Lockdown Statistics.

- **Triple celling.** All **general population** cells in operation except for the cells located in the housing unit referred to as “Phoenix” are calculated based on three inmates per room. On the date of the site visit there were 118 inmates being triple-celled in cells designed for double occupancy;
- **Overtime expenditures has increased over 180% in eleven months in part due to staff vacancies.** During the first eleven months of 2016, the facility overtime expenditures were reported as \$80,902 (rounded). During the same period in 2017 the facility expenditures were \$231,863. Front-line staffing levels reported for the facility reflect an average of 42.8 staff positions were filled in 2016 and 34.5 were filled in 2017;
- **Filling post assignments intermittently.** Existing operational practices frequently result in all posts not being filled and staff assigned to non-stationary posts, intermittently filling posts such as the yard, front lobby, tool room, and/or education occasionally during peak hours; and



Daily Shift Roster. In addition to the master shift assignment roster, daily shift rosters are also maintained for the shifts. The daily rosters identify in more detail the staff assigned by shift, their post assignment, staff on leave and responders. The daily shift rosters are designed to identify how scheduled personnel are utilized and provide a best practice tool for documenting staff accountability. The sample daily post assignment rosters revealed there is no recapitulation data provided or any consistent reference to staff scheduled as working overtime. This is critical when identifying how staff assigned to the shift are utilized, the staffing needs and what posts are being filled.

Post Classification. By memorandum from the *Division of Security*, post assignments should be classified as either, Pull Post Level I, Level II, or Level III (Mandatory) to assist shift supervisors when determining which posts can be temporarily collapsed or closed due to staff shortages, emergencies, overtime reduction efforts or other reasons deemed necessary by facility management. The classification of post assignments is designed to ensure certain post are shut down first.

At Leath, the facility shift assignment roster and daily rosters do not identify posts by category or classification; however, there was no evidence to indicate staff were being utilized in trivial or non-essential post assignments.

The operating practice at Leath reflected that when there were supervisory personnel present they were performing both supervisory functions as well as traditional front-line responsibilities. When supervisory staff were not present front-line staff were responsible for their post as well as an additional front-line post.

At Leath the basic elements of a roster management system including the identification of appropriate post assignments, recommended staffing levels, shift scheduling and daily shift roster development are all in place. There simply is not enough staff to fill all the recommended post assignments.

The primary concerns with the system include the following:

- The post chart needs to be updated to reflect current workload responsibilities. As an example, there are four front-line staff recommended on a 24/7 basis to be assigned to the housing units and one post for the restricted housing wing. LCI currently operates five housing units, one of which contains a restricted housing wing and one which has a capacity of 248 housing primarily inmates assigned to a mental health caseload. To staff the five operating housing units, including the restricted housing unit wing more than five total FLS posts are required; and
- Daily shift rosters need to be updated to reflect how all staff assigned to the shift are utilized. The daily roster should identify the names of all staff assigned to the shift, the approved post assignments, the post classification, post closures and the employee assigned to each post.

Staff assigned to posts for less than a full shift, detailed to a special assignment, working overtime or using benefit time should be clearly identified on the daily roster. Monthly in-house reviews should be completed to determine the effectiveness of the system and to confirm or re-establish minimum staffing levels.

Staffing

The most significant concerns expressed by facility personnel during the on-site review involved the impact available staffing levels were having on the operations of the facility. This included both supervisory and front-line positions. In view of the limited number of front-line personnel, supervisory personnel were being required to fill front-line post assignments and not able to focus strictly on supervisory responsibilities.

Post Assignment Enhancements

The following workload responsibilities are key to the operations of the facility and were not consistently being filled.

Medical Unit. The current operating practice is to normally not have security personnel present in the Medical Unit. On the day of the site visit the head nurse provided access to the unit. Medical staff verbally expressed concern with the lack of presence of security personnel. Daily medical services begin at 3:45 am and continue throughout the day. Pill lines, Insulin, Sick Call, Clinics, Dentist, Doctor appointments, Exams and Consultation all occur in the Medical Unit. Approximately 15% of the inmate population is considered maximum custody and approximately 54% of the population are on a mental health caseload. Security personnel should be physically present and/or in the immediate area when inmates are in direct contact with civilian and contract personnel. A five-day medical unit post assignment is being recommended;

Courtyard Security. LCI is a campus-style facility with five operating housing units, programs and service areas surrounding a large courtyard. To get from the housing units to most program activities and services inmates are required to walk through the courtyard. At LCI the courtyard is also used as a recreational yard resulting in frequent inmate activity;

The layout of the courtyard includes expansive open space, limited internal fencing and numerous blind spots. It is essential that security staff be present to monitor, control movement and conduct security inspections throughout the courtyard. Dedicated security personnel are recommended to be assigned to maintain a visual security presence in high traffic areas including the courtyard and to serve as first responders;

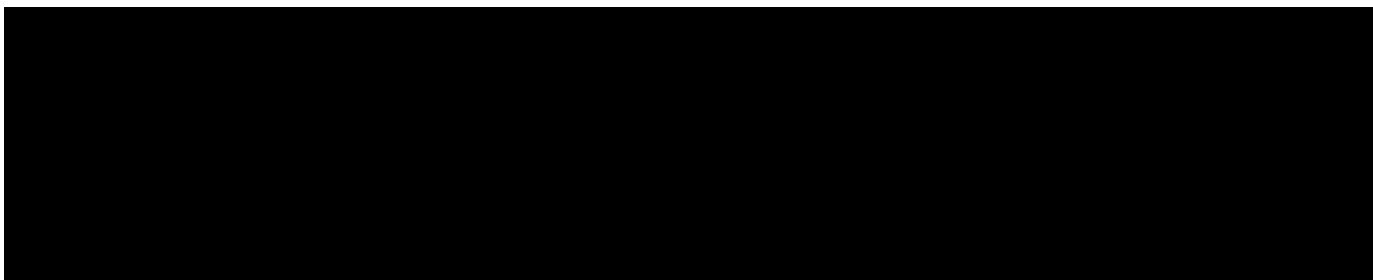
Education Building. Vocational education begins at 8:00 am and academic education begins in the education building at 9:00 am. No security personnel are normally present in the building. Taking into consideration vocational classrooms, law library, general library and academic programs are all offered in the building dedicated security personnel are recommended when staff and inmates are present;

Front Lobby. The front lobby is the primary location where all approved foot traffic enters the facility. Individuals entering the lobby have been approved to proceed through the front gate and are subject to search. The lobby area is where the initial search is conducted.

On the date of the on-site visit the shift commander was assigned to the front lobby as no other staff were available. Having no staff appeared to be a pattern. During peak traffic hours designated staff should be assigned to the front lobby;

Cafeteria. The cafeteria is in one of the surrounding buildings that is part of the facility courtyard. Besides meal services it is one of the primary locations outside of a housing unit where many inmates congregate. There is no dedicated security post assignment. Security coverage is provided intermittently, while inmate labor crews are assigned to assist in clean-up food preparation and as servers. On the date of the on-site visit the shift commander was the only security staff member assigned to the cafeteria;

Reynolds Unit. Eliminate the concept of triple celling at the facility. All general population cells except for the cells located in the housing unit referred to as "Phoenix" are calculated based on three inmates per room. On the date of the site visit there were 118 inmates being triple-celled. The housing unit referred to as "Reynolds" is a secure 192-bed medium custody single level housing unit providing two open bay wings separated by a centrally located officer work station. The living areas are similar in design to dormitory style housing and contains no cells. When sufficient personnel become available, the Reynolds Unit should be considered for inmate housing if population levels warrant the same;



Shift Relief. A shift relief factor is not reflected in current staffing levels. Security staff time-off is generally covered through assigning overtime, closing posts, or redeploying staff from other areas. The recommended staffing level includes the use of a shift relief factor for most post assignments.

Shift Relief Factor (SRF)

An updated shift relief factor has been developed for Leath based on data provided by personnel assigned to the Research and Information Management Division (RIM).

The shift relief factor (SRF) represents the number of staff required to fill a post assignment throughout the year based on the post hour requirements divided by the number of hours that the average employee assigned to the post is available.

Staff attendance, off-post hours and leave-time results are inputted into a department recognized electronic data base and transferred into an automated system that can identify the shift relief factor. The SRF electronic workbooks have been set up to allow the user to specify the institution and hours per shift which will automatically recalculate the SRF accordingly.

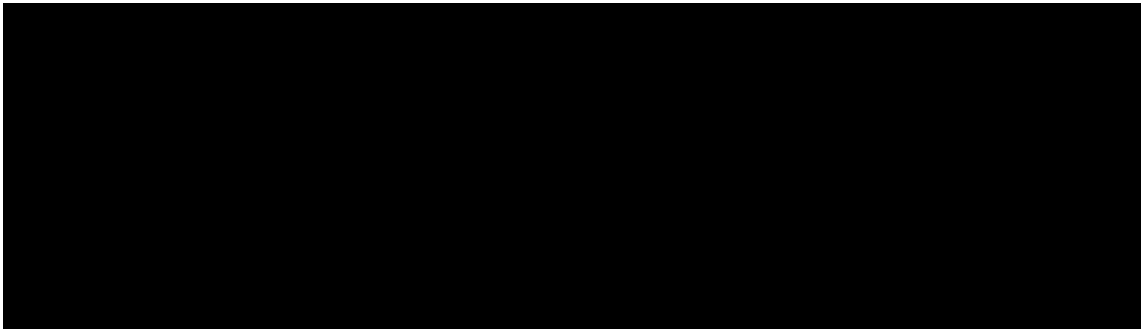
The SRF calculation for this project is based on the following:

⁵⁷ SCDC Policy ADM 11-21 Regular Working Hours and Overtime.

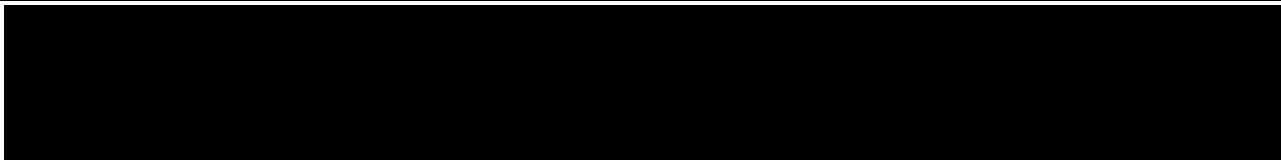
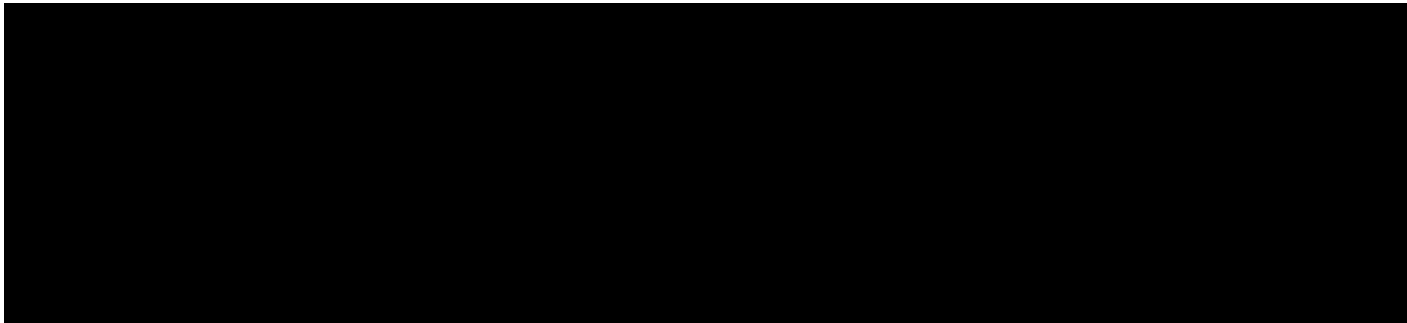
- All security staff (cadets – major) who were assigned to the institution during the entire year;
- A blended work schedule, including the use of both an eight-hour administrative shift (160 hours) and the straight 12's (168 hours) schedule;
- An average of the three most recent completed years that was available at the time the report was being initially prepared. This included 2015, 2016 and 2017. The purpose of evaluating data from the past three years instead of one year minimizes the chances the SRF will be influenced by one or more unusual factors or outliers.

At Leath, the use of sick-time has increased over the past three years. In 2017, an average of (108.5) hours of sick-time was used by each full-term security employee, compared to (95.4) hours in 2016 and (84.5) hours in 2015. Annual-leave time has been stable over the three-year period;

- The SRF is reflective of the facility being fully staffed; and
- Most posts recommended are considered relief posts. Refer to Appendix A for the detailed formula used to determine shift relief factors and the post chart appendix to identify specific post assignments being recommended.



A shift relief factor of 5.12 can be translated to mean that for one year, an average of slightly higher than five (5.12) FTE staff will be required to fill one 24-hour post assignment when applying the straight 12-hour shift schedule. A five-day shift relief factor for one 8-hour post assignment requires an average of 1.32 staff to fill on an annual basis.



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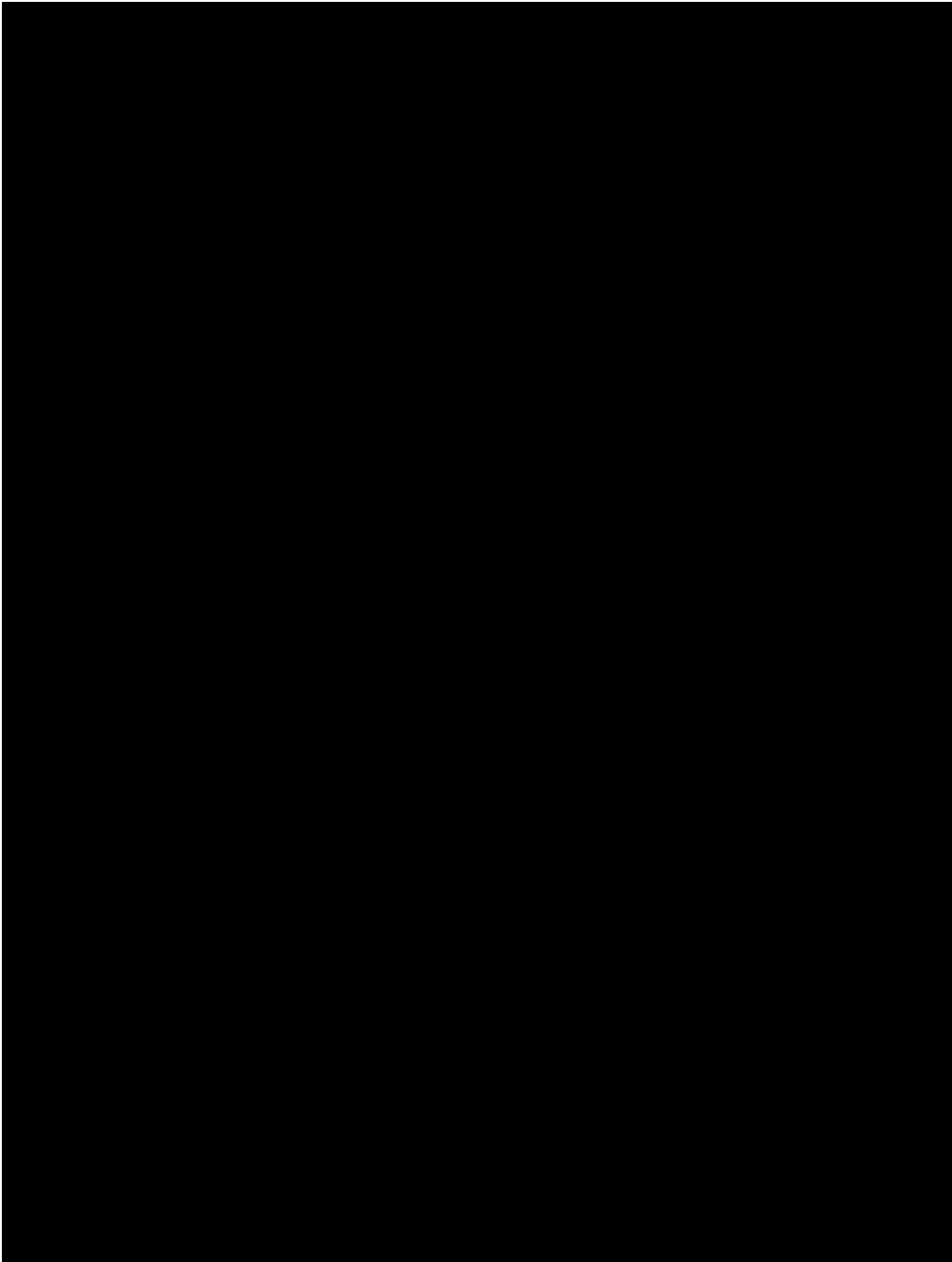


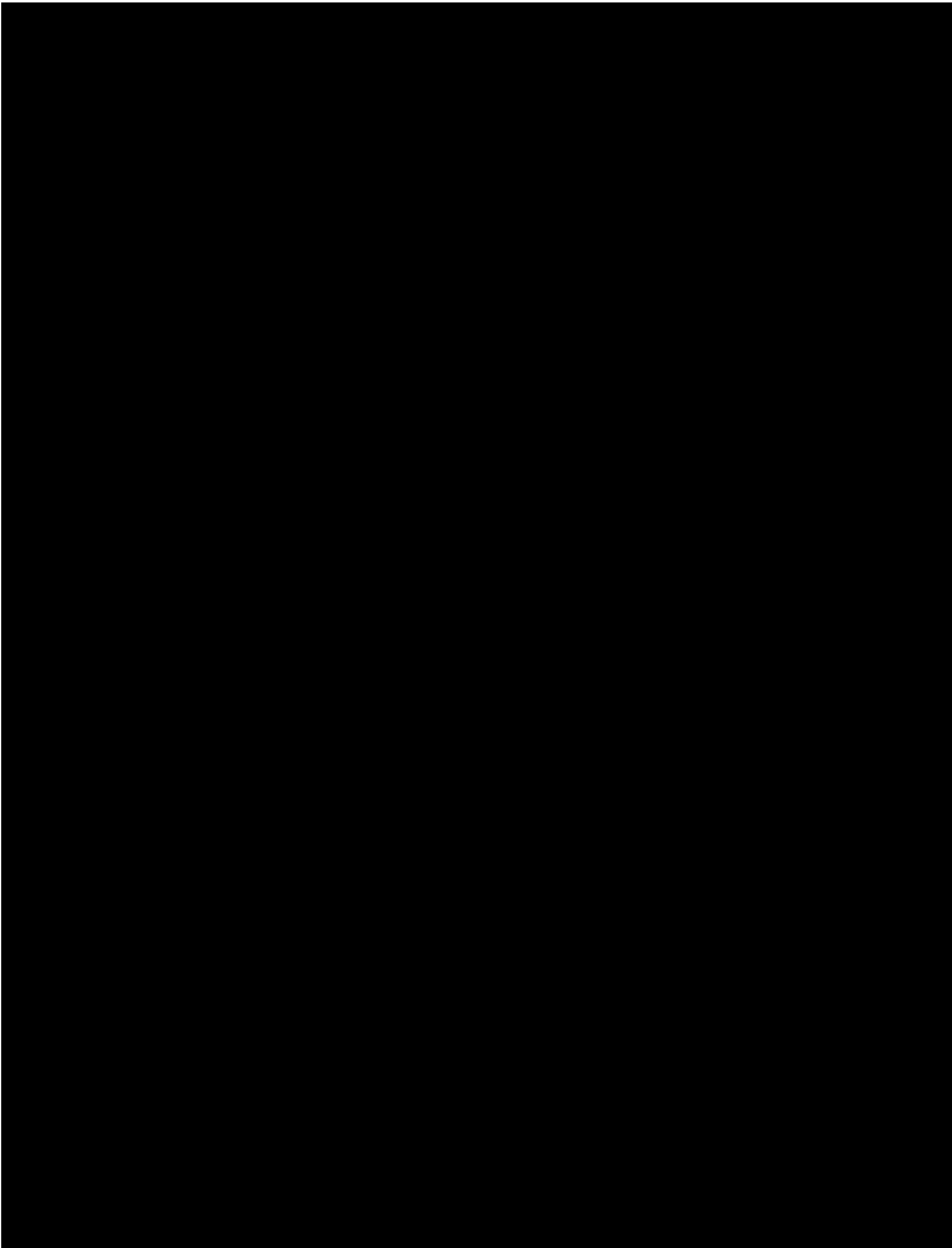
APPENDIX

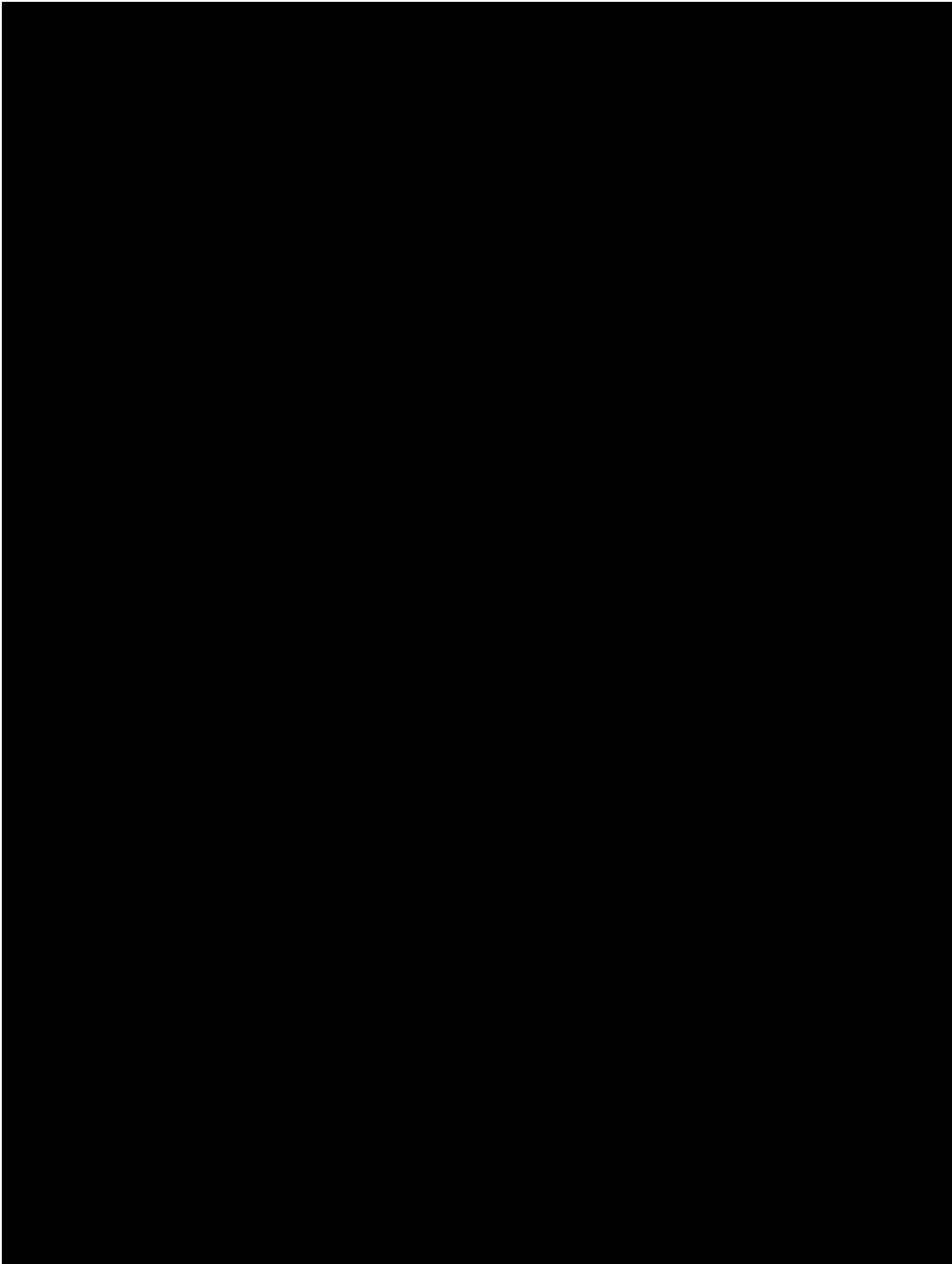
APPENDIX A

SHIFT RELIEF FACTOR CALCULATION FORMULA

SCDC SHIFT RELIEF FACTOR CALCULATION		SAMPLE
A.	Agency Closings	0
B.	Agency Work Days (# of days in a year)	365
	Days Contracted to Work (160 hrs. per 28-day cycle) # of Cycles per Year x Days to Work per Cycle	260.71
C.	Regular Days Off (Days in Year - Days Contracted to Work)	104.29
D.	Vacation Days (Average Annual Leave hours taken per employee / # of hours in shift)	10.8
E.	State Holidays (13 Days)	13
F.	Sick Leave (Average Sick Leave hours taken per employee / # of hours in shift)	8.4
G.	Other Days Off (injury, military, funeral, unexcused, disciplinary, special assignments, etc.) (Average "Other" Leave hours taken per employee / # of hours in shift.)	2.25
H.	Training Days (Average Training hours per employee / # of hours in shift.)	5.8
I.	Total Days Off (C+D+E+F+G+H)	144.54
J.	Actual Work Days (B-I)	220.46
K.	Meal Time Allowance (J x .0625)	13.78
L.	Actual Work Days (Including Meal Allowance) (J - K)	206.68
M.	Number of Employees for one 8-hour shift, 7 days per week (B/L)	1.77
M.1.	Number of employees for 24-hour coverage	
	7-day posts	5.3
	5-day posts	3.78
	2-day posts	1.51
M.2.	Number of employees for 12-hour coverage	
	7-day posts	
	5-day posts	
	2-day posts	
M.3	Number of employees for 8-hour coverage	
	7-day posts	1.77
	5-day posts	1.26
	2-day posts	0.5
	Option: Staffing Enhancement after Turn-Over	
N.	Staffing Enhancement to Accommodate Turnover	10.70%
O.	Additional Employees needed to cover (1) 8-hour shift (M x N)	0.19
P.	Number of Employees for (1) shift, 7 days per week (M + O)	1.95





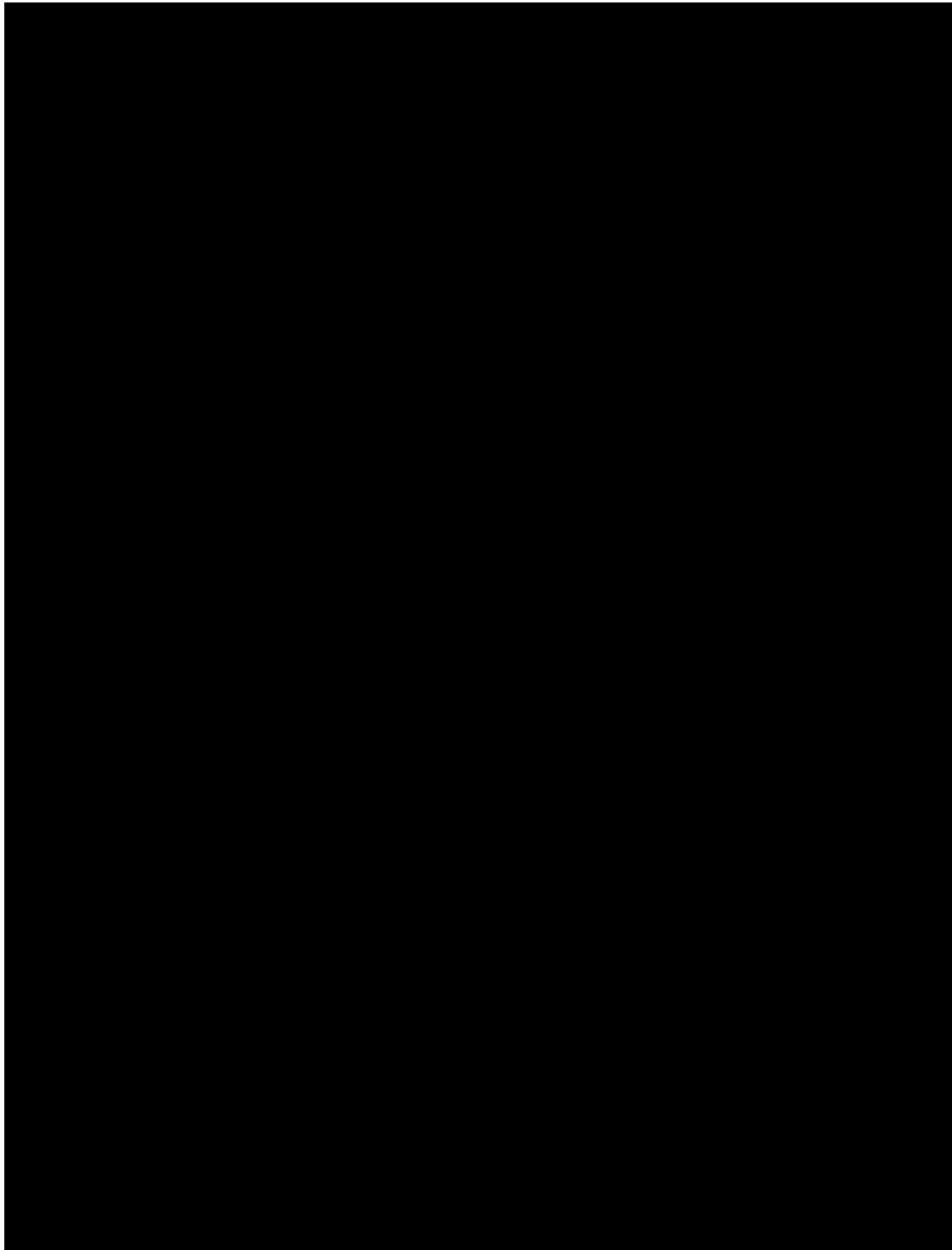


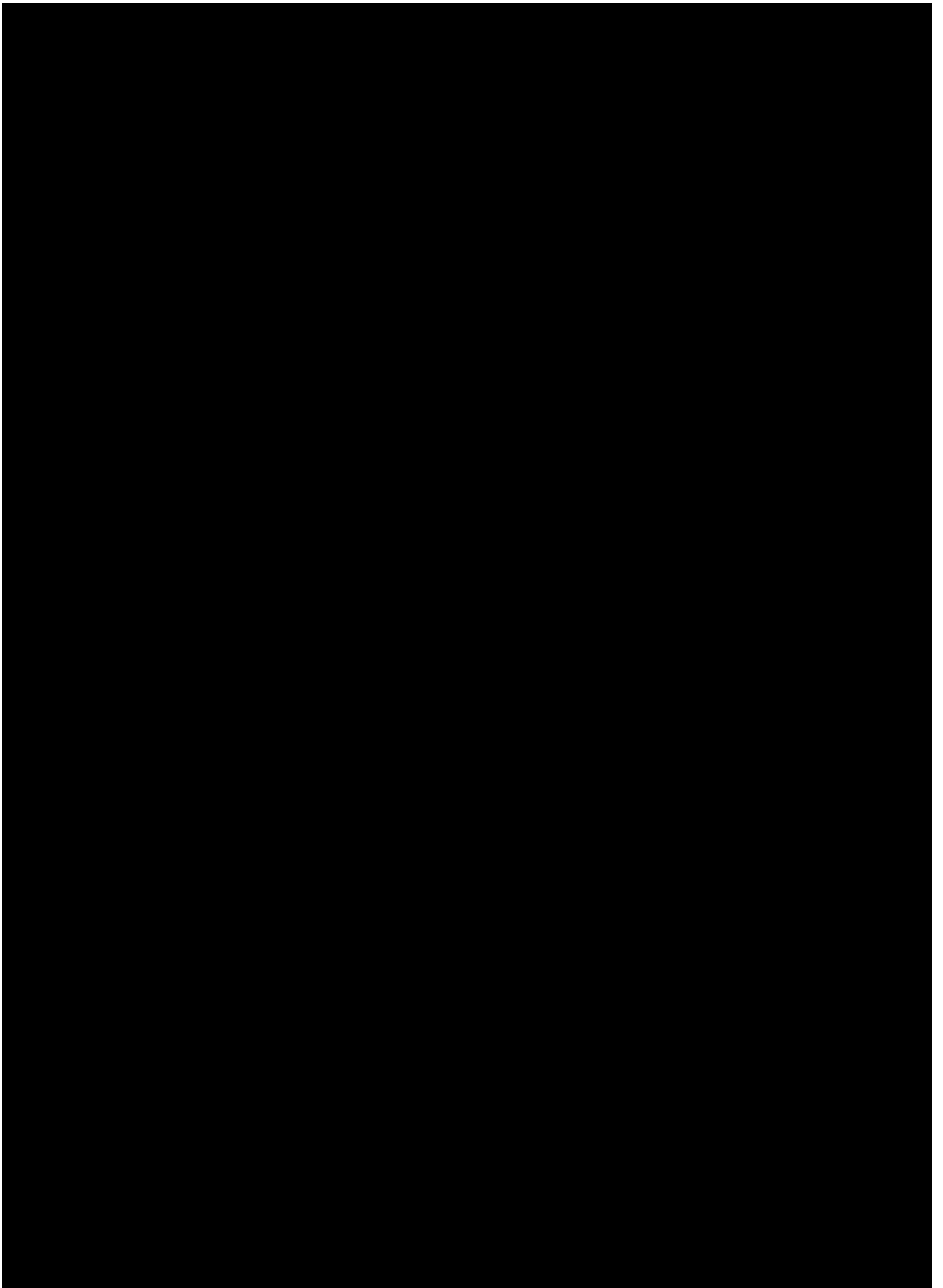
The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be recorded to ensure the integrity of the financial data. This includes not only sales and purchases but also expenses and income. The text suggests that a consistent and thorough record-keeping system is essential for identifying trends and making informed decisions.

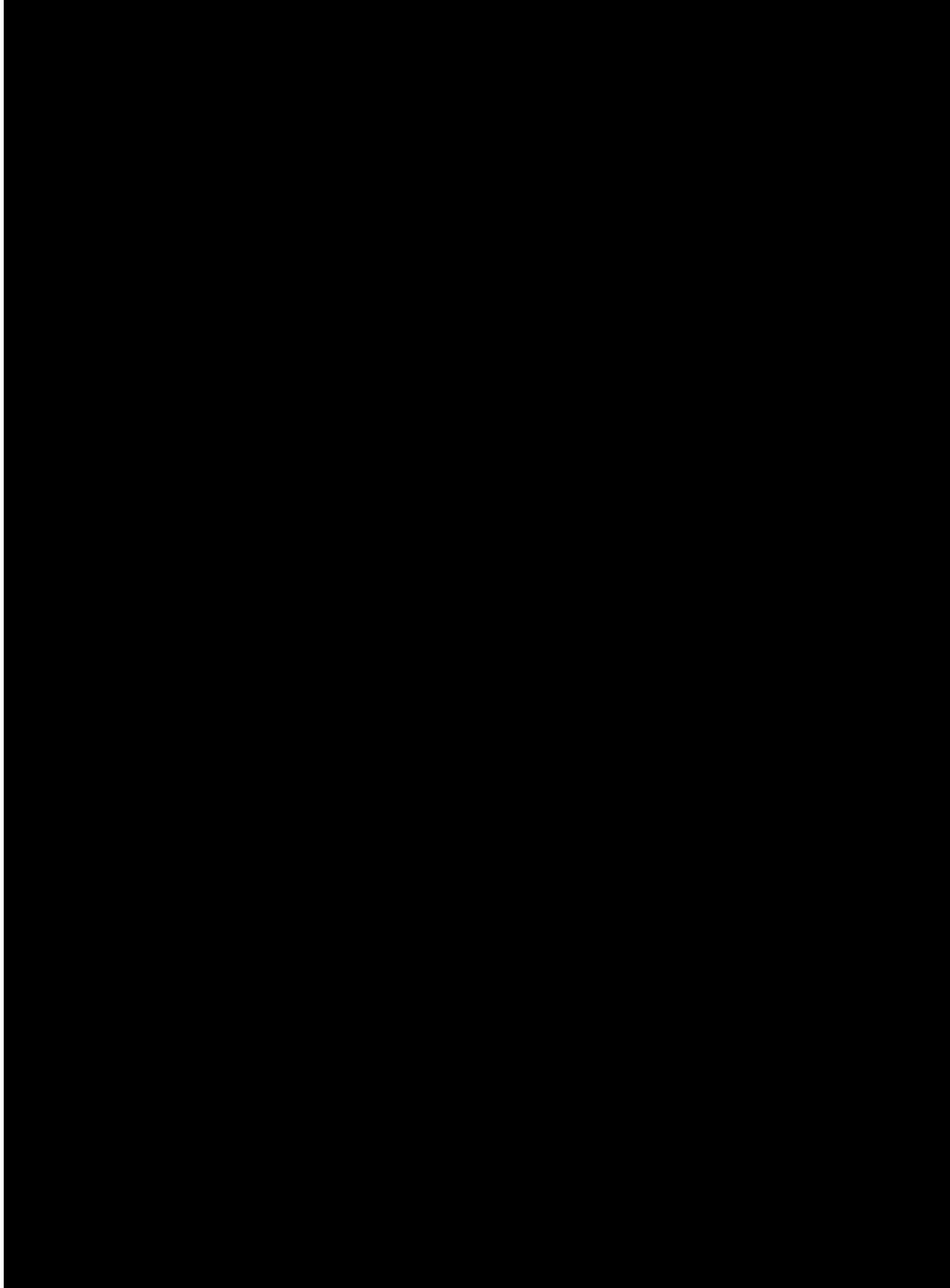
Next, the document addresses the issue of budgeting. It explains that a well-defined budget helps in controlling costs and maximizing resources. By setting a clear financial plan, individuals and organizations can avoid overspending and ensure that their financial goals are met. The text provides practical tips on how to create a budget that is realistic and adaptable to changing circumstances.

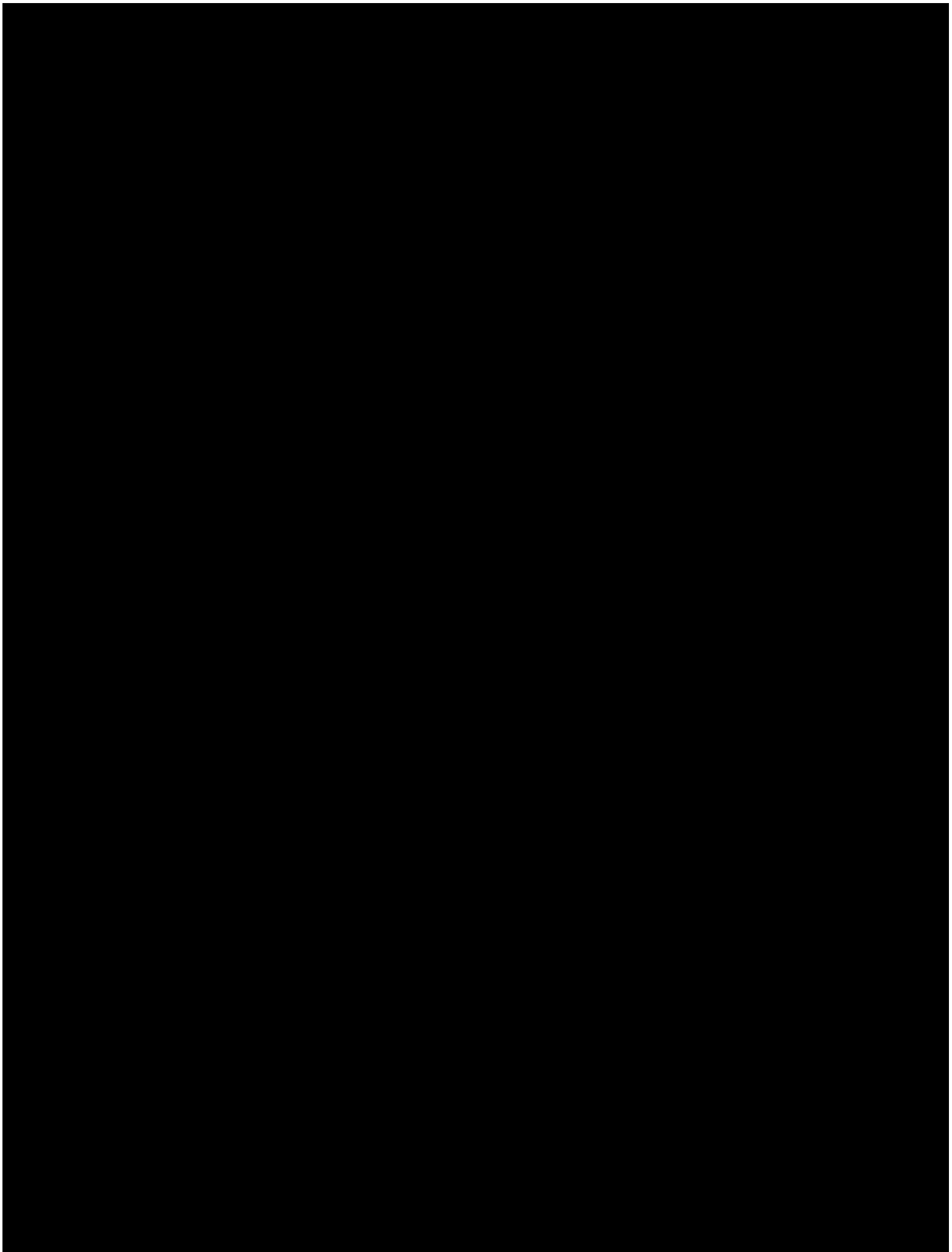
The third section focuses on the importance of regular financial reviews. It states that periodic assessments of the financial situation allow for the identification of areas where adjustments may be needed. This could involve revising the budget, cutting unnecessary expenses, or exploring new revenue streams. The document encourages a proactive approach to financial management rather than a reactive one.

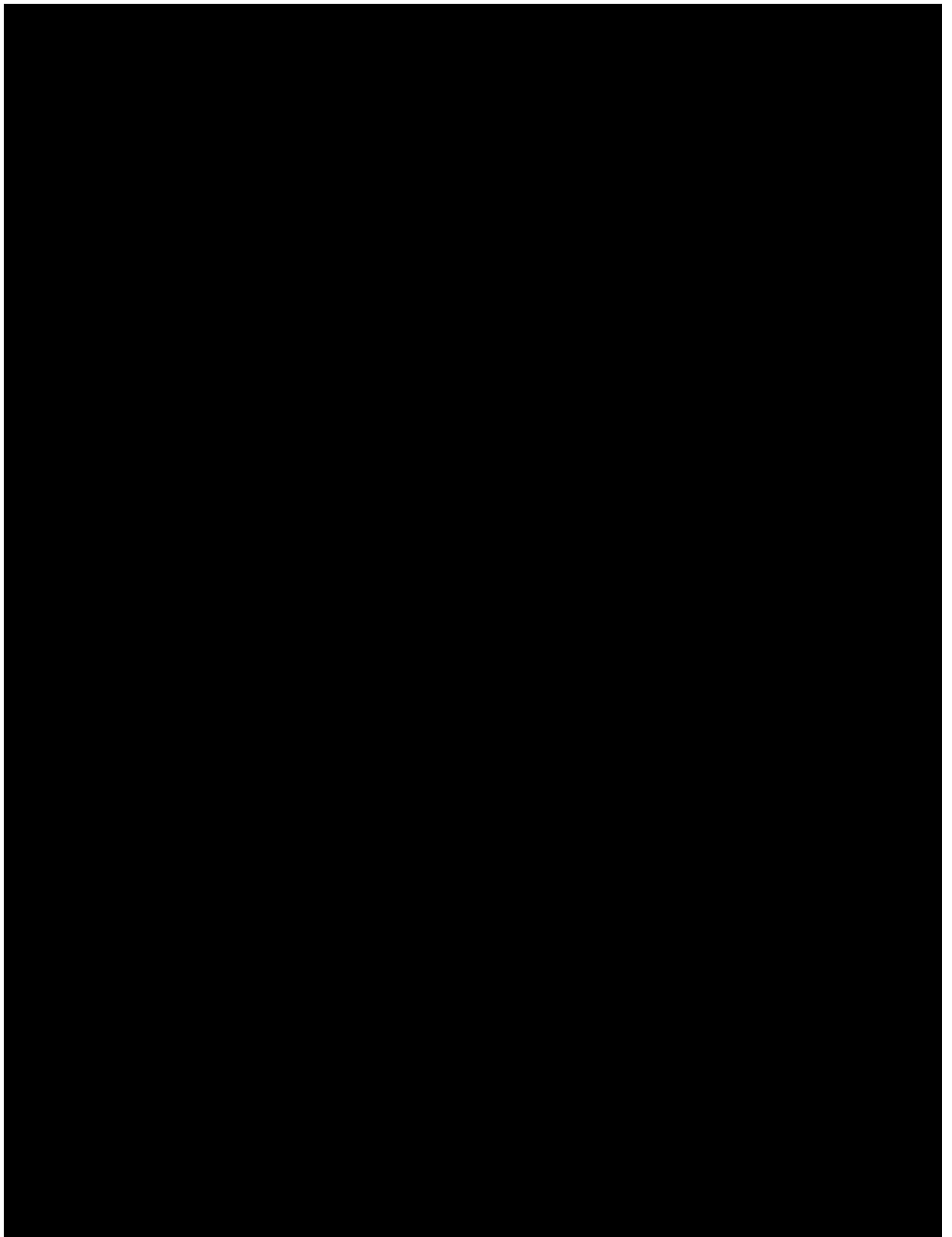
Finally, the document concludes by highlighting the long-term benefits of sound financial practices. It notes that consistent record-keeping, budgeting, and regular reviews can lead to improved financial stability and growth over time. The text serves as a guide for anyone looking to take control of their finances and achieve their financial objectives.

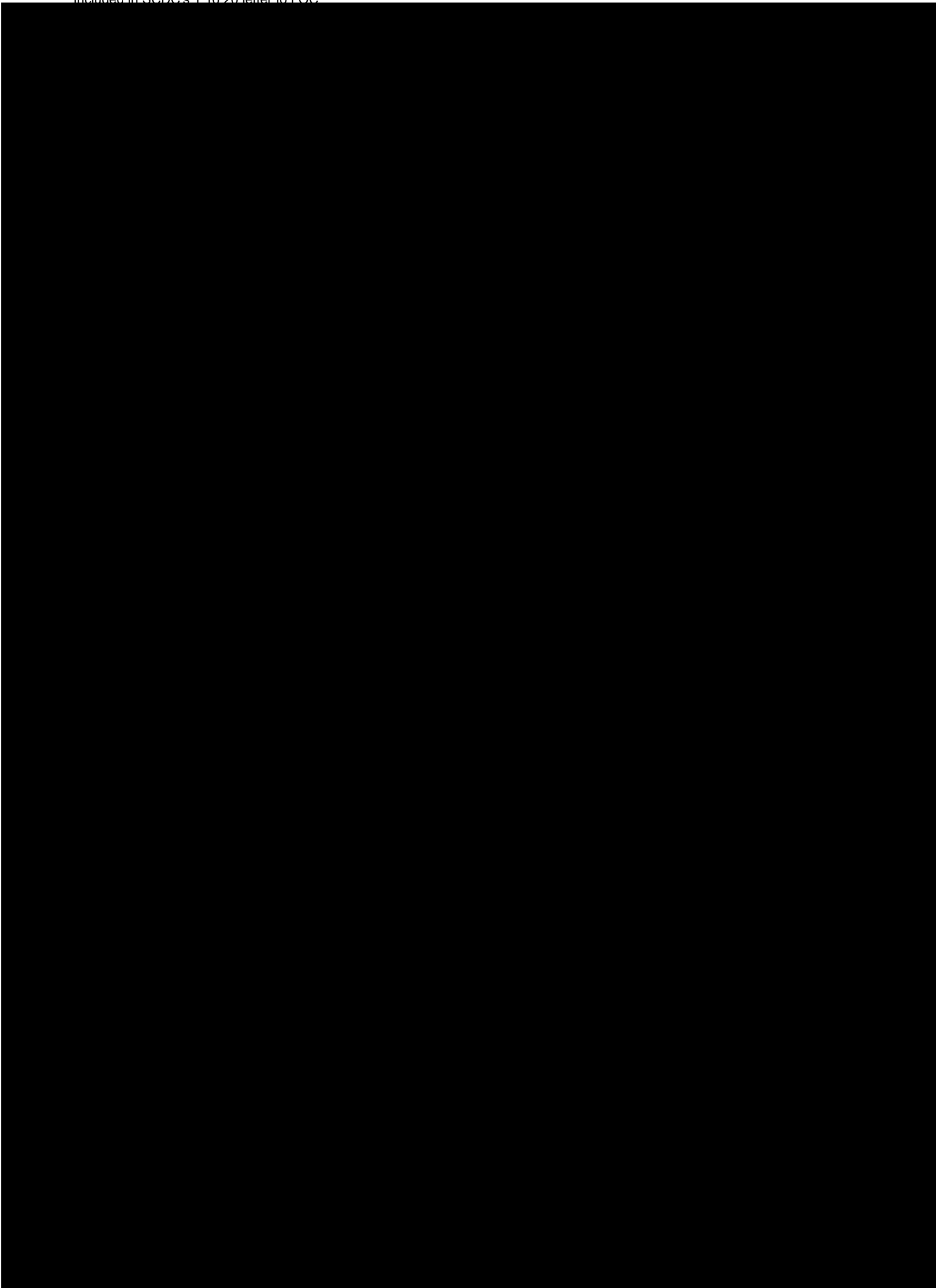


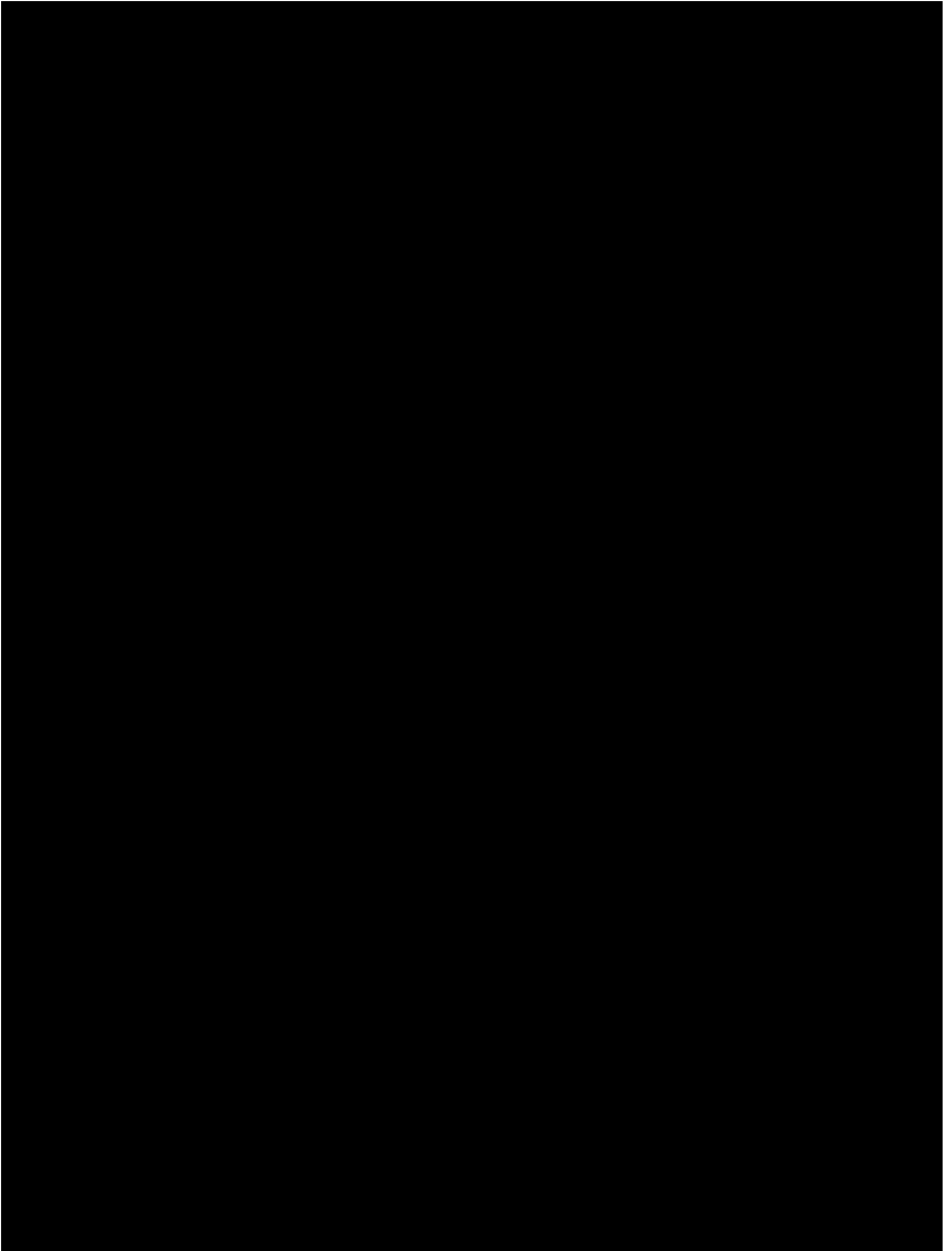


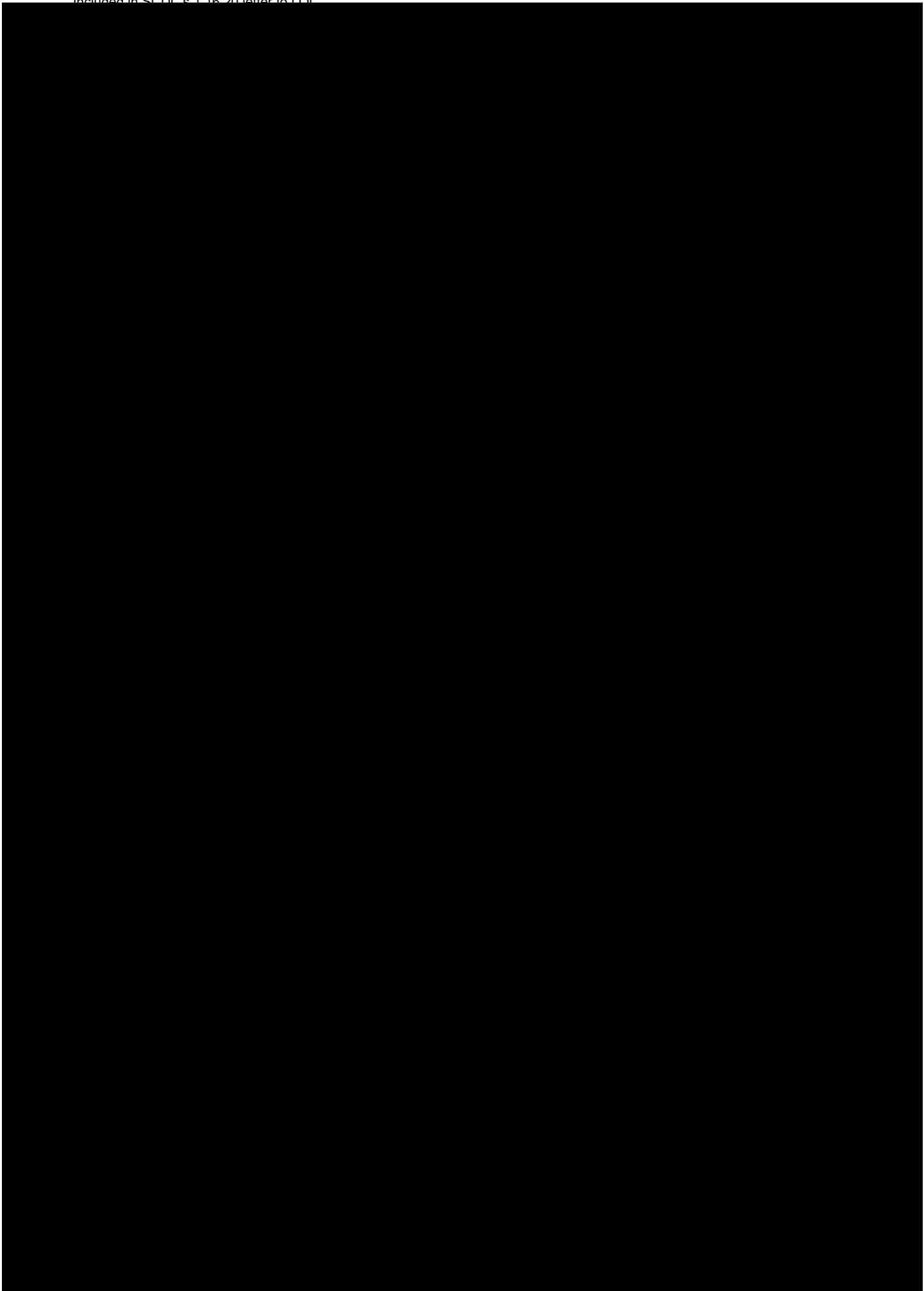


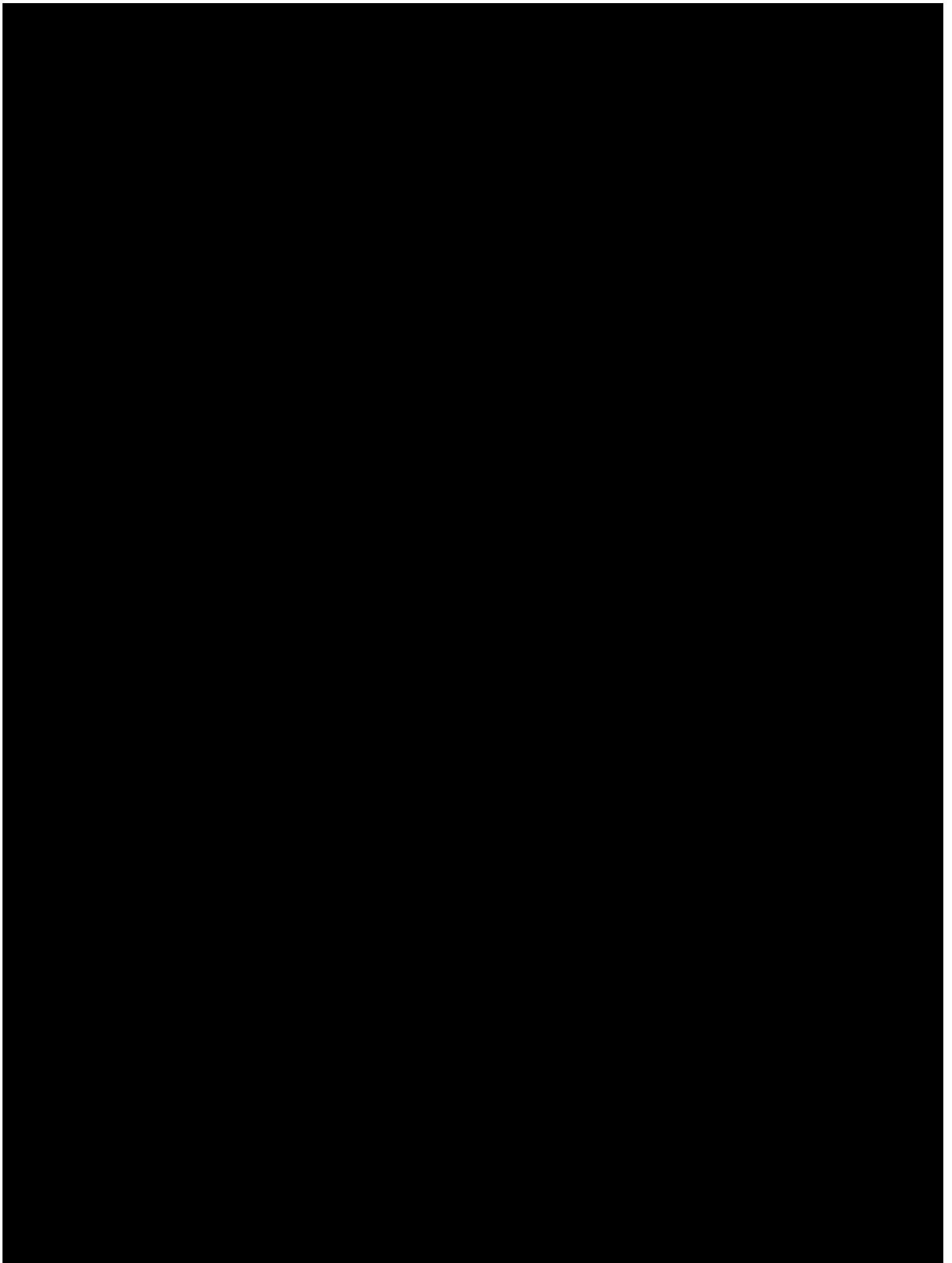


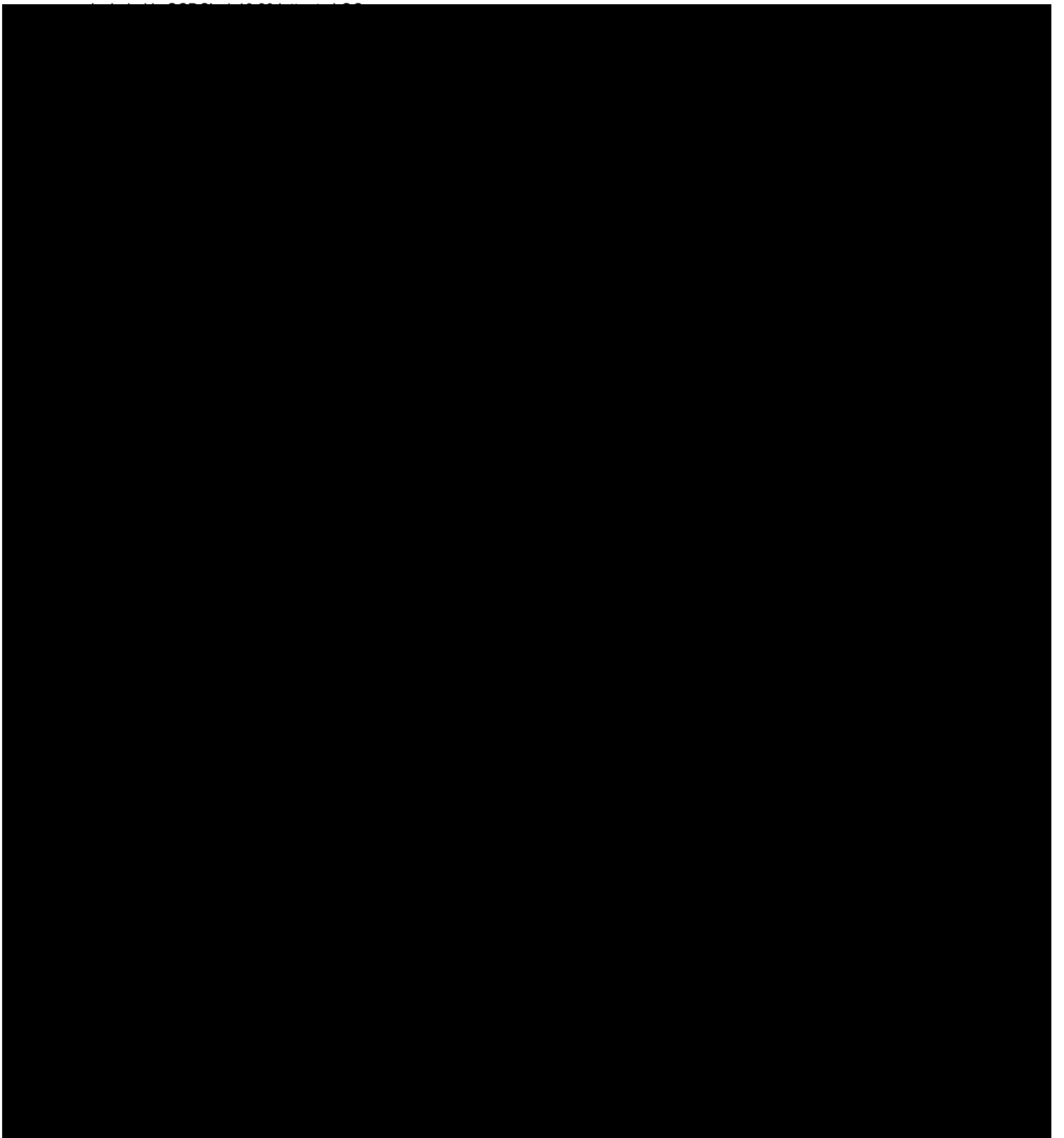


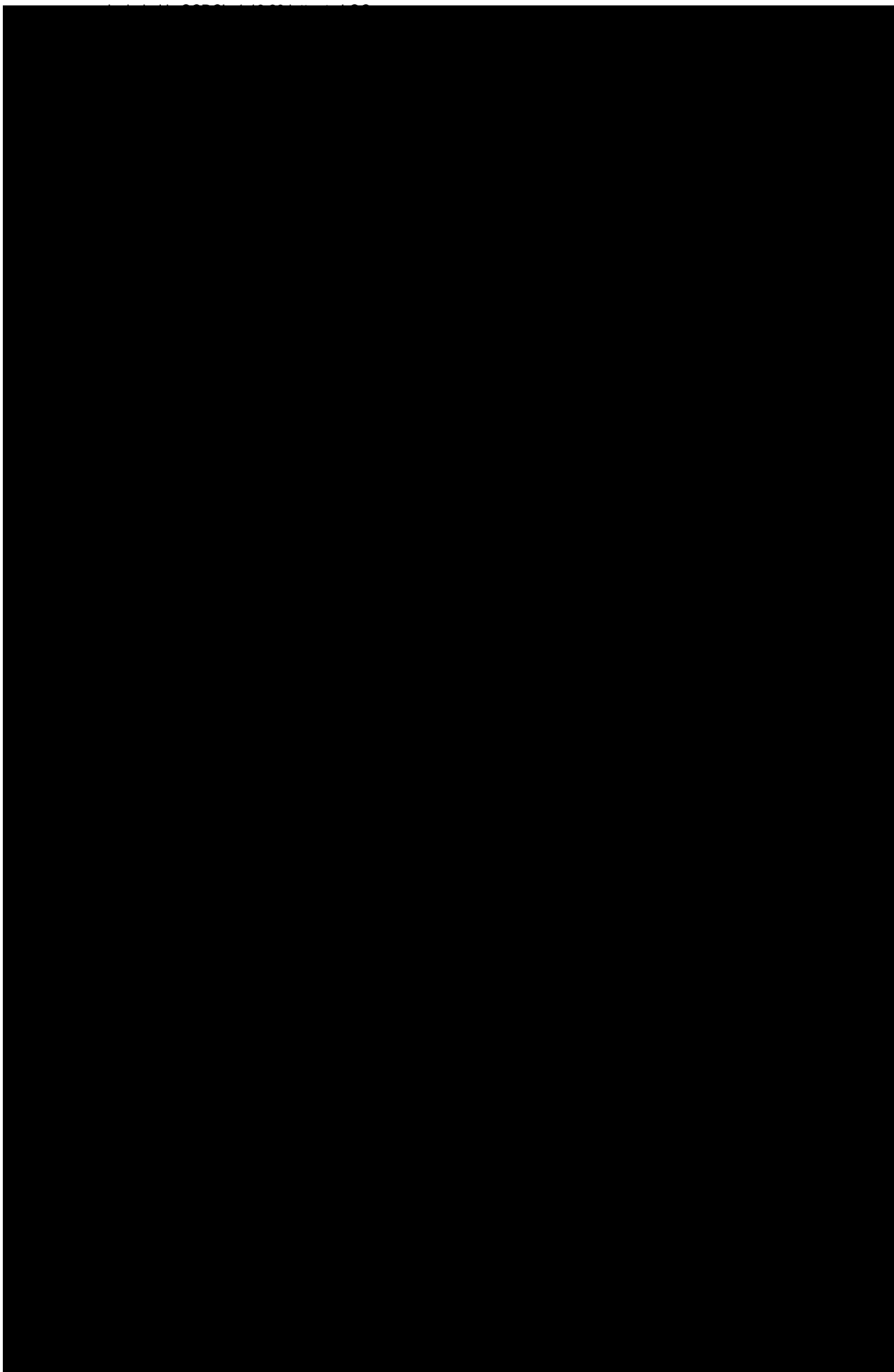












Inmate Grievances By Issue and Submission Year (CY 2016-19)

Included in the Department of Corrections' (SCDC) January 16, 2020 letter to the House Legislative Oversight Committee (LOC). This information was provided in response to the following question in LOC's December 20, 2019, letter to the Department of Corrections: "4. Please provide the number of inmate grievances received by SCDC, separated by type, during the last three years?"

**SCDC Inmate Grievances
by Grievance Issue and Submission Year
CY 2016 - 2019**

Grievance Issue	Calendar Year			
	2016	2017	2018	2019
ADA CONCERNS	17	9	2	2
BEDDING MATERIALS	21	31	20	27
CANTEEN ISSUES	31	30	58	70
CLASSIFICATION ISSUES	1,440	1,427	1,314	1,319
CLOTHING EXCHANGE	66	62	76	60
DISCIPLINARY HEARING APPE	4,043	3,370	3,250	2,757
DISCRIMINATION	85	42	42	42
EXCESSIVE USE OF FORCE	166	148	134	107
FOOD	323	418	461	437
GENERAL PRIVILEGES	256	305	324	334
GRIEVANCE	155	104	151	183
HYGIENE SUPPLIES	56	33	32	15
INST CONDITIONS	228	329	551	491
INST PROCEDURES	1,661	1,617	1,828	1,636
JOB TERMINATION	29	26	22	22
LAUNDRY ISSUES	18	17	24	25
LIBRARY/LAW LIBRARY	85	105	172	177
MAIL/CORRESPOND	314	279	326	295
MEDICAL	1,116	1,164	1,541	1,408
MONEY	341	238	268	210
OTHER INMATE	87	89	103	94
PHYSICAL ABUSE	85	66	135	188
POLICY	86	68	97	79
PREA	101	79	111	118
PROGRAM ELIG	25	15	27	35
PROPERTY	1,260	1,304	1,510	1,189
RECREATION	23	21	70	97
RELIGION	53	79	75	103
UNPROFESSIONAL CONDUCT	998	608	605	453
VERBAL ABUSE	14	6	17	31
VISITATION	39	31	43	57
<i>Blank</i>	4	1	0	32
Total	13,226	12,121	13,389	12,093

Possible Remote Releases (FY 2017-19)

Included in the Department of Corrections' (SCDC) January 16, 2020 letter to the House Legislative Oversight Committee (LOC). This information was provided in response to the following question in LOC's December 20, 2019, letter to the Department of Corrections: "8. For inmates that could have been remote released (e.g., processed for release at a local jail but were transported to SCDC for SCDC to process the release), please provide the following for the last three years: (a) total number and (b) number by county."

**Number of Potential Remote Releases that Came to SCDC
based on FY 2017 - 2019 Releases
that Occurred on the Same Day or Day After Admission**

*(Inmates admitted on a Friday and released the following Monday are included
in the figures below.)*

Committing County	Fiscal Year			3-Year Total
	2017	2018	2019	
ABBEVILLE			2	2
AIKEN	9	2	8	19
ANDERSON	5	3	3	11
BARNWELL		1		1
BEAUFORT	3	3	5	11
BERKELEY	4	1	4	9
CHARLESTON	12	8	12	32
CHEROKEE	4	2	6	12
CHESTER	1			1
CLARENDON	1			1
COLLETON	1	1	2	4
DARLINGTON	3		1	4
DORCHESTER	4	2	5	11
EDGEFIELD			1	1
FAIRFIELD	1			1
FLORENCE	2	2	2	6
GEORGETOWN			2	2
GREENVILLE	19	9	17	45
GREENWOOD	1		1	2
HAMPTON		1		1
HORRY	16	9	10	35
JASPER		2	3	5
KERSHAW	2	1		3
LANCASTER	3	2	1	6
LAURENS		1	5	6
LEE		1		1
LEXINGTON	17	7	17	41
MARION	1	2	1	4
NEWBERRY	2		1	3
OCONEE	1	3	4	8
ORANGEBURG	8	7	4	19
PICKENS	1	1	1	3
RICHLAND	13	20	16	49
SALUDA		1		1
SPARTANBURG	7	9	15	31
SUMTER	9	1	2	12
UNION		1		1
WILLIAMSBURG	1			1
YORK	6	9	8	23
Total	157	112	159	428

**Number of Potential Remote Releases that Came to SCDC
based on FY 2017 - 2019 Releases
that Occurred No More than 5 Days After Admission**

Committing County	Fiscal Year			3-Year Total
	2017	2018	2019	
ABBEVILLE	1		2	3
AIKEN	12	7	12	31
ANDERSON	9	10	8	27
BAMBERG		1		1
BARNWELL		1		1
BEAUFORT	6	6	6	18
BERKELEY	5	2	6	13
CHARLESTON	16	14	14	44
CHEROKEE	4	6	11	21
CHESTER	1	1		2
CLARENDON	1	1		2
COLLETON	2	1	3	6
DARLINGTON	3		3	6
DORCHESTER	7	2	5	14
EDGEFIELD			1	1
FAIRFIELD	1		1	2
FLORENCE	4	6	3	13
GEORGETOWN		2	3	5
GREENVILLE	27	27	26	80
GREENWOOD	1		2	3
HAMPTON		1		1
HORRY	20	15	19	54
JASPER		2	5	7
KERSHAW	2	3		5
LANCASTER	3	6	1	10
LAURENS	2	4	6	12
LEE		1		1
LEXINGTON	25	14	25	64
MARION	2	2	2	6
NEWBERRY	2	2	1	5
OCONEE	2	5	7	14
ORANGEBURG	9	8	5	22
PICKENS	5	6	5	16
RICHLAND	14	29	25	68
SALUDA		3	1	4
SPARTANBURG	12	19	20	51
SUMTER	11	3	3	17
UNION	3	3	1	7
WILLIAMSBURG	1	1	2	4
YORK	8	17	12	37
Total	221	231	246	698

**Number of Potential Remote Releases that Came to SCDC
based on FY 2017 - 2019 Releases
that Occurred No More than 10 Days After Admission**

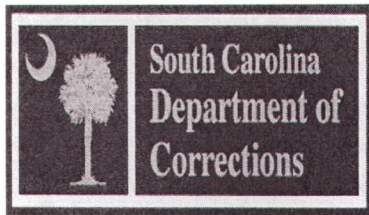
Committing County	Fiscal Year			3-Year Total
	2017	2018	2019	
ABBEVILLE	1		2	3
AIKEN	14	9	15	38
ANDERSON	9	13	11	33
BAMBERG		1		1
BARNWELL		1		1
BEAUFORT	6	8	6	20
BERKELEY	7	5	6	18
CHARLESTON	20	18	15	53
CHEROKEE	6	7	16	29
CHESTER	1	1		2
CLARENDON	1	1		2
COLLETON	3	1	3	7
DARLINGTON	4		3	7
DORCHESTER	9	4	8	21
EDGEFIELD			1	1
FAIRFIELD	1	1	1	3
FLORENCE	5	7	3	15
GEORGETOWN		3	3	6
GREENVILLE	34	33	29	96
GREENWOOD	1	1	3	5
HAMPTON		2		2
HORRY	24	19	22	65
JASPER		3	5	8
KERSHAW	2	3	1	6
LANCASTER	3	7	4	14
LAURENS	4	6	7	17
LEE	1	1		2
LEXINGTON	30	18	30	78
MARION	2	3	2	7
MARLBORO			1	1
NEWBERRY	2	2	1	5
OCONEE	2	6	7	15
ORANGEBURG	12	9	6	27
PICKENS	6	11	8	25
RICHLAND	20	34	30	84
SALUDA		5	3	8
SPARTANBURG	20	27	24	71
SUMTER	15	4	4	23
UNION	3	3	1	7
WILLIAMSBURG	1	1	2	4
YORK	11	20	15	46
Total	280	298	298	876

Advertising Exemption Request and Response

Included in the Department of Corrections' (SCDC) January 16, 2020 letter to the House Legislative Oversight Committee (LOC). This information was provided in response to the following question in LOC's December 20, 2019, letter to the Department of Corrections: "15. Please provide the exemption request SCDC submitted related to internet advertising for open employee positions and the response received from the State Fiscal Accountability Authority."

In addition to providing the information in this document, SCDC provided the following response:

- Please see attached letter to Mr. John White, Materials Management Office, dated November 6, 2017 requesting an update to the exemptions for advertising in S.C. Code Section 11-35-710. Please also see State Fiscal Accountability Authority Meeting Minutes dated January 30, 2018 Page 19 & 20 where the motion failed to pass. Also, recommending an expansion of the procurement exemption is included in Deputy Director for Administration Law Change #1.



South Carolina Department of Corrections
4420 Broad River Rd
Columbia, SC 29210

November 6, 2017

Mr. John White
Materials Management Office
1201 Main Street
Suite 600
Columbia, SC 29201

Dear Mr. White:

As I'm sure you are aware, the South Department of Corrections has been experiencing a shortage of Corrections Officers, Medical Practitioners, Teachers, Food Service Specialists, and Trades Specialists, just to name a few. In an effort to fill our open positions, we feel it is crucial to increase exposure to the agency by purchasing advertisements in many forms in order to maximize our recruiting efforts.

In the past, we have relied on more traditional forms of advertisements: newspapers, radio, television, and the like. And while we do experience some success with those outlets, we hope to expand our exposure even further by branching out to other avenues.

Today's society is more connected now than ever, and we have advertised in media that caters to that audience. However, there are other networking sites that we could benefit from as well, those such as LinkedIn. But comparing one networking website to another would be to compare apples to oranges.

It is the hopes of this Agency that you will carefully consider our request to update the existing Procurement Exemption 1986.04.22 to include the following advertising mediums: internet, radio, television, newspapers, magazines and streaming online.

Sincerely yours,

Bryan P. Stirling, Director
SC Department of Corrections

Cc: Tom Osmer
Kimber Craig
Ruthie Bishop

MINUTES OF STATE FISCAL ACCOUNTABILITY AUTHORITY MEETING

January 30, 2018 – 9:30 A. M.

The State Fiscal Accountability Authority (Authority) met at 9:30 a.m. on Tuesday, January 30, 2018, in Room 252 in the Edgar A. Brown Building, with the following members in attendance:

Governor Henry McMaster, Chair;
Mr. Curtis M. Loftis, Jr., State Treasurer;
Mr. Richard Eckstrom, Comptroller General;
Senator Hugh K. Leatherman, Sr., Chairman, Senate Finance Committee; and
Representative W. Brian White, Chairman, Ways and Means Committee

Also attending were State Fiscal Accountability Authority Executive Director Grant Gillespie; Authority General Counsel Keith McCook; Governor's Chief of Staff Trey Walker; Treasurer's Chief of Staff Clarissa Adams; Comptroller General's Chief of Staff Eddie Gunn; Senate Finance Committee Budget Director Mike Shealy; Ways and Means Chief of Staff Beverly Smith; Authority Secretary Delbert H. Singleton, Jr., and other State Fiscal Accountability Authority staff.

[Secretary's Note: The Authority met immediately following a meeting of the Tobacco Settlement Revenue Management Authority, the members of which are the State Fiscal Accountability Authority members, ex officio.]

Adoption of Agenda for State Fiscal Accountability Authority

Upon a motion by Mr. White, seconded by Mr. Eckstrom, the Authority adopted the agenda as amended by deleting and carrying over regular session item #1 concerning a request by the Town of Port Royal to receive five percent (5%) of net proceeds from the sale of the Port of Port Royal.

Minutes of Previous Meeting

Mr. Eckstrom noted the last line of the second to last paragraph of page 37 of the draft minutes of the December 12, 2017, meeting contained the word "sic". He said the word "sic" is used to denote that someone misspoke or that information is incorrectly recorded. He said that his question to Clemson University was what impact the bond issue being done in a package would have on the approximate 3¼% cost of issuance. He said the intent of the question was to

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January 30, 2018 – Page 2

ask would the cost of issuance go down. He noted that he did not use the term “3.25” and that although there is a difference “3.25” and “3.26” that does not need to be memorialized in the minutes. He stated that the fact that the minutes recognize that there is a misspeaking misses the point. He said his point was would the approximate 3¼% cost of issuance be affected by the plan to multiple issue the debt. He asked that the minutes correctly paraphrase what he said.

Upon a motion by Mr. Loftis, seconded by Senator Leatherman, the Authority approved the minutes of the December 12, 2017, Authority meeting with the correction noted by Mr. Eckstrom.

Blue Agenda

Upon a motion by Mr. White, seconded by Senator Leatherman, the Authority approved the blue agenda as noted herein.

Department of Administration, Capital Budget Office: State of South Carolina Comprehensive Permanent Improvement Plan (Blue Agenda Item #1)

Section 2-47-55 of the 1976 South Carolina Code of Laws provides among other things that all state agencies responsible for providing and maintaining physical facilities are required to submit a Comprehensive Permanent Improvement Plan to the Joint Bond Review Committee and the State Fiscal Accountability Authority. The Capital Budget Office of the South Carolina Department of Administration has 1) compiled a statewide report entitled “State of South Carolina 2017 Comprehensive Permanent Improvement Plan, Fiscal Years 2017-18 through 2021-22” from agency submissions; 2) provided the information to the Joint Bond Review Committee and the State Fiscal Accountability Authority pursuant to the statute; and 3) made accessible complete and full details of state agency submissions on the Department’s website at <http://www.admin.sc.gov/budget/capital-budget-office/cpip>.

Mr. Eckstrom commended the Department of Administration, Capital Budget Office for preparing the Comprehensive Permanent Improvement Plan (CPIP). He noted that Rick Harmon spent much time preparing the plan and noted that it will be a very useful tool for the State to use. Mr. Loftis concurred with Mr. Eckstrom.

As recommended by the Department of Administration, Capital Budget Office, the Authority received the Comprehensive Permanent Improvement Plan as information.

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Information relating to this matter has been retained in these files and is identified as Exhibit 1.

Department of Administration, Facilities Management and Property Services: Easements (Blue Agenda Item #2)

The Authority approved granting the following easements as recommended by the Department of Administration, Facilities Management and Property Services:

- (a) County Location: Horry
 From: Department of Administration
 To: The Rice Living Trust
 Consideration: \$700
 Description/Purpose: To grant a 0.015 acre easement across uplands and marshlands of the 44th Avenue North canal in the Cherry Grove section of North Myrtle Beach where the bulkhead and fill material extend 6-10 feet beyond the property line for land owned by Mr. and Mrs. Rice for the purpose of obtaining a permit to build a dock. The easement is being required by SCDHEC before the agency issues a dock permit as the Rice's property is not by definition waterfront. The term of the easement will be fifty (50) years. Consideration is \$500 plus \$200 per acre for easements across navigable waterways and submerged lands.

- (b) County Location: Richland
 From: Department of Administration
 To: South Carolina Electric & Gas Company
 Consideration: \$1
 Description/Purpose: To grant an easement consisting of three (3) crossings measuring 0.00241 acre, 0.00264 acre and 0.00114 acre to implant, install and maintain anchors and to construct, extend and maintain guy wires on property of the Department of Disabilities and Special Needs' Midlands Center Campus. The easement is needed as part of the upgrades to increase capacity and improve service reliability. The easement will contain the State's standard reverter language that if SCE&G discontinues usage of the electric lines and facilities, the easement will terminate. The easement will be of mutual benefit to DDSN and SCE&G. The Division of Facilities Management and Property Services has determined that DDSN has complied with the requirement of the statute in that the easement does not appear to materially impair the utility of the property or damage it.

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- | | |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (c) | County Location: Beaufort
From: Department of Administration
To: Fripp Island Public Service District
Consideration: \$1,154
Description/Purpose: To grant a 3.27 acre easement for the installation, operation and maintenance of a water main beneath the Harbor River to accommodate SCDOT's US 21 Bridge Replacement Project. The existing conduit is attached to the bridge and must be relocated before SCDOT can demolish the existing bridge. The term of the easement will be fifty (50) years. Consideration is \$500 plus \$200 per acre for easements across navigable waterways and submerged lands. |
| (d) | County Location: Charleston
From: Department of Administration
To: South Carolina Electric & Gas Company
Consideration: \$700
Description/Purpose: To grant a 0.013 acre easement for the relocation, installation, operation and maintenance of a gas line beneath James Island Creek to accommodate SCDOT's construction of a roundabout at the intersection of Camp Road and Riverland Drive on James Island. The term of the easement will be fifty (50) years. Consideration is \$500 plus \$200 per acre for easements across navigable waterways and submerged lands. |

Information relating to this matter has been retained in these files and is identified as Exhibit 2.

Port Royal: Request for Net Proceeds from Sale of the Port of Port Royal (Regular #1)

As noted above, the Authority voted to delete and carryover the Town of Port Royal's request to receive five percent (5%) of the net proceeds from the sale of the Port of Port.

Information relating to this matter has been retained in these files and is identified as Exhibit 3.

Dept. of Administration, Facilities Management and Property Services: Patriots Point Development Authority (PPDA) First Amendment Lease Out to the Medal of Honor Museum Foundation (Regular Session Item #2)

In May of 2013, the SC Budget and Control Board approved a lease from PPDA to the Medal of Honor Museum Foundation (under a lease agreement for the Museum Parcel and a Lease and Option Agreement for the Commercial Parcel) approximately 14 acres of waterfront

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property at Patriots Point, of which approximately 7 acres (“Museum Parcel”) will be used for the Medal of Honor Museum and approximately 7 acres (“Commercial Parcel”) will be subleased for commercial mixed use development to provide funds to support the Medal of Honor Museum and the Medal of Honor Museum Foundation.

The original lease indicated that a portion of Patriots Point Road would be relocated to allow the existing road bed to be added to Patriots Point land to create the approximately 14 acres with the exact size and configuration of the two parcels (the “Old Roadbed” and the “New Roadbed”) and the road undetermined. However, after the road relocation is complete and part of the Old Roadbed is added to the Museum Parcel, the premises under the Museum Parcel Lease will not have access to the new section of Patriots Point Road, making it impossible for the Medal of Honor Museum Foundation to construct an entrance to the Museum. As such, PPDA is now requesting approval of a First Amendment to the Lease and Option Agreement for the Commercial Parcel to subdivide the premises under the Commercial Lease and Option Agreement into two parcels (the “Entrance Parcel” and the “Remainder Parcel”) to allow the Medal of Honor Museum Foundation to exercise its option to lease the Entrance Parcel (approximately 1.057 acres) without exercising its option to lease the Remainder Parcel. This will allow the Medal of Honor Museum Foundation the access required to construct an entrance to the Museum without taking on the rent associated with exercising the full Commercial Option prior to construction of the Museum itself.

The First Amendment was approved by the PPDA Board on October 20, 2017.

Upon a motion by Senator Leatherman, seconded by Mr. Ecstrom, the Authority approved the proposed Amendment to the Lease and Option Agreement for the Commercial Parcel between PPDA and the Medal of Honor Museum Foundation as requested by the Patriots Point Development Authority.

Information relating to this matter has been retained in these files and is identified as Exhibit 4.

Dept. of Administration, Capital Budget Office: Permanent Improvement Projects (R#3)

The Authority was asked to approve permanent improvement project establishment requests and budget revisions as requested by the Department of Administration, Capital Budget

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Office. All items were reviewed favorably by the Joint Bond Review Committee.

Concerning item #3(a), Mr. Eckstrom noted that the CPIP indicates the project is estimated to cost \$1.3 million, but the agenda item indicates that the project is estimated to cost \$2.5 million. He asked what the difference is between what the CPIP states as the estimated cost versus what is before the Authority for approval. Jackie DiMaggio, Vice-President for Finance at Greenville Technical College, appeared before the Authority. She said this project was listed for 2020 on their plan. She stated that they were able to move the project up and increase the budget because they received a generous donation of \$3 million. She said the family that gave the money required the school to make improvements on the Benson Campus. Mr. Eckstrom asked if the \$1.3 million was an original donation amount that has since been increased. Ms. DiMaggio stated that they received \$3 million. Mr. Eckstrom noted that the project shows an estimated cost of \$1.326 million in the year 2020. Ms. DiMaggio said the scope of the project has increased significantly and there is the opportunity to build a more impressive park.

In further discussion, Mr. Eckstrom asked how long has it been since the CPIP was prepared and the agenda item for the project was submitted. He asked if the amounts included in the CPIP needed to be updated. Ms. DiMaggio said their plan was prepared about six months ago. She said since then they have had an architect to do a feasibility study and the donor gave them the money to use in this manner and the scope has been increased.

Mr. Eckstrom noted with regard to regular session item #3(b) that the Adjutant General's estimate in the agenda item is that the project will cost \$1.6 million while the CPIP indicates that the project will cost \$912,000. He asked what the difference is between the two. No one was present from the Adjutant General's office to answer Mr. Eckstrom's question.

Upon a motion by Mr. Eckstrom, seconded by Senator Leatherman, the Authority carried over regular session item #3b. [Secretary's Note: Governor McMaster later stated that he had been informed that Adjutant General Robert Livingston's father was taken to the hospital on the prior evening and that is where he is.]

Mr. Eckstrom noted that regular session items #3(c), (d), and (f) are South Carolina State University (SCSU) 1890 Extension projects. He stated that he does not oppose the projects, but until SCSU gets its financial house in order he does not intend to support the projects. He also noted that the operating cost estimates did not include all operating costs. Mr. Eckstrom voted

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against items #3(c), (d), and (f).

Upon a motion by Senator Leatherman, seconded by Rep. White, the Authority approved permanent improvement project establishment requests and budget revisions as requested by the Department of Administration, Capital Budget Office as noted herein. All items had been reviewed favorably by the Joint Bond Review Committee.

Establish Project for A&E Design

- (a) Summary 4-2018: JBRC Item 1. (H59) Greenville Technical College
Project: 6136, Greenville – Benson Campus Amphitheater and Student Plaza
Included in Annual CPIP: Yes – CPIP Priority 3 of 3 in FY20
JBRC/SFAA Phase I Approval: N/A

CHE Recommended Approval: 12/7/17

<u>Source of Funding Detail</u>	<u>Original Budget Amount</u>	<u>Cumulative Changes Since Original Budget</u>	<u>Current Budget</u>	<u>Current Budget Adjustment Requested</u>	<u>Total Budget After Current Adjustment</u>
Other, Private Citizen Donation	0.00	0.00	0.00	37,500.00	37,500.00
All Sources	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>37,500.00</u>	<u>37,500.00</u>

Funding Source: \$37,500 Other, Private Citizen Donation Funds, which have been received specifically for the development and construction of this project.

Request: Establish project and budget for \$37,500 (Other, Private Citizen Donation Funds) to establish Phase I to prepare the schematic design and preliminary cost estimate to construct an amphitheater and student plaza on approximately 4 acres, in an outside lawn area between buildings 301 and 302, alongside Building 301 and the main entrance drive on Benson Campus. The facility will include tiered natural and bench seating, a stage, audio/visual, wireless internet, stage lighting, electrical panel service, band-shell pavilion, restroom facilities, native plant landscaping, and canopy trees. Nature trails, landscaping, and a small parking area along the main driveway into campus will also be a part of the project. The college states that an aesthetically pleasing outdoor learning environment without walls or a ceiling in the fresh air, sunshine and relaxed setting will foster an environment to enhance creative thought processes by students. The college further states that the outdoor learning experience will be valuable to artists, theatrics, language arts,

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humanities, and various science programs, and community activities. The area will be utilized by an estimated 900 students, 50 faculty, 30 staff and 1,000 outside visitors. The agency estimates that the completed project will cost approximately \$2,500,000. (See attachment 1 for this agenda item for additional annual operating costs.)

(b) Summary 4-2018: JBRC Item 2. (E24) Office of the Adjutant General (**CARRIED OVER**)

Project: 9810, Statewide Armory Standalone Kitchens
 Included in Annual CPIP: Yes – CPIP Priority 9 of 21 in FY18
 JBRC/SFAA Phase I Approval: N/A
 CHE Recommended Approval: N/A

<u>Source of Funding Detail</u>	<u>Original Budget Amount</u>	<u>Cumulative Changes Since Original Budget</u>	<u>Current Budget</u>	<u>Current Budget Adjustment Requested</u>	<u>Total Budget After Current Adjustment</u>
Appropriated State	0.00	0.00	0.00	43,780.00	43,780.00
Federal, National Guard Bureau	0.00	0.00	0.00	131,340.00	131,340.00
All Sources	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>175,120.00</u>	<u>175,120.00</u>

Funding Source: \$43,780 Appropriated State. \$131,340 Federal, National Guard Bureau, which is funding identified as part of the Construction and Facilities Management Office's Master Cooperative Agreement through the Office of the Adjutant General and from the National Guard Bureau.

Request: Establish project and budget for \$175,120 (Appropriated State and Federal, National Guard Bureau Funds) to construct a new 1,200 square foot kitchen addition at various readiness centers across the state. These readiness centers include facilities in Hemingway, Myrtle Beach, Batesburg, Edgefield, Saluda, Dillon, Conway and Walterboro. The existing kitchens at these readiness centers do not meet current building code requirements, are not in compliance with occupation, safety and health organizations and are not adequate to meet the needs of the assigned units. Adding the kitchen additions to the readiness centers will rectify these issues. The Phase I pre-design budget is requested at 10.9% of the estimated project cost and the additional amount will cover additional costs to be incurred while adapting utilities and grading requirements for each individual location. Each of these facilities are utilized by over 150 Army National Guard soldiers. The agency estimates that the

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completed project will cost approximately \$1,600,000. (See attachment 2 for this agenda item for additional annual operating costs.)

Phase II Increase

- (c) Summary 4-2018: JBRC Item 4. (H24) SC State University
 Project: 9648, 1890 Extension Annex Construction
 Included in Annual CPIP: No
 JBRC/SFAA Phase II Approval: October 2013

CHE Recommended Approval: This is a PSA project and does not require CHE approval.

<u>Source of Funding Detail</u>	<u>Original Budget Amount</u>	<u>Cumulative Changes Since Original Budget</u>		<u>Current Budget Adjustment Requested</u>	<u>Total Budget After Current Adjustment</u>
		<u>Original Budget</u>	<u>Current Budget</u>		
Federal, USDA Facilities Grant	26,250.00	2,173,750.00	2,200,000.00	1,100,000.00	3,300,000.00
All Sources	<u>26,250.00</u>	<u>2,173,750.00</u>	<u>2,200,000.00</u>	<u>1,100,000.00</u>	<u>3,300,000.00</u>

Funding Source: \$3,300,000 Federal, USDA/NIFA 1890 Facility Grant.

Request: Increase budget to \$3,300,000 (add \$1,100,000 Federal, USDA Facilities Grant Funds) to construct a new 1890 Extension Annex facility. In October 2012, SC State received approval from the B&CB to secure A&E services for the renovation of the existing 76 year old 6,036 square foot, 1890 Extension Annex on campus. The original goal was to renovate the existing facility as an administrative facility with no programmatic spaces with an internal cost estimate of \$1,750,000. During the programmatic and design phase with the A&E firm, the short and long term facility needs for the 1890 Research and Extension Program were reviewed and it was determined that an approved planned renovation to the J.W. Matthews Extension Facility could be eliminated if programmatic space could be added to a new 1890 Extension Annex facility. Additionally, the A&E firm was able to keep the cost estimate, exclusive of contingencies, at the originally USDA approved amount of \$1,750,000. It was determined that it would be the most cost effective to build a new structure which would address the programs current administrative and programmatic needs than to renovate two buildings roughly 25 feet apart. As a result, SC State received B&CB approval in October 2013 to change the project name, revise the scope and establish the construction budget at \$2,200,000 to build a new 14,000 square foot 1890 Extension Annex facility. Subsequent to receiving Phase II approval for this project, SC State experienced financial difficulties and changes in administration which resulted

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in a delay in this project. The architectural firm contracted also experienced personnel changes which resulted in having four project managers assigned over a four year period. The delays at the university and architectural firm combined with changes in building codes, added to the delay in receiving approval from the State Engineer (OSE) on the design/plan. A Phase II budget increase is being requested due to construction cost increases that have occurred since 2013 at 5.45% per year, as well as, additional market factors, and the negative pressures on the labor market that continue to persist. The Project Master Budget was adjusted to capture the current estimated construction cost of \$2,751,955, which includes an increase of \$914,455. Additionally, there are other cost increases beyond construction costs and A&E fees, such as Green Globe, 3rd party inspections and commissioning in the amount of \$158,748. This new 14,000 square foot facility will be constructed to meet Green Globes certification standards with an anticipated cost savings of \$60,187.90 over a 30 year period. The facility will house approximately 12 program staff who will deliver programs in the areas of Small Farm, Agricultural and Natural Resources, Adult and Community Leadership, Family Life & Nutrition, 4-H and Youth Development and Community Education. The facility expects to receive approximately 4,000 visitors each year. The agency estimates that the completed project will cost approximately \$3,300,000. (See attachment 3 for this agenda item for additional annual operating costs.) The agency also reports the projects date for execution of the construction contract is June 2018 and for completion of construction is July 2019.

- (d) Summary 4-2018: JBRC Item 5. (H24) SC State University
 Project: 9651, Charleston 1890 Extension Center Construction
 Included in Annual CPIP: No
 JBRC/SFAA Phase II Approval: October 2015

CHE Recommended Approval: This is a PSA project and does not require CHE approval.

<u>Source of Funding Detail</u>	<u>Original Budget Amount</u>	<u>Cumulative Changes Since</u>		<u>Current Budget Adjustment Requested</u>	<u>Total Budget After Current Adjustment</u>
		<u>Original Budget</u>	<u>Current Budget</u>		
Federal, USDA Facilities Grant	37,590.00	3,562,684.00	3,600,274.00	600,000.00	4,200,274.00
All Sources	<u>37,590.00</u>	<u>3,562,684.00</u>	<u>3,600,274.00</u>	<u>600,000.00</u>	<u>4,200,274.00</u>

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Funding Source: \$4,200,274 Federal, USDA/NIFA 1890 Facility Grant.

Request: Increase budget to \$4,200,274 (add \$600,000 Federal, USDA Facilities Grant Funds) to construct a 12,500 square foot Public Service Activity Center in the city of Charleston. In October 2013, SC State received approval from the B&CB to begin design work to construct a facility on donated property, for SC State's 1890 Research and Extension Program that would include classrooms, technology labs, food and nutrition labs, offices, and multi-purpose rooms. In October 2015, SC State received approval from SFAA to establish the construction budget at \$3,600,274 to construct an approximately 12,500 square foot facility. Subsequent to receiving Phase II approval for this project, SC State experienced financial difficulties and changes in administration which resulted in a delay in this project. Additionally, the project experienced a delay as a result of the approved transfer of the title to the land, from the City of Charleston to the university. The Charleston 1890 Extension Center Land Donation was approved by the B&CB at their December 10, 2013 meeting. The transfer was done by the approval of the Quit Claim Deed by the City of Charleston on March 29, 2017, and recorded with the County of Charleston on May 4, 2017. A Phase II budget increase is being requested due to construction cost increases that have occurred since 2015. This center will provide a facility for existing and future staff and volunteers to fulfill the university's Land Grant Mission of providing research, teaching and extension programs to the state's citizens. The facility will provide instructional space and offer staff and volunteers the opportunity to engage the community in enhancing economic development and lifelong learning opportunities for participants. This new facility will be constructed to meet Green Globes certification standards with an anticipated cost savings of \$83,279.44 over a 30 year period. The facility will house approximately 8 program staff who will deliver programs in the areas of Small Farm, Agricultural and Natural Resources, Adult and Community Leadership, Family Life & Nutrition, 4-H and Youth Development and Community Education. The facility expects to receive approximately 5,000 visitors each year. The agency estimates that the completed project will cost approximately \$4,200,274. (See attachment 4 for this agenda item for additional annual operating costs.) The agency also reports the projects date for execution of the construction contract is September 2018 and for completion of construction is July 2019.

- (e) Summary 4-2018: JBRC Item 6. (E24) Office of the Adjutant General
Project: 9770, Greenville Readiness Center Construction
Included in Annual CPIP: Yes – CPIP Priority 1 of 3 in FY15
JBRC/SFAA Phase II Approval: October 2013

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CHE Recommended Approval: N/A

<u>Source of Funding Detail</u>	<u>Original Budget Amount</u>	<u>Cumulative Changes Since Original Budget</u>	<u>Current Budget</u>	<u>Current Budget Adjustment Requested</u>	<u>Total Budget After Current Adjustment</u>
Federal, National Guard Bureau	300,366.00	14,959,784.00	15,260,150.00	136,117.54	15,396,267.54
Other, Greenville Technical College	0.00	6,000,000.00	6,000,000.00	0.00	6,000,000.00
All Sources	<u>300,366.00</u>	<u>20,959,784.00</u>	<u>21,260,150.00</u>	<u>136,117.54</u>	<u>21,396,267.54</u>

Funding Source: \$15,396,267.54 Federal, National Guard Bureau, which is funding identified as part of the Construction and Facilities Management Office's Master Cooperative Agreement through the Office of the Adjutant General and from the National Guard Bureau. \$6,000,000 Other, Greenville Technical College Construction Fund.

Request: Increase budget to \$21,396,267.54 (add \$136,117.54 Federal, National Guard Bureau Funds) to construct a new 94,000 square foot Readiness Center on South Carolina Technology and Aviation Center land leased from the City of Greenville and the County of Greenville located on Perimeter Road across from the Army Aviation Support Facility. The new Readiness Center will be a joint use building between the South Carolina Army National Guard and Greenville Technical College. Phase I was established in December 2012 and Phase II was established in October 2013 with a total projected cost of \$21,260,150. This facility will house the South Carolina Army National Guard and the Aviation School of Greenville Technical College. The Readiness Center is required to house the two units that will be using the new Army Aviation Support Facility (AASF) under construction at South Carolina Technology and Aviation Center (SCTAC). These units consist of the helicopters pilots and all the support personnel for the new Army Aviation Support Facility. The units to be housed in the Readiness Center are currently located at McEntire Joint National Guard Base. Greenville Tech's Aviation School will co-locate in the Readiness Center. The school teaches mechanics to repair various types of aircrafts. The National Guard's mechanics are now required to be trained by outside schools so with the school being co-located the mechanics can be trained on site. Additionally, it will be possible to offer other states the same training, therefore making the facility a Center of

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Excellence for the National Guard. The center will be utilized by 151 National Guard soldiers, 18 Greenville Tech faculty and 130 Greenville Tech students. The permanent structure will have a masonry and concrete block exterior with sheet rock and concrete block interior walls. The roof material will be a build-up system. The building will have an assembly hall, classrooms, library, learning center, simulation center, toilets/showers, administration office space, arms vault, supply room, equipment locker room space, an aircraft hangar for Greenville Tech and other required areas. This facility is being constructed to meet LEED Silver certification standards with anticipated cost savings of \$1,420,276.05 over a 30 year life cycle. A Phase II budget increase is being requested because the current budget amount is insufficient since there is a required matching amount of Greenville Tech's funds for each budget item. Also, due to budget increases provided by the National Guard Bureau. The agency estimates that the completed project will cost approximately \$21,396,327.54. (See attachment 5 for this agenda item for additional annual operating costs.) The agency also reports the projects estimated completion of construction is March 2018.

Phase II Increase & Revise Scope

- (f) Summary 4-2018: JBRC Item 7. (H24) SC State University
Project: 9649, Camp Harry E. Daniels 1890 Extension Facility Construction
Included in Annual CPIP: No
JBRC/SFAA Phase II Approval: October 2013

CHE Recommended Approval: This is a PSA project and does not require CHE approval.

<u>Source of Funding Detail</u>	<u>Original Budget Amount</u>	<u>Cumulative Changes Since Original Budget</u>		<u>Current Budget Adjustment Requested</u>	<u>Total Budget After Current Adjustment</u>
		<u>Original Budget</u>	<u>Current Budget</u>		
Federal, USDA Facilities Grant	20,250.00	3,079,750.00	3,100,000.00	500,000.00	3,600,000.00
All Sources	<u>20,250.00</u>	<u>3,079,750.00</u>	<u>3,100,000.00</u>	<u>500,000.00</u>	<u>3,600,000.00</u>

Funding Source: \$3,600,000 Federal, USDA/NIFA 1890 Facility Grant.

Request: Revise the scope and increase budget to \$3,600,000 (add \$500,000 Federal, USDA Facilities Grant Funds) to construct a new 1890 Extension facility at Camp Harry Daniels in Ellore for SC State. In October 2012, SC State received approval from the B&CB to begin design work to construct a facility that would include classrooms, labs, offices, a wellness room, and multi-

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purpose rooms. In October 2013, SC State received approval from the B&CB to establish the construction budget at \$3,100,000 to construct an approximately 18,400 square foot facility. Subsequent to receiving Phase II approval for this project, SC State experienced financial difficulties and changes in administration which resulted in a delay in this project. The architectural firm contracted also experienced personnel changes which resulted in having four project managers assigned over a four year period. The delays at the university and architectural firm combined with changes in building codes, added to the delay in receiving approval from the State Engineer (OSE) on the design/plan. A scope revision and Phase II budget increase is being requested due to construction cost increases that have occurred since 2013. In summer of 2017, the lowest bid for construction was estimated to be \$3.8 million. In an attempt to lower the cost, the floor plan size was reduced from 18,400 square feet to 14,494 square feet with modifications to some of the building materials, to obtain the new estimate of approximately \$3.3 million. The new facility will provide a safe and functional space for staff and volunteers to fulfill the Land Grant Mission of providing research, training, and service to the state's citizens. It will also provide instructional space and offer staff and volunteers the opportunity to engage the community in enhancing economic development and lifelong learning opportunities for participants. The existing facilities at Camp Daniels are unsafe and dilapidated and there are no facilities conducive to providing extension programs. This new facility will be constructed to meet Green Globes certification standards with an anticipated cost savings of \$57,660.40 over a 30 year period. The facility will house approximately 16 program staff who will deliver programs in the areas of Small Farm, Agricultural and Natural Resources, Adult and Community Leadership, Family Life & Nutrition, 4-H and Youth Development and Community Education. The facility expects to receive approximately 6,000 visitors each year. The agency estimates that the completed project will cost approximately \$3,600,000. (See attachment 6 for this agenda item for additional annual operating costs.) The agency also reports the projects date for execution of the construction contract is June 2018 and for completion of construction is July 2019.

Information relating to this matter has been retained in these files and is identified as Exhibit 5.

Division of Procurement Services: Waiver to Extend the Maximum Time on a Multi-term Contract for the University of South Carolina (Regular Session Item 4)

Section 11-35-2030(4), of the SC Consolidated Procurement Code limits the maximum time for any multi-term contract to seven years unless otherwise approved by the Authority. The University of South Carolina asked the Division of Procurement Services to assist in seeking

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Authority approval to authorize the University to solicit a contract for up to ten (10) years for Food Services at the USC Aiken Campus. University officials believe a contract term of ten years will attract better financial proposals and maximize its ability to attract proposals for improving its dining program including updating and improving existing dining facilities and equipment, and constructing a new multipurpose dining facility.

Mr. Eckstrom pointed out that USC is asking for a continuation of an arrangement that the Authority has approved before. He stated that Helen Zeigler's letter explains why a 10-year lease term is necessary. He noted that typically the Authority has approved those contracts because there are upfront capital costs that a lessor is incurring. He said he wondered why that was on a continuing basis in this case and Ms. Zeigler has answered that question in her letter as to the need for the additional capital investment.

Mr. Loftis said that the upfront capital cost is a good reason for a 10-year contract, but that other businesses have upfront capital costs and they manage that as part of their fees. He asked if other states' schools have a similar practice or does South Carolina stand out. John White, Materials Management Officer for the Division of Procurement Services, appeared before the Authority. He stated that he did not have an answer to Mr. Loftis' question and would have to research it. Mr. Eckstrom noted that USC is issuing an RFP and there will be competition.

Mr. Loftis further noted that this type of contract has been done repeatedly with other institutions and at USC. He indicated that he does not have much of a problem with the matter. He said he is always interested in knowing what other states are doing because some of their financial agreements, state law, and how the agreements are managed make a difference in how vendors bid. He commented that he does not know if any savings go to the student. Mr. Loftis stated he would like to see what other states do. He indicated that he is indifferent to the item going forward. Mr. White said that he would gather the information on what other states are doing for Mr. Loftis.

Rep. White commented it looks as if this is done for each university and it looks like a pattern. He said the RFPs for this kind of service has language that says an extension of 10 years would be sought and if that is not obtained the contract would go back to seven years. He said it appears that the universities are getting these 10 and 15-year contracts because of all of the upfront capital they are asking for. He noted that there are primarily two vendors involved in

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these kinds of contracts. He said his concern is that vendors remodel the cafeteria areas and the cost is passed on to the students in their meal plans. He said it is not known what the end cost is going to be or how much the food is going to increase. Rep. White stated that once this matter leaves JBRC and this motion is acted upon it is not known if USC is putting in granite counter tops or gold fixtures or what they are requiring in the RFP for the upfit. He said the danger in these contracts is that it is not known what is being done during the extension.

Mr. Eckstrom asked if this is an extension of an existing contract. Rep. White said he thought it was an RFP. Mr. White said that this is a new RFP for a new contract and that the existing contract is coming to an end. Mr. Eckstrom asked if the additional capital investment is imposed by USC or does the vendor come forward offering the capital investment to provide the services to the students. Rick Kelly with USC appeared before the Authority on behalf of USC on this matter. He stated that the preponderance of the things asked for in the RFP, e.g. a coffee shop or fast food pizza restaurant, come to them from the students concerning what they want to see on campus. He said in some instances it requires refurbishing and keeping the facilities nice and adding things. He noted that the second request before the Authority is from USC for USC Upstate. He noted that there is a business school located downtown from the campus that was part of a gift to USC. He said there is no food service there and there are 600 students there that need some kind of food. He noted that the students are currently having food brown bagged to them. He said they are asking vendors for proposals to develop that service and allow them time to amortize the debt they have to invest. Mr. Kelly said he does not know if all the states provide food service exactly the same way, but that most use multi-year contracts. He stated that he did not think there is much difference in the way South Carolina does business compared to other states.

Mr. Eckstrom asked Mr. Kelly what he meant by the term multi-term contract. Mr. Kelly responded that the General Assembly has given agencies the ability to enter into seven year contracts. He said the General Assembly has recognized that there may be times when it is necessary to have contract terms longer than seven years. Mr. Eckstrom asked if 10-year contracts for food services is the norm across the country. Mr. Kelly noted that when USC approached the Authority about the Columbia campus the volume decided the magnitude of the investment that the vendors would have to make and they, therefore, requested permission for a

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15-year contract. He said that is in line with the institutions. Mr. Kelly stated the two institutions before the Authority are small and so they requested 10 year contracts. Mr. Kelly noted that the selection process involves more than USC developing and finalizing what is chosen, but includes the Commission on Higher Education and the Division of Procurement Services in the process.

Senator Leatherman said his concern is the original vendor including its capital costs. He stated that to extend the contract for 5 years or 10 years gives the incumbent vendor an unfair advantage because they have already spent money in capital improvement. He said he does not think that other vendors can compete with that. Mr. Kelly said that because of that they require the vendor to work with the institution to develop an annual plan for the budgets in the coming year regardless of the length of the contract. He said they monitor the contract to try and ensure that the costs have been amortized by the end of the contract, but sometimes that does not happen. He said in this case there is approximately \$150,000 of debt that has not been fully amortized and that is identified in the RFP. He stated that the vendors know that if they get the contract they will have to assume that debt. He said they use a very methodical process that tries to ascertain what money will be spent and put it toward the front of the contract so that the vendor will have enough time to amortize the cost over the life of the contract and not carry it over into the next contract. Mr. Kelly acknowledged that the unamortized costs are occasionally carried over into the next contract.

In further discussion, Rep. White stated that this solicitation prevents competition in that the capital is being required upfront. He said that prevents some vendors from competing for the contract. He stated that currently there are two vendors that get this kind of contract. He commented that this is not spurring competition and it is not known if the best price is being received. He stated that the students are paying for this through their meal plans. Mr. Kelly commented that the two vendors Rep. White is talking about are Aramark and Sodexo. He said that Sodexo has provided services for the USC Columbia campus for 25 or 30-years but that changed this year. He said it was changed based on the proposal that was provided by Aramark. He noted that the vendors fight for the business every time. He said there is competition among the two or three vendors that provide the service.

Mr. Loftis asked at the end of the 10 or 15-year contract period who owns the equipment.

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Mr. Kelly stated that at the end of the amortization of the equipment the University owns the equipment.

Mr. Eckstrom asked Senator Leatherman and Rep. White if their concerns would be allayed if the leases were seven years instead of 10 years. They indicated seven years would be fine. Mr. Eckstrom asked why that would address the concern that an incumbent has the advantage. Senator Leatherman said the advantage would be for a shorter period of time. Rep. White noted that the law allows seven years but the RFP indicates that 10 years would be sought. He said he does not know that the students are getting a good deal. Mr. Eckstrom asked Mr. Kelly if the University has studied the difference between the cost for students of a seven, ten, and fifteen year lease. Mr. Kelly said that based on their history they have found that the longer term yields a better upfront investment. Mr. Eckstrom asked if it was something that could be measured. Mr. Kelly said that he did not know if they measured that. Mr. Eckstrom asked how the University knows if it is getting a better deal. Mr. Kelly said that they know that prices of the on-campus restaurants are compatible with others near campus. He noted that they get student involvement in what food services they want on campus.

Mr. Loftis stated that he is interested in seeing what it costs to eat at other universities. Mr. White stated that he would reach out the higher education agencies to see what information is available.

Upon a motion by Mr. Eckstrom, seconded by Mr. Loftis, the Authority, pursuant to SC Consolidated Procurement Code Section 11-35-2030(4), was asked to approve the University of South Carolina's request for a multi-term contract for Food Services USC Aiken Campus and authorize the solicitation of proposals and award of a contract for up to ten (10) years. The motion failed. Mr. Eckstrom voted for the motion. Senator Leatherman and Rep. White voted against the motion. Governor McMaster and Mr. Loftis abstained from voting on the motion.

Information relating to this matter has been retained in these files and is identified as Exhibit 6.

Division of Procurement Services: Waiver to Extend the Maximum Time on a Multi-term Contract for the University of South Carolina (Regular Session Item 5)

Section 11-35-2030(4), of the SC Consolidated Procurement Code limits the maximum time for any multi-term contract to seven years unless otherwise approved by the Authority. The

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University of South Carolina has asked the Division of Procurement Services to assist in seeking Authority approval to authorize the University to solicit a contract for up to ten (10) years for Food Services at the USC Upstate Campus. University officials believe a contract term of ten years will attract better financial proposals and maximize its ability to attract proposals for improving its dining program including improving the existing dining facilities.

Senator Leatherman indicated that his position for this item is the same as for the previous item.

Upon a motion by Mr. Eckstrom, seconded by Mr. Loftis, the Authority, pursuant to SC Consolidated Procurement Code Section 11-35-2030(4), was asked to approve the University of South Carolina's request for a multi-term contract for Food Services USC Upstate Campus and authorize the solicitation of proposals and award of a contract for up to ten (10) years. The motion failed. Mr. Eckstrom voted for the motion. Senator Leatherman and Rep. White voted against the motion. Governor McMaster and Mr. Loftis abstained from voting on the motion.

Information relating to this matter has been retained in these files and is identified as Exhibit 7.

Division of Procurement Services: Update Current Exemptions in Advertising (Regular #6)

Section 11-35-710 authorizes the State Fiscal Accountability Authority (the "Authority") to "exempt specific supplies, services, information technology, or construction from the purchasing procedures" of the South Carolina Consolidated Procurement Code.

On April 22, 1986, the Budget and Control Board approved the following exemptions for advertising:

- 1) Advertisements in professional journals or publications from the purchasing procedures of the Procurement Code.
- 2) 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.

The Department of Corrections asked the Division of Procurement Services for assistance to update the advertising exemptions to include advertising in magazines and online. The Division of Procurement Services recommended this request be expanded to exempt paid

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advertising regardless of medium provided that before advertising in mediums other than newspapers of general circulation, on radio or television, or professional journals, the agency head determines in writing that the advertising venue is appropriate for the placement of State advertisements. This exemption would not have extended to the acquisition of services regarding the placement of paid advertising or other related services (e.g., direct mail, consultants, publicist, media specialist, communications management, public relations, media services).

Governor McMaster moved for approval of the item. Mr. Loftis seconded the motion. Senator Leatherman noted that under Robert's Rules of Order the chair cannot make or second a motion. Mr. Gillespie commented that the Authority tends to loosely follow those rules. Governor McMaster stated that he has noticed that the Authority tends to loosely follow those rules. Mr. Loftis commented that the Authority does not have rules.

Upon a motion by Governor McMaster, seconded by Mr. Loftis, the Authority, pursuant to S.C. Code Section 11-35-710, was asked to update the exemptions for advertising. The motion failed. Governor McMaster and Mr. Loftis voted for the motion. Senator Leatherman and Mr. White voted against the motion. Mr. Eckstrom did not vote on the motion.

Brian White
Information relating to this matter has been retained in these files and is identified as Exhibit 8.

State Fiscal Accountability Authority: Future Meeting (Regular Session Item #7)

Upon a motion by Mr. White, seconded by Senator Leatherman, the Authority agreed to meet at 9:30 a.m. on Thursday, March 8, 2018, in Room 252, Edgar A. Brown Building.

Adjournment

The meeting adjourned at 10:30 a.m.

[Secretary's Note: In compliance with Code Section 30-4-80, public notice of and the agenda for this meeting were posted on bulletin boards in the office of the Governor's Press Secretary and in the Press Room, near the Authority Secretary's office in the Wade Hampton Building, and in the lobbies of the Wade Hampton Building and the Edgar A. Brown Building at 9:00 a.m. on Monday, January 29, 2018.]


STATE FISCAL ACCOUNTABILITY AUTHORITY AGENDA ITEM WORKSHEET

For meeting scheduled for: January 30, 2018

Green Agenda

1. Submitted by:

- (a) Agency: Division of Procurement Services
- (b) Authorized Official Signature



John St. C. White
Materials Management Officer

2. Subject:

Update current exemptions for advertising

3. Summary Background Information:

Section 11-35-710 authorizes the State Fiscal Accountability Authority (the "Authority") to "exempt specific supplies, services, information technology, or construction from the purchasing procedures" of the South Carolina Consolidated Procurement Code.

On April 22, 1986, the Budget and Control Board approved the following exemptions for advertising:

- 1) Advertisements in professional journals or publications from the purchasing procedures of the Procurement Code.
- 2) 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.

The Department of Corrections has asked for the Division of Procurement Services assistance to update the advertising exemptions to include advertising in magazines and online. The Division of Procurement Services recommends this request be expanded to exempt paid advertising regardless of medium provided that before advertising in mediums other than newspapers of general circulation, on radio or television, or professional journals, the agency head determines in writing that the advertising venue is appropriate for the placement of State advertisements. This exemption shall not extend to the acquisition of services regarding the placement of paid advertising or other related services (e.g., direct mail, consultants, publicist, media specialist, communications management, public relations, media services).

4. What is Authority asked to do?

Under authority of S.C. Code Section 11-35-710, update the exemptions for advertising with the following new exemption:

Regardless of medium (e.g., radio, television, newspaper, magazine, online), the acquisition of paid announcements (e.g., advertising) is exempt from the Procurement Code's purchasing procedures. This exemption does not extend to the acquisition of services regarding the placement of paid advertising or other related services (e.g., direct mail, consultants, publicist, media specialist, communications management, public relations, media services). Before advertising in mediums other than newspapers of general circulation, on radio or television, or professional journals, the agency head shall determine in writing that the advertising venue is appropriate for the placement of State advertisements.

Agencies shall submit semi-annual reports of their acquisitions under this exemption to the Division of Procurement Services. This exemption shall sunset in five years unless reauthorized by the Authority.

5. What is recommendation of Authority division involved?

Approve the request for updating the advertising exemptions.

6. Recommendation of other office (as required)?

(a) Authorized Signature: _____

(b) Division/Agency Name: _____

7. Supporting Documents:

A - Sections 11-35-710

B - Department of Corrections Request

Exhibit A

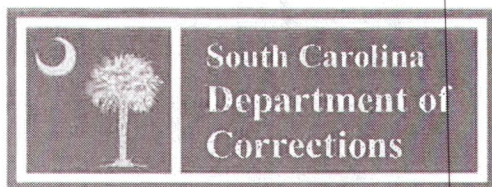
SECTION 11-35-710. Exemptions.

The board, upon the recommendation of the designated board office, may exempt governmental bodies from purchasing certain items through the respective chief procurement officer's area of responsibility. The board may exempt specific supplies, services, information technology, or construction from the purchasing procedures required in this chapter and for just cause by unanimous written decision limit or may withdraw exemptions provided for in this section. The following exemptions are granted from this chapter:

- (1) the construction, maintenance, and repair of bridges, highways, and roads; vehicle and road equipment maintenance and repair; and other emergency-type parts or equipment utilized by the Department of Transportation or the Department of Public Safety;
- (2) the purchase of raw materials by the South Carolina Department of Corrections, Division of Prison Industries;
- (3) South Carolina State Ports Authority;
- (4) Division of Public Railways of the Department of Commerce;
- (5) South Carolina Public Service Authority;
- (6) expenditure of funds at state institutions of higher learning derived wholly from athletic or other student contests, from the activities of student organizations, and from the operation of canteens and bookstores, except as the funds are used for the procurement of construction, architect-engineer, construction-management, and land surveying services;
- (7) livestock, feed, and veterinary supplies;
- (8) articles for commercial sale by all governmental bodies;
- (9) fresh fruits, vegetables, meats, fish, milk, and eggs;
- (10) South Carolina Arts Commission and South Carolina Museum Commission for the purchase of one-of-a-kind items such as paintings, antiques, sculpture, and similar objects. Before a governmental body procures the objects, the head of the purchasing agency shall prepare a written determination specifying the need for the objects and the benefits to the State. The South Carolina Arts Commission shall review the determination and forward a recommendation to the board for approval;
- (11) published books, periodicals, and technical pamphlets;
- (12) South Carolina Research Authority;
- (13) the purchase of supplies, services, or information technology by state offices, departments, institutions, agencies, boards, and commissions or the political subdivisions of this State from the South Carolina Department of Corrections, Division of Prison Industries;
- (14) Medical University Hospital Authority, if the Medical University Hospital Authority has promulgated a procurement process in accordance with its enabling provision.

HISTORY: 1981 Act No. 148, Section 1; 1984 Act No. 309, Section 4; 1993 Act No. 181, Section 94; 1995 Act No. 7, Part II, Section 51; 1996 Act No. 459, Section 7; 1997 Act No. 153, Section 1; 2000 Act No. 264, Section 4; 2006 Act No. 376, Section 13.

Exhibit B



HENRY McMASTER, Governor
BRYAN P. STIRLING, Director

November 6, 2017

Mr. John White
Materials Management Office
1201 Main Street Suite 600
Columbia, SC 29201

Dear Mr. White:

As I'm sure you are aware, the South Department of Corrections has been experiencing a shortage of Corrections Officers, Medical Practitioners, Teachers, Food Service Specialists, and Trades Specialists, just to name a few. In an effort to fill our open positions, we feel it is crucial to increase exposure to the agency by purchasing advertisements in many forms in order to maximize our recruiting efforts.

In the past, we have relied on more traditional forms of advertisements: newspapers, radio, television, and the like. And while we do experience some success with those outlets, we hope to expand our exposure even further by branching out to other avenues.

Today's society is more connected now than ever, and we have advertised in media that caters to that audience. However, there are other networking sites that we could benefit from as well, those such as LinkedIn. But comparing one networking website to another would be to compare apples to oranges.

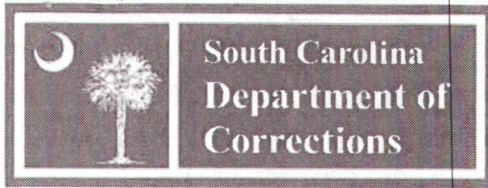
It is the hopes of this Agency that you will carefully consider our request to update the existing Procurement Exemption 1986.04.22 to include the following advertising mediums: internet, radio, television, newspapers, magazines and streaming online.

Very Respectfully,

A handwritten signature in dark ink that reads "Bryan P. Stirling". The signature is fluid and cursive, with a large, sweeping flourish at the end of the name.

Bryan P. Stirling, Director

Cc: Tom Osmer
Kimber Craig
Ruthie Bishop



HENRY McMASTER, Governor
BRYAN P. STIRLING, Director

October 25, 2017

Material Management Office
1201 Main Street, Suite 600
Columbia, SC 29201

Mr. White:

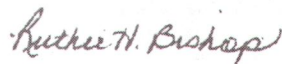
The South Carolina Department of Corrections uses an array of advertising mediums including newspapers, radio, television, billboards, and vehicle wraps.

Due to the enhancement in technology, most of our daily business is done utilizing on-line websites. SCDC Recruiting Office is responsible for placing employment ads with numerous resources in order to obtain Correctional Officer, Nurses, Doctors, Dentist, Teachers, and other professional jobs within SCDC. As with newspaper, radio, and television, these online may only attract various individuals. SCDC would like the flexibility to place ad in multiple outlets to cover all potential clientele. Websites such as www.Linkedin.com, www.BranchOut.com (achieved through Facebook), www.Gadball.com, and www.Beyond.com. Since on-line advertising varies from one website to another it is impossible to make comparisons to properly bid out this type of service.

Please consider taking this request to the board and asking them to consider updating the existing procurement exemption 1986.04.22 to include the following advertising mediums: internet, radio, television, newspapers, magazines, and streaming.

Thank you in advance for your assistance.

Sincerely,



Ruthie H. Bishop, CPPB
Division Director of Procurement Services
For Procurement Services
SC Department of Corrections

Cc: Bryan Stirling
Tom Osmer
Kimber Craig

STATE FISCAL ACCOUNTABILITY AUTHORITY
MEETING OF January 30, 2018

REGULAR SESSION
ITEM NUMBER 7

AGENCY: State Fiscal Accountability Authority

SUBJECT: Future Meeting

The next regular meeting of the State Fiscal Accountability Authority will be held at 9:30 a.m. on Thursday, March 8, 2018, in Room 252, Edgar A. Brown Building.

AUTHORITY ACTION REQUESTED:

Agree to meet at 9:30 a.m. on Thursday, March 8, 2018, in Room 252, Edgar A. Brown Building.

ATTACHMENTS:

Legislative Audit Council Recommendations - SCDC Action Sheet

Included in the Department of Corrections' (SCDC) January 16, 2020 letter to the House Legislative Oversight Committee (LOC). This information was provided in response to the following question in LOC's December 20, 2019, letter to the Department of Corrections: "21. Please provide the status of implementing changes recommended in the Legislative Audit Council's audit of SCDC."

SCDC Status of Implementing LAC Recommendations
(as of January 16, 2020)

Rec #	Rec to...	Recommendation	Page #	Section	Chapter	Action Taken	Date Action Taken	Reason No Action Taken	
1	SCDC	The S.C. Department of Corrections should compare advertising expenditures to selected referral sources of new recruits.	12	Recruitment	Correctional Officers (Cos) and Other Staff	SCDC Recruitment Branch tracks all marketing related to recruitment and retention of hired staff. This includes (digital advertisement, geotarget) and is done with tracking pixels on our landing pages on our employment page.	1/1/2019	n/a	DDA
2	SCDC	The S.C. Department of Corrections should refine the referral source selections in the NEOGOV tracking system to allow more specific tracking of referral sources.	12			Unfortunately only a NEOGOV Administrator can make these changes.	12/1/2018	Unfortunately only a NEOGOV Administrator can make these changes. SCDC asked to Department of Administration who has the capabilities to make the changes to NEOGOV.	DDA
3	SCDC	The S.C. Department of Corrections should design its website to include more information, such as videos, on available financial incentives for correctional officers.	12			The agency has been working on a public web site redesign, and will incorporate the suggestion to include more information, such as videos, on available financial incentives for correctional officers.	On going	n/a	DDA
4	General Assembly	The General Assembly should amend state law to lower the minimum age to become a correctional officer.	12			Please see Deputy Director for Operations Law Change #15 submitted to the House Legislative Oversight Committee.	1/6/2020	n/a	DDO
5	SCDC	The S.C. Department of Corrections should include in policy that all correctional officers are required to complete post-employment background checks every five years, as required by federal regulation.	13	Background Checks for Correctional Officers		The SCDC is in the process of updating the policy to reflect this change.	On going	n/a	DDA
6	SCDC	The S.C. Department of Corrections should complete post-employment background checks on all correctional officers every five years, as required by federal regulation, and maintain documentation for the required period.	13			The SCDC is in the process of updating the policy to reflect this change.	On going	n/a	DDA
7	SCDC	The S.C. Department of Corrections should ensure that background checks are completed on all volunteers before allowing them to attend orientation, as required by policy.	14	Background Checks for Volunteers		This is currently in practice.	On going	n/a	DDPRRS
8	SCDC	The S.C. Department of Corrections should complete background checks on all volunteers every three years, as required by policy, and maintain documentation for the required period.	14			This is currently in practice.	On going	n/a	DDPRRS
9	SCDC	The S.C. Department of Corrections should submit its training immediately to the South Carolina Criminal Justice Academy for approval by the S.C Law Enforcement Training Academy, and then every two years, as required.	19	Correctional Officer Training		Training was submitted and approved by South Carolina Law Enforcement Training Council.	8/29/2019	n/a	DDO
10	SCDC	The S.C. Department of Corrections should document changes and updates to training curricula.	19			Effective 1/2020 changes, updates, and edits in lesson plans (required to be reviewed at a minimum of every year) will be noted in a similar format as changes are tracked and monitored in the agency's policies. Changes will be maintained and archived.	Effective January 2020		DDO
11	SCDC	The S.C. Department of Corrections should reevaluate its curriculum that was eliminated from correctional officer basic training to determine if or how the deletion is affecting officer preparedness.	19			Requested review of new officer training by the National Institute of Corrections.	9/3/2019	n/a	DDO
12	SCDC	The S.C. Department of Corrections should hold quarterly agency training advisory council meetings to assess the agency's training needs.	19			Training advisory council meetings have began	started October 2019	n/a	DDO
13	SCDC	The S.C. Department of Corrections should complete the implementation of computer labs at all institutions.	19			Installed computer labs at all institutions.	7/8/2019	n/a	DDO
14	SCDC	The S.C. Department of Corrections should ensure all training, conducted via video, requires a comprehension quiz following the training video.	19			Effective Jan 2020 SCDC will incorporate quizzes for all SCDC produced training videos. A passing score of 70% will be required.	ongoing October 15, 2019; September 6, 2019	n/a	DDO
15	SCDC	The S.C. Department of Corrections should implement a policy for completing the first two courses of the supervisory development program within six months of being promoted to a supervisory position.	19			Director of the Training Academy will add to a policy requiring the first two courses of the supervisory development program for uniformed staff to be completed within twelve (12) months of being promoted to a supervisor position.	On going	n/a	DDO
16	SCDC	The S.C. Department of Corrections should determine what level of supervisor must participate in the supervisory development program.	19			Director of the Training Academy will add language to a policy that directs the level of supervisor that must complete the supervisory development program for uniformed staff.	On going	n/a	DDO
17	SCDC	The S.C. Department of Corrections should maintain consistent class sizes in the supervisory development program to ensure that all students who complete the first course can complete the entire program in the prescribed timeframe.	19			Effective 1/2020 class size has been expanded.	1/1/2020	n/a	DDO
18	SCDC	The S.C. Department of Corrections should ensure that it maintains accurate training records on the attendance and completion of training.	19			Effective 1/2020 training records will be scanned and archived electronically.	Effective January 2020	n/a	DDO
19	SCDC	The S.C. Department of Corrections should implement communication skills' training for supervisors.	19			SCDC's supervisory development courses contains communication components. The Training Academy will review each curriculum beginning in January 2020.	Effective January 2020	n/a	DDO
20	SCDC	The S.C. Department of Corrections should develop specific contraband training for contraband control officers and require its completion, as required by policy, to ensure consistent methods are used across all institutions for searching for and recording contraband that is found.	20	Required Training for Contraband Control Officers Not Provided		Draft contraband policy placing this requirement under DDO sent to DDO 8/21/19. Curriculum has been developed by Division of Security and pending approval by Division of Security Division Director.	8/21/19	n/a	DDO
21	SCDC	The S.C. Department of Corrections should amend its policy regarding security staff to complete training during off-duty hours to reflect its current practice to the extent that amendments adhere with national correctional standards.	22	Off-Duty Training and Overtime Pay		The ACA standard does not state that that employees cannot attend training during off-duty hours. It states that employees must be compensated for their time when training is conducted during off-duty hours. SCDC compensates all employees for time spent during training off-duty. Mr. Stines will submit change to ADM 17.03 on January 15, 2020.	Effective January 2020	n/a	DDO
22	SCDC	The S.C. Department of Corrections should amend its orientation training to include education on the Critical Incident Stress Management program.	24	Programs for Employees Who Experience Stress and Trauma		CISM and EAP information will be incorporated into the New Employee On-Boarding class.	Effective January 2020	n/a	DDPRRS
23	SCDC	When staffing levels permit, S.C. Department of Corrections should ensure that security staff take bona fide meal breaks.	25	Meal Breaks for Security Staff		Staff are provided meal breaks as staffing allows.	On going	n/a	DDO

SCDC Status of Implementing LAC Recommendations
(as of January 16, 2020)

Rec #	Rec to...	Recommendation	Page #	Section	Chapter	Action Taken	Date Action Taken	Reason No Action Taken	
24	SCDC	The S.C. Department of Corrections should implement an electronic timekeeping system at institutions to track when employees arrive, depart, and take breaks.	25			Currently in the implementation stages of utilizing KRONOS.	On going	n/a	DDA
25	SCDC	The S.C. Department of Corrections 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.	34	Correctional Officer Staffing Levels		The SCDC currently offers incentive pay at Level 2 and Level 3 institutions due to higher security risks. Proviso 37.32 allows for Special Assignment Pay for Level 2 and Level 3 institutions.	FY2008		DDA
26	SCDC	The S.C. Department of Corrections should ensure that overtime is being granted to the institutions that are in most need of staffing assistance due to vacancies.	42	Correctional Officer Salaries		Overtime is currently granted to institutions that need staffing assistance.	On going		DDA
27	SCDC	The S.C. Department of Corrections 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.	42			DDA staff is researching.	On going	n/a	DDA
28	SCDC	The S.C. Department of Corrections 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.	42			DDA staff is researching.	On going	n/a	DDA
29	SCDC	The S.C. Department of Corrections should evaluate what wages should be paid and incentives offered to certified nursing assistants, licensed practical nurses, and registered nurses to more effectively compete with private employers for nursing staff.	45	Nursing Staff Salaries		SCDC has evaluated wages for all these nursing professionals by comparing to the labor market in the different regions in South Carolina and with various state agencies. Our findings reveal that rates of pay for certified nursing assistants (CNAs), licensed practical nurses (LPNs) and registered nurses (RNs) are far lower than the market rates where we recruit personnel. SCDC rates for CNAs are 18% lower, LPNs are 40% lower, and RNs are 43% lower than the community rates. In Fiscal Year 2019 the Legislature granted an appropriation of \$1.25M which we applied to nursing salaries. This lessened the disparity, but we remain far below the community labor market rates for all of these professions. We have requested a significant increase in our FY2020/2021 budget in order to improve rates further to become competitive and be able to recruit and retain qualified nursing staff.	7/1/2019	n/a	DDHS
30	SCDC	The S.C. Department of Corrections should implement a policy outlining how overtime will be distributed among the agency's employees.	47	Distribution of Overtime		Policy ADM 11.21, Regular Working Hours/Overtime addresses how overtime is paid.	1/1/2005	n/a	DDA
31	SCDC	The S.C. Department of Corrections should identify the location of all holding cells in the state and inspect them annually as required by S.C. Code §24-9-20.	49	Inspections of Detention Facilities and Holding Cells		The Division Director responsible for the Inspections Program subsequently met with the Local Detention Committee of the South Carolina Association of Counties and obtained concurrence on SCDC's proposal to amend the applicable Standard accordingly. The Board of Directors for the South Carolina Association of Counties then approved this change at its December 2019 meeting, and thereafter SCDC adopted the new language on December 19, 2019, making it officially part of the Minimum Standards for Local Detention Facilities in South Carolina. Agency policy has since been amended as well to reflect that modification of frequency. There is now a requirement to inspect Holding Cells only once a year going forward. As previously stated, SCDC will initiate action to identify all Holding Cells in the state and ensure that they are inspected annually as soon as the additional staff positions requested are authorized and funded, presumably in the FY 2020-2021 budget.	Budget Request was made internally on August 14, 2019; December 19, 2019 for approval from SC Association of Counties; and January 6, 2020 for the policy amendment.	n/a	DDL
32	SCDC	The S.C. Department of Corrections should create targeted bonuses for institutions and shifts with high vacancy rates.	55	Efforts to Improve Staff Retention		The SCDC is in the process of analyzing shift retention at each institution.	On going	n/a	DDA
33	SCDC	The S.C. Department of Corrections should place retention lieutenants at the institutions with the highest turnover rates.	55			Retention Lieutenants have been placed in all Level 2 and 3 Institutions which are the current high vacancy institutions.	1/1/2016	n/a	DDA
34	SCDC	The S.C. Department of Corrections should create a policy that sets a timeframe for the completion of the Correctional Officer Skills Enhancement Program.	55			Policy has currently been drafted and up for approval.	1/12/2020	n/a	DDA
35	SCDC	The S.C. Department of Corrections should work to refine its tracking of employee reassignment requests in order to identify managers who could benefit from additional training.	55			This has been adopted.	On going	n/a	DDA
36	General Assembly	The S.C. General Assembly should amend S.C. 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 officer works in a critical need area.	56	Earning Exemptions for Retired Correctional Officers		See Deputy Director for Administration Law Change #3 submitted to the House Legislative Oversight Committee.	1/6/2020	n/a	DDA
37	SCDC	The S.C. Department of Corrections should establish, in policy, time limits addressing the length of time permitted, from the date of occurrence to the review meeting, in which employee violations are to be addressed.	57	No Time Limits for Issuing Corrective Actions		DDA staff is currently meeting with legal to make corrections and add time limits.	On going	n/a	DDA
		No recommendations		Analysis of Security Staff Separations		n/a	n/a	n/a	DDO
38	SCDC	The S.C. Department of Corrections should have separating employees directly enter responses into survey software.	66	Exit Survey Data		SCDC agrees with the need to have a more robust exit interview process. Note that this is a procedural change as the survey tool (survey monkey) supports this.	On going	n/a	DDA
39	SCDC	The S.C. Department of Corrections should only draw conclusions regarding data when response rates are adequate.	66			The agency agrees with this recommendation and will only draw conclusions regarding data when response rates are adequate.	On going	n/a	DDA
40	SCDC	The S.C. Department of Corrections should change its classification policy by integrating security and custody levels.	72	Classification System	Inmates	SCDC has identified a classification system and is in the process of implementing this system, beginning February 15, 2020. The Agency is currently training staff for implementation. SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020 letter).	5/1/2019	n/a	DDO
41	SCDC	The S.C. Department of Corrections should increase the number of classification levels, as necessary, and ensure that each level is distinctly different in terms of security and supervision.	72			SCDC has identified a classification system and is in the process of implementing this system, beginning February 15, 2020. The Agency is currently training staff for implementation. SCDC has also recommended a modification to 24-3-20 to require	5/1/2019	n/a	DDO

SCDC Status of Implementing LAC Recommendations
(as of January 16, 2020)

Rec #	Rec to...	Recommendation	Page #	Section	Chapter	Action Taken	Date Action Taken	Reason No Action Taken	
42	SCDC	The S.C. Department of Corrections should consider changes to its classification system based on recommendations from its newly-hired consultant.	72			SCDC has identified a classification system and is in the process of implementing this system, beginning February 15, 2020. The Agency is currently training staff for implementation. SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020 letter).	5/1/2019	n/a	DDO
43	SCDC	The S.C. Department of Corrections should ensure that its risk and needs assessment tool is revalidated every 3-5 years.	72			SCDC has identified a classification system and is in the process of implementing this system, beginning February 15, 2020. The Agency is currently training staff for implementation. SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020 letter).	5/1/2019	n/a	DDO
44	SCDC	The S.C. Department of Corrections should develop reclassification criteria that emphasize inmate participation in work opportunities, programs, and consistently good behavior.	72			SCDC has identified a classification system and is in the process of implementing this system, beginning February 15, 2020. The Agency is currently training staff for implementation. SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020 letter).	5/1/2019	n/a	DDO
45	SCDC	The S.C. Department of Corrections should revise its current security level criteria to place less significance on inmate incarcerative sentences and more on inmate behavior.	75			SCDC has identified a classification system and is in the process of implementing this system, beginning February 15, 2020. The Agency is currently training staff for implementation. SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020 letter).	5/1/2019	n/a	DDO
46	SCDC	The S.C. Department of Corrections should ensure that all security and custody level overrides are accompanied by a detailed, written explanation for the override code.	76			SCDC has identified a classification system and is in the process of implementing this system, beginning February 15, 2020. The Agency is currently training staff for implementation. SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020 letter).	5/1/2019	n/a	DDO
47	SCDC	The S.C. Department of Corrections should move forward with implementing a system to track classes/programs, when they are offered, by whom (volunteer or staff), attendance, mastery, and completion.	83	Programs for Inmates	Inmates	SCDC has requested funding in the FY 20/21 budget for a comprehensive software package that will provide a Risk, Needs, Responsibility assessment as well as monitor and track all inmates programming. Until such time as a new instrument is in place, PRRS staff is entering class participation in current Offender Management System for documentation of course completion.	9/1/2019	n/a	DDPRRS
48	SCDC	The S.C. Department of Corrections should identify evidence-based, core classes to offer to all inmates.	83		Inmate's Programs	The Division of Programs, Reentry, and Rehabilitative services has previously identified evidence-based core courses to be taught to all offenders. The Division is also in the process of identifying additional courses. The ongoing issue of limited staff continues to create and impediment to the effective delivery of course work to all offenders.	On going	n/a	DDPRRS
49	SCDC	The S.C. Department of Corrections should implement a policy on programming, including the identification of evidence-based, core courses and how successful completion will be measured.	83		Inmate's Programs	The Division of Program, Reentry, and Rehabilitative Services will develop a policy outlining the requirement of "core" courses for all inmates as well as an assessment tool to measure outcomes.	On going	The assessment tool to measure programmatic outcomes cannot be developed until all core programming is identified and purchased. Individual assessments will need to be conducted on each course.	DDPRRS
50	SCDC	The S. C. Department of Corrections should implement a policy outlining reentry preparation steps to be taken to prepare inmates for reentry into the community.	83		Reentry	Reentry policy is in the developmental stage, nearing completion.	8/1/2019	n/a	DDPRRS
51	SCDC	The S.C. Department of Corrections should examine the possibility of using completion of specific core classes/programs as incentives for inmates to earn good time credit.	83		Inmate's Programs	Programs Services, and Reentry has requested and amendment to legislation, specifically §24-13-230, to include an "earned program credit" for active participation in specific programs, whereby participants may receive a reduction in the term of his/her sentence in compliance with applicable state statutes.	12/1/2019	n/a	DDPRRS
52	SCDC	If the S.C. Department of Corrections establishes appropriate coursework for which good time credit may be applied, the General Assembly should amend state law to allow for specific training/class completion as qualifiers for good time credit	83		Good Time Credit	Course work is being identified as "core" courses for which inmates may be eligible for "earned program credit" based upon applicable state laws. Programs Services, Reentry and Rehabilitative Services has requested and amendment to legislation, specifically §24-13-230, to include an "earned program credit" for active participation in specific programs, whereby participants may receive a reduction in the term of his/her sentence in compliance with applicable state statutes.	12/1/2019	n/a	DDPRRS
53	SCDC	The S.C. Department of Corrections should continue to hire or reassign staff, as possible, to buttress the programming already provided by volunteers at its institutions.	83		Volunteers	Programs Services, Reentry and Rehabilitative Services has requested additional staff positions in the FY 20/21 budget to continue to grow programs and reentry services offered to offenders statewide.	8/1/2019	n/a	DDPRRS
54	SCDC	The S.C. Department of Corrections should include specific sanctions for inmates identified as being in a security threat group in its security threat group policy.	85	Security Threat Groups		Hired Corrections Gang Expert from CT DOC who is developing policy for STGs.	4/22/2019	New STG policy pending implementation of new classification system.	DDPS
55	SCDC	The S.C. Department of Corrections should impose sanctions on security threat group-validated leaders that are more severe than sanctions imposed on other security threat group members.	85			Hired Corrections Gang Expert from CT DOC who is developing policy for STGs.	4/22/2019	New STG policy pending implementation of new classification system.	DDPS
56	SCDC	The S.C. Department of Corrections should develop and implement a detailed security threat group step-down program that includes incentives for renouncing a security threat group.	86			Hired Corrections Gang Expert from CT DOC who is developing policy for STGs.	4/22/2019	New STG policy pending implementation of new classification system.	DDPS
57	SCDC	The S.C. Department of Corrections should pilot the separation of security threat groups in institutions known to have large numbers of inmates affiliated with a security threat group.	90			Hired Corrections Gang Expert from CT DOC who is developing policy for STGs.	4/22/2019	New STG policy pending implementation of new classification system.	DDPS
58	SCDC	The S.C. Department of Corrections should evaluate how the separation of security threat groups affects overall violent infractions within the prison.	90			Hired Corrections Gang Expert from CT DOC who is developing policy for STGs.	4/22/2019	New STG policy pending implementation of new classification system.	DDPS

SCDC Status of Implementing LAC Recommendations
(as of January 16, 2020)

Rec #	Rec to...	Recommendation	Page #	Section	Chapter	Action Taken	Date Action Taken	Reason No Action Taken	
59	SCDC	If piloted separation of security threat groups is successful, the S.C. Department of Corrections should implement separation of security threat groups in policy and practice.	90			Hired Corrections Gang Expert from CT DOC who is developing policy for STGs.	4/22/2019	New STG policy pending implementation of new classification system.	DDPS
60	SCDC	The S.C. Department of Corrections should include specific requirements in policy for the police services division and the classification division to regularly share all information regarding security threat groups.	91			Management of STGs has been removed from Police Services and is now under DDO. This change and the newly proposed policy will ensure information is more readily shared within the Division.	4/22/2019	New STG policy pending implementation of new classification system.	DDPS
61	SCDC	The S.C. Department of Corrections should develop and implement methods to ensure that all mentally ill inmates are placed in appropriate institutions and units based on security level, custody level, and necessary mental healthcare.	93	Placement of Mentally Ill Inmates		Request from DDO to DDHS to place a full time QMHP at Manning Reentry and Work Release Center.	8/9/2019	n/a	DDHS
62	SCDC	The S.C. Department of Corrections should include mental health in security and custody level criteria.	93			SCDC has identified a classification system and is in the process of implementing this system, beginning February 15, 2020. The Agency is currently training staff for implementation. SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020 letter). The new classification system will incorporate the mental health status/needs of the inmate into considerations for custody levels and housing.	5/1/2019 In process, Completion targeted June, 2020.	n/a	DDO
63	SCDC	The S.C. Department of Corrections should evaluate possible changes, such as including mental health units in lower-security institutions or rotating mental health staff to lower-level institutions, to care for mentally ill inmates.	93			Request from DDO to DDHS to place a full time QMHP at Manning Reentry and Work Release Center. This will be part of the implementation of the new classification system when it takes effect.	In process, Completion targeted June, 2020.	n/a	DDO
64	SCDC	The S.C. Department of Corrections should conduct a review to determine the causes of the increasingly disproportionate uses of force against inmates with mental illnesses.	96	Use of Force in SCDC Facilities		Quality and Improvement Risk Management Division has been meeting with Operations once to twice per month to discuss Use of Force Incidents beginning in 2017 and issuing reports for compliance assessment for settlement agreement purposes since 2016. QIRM and Operations also meet monthly for a telephone conference call with the implementation Panel Use of Force expert during which Use of Force MINs and a monthly QIRM Use of Force Report are analyzed beginning in 2017. Behavioral Health now works in collaboration with Operations and Quality Improvement & Risk Management (QIRM) to review all Use of Force (UOF) situations to determine whether appropriate procedures were followed. Behavioral Health has a designated staff member that reviews all situations and works with the team to conduct Continuous Quality Improvement (CQI) studies for the Mental Health Lawsuit Implementation Panel with the goal of the reduction of UOF overall and specifically for those with mental illness.	9/1/2019	n/a	DDL
65	SCDC	The S.C. Department of Corrections should ensure that all staff receive the required annual use of force training and training on managing inmates with mental illnesses.	96			Use of Force training has been added to the annual mandatory curriculum and this annual requirement will be specifically indicated in the Use of Force Policy OP-22.01. The "Recognizing & Responding" training was developed for those certified uniform staff that were hired prior to January 1, 2018 to train those in managing inmates with a mental illness. Others hired after January 1, 2018 receive the same information when participating in NEO, Orientation, and Basic. Several additional training sessions were scheduled prior to the end of 2019 to ensure we complete training of the existing work force.	In process, completion targeted 3/1/2020	n/a	DDO
66	SCDC	The S.C. Department of Corrections should conduct an analysis on the implications of transferring more problematic inmates to private or out-of-state institutions. Factors of this analysis should include, at a minimum: (a) Costs; (b) Quality of confinement; (c) Safe reduction of the S.C. Department of Corrections' inmate population; and (d) Decrease in major disciplinarys within the institutions, particularly considering reduction of security threat group-affiliated inmates.	97	Moving inmates to Private or Out-of-State Institutions		DDDO Office currently evaluating.	TBD	At the present time SCDC has not evaluated the implications of transferring more problematic inmates to private or out-of-state institutions. SCDC does believe the correctional goal of safety for staff and inmates was achieved with this transfer.	DDO
67	General Assembly	The General Assembly should amend S.C. Code §24-3-20 to only allow inmates with sentences of more than one year to be within the custody of the S.C. Department of Corrections.	100	Inmate Sentences		Please see Deputy Director for Operations Law Change #1 submitted to the House Legislative Oversight Committee.	1/6/2020	n/a	DDO
68	SCDC	The S.C. Department of Corrections and the S.C. Department of Probation, Parole and Pardon Services should communicate regularly on methods to safely release eligible inmates into the public, in addition to sharing inmate records through the offender management system and the parole information system.	104	SCDC and PPP		Directors from SCDC and PPP set up a task force of key employees from both agencies to meet regularly and discuss issues that mutually involve both agencies.	6/19/2019	n/a	DDL
69	SCDC	The S.C. Department of Corrections and the S.C. Department of Probation, Parole and Pardon Services should continue agency director meetings to facilitate communication about ways to prepare inmates for release and safely release inmates.	104	SCDC and PPP		Directors from SCDC and PPP set up a task force of key employees from both agencies to meet regularly and discuss issues that mutually involve both agencies.	6/19/2019	n/a	DDL
70	SCDC	The S.C. Department of Corrections should develop a system that can track the completion of programs for current inmates and ensure that the S.C. Department of Probation, Parole and Pardon Services has user-friendly access to this system.	104			Directors from SCDC and PPP set up a task force of key employees from both agencies to meet regularly and discuss issues that mutually involve both agencies.	6/19/2019	n/a	DDPRRS
71	SCDC	The S.C. Department of Corrections and the S.C. Department of Probation, Parole and Pardon Services should discuss the possibility of developing a victim-offender mediation program.	104	SCDC and PPP	Need for Victim Offender Mediation Program	SCDC implemented policy for the agency 3/2018 for the Victim Offender Dialogue (VOD) Process. We are not aware of the current status of PPP's implementation of the VOD process.	3/1/2018		DDPRRS

SCDC Status of Implementing LAC Recommendations
(as of January 16, 2020)

Rec #	Rec to...	Recommendation	Page #	Section	Chapter	Action Taken	Date Action Taken	Reason No Action Taken	
72	PPP	The S.C. Department of Probation, Parole and Pardon Services should communicate about how to handle cases where inmates eligible for parole are near their max-out dates.	104					SCDC has no authority over the parole board and the rates of parole. SCDC provides data daily to SCDPPTS on every inmate in our system to include their release dates. SCDPPTS makes these dates available to the parole board. Communication and coordination between SCDC and the Parole Board would be preferable, but, to date, no such relationship exist.	PPP
73	PPP	The S.C. Department of Probation, Parole and Pardon Services should require that all new parole board members, prior to their service on the board, observe parole board hearings for both violent and nonviolent offenders.	104					SCDC has no authority over the parole board and the rates of parole. SCDC provides data daily to SCDPPTS on every inmate in our system to include their release dates. SCDPPTS makes these dates available to the parole board. Communication and coordination between SCDC and the Parole Board would be preferable, but, to date, no such relationship exist.	PPP
74	SCDC	The S.C. Department of Corrections should develop a plan to safely decrease the percentage of max-out releases, specifically in Level 3 institutions, by increasing communication with the S.C. Department of Probation, Parole and Pardon and adding more programs provided to inmates in Level 3 institutions.	109					The LAC utilized Kirkland in the study to determine the number of maxout releases from a Level III institution. Kirkland should not have been utilized given the fact they are an R&E and a number of inmates max out prior to getting assigned to an institution due to the short length of sentences.	DDO
				Issue for Further Study - Criteria for Parole					
75	SCDC	The S.C. Department of Corrections should implement the remaining National Institute of Corrections' recommendations from the its 2009 technical assistance report on the agency by revising agency policies, almost all of which are security-related.	117	External Policy Reviews	Policy Review and Compliance Issues	DDO has implemented some of the NIC recommendations and are in the process of reviewing the additional recommendations.	On going		DDO
76	SCDC	The S.C. Department of Corrections should amend the agency's policies concerning internal audits of the lock shop and the use of inmates in security system checks to align with the National Institute of Corrections' recommendations.	117			DDO is working on these recommendations.	On going		DDO
77	SCDC	The S.C. Department of Corrections should continue addressing the implementation panel's policy recommendations.	117			DDO continues to implement IP panels policy recommendations. A revised RHU policy has been drafted by Operations and is currently under review; The Special Concerns Unit has not yet been created so the policy is not necessary at this time; The draft policy for Mental Health procedures for Use of Force was submitted to and approved by the Implementation Panel on October 15, 2019. The Office of Policy Development is awaiting the red-lined version of the amendments from SCDC Health Services; The policy revision to require annual review of the agency list of approved use of force instruments was completed by Operations on September 6, 2019; The Housing Unit Post Orders as they pertain to Cover Teams was revised by Operations prior to the November 2019 Implementation Panel site visit to require that use of MK-9 must be consistent with manufacturer's instructions. SCDC will continue to revise policy as recommendations are made by the IP and agreed upon by all parties.	ongoing October 15, 2019; September 6, 2019	n/a	DDL
		None		Efforts to Control Contraband					
78	SCDC	The S.C. Department of Corrections should implement the three policy recommendations concerning emergency preparedness, first responder procedures, and on-the-job training practices made by the Association of State Correctional Administrators that have yet to be implemented.	117			1) emergency preparedness - SCDC began implementing ICSC in January 2019. 2) First Responder procedures - SCDC began implementing first responder procedures from ICSC in January 2019. 3) <i>On the job training policy changes are being drafted by the Division of Education.</i>	1/1/2019	n/a	DDO
79	SCDC	The S.C. Department of Corrections should ensure that security staff perform all required security checks on individuals prior to their entry into an institution.	125	Issues with Contraband Detection and Prevention		SCDC installed body scanners at all Level II and Level III institutions. Staff, visitors, vendors, volunteers all must pass prior to entry. At three (3) institutions, the use of these body scanners are being prohibited by the internet bandwidth. Searches of these same individuals are not as stringent at Level I institutions.	9/30/2019	n/a	DDO
80	SCDC	The S.C. Department of Corrections should ensure that security staff properly conduct all required security checks on inmates.	125			Level I Wardens notified of policy requirement.	1/9/2020	n/a	DDO
81	SCDC	The S.C. Department of Corrections should ensure that there are no gaps in netting coverage around its institutions.	125			The gaps in netting were corrected at Lee, Kershaw, Turbeville, and Ridgeland.	2/5/2019	n/a	DDO

SCDC Status of Implementing LAC Recommendations
(as of January 16, 2020)

Rec #	Rec to...	Recommendation	Page #	Section	Chapter	Action Taken	Date Action Taken	Reason No Action Taken	
82	SCDC	The S.C. Department of Corrections should update its corrective action policy to include oral warnings, if the agency believes that is an appropriate corrective action for certain violations in the place of more punitive actions.	129	Staff Not Following Agency Policies		Verbal Warnings are already a part of the Corrective Action policy.	9/1/2007	n/a	DDA
83	General Assembly	The General Assembly should amend state law to make it illegal to introduce, or attempt to introduce, contraband into a correctional facility, regardless of intent.	132	Criminal Penalties for Introducing Contraband into Correctional Facilities		Please see Deputy Director for Police Services HLOC Law Repeal #3 and Change #4 submitted to the House Legislative Oversight Committee.	1/6/2020	n/a	DDPS
84	General Assembly	The General Assembly should amend state law to provide for different criminal penalties for different types of contraband.	132			Please see Deputy Director for Police Services HLOC Law Repeal #3 and Change #4 submitted to the House Legislative Oversight Committee.	1/6/2020	n/a	DDPS
85	SCDC	The S.C. Department of Corrections should prepare annual reports detailing corrective actions it has taken to prevent sexual abuse, the number of allegations and substantiated incidents of sexual abuse by facility, and comparisons with data from prior years. These reports should further be publicly released on the agency's website.	137	Federal PREA Regulations		SCDC produced an annual report for 2018. The annual report was posted on the SCDC website on May 7, 2019 and can be found at http://www.doc.sc.gov/preaweb/	May 7, 2019	n/a	DDLDC
86	SCDC	The S.C. Department of Corrections should revise its policy to more accurately reflect federal regulations promulgated under the Prison Rape Elimination Act.	137			SCDC requested and received assistance from the national PREA Resource Center for review of its PREA policy and completed the adjustments to accurately reflect federal regulations. A draft of the proposed amendments was completed on October 22, 2019 and approved by the Legal and Compliance Deputy Director on December 5, 2019. The amendments are currently being formatted and prepared by the Policy Development Branch for the agency distribution/ approval process.	October 22, 2019; December 5, 2019	n/a	DDLDC
87	SCDC	The S.C. Department of Corrections division of police services should proactively collaborate with agency's Prison Rape Elimination Act (PREA) staff in order to ensure that cases are properly classified as PREA cases.	137			SCDC began a process to ensure seamless cooperation between police services and the PREA Coordinator. Beginning in May 2019, Police Services and the PREA Coordinator began reviewing cases on a monthly basis to ensure all cases are received and triaged appropriately. Beginning in 2020, Police Services will send a monthly report for review.	May 2019	n/a	DDPS/DDLDC
88	SCDC	The S.C. Department of Corrections should revise its policy to include procedures to ensure that resignations from employees under investigation or terminated for sexual misconduct are not accepted.	137			The agency began a process to ensure resignations from employees under investigation for sexual misconduct are not accepted by sending all resignation letters and terminations to Police Services. The prohibition is also included in the draft amendment to the PREA policy. (Police Services receives notifications sent to EmployeeClearance@doc.sc.gov for termination or resignations and checks each name against the case management system. Notification to Human Resources, Employee Relations and General Counsel is made for any person found to be subject of an open investigation).	5/1/2018	n/a	DDA
89	SCDC	The S.C. Department of Corrections should resume the management review program and complete these reviews according to the schedule outlined in the agency policy	139	Inadequate Application of Internal Controls for Detecting and Preventing Contraband		A budget request was made to restore funding/positions to conduct the management reviews.	August 14, 2019	n/a	DDLDC
90	SCDC	The S.C. Department of Corrections should amend its policy review process to ensure responsible parties are annually reviewing their respective policies for accuracy.	140	Inadequate Policy Update Process		SCDC Policy GA-01.01, Policies, Publications, and Forms, was revised effective August 29, 2019, to reflect the recommendation made by the LAC. While agency policies will still be sent out for statewide review to ensure all SCDC staff are allowed to review and make policy recommendations, an additional process has been implemented to ensure that the responsible parties in the agency document their review of their respective policies. The Policy Development Branch created three new forms to establish a procedure to document the responsible party's review of their respective policies. The new procedure became effective on September 3, 2019.	August 29, 2019 and September 3, 2019	n/a	DDLDC
91	SCDC	The S.C. Department of Corrections should require that specific institutional post orders are approved by agency administration.	141	Institutional Post Orders Not Archived				Post orders are developed and published by the Division Director for Security and signed by the DDO. Wardens issue "Specific Institutional Procedures" in the appropriate section of the Post Order. These procedures do not dilute the authority of the Post Order but rather provide institutional specific nuances that may be applicable.	DDO
92	SCDC	The S.C. Department of Corrections should ensure that specific institutional post orders are archived by agency administration.	141			Agency policy OP 21.10 "Agency Records Management" directs the retention of all records in the agency. The retention schedule #16730, directs that "Post Orders and Specific Institutional Procedures" are maintained for six (6) Years and then destroyed. Wardens were informed to ensure this policy is followed.	1/9/2020	n/a	DDO
93	SCDC	The S.C. Department of Corrections should obtain an Attorney General's opinion on the legality of the statutory definition of a victim in S.C. Code §16-3-1510(1) as it relates to the Victims' Bill of Rights in the South Carolina Constitution.	143	Victim's Rights Not Afforded to Inmates		General Counsel's Office will request an Attorney General's opinion.	January of 2020	n/a	DDPRRS

SCDC Status of Implementing LAC Recommendations
(as of January 16, 2020)

Rec #	Rec to...	Recommendation	Page #	Section	Chapter	Action Taken	Date Action Taken	Reason No Action Taken	
94	SCDC	The S.C. Department of Corrections should update its policy to define what is considered a "serious injury" for the purposes of data collection and reporting.	150	Data Reliability Issues	Data Issues and Litigation Costs	DDO and the Director of Occupational Safety and Worker's Compensation are engaged in discussions concerning the most suitable definition and finalization is pending. The Director of Occupational Safety and Worker's Compensation can provide reliable data about "serious injury" and is the best source at this time due to the current limitation of the MIN system ability to account for changes in status. Retrieval of reliable data from the Director of Occupational Safety and Worker's Compensation has been available since 2018.	On going		DDO/DDLC
95	SCDC	The S.C. Department of Corrections should simplify the method it uses to count confiscated contraband cell phones by counting cell phones and cell phone accessories separately.	150			SCDC simplified the method as recommended.	8/1/2019	n/a	DDO
96	SCDC	The S.C. Department of Corrections should ensure that quarterly contraband reports created by its facilities are received by the division of operations.	150			SCDC Majors were instructed to ensure quarterly contraband reports to be sent to the division of operations at the Majors Meeting in October 2019. Wardens were provided the same information at the Warden's meeting in November 2019.	10/1/2019	n/a	DDO
97	SCDC	The S.C. Department of Corrections should utilize facility contraband reports to verify the accuracy of contraband data contained in the Management Information Notes system.	150			DDO evaluating recommendation.	TBD	DDO evaluating recommendation.	DDO
98	SCDC	The S.C. Department of Corrections should require amounts to be entered into all contraband-related entries in the Management Information Notes system.	150			DDO evaluating recommendation.	TBD	DDO evaluating recommendation.	DDO
99	SCDC	The S.C. Department of Corrections should update its policy and/or Management Information Notes training manual to specify the units in which different types of contraband are to be measured and recorded.	150			DDO evaluating recommendation.	TBD	DDO evaluating recommendation.	DDO
100	SCDC	The S.C. Department of Corrections should modify the Management Information Notes system to allow for more than six descriptive codes, numerical values greater than 999, and numerical values with at least one decimal place.	151			DDO evaluating recommendation.	TBD	DDO evaluating recommendation.	DDO
101	SCDC	The S.C. Department of Corrections should conduct inspections of facility contraband control operations areas as required by agency policy.	151			DDO evaluating recommendation.	TBD	DDO evaluating recommendation.	DDO
102	SCDC	The S.C. Department of Corrections should maintain consistency of its publicly reported performance measures from year to year.	153	Consistency and Transparency of Data Reporting		Although the agency has worked with the Executive Budget Office to refine performance measures over the years and has made all changes in an effort to be more informative and transparent, the agency agrees with this recommendation to maintain consistency of its publicly reported performance measures from year to year to enable comparisons over time.	On going	n/a	DDA
103	SCDC	The S.C. Department of Corrections should provide more information on how its publicly reported inmate escape statistics are calculated.	153			The agency agrees with this recommendation and will add a footnote to the escape report providing more information on how inmate escapes are reported.	estimate 1/15/2020	n/a	DDA
104	SCDC	The S.C. Department of Corrections should discontinue the use of a separate computer system for recording contraband searches conducted by the agency search team, and instead record these results within the Management Information Notes system.	157	Contraband and Assault Statistics		DDO evaluating recommendation.	TBD	DDO evaluating recommendation.	DDO
105	SCDC	If the S.C. Department of Corrections does not discontinue the use of a separate computer system for recording contraband searches conducted by the agency search team, it should use this data to verify the search results entered into the Management Information Notes system.	157			DDO evaluating recommendation.	TBD	DDO evaluating recommendation.	DDO
106	SCDC	The S.C. Department of Corrections should reevaluate its methodology for determining how it allocates its security positions to each institution, so that the agency may accurately calculate its vacancy rates.	160	Calculation of Vacancy Rates		The SCDC has followed up with the LAC since this report was published to explain the vacancy methodology	On going	n/a	DDA
		None		Litigation Costs					

Updated Program Evaluation Report Deliverables Information

Included in the Department of Corrections' (SCDC) January 16, 2020 letter to the House Legislative Oversight Committee (LOC). This information was provided in response to the following question in LOC's December 20, 2019, letter to the Department of Corrections: "22. Please provide an updated version of SCDC's Program Evaluation Report."

Deliverables

Agency Responding: Department of Corrections												
Date of Submission: September 28, 2019 (updated January 2020)												
Agency Statement: The information provided to the House Legislative Oversight Committee is accurate to the best of the Department of Corrections or its agents' knowledge and as of the date of submission. The Department of Corrections reserves the right to clarify, change, or amend the information provided if other information becomes available or there was a misunderstanding related to the request.												
Item #	Deliverable	Associated Laws	Is deliverable Required or Allowed by law?	Associated Organizational Unit	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?	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?	Additional comments from agency (optional)	
1.0000	Manage the agency	24-1-40; 24-1-130	Require	Administration	Yes	Yes	Yes	Yes	Yes	No		
1.1000	Director execute bond for \$50,000	24-1-120	Require	Administration	Yes	Yes	Yes	Yes	Yes	No		
1.2000	Establish rules and regulations for the performance of the agency's functions	24-1-90	Allow	Administration	Yes	Yes	Yes	Yes	Yes	No		
1.3000	Identify key program area descriptions and expenditures and link those to key financial and performance results measures in the Accountability Report	117.29 (2018-19 Appropriations Bill H.4950)	Require	Administration	Yes	Yes	Yes	Yes	Yes	No		
1.4000	Director can request reports from departments as needed	24-1-160	Allow	Administration	Yes	Yes	Yes	Yes	Yes	No		
2.0000	Employees, hire and manage	24-1-110(A)	Allow	Administration	Yes	Yes	Yes	Yes	Yes	No		
2.1000	Prohibit employee from holding two elected positions	Constitution, Article VI, Section 3	Require	Administration	Yes	Yes	Yes	Yes	Yes	No		
2.3000	Director require other employees to execute bond	24-1-120	Allow	Administration	Yes	Yes	Yes	Yes	Yes	No		
2.4000	Provide Correctional Officer retention incentive (CORI) services, which Includes: (1) Provide certain services to correctional officers at no cost or at a reduced cost, which may include, but not limited to, haircuts, cleaning of agency uniforms, and other services that relate directly to job requirements for correctional officers; (2) Utilize inmates to provide CORI services; (3) Set the price for CORI services; (4) Retain funds generated from CORI services; (5) Apply funds generated from CORI services to costs associated with the operation of CORI.	24-1-110(B)	Allow	Office of the Director	Yes	Yes	Yes	Yes	Yes	No		
2.5000	Retain fees from correctional officer retention incentives and apply them to costs associated with the operation of correctional officer retention incentives	24-1-110(B)	Allow	Office of the Director	Yes	Yes	Yes	Yes	Yes	No		
2.6000	Increase salary of "certified instructional personnel" in accordance with State increase	65.3 (2018-19 Appropriations Bill H.4950)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
2.7000	Utilize funds appropriated for special assignment pay solely for special assignment pay to employees in full-time equivalent positions (purpose - address vacancies and turnover of staff by providing a pay differential for certain employees assigned to institutions with a Level II or Level III security designation.)	65.18 (2018-19 Appropriations Bill H.4950)	Require	Administration	Yes	Yes	Yes	Yes	Yes	No		
2.8000	Determine amount of special assignment pay for appropriate staff	65.18 (2018-19 Appropriations Bill H.4950)	Require	Administration	Yes	Yes	Yes	Yes	Yes	No		
2.9000	Replace applicable employee property if damaged or destroyed by inmate	117.17 (2018-19 Appropriations Bill H.4950)	Allow	Administration	Yes	Yes	Yes	Yes	Yes	Yes		
2.9100	Establish guidelines for replacement of employee property damaged by inmates	117.17 (2018-19 Appropriations Bill H.4950)	Require	Administration	Yes	Yes	Yes	Yes	Yes	Yes		
2.9200	Meals during emergencies or emergency simulation exercises, provide to employees	65.27 (2018-19 Appropriations Bill H.4950)	Allow	Operations	Yes	Yes	Yes	Yes	Yes	No		
3.0000	Financial and asset information, deposit, utilize, and record as required in statute	See those below		Administration	Yes	Yes	Yes	Yes	Yes	No		
3.1000	Provide Governor, in a timely manner as part of budget submission, certain information which is outlined in Note 1 at the end of this chart.	2-65-20	Require	Administration	Yes	Yes	Yes	Yes	Yes	No		

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3.2000	Deposit donations or contributions from sources other than the federal government in special accounts in the State Treasury	11-13-45	Require	Administration	Yes	Yes	Yes	Yes	Yes	No	
3.3000	Deposit all federal funds in the State Treasury	11-13-45	Require	Administration	Yes	Yes	Yes	Yes	Yes	No	
3.4000	Deposit funds received from private entities for processing electronic transfers into the E.H. Cooper Trust Fund, into the "inmate Welfare Fund" and spend for benefit of inmate population	65.14 (2018-19 Appropriations Bill H.4950)	Require	Administration	Yes	Yes	Yes	Yes	Yes	No	
3.5000	Retain Purchase Card Program rebates to support operations	117.59 (2018-19 Appropriations Bill H.4950)	Allow	Administration	Yes	Yes	Yes	Yes	Yes	No	
3.6000	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 or benefits for employees.	11-13-45	Require	Administration	Yes	Yes	Yes	Yes	Yes	No	
3.7000	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 or benefits for employees.	11-13-45	Require	Administration	Yes	Yes	Yes	Yes	Yes	No	
3.8000	On federal grants and contracts SCDC receives, to which indirect costs may be charged (costs of supportive services within an agency or provided by another agency which benefit more than one program and which may be charged to federal programs in accordance with Office Management and Budget Circular A-87 or A-21), SCDC will... (1) Recover maximum allowable indirect costs (2) Credit indirect cost recoveries to general fund (3) Prepare and submit indirect costs proposal to Executive Budget Office for approval (and if requested, provide to House W&M and Senate Finance) SCDC may... (1) request, in its budget request, waiver of the requirements above Legislative intent in enabling Act	2-65-70	Require	Administration	Yes	Yes	Yes	Yes	Yes	No	
3.9000	Notify Executive Budget Office and Comptroller General before transferring any appropriated funds between agency programs (as programs is utilized in the general appropriations act)	117.9 (2018-19 Appropriations Bill H.4950)	Require	Administration	Yes	Yes	Yes	Yes	Yes	No	
3.9100	Do not transfer more than 20% of funds appropriated to a certain program, to another program	117.9 (2018-19 Appropriations Bill H.4950)	Require	Administration	Yes	Yes	Yes	Yes	Yes	No	
3.9200	Provide details of any transfer of appropriated funds between agency programs, when requested by a member of the General Assembly	117.9 (2018-19 Appropriations Bill H.4950)	Require	Administration	Yes	Yes	Yes	Yes	Yes	No	
3.9300	Utilize agency appropriated funds to avoid a deficit	117.81 (2018-19 Appropriations Bill H.4950)	Require	Administration	Yes	Yes	Yes	Yes	Yes	No	
3.9400	Notify General Assembly and work with Executive Budget Office to develop a plan to avoid a year-end deficit, if a quarterly deficit monitoring review by EBO determines the likelihood of such a deficit exists	117.81 (2018-19 Appropriations Bill H.4950)	Require	Administration	Yes	Yes	Yes	Yes	Yes	No	
3.9500	Do not withhold services to carry forward general funds	117.23 (2018-19 Appropriations Bill H.4950)	Require	Administration	Yes	Yes	Yes	Yes	Yes	No	

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3.9600	Carry forward up to 10% of unspent general appropriated funds from prior fiscal year	117.23 (2018-19 Appropriations Bill H.4950)	Allow	Administration	Yes	Yes	Yes	Yes	Yes	No		
3.9700	Follow the following definition/process when calculating carry forward: Agencies which have separate general fund carry forward authority must exclude the amount carried forward by such separate authority from their base for purposes of calculating the ten percent carry forward authorized herein. Any funds that are carried forward as a result of this provision are not considered part of the base of appropriations for any succeeding years.	117.23 (2018-19 Appropriations Bill H.4950)	Require	Administration	Yes	Yes	Yes	Yes	Yes	No		
3.9800	Transfer \$20,500 each month to Attorney General's office for distribution through the State Victims Assistance Program	117.94 (2018-19 Appropriations Bill H.4950)	Require	Administration	Yes	Yes	Yes	Yes	Yes	No		
3.9900	Return to the general fund, state appropriations provided to match federal if the federal funds are not available to be used for the project for which state appropriations were provided, unless there is written approval from State Fiscal Accountability Authority to do otherwise	11-13-45	Require	Administration	Yes	Yes	Yes	Yes	Yes	No		
3.9910	Retain, for general operating purposes, reimbursements for expenses incurred in a prior fiscal year	65.10 (2018-19 Appropriations Bill H.4950)	Allow	Administration	Yes	Yes	Yes	Yes	Yes	No		
3.9920	Appropriate year-end funds	24-3-190	Require	Administration	Yes	Yes	Yes	Yes	Yes	No		
3.9930	Maintain complete and accurate financial records	24-1-170	Require	Administration	Yes	Yes	Yes	Yes	Yes	No		
3.9940	Submit year-end financial documents to the Office of the Comptroller General	118.1 (2018-19 Appropriations Bill H.4950)	Require	Administration	Yes	Yes	Yes	Yes	Yes	No		
3.9950	Provide links to websites of any agencies that provide SCDC monthly procurement card statements	117.84 (2018-19 Appropriations Bill H.4950)	Require	Administration	Yes	Yes	Yes	Yes	Yes	No		
3.9960	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	24-1-150	Require	Administration	Yes	Yes	Yes	Yes	Yes	No		
3.9970	Print inventory/fiscal affairs report for the public	24-1-150	Require	Administration	Yes	Yes	Yes	Yes	Yes	No		
4.0000	Self-sustaining, establish prison system as	24-1-20; 24-1-30	Require	Office of the Director	Yes	Yes	Yes	Yes	Yes	No		
5.0000	Functions of SCDC and Dept. of Probation, Parole, and Pardon (PPP), collaborate with PPP to consolidate	117.95 (2018-19 Appropriations Bill H.4950)	Allow	Office of the Director	Yes	Yes	Yes	No	Yes	Yes		
6.0000	Jail and Prison Inspection Division, establish for activities related to mandated inspections	24-9-10	Require	Legal & Compliance	Yes	Yes	Yes	No	No	No		
6.1000	Select inspectors for the Jail and Prison Inspection Division	24-9-10	Require	Legal & Compliance	Yes	Yes	Yes	No	No	No		
7.0000	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"	24-26-10	Require	Office of the Director	Yes	Yes	Yes	No	Yes	Yes		
7.1000	Perform required duties as member of S.C. Sentencing Guidelines Commission	24-26-20	Require	Office of the Director	Yes	Yes	Yes	No	Yes	Yes		

Deliverables

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Item #	Deliverable	Associated Laws	Is deliverable Required or Allowed by law?	Associated Organizational Unit	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?	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?	Additional comments from agency (optional)
7.2000	Participate, as a member of the S.C. Sentencing Guidelines Commission, in selection of a staff director	24-26-30 and 24-26-40	Require	Office of the Director	Yes	Yes	Yes	Employees, Not Inmates	Yes	Yes	
7.3000	Participate, as a member of the S.C. Sentencing Guidelines Commission, in recommending to the General Assembly a classification system for inmates	24-26-60	Require	Office of the Director	Yes	Yes	Yes	No	Yes	Yes	
8.0000	Detain prisoners when directed to do so	See below		Operations	Yes	Yes	Only those currently in safekeeping custody	Yes	Yes	Yes - See Note 2 at end of chart.	
8.1000	Detain inmates when directed by law enforcement or Governor	24-3-80	Require	Operations	Yes	Yes	Only those currently in safekeeping custody	Yes	Yes	Yes - See Note 2 at end of chart.	
8.2000	Detain inmates when directed by other agencies	24-3-85	Require	Operations	Yes	Yes	Yes	Yes	Yes	No	
8.3000	Detain inmates under direction of the Federal government	24-3-90	Require	Operations: Central Classification	Yes	Yes	Yes	Yes	Yes	No	
8.4000	Care and custody of housing illegal aliens, Retain funds received from US DOJ and the State Criminal Alien Assistance Program to offset expenses for	65.4 (2018-19 Appropriations Bill H.4950)	Require	Operations	Yes	Yes	Yes	Yes	Yes	Yes	
9.0000	Admit prisoners at SCDC facilities	See below		Operations; Central Classification	Yes	Yes	Yes	Yes	Yes	No	
9.1000	Accept new inmates from each local facility	65.19 (2018-19 Appropriations Bill H.4950)	Require	Operations	Yes	Yes	Yes	Yes	Yes	No	
9.2000	Determine admissions schedule for inmates	65.19 (2018-19 Appropriations Bill H.4950)	Allow	Operations	Yes	Yes	Yes	Yes	Yes	No	
10.0000	Process inmates at a Reception and Evaluation Center	See below	Require	Operations; Health Services	Yes	Yes	Yes	Yes	Yes	Yes	
10.1000	Omit inmates with sentences greater than 90 days, but who have credit for jail time in excess of their sentence, from being admitted and physically processed through Reception and Evaluation centers	65.24 (2018-19 Appropriations Bill H.4950)	Allow	Operations; Health Services	Yes	Yes	Yes	Yes	Yes	Yes	
11.0000	DNA samples from inmates, obtain from those who are legally required to submit	65.24 (2018-19 Appropriations Bill H.4950)	Require	Health Services	Yes	Yes	Yes	Yes	Yes	Yes	
11.1000	Collect fee for DNA sample from inmates and submit to State Treasurer	65.24 (2018-19 Appropriations Bill H.4950)	Require	Health Services	Yes	Yes	Yes	Yes	Yes	Yes	
11.2000	Transfer collected DNA fees to State Law Enforcement Division to offset the expenses incurred to operate the State DNA Database program	117.31 (2018-19 Appropriations Bill H.4950)	Require	Health Services	Yes	Yes	Yes	Yes	Yes	Yes	
12.0000	Classification of inmates, establish rules, regulations, and plan for - Determine different ways to characterize inmates in order to maintain data on them and determine where each will be housed/confined	24-1-140	Allow	Operations; Central Classification	Yes	Yes	Yes	Yes	Yes	No	
12.1000	Develop a plan for the implementation of a statewide case classification system which includes all items stated in Section 24-23-20	24-23-10 and 24-23-20	Require	Operations; Central Classification	Yes	Yes	Yes	Yes	Yes	No	
13.0000	Place of confinement for inmates, determine appropriate place Legislative Intent in enabling Act: See Note 3 at the end of this chart.	24-3-20 (A) and 24-3-30(A)	Require	Operations; Central Classification	Yes	Yes	Yes	Yes	Yes	No	
13.1000	Establish rules and regulations for separation of inmates	24-1-140	Allow	Operations; Central Classification	Yes	Yes	Yes	Yes	Yes	No	
13.2000	Confine juvenile offenders separately from older inmates	S.C. Constitution , Article XII, Section 3	Require	Operations; Central Classification	Yes	Yes	Yes	Yes	Yes	No	

Deliverables

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13.3000	Separate males and females in all prison facilities	24-13-10	Require	Operations; Central Classification	Yes	Yes	Yes	Yes	Yes	No		
13.4000	Consider proximity to home in inmate facility assignment	24-3-30(B)	Require	Operations; Central Classification	Yes	Yes	Yes	Yes	Yes	No		
13.5000	Obtain consent before confining inmates in local facilities	24-3-30(A)	Require	Legal and Compliance	Yes	Yes	Yes	No	No	No		
13.6000	Terminate assignments if facilities unsuitable	24-3-30(C)	Require	Legal and Compliance	Yes	Yes	Yes	No	No	No		
13.7000	Transfer designated inmates to other institutions when necessary	Constitution, Article XII, Section 9	Allow	Operations; Central Classification	Yes	Yes	Yes	Yes	Yes	No		
13.8000	Extend limits of place of confinement for trustworthy inmates in specific situations (see work release, medical, etc. deliverables)	24-3-210	Require	Operations; Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	Yes		
13.9000	Interstate Corrections Compact	24-11-20 and 24-11-30	Require	Operations; Central Classification	Yes	Yes	Yes	Yes	Yes	No		
13.9100	Comply with the Federal Prison Rape Elimination Act	PREA - 115.5 et al	Require	Operations; Legal and Compliance	Yes	Yes	Yes - Inmate population at all 21 prisons	Yes	Yes	No		
14.0000	Sick or dying family members of inmates, provide inmates ability to visit	24-3-220(A)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	Yes		
14.1000	Verify inmate relatives prior to allowing inmate to visit sick or dying family member	24-3-220(B)	Require	Programs, Reentry, and Rehabilitative Services	No	Yes	Yes	No	Yes	Yes		
14.2000	Notify victims and inmate relatives, when applicable, prior to inmate visiting sick or dying family member	24-3-220(D)	Require	Programs, Reentry, and Rehabilitative Services	No	Yes	Yes	No	Yes	Yes		
14.3000	Provide transportation for inmates visiting sick or dying family member	24-3-220(C)	Require	Operations; Programs, Reentry, and Rehabilitative Services	No	Yes	Yes	No	Yes	Yes		
14.4000	Collect funds for transportation of inmates to visit sick or dying family member	24-3-220(C)	Allow	Programs, Reentry, and Rehabilitative Services	No	Yes	Yes	No	Yes	Yes		
15.0000	Terminally ill inmates, extend limits of confinement for	24-3-210	Allow	Operations; Health Services	Yes	Yes	Yes	Yes	Yes	Yes		
15.1000	File petitions to the full parole board for release of an inmate who is terminally ill, geriatric, permanently incapacitated, or any combination of these conditions	24-21-715(B)	Allow	Operations; Central Classification	Yes	Yes	Yes	Yes	Yes	No		
16.0000	Inmate deaths (non-execution), take actions outlined in statute	See below	Require	Health Services	Yes	Yes	Yes	Yes	Yes	No		
16.1000	County coroner, immediately notify if a person dies while in prison	24-9-35	Require	Health Services	Yes	Yes	Yes	Yes	Yes	No		
16.2000	Death and circumstances surrounding it, report this information within 72 hours to the SCDC Inspection Division on the forms created by the division, if a person dies while in prison	24-9-35	Require	Health Services	Yes	Yes	Yes	Yes	Yes	No		
16.3000	Create reports on which a facility manager can report the death of an inmate and the circumstances surrounding it	24-9-35	Require	Legal and Compliance	Yes	Yes	Yes	Yes	Yes	No		
16.4000	If a person dies while in jail or prison, SCDC Jail and Prison Inspection Division retains the facility manager's report of the death and circumstances surrounding it forever	24-9-35	Require	Legal and Compliance	Yes	Yes	Yes	Yes	Yes	No		
17.0000	Discharge on the basis of serving the entire sentenced term, follow the rules in 24-3-210 and 24-3-220 when determining if an inmate is eligible for	24-13-210(E-F) and 24-13-220	Require	Operations; Central Classification	Yes	Yes	Yes	Yes	Yes	No		
17.1000	Follow the rules in 24-13-40 and 24-13-175 when calculating time served by an inmate	24-13-40; 24-13-175	Require	Operations; Central Classification	Yes	Yes	Yes	Yes	Yes	No		
17.2000	Release inmates, required to serve sentence of 6 months or more, on the first day of the last month of their sentence (with exceptions for weekends)	65.13 (2018-19 Appropriations Bill H.4950)	Allow	Operations	Yes	Yes	Yes	Yes	Yes	No		
17.3000	Provide clothing to newly released inmates	24-3-180; 24-1-130	Require	Programs, Reentry, and Rehabilitative Services	No	Yes	Yes	No	Yes	No		
17.4000	Collect funds from State treasurer for clothing to newly released inmates	24-3-180	Require	Operations; Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
17.5000	Provide transportation to newly released inmates	24-3-180	Require	Operations; Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
17.6000	Collect funds from State treasurer for transportation to newly released inmates	24-3-180	Require	Operations; Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		

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18.0000	Operating capacities of prison system, monitor and report	See below		Operations; Central Classification	Yes	Yes	Yes	Yes	Yes	No		
18.1000	Establish, with the Department of Administration, operating capacities of the prison system	24-22-160	Require	Operations; Resource and Information Management	Yes	Yes	Yes	Yes	Yes	No		
18.2000	Certify, with the Department of Administration, current, or establish new, operating capacities of the prison system, at least quarterly	24-22-160	Require	Operations; Resource and Information Management	Yes	Yes	Yes	Yes	Yes	No		
18.3000	Create additional facility within Kirkland Correctional Institute to hold overflow inmates for Reception and Evaluation Center processing	65.19 (2018-19 Appropriations Bill H.4950)	Allow	Operations	Yes	Yes	Yes	Yes	Yes	No		
18.4000	Utilize funds appropriated in the General Appropriations Act specifically to accomplish the Quota Elimination initiative and to open a 96-bed unit at the MacDougall Correctional Institution and the 192-bed housing units at Kirkland Correctional Institution. The funds may not be transferred to any other program or used for any other purpose	65.19 (2018-19 Appropriations Bill H.4950)	Require	Operations	Yes	Yes	Yes	Yes	Yes	No		
19.0000	Land for buildings, sewer or water lines necessary for the prison system, purchase or condemn	24-1-230	Allow	Administration; Facilities Management	Yes	Yes	Yes	Yes	Yes	No		
19.1000	Use funds generated from sale of real property to offset renovation and maintenance capital expenses	65.11 (2018-19 Appropriations Bill H.4950)	Require	Administration	Yes	Yes	Yes	Yes	Yes	No		
19.2000	Utilize appropriated funds to construct multi-purpose buildings at SCDC institutions, once all prerequisites are met: (1) at Lieber, McCormick, Leath, 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 one-half of the cost of construction, including design and engineering cost (Joint resolution to appropriate monies from capital reserve fund for FY 2005-2006)	65.20 (2018-19 Appropriations Bill H.4950)	Require	Administration	Yes	Yes	Yes	Yes	Yes	No		
20.0000	New facilities, receive construction plans for these to certify compliance with minimum design standards (Inspection Division)	24-9-40	Require	Legal & Compliance	Yes	No	Yes	No	No	No		
20.1000	Receive notification of jail facility opening from appropriate officials, 15 days or more before opening of jail facility (Inspection Division)	24-9-40	Require	Legal & Compliance	Yes	No	No	No	No	No		
20.2000	Conduct inspections before opening of jail facility (Inspection Division)	24-9-40	Require	Legal & Compliance	Yes	No	No	No	No	No		
21.0000	Youthful Offender Division, establish, appoint necessary staff, and provide facilities within SCDC for the division	24-19-10 and 24-19-20, 24-19-70	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.1000	Consider problems of treatment (corrective and preventive guidance and training designed to protect the public by correcting the antisocial tendencies of youthful offenders; this may also include vocational and other training considered appropriate and necessary by the division) and correction in the youthful offender program	24-19-30	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.2000	Make recommendations for general treatment and correction policies and procedures for youthful offender program	24-19-30	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.3000	Make any other necessary recommendations for youthful offender program	24-19-30	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.4000	Adopt and publish rules for the Youthful Offender Division	24-19-40	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.5000	Designate the minimum security institutions, under the control of SCDC, that will provide treatment and correction of youthful offenders AND, if possible, utilize those institutions only for youthful offenders	24-19-60	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.6000	Separate youthful offenders from other offenders	24-19-60	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.7000	Separate youthful offenders based on treatment needs	24-19-60	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		

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21.8000	Allow Attorney General to review current juvenile justice confinement policies SCDC thinks may jeopardize federal grant funds before making changes to the policies	117.53 (2018-19 Appropriations Bill H.4950)	Require	Legal and Compliance; Programs, Reentry, and Rehabilitative Services	Yes	No	No	No	No	No		
21.9000	Transfer youthful offenders between facilities if needed	24-19-100	Allow	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.9100	Take youthful offenders into custody for treatment and supervisions, as ordered by the court	24-19-50(3-5)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.9200	Evaluate and observe youthful offenders at Reception and Evaluation Centers as ordered by the court	24-19-50(1), (2)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.9300	Establish agreements with the Department of Vocational Rehabilitation for the operation of Reception and Evaluation centers.	24-19-80	Allow	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.9400	Maintain a program with Dept. of Vocational Rehabilitation involving operation of reception and evaluation centers for youthful offender program	24-19-60	Allow	Programs, Reentry, and Rehabilitative Services	n/a	n/a	n/a	n/a	n/a	n/a	SCDC does not do this and there is no agreement in place.	
21.9500	Make a complete study of each committed youthful offender, including a mental and physical examination, to ascertain his personal traits, his capabilities, pertinent circumstances of his school, family life, any previous delinquency or criminal experience, and any mental or physical defect or other factor contributing to his delinquency, within thirty days.	24-19-80	Require	Programs, Reentry, and Rehabilitative Services	n/a	n/a	n/a	n/a	n/a	n/a	SCDC does not do this and there are no studies conducted.	
21.9600	Interview youthful offenders, review all reports applicable to offender, and make necessary recommendations as soon as practicable after offender is committed	24-19-80	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.9700	Report findings of study of committed youthful offender and recommendations for the individual offender's treatment	24-19-80	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.9800	Upon receiving the study report and recommendation of the youthful offender from the Reception and Evaluation Center, recommend actions best designed for the protection of the public (e.g., conditional supervised release of youth, commitment of youth for treatment, etc.)	24-19-90	Allow	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.9900	Report findings and recommendations for sentencing youthful offenders evaluated in Reception and Evaluation Centers	24-19-50(1), (2)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.9910	Make recommendations for release (conditional and unconditional) of inmates in youthful offender program	24-19-30	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.9920	Discharge a youthful offender unconditionally on or before the expiration of six years from the date of his conviction Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	24-19-120(A)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.9930	Notify victims before unconditionally discharging a youthful offender Legislative findings in enabling Act (2010 Act No. 151): See Note 4 at the bottom of this chart	24-19-110(D)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.9940	Notify victims before unconditionally discharging a youthful offender Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	24-19-120(B)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.9950	Deny unconditional discharge of a youthful offender based on information from the victim Legislative findings in enabling Act (2010 Act No. 151): See Note 4 in "Deliverables Chart - Notes"	24-19-110(D)	Allow	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.9960	Release a youthful offender conditionally under supervision on or before the expiration of four years from the date of his conviction Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	24-19-120(A)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		

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21.9970	Utilize conditional supervised release of youthful offender to reduce recidivism Legislative findings in enabling Act (2010 Act No. 151): See Note 4 in "Deliverables Chart - Notes"	24-19-110(A)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.9980	Report and recommend a youthful offender be released conditionally under supervision (SCDC director to SCDC youthful offender division) Legislative findings in enabling Act: See Note 4 in "Deliverables Chart - Notes"	24-19-110(A)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.9990	Notify victims before conditionally releasing a youthful offender Legislative findings in enabling Act: See Note 4 in "Deliverables Chart - Notes"	24-19-110(D)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.9991	Notify victims before conditionally releasing a youthful offender Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	24-19-120(B)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.9992	Deny conditional release of a youthful offender based on information from the victim Legislative findings in enabling Act (2010 Act No. 151): See Note 4 in "Deliverables Chart - Notes"	24-19-110(D)	Allow	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.9993	Do not grant conditional release to a youthful offender, with certain exceptions, unless the youthful offender agrees in writing to be subject to search or seizure, without a search warrant, with or without cause, of the youthful offender's person, any vehicle he owns or is driving, and any of his possessions Legislative findings in enabling Act (2010 Act No. 151): See Note 4 in "Deliverables Chart - Notes"	24-19-110(A)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.9994	Release a youthful offender conditionally under supervision, after providing SCDC director reasonable notice Legislative findings in enabling Act (2010 Act No. 151): See Note 4 in "Deliverables Chart - Notes"	24-19-110(A)	Allow	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.9995	Determine the cost of each youthful offender's supervision when the youthful offender is on conditional supervised release Legislative findings in enabling Act (2010 Act No. 151): See Note 4 in "Deliverables Chart - Notes"	24-19-110(B)	Allow	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
21.9996	Regularly charge the youthful offender the cost of his/her supervision when the youthful offender is on conditional supervised release Legislative findings in enabling Act (2010 Act No. 151): See Note 4 in "Deliverables Chart - Notes"	24-19-110(B)	Allow	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	Yes		
21.9997	Provide the youthful offender an opportunity to appear before the SCDC Youthful Offender Division before revoking or modifying the offender's previous conditional release order	24-19-130	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		

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21.9998	Revoke or modify previous conditional release order of a youthful offender, after taking actions necessary to return youthful offender to custody and providing the youthful offender an opportunity to appear before the SCDC Youthful Offender Division	24-19-130	Allow	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
21.9999	Discharge a committed youthful offender unconditionally at the expiration of one year from the date of conditional release. Legislative findings in enabling Act (2010 Act No. 151): See Note 4 in "Deliverables Chart - Notes"	24-19-110(C)	Allow	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
22.0000	Youthful offenders conditionally released, appoint agents to supervise	24-19-140	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
22.1000	Encourage formation of voluntary organizations composed of members who will serve without compensation as voluntary supervisory agents and sponsors	24-19-140	Allow	Programs, Reentry, and Rehabilitative Services	No	No	No	No	No	No	
22.2000	Define powers and duties of voluntary supervisory agents and sponsors in regulation	24-19-140	Require	Programs, Reentry, and Rehabilitative Services	No	No	No	No	No	No	
23.0000	Adult criminal offender management system, assist Dept. of Probation, Parole, and Pardon in developing and implementing this, which permits carefully screened and selected male offenders and female offenders to be identified, transferred into SCDC Reintegration Centers (i.e., SCDC institution which provides for the evaluation of and necessary institutional programs for inmates in the offender management system) and placed in PPP Community Control Strategies (i.e., offender supervision and offender management methods available in the community, including, but not limited to, home detention, day reporting centers, restitution centers, public service work programs, substance abuse programs, short term incarceration, and intensive supervision) The criminal offender management system is intended to prevent the prison system population from exceeding 100% of capacity at high count (i.e., largest male prison system population, the largest female prison system population, or both, on any given day during a one-month period)	24-22-40	Require	Operations	n/a	n/a	n/a	n/a	n/a	n/a	SCDC does not utilize the offender management system
23.1000	Do not initiate the offender management system, or enroll inmates into it, unless the program is "appropriately funded" with general funds from the state	24-22-150	Require	Operations	n/a	n/a	n/a	n/a	n/a	n/a	SCDC does not utilize the offender management system
23.2000	Utilize the definitions in 24-22-20 when applying laws within the "Offender Management System Act"	24-22-20	Require	Operations	n/a	n/a	n/a	n/a	n/a	n/a	SCDC does not utilize the offender management system
23.3000	Utilize the definitions in 24-22-20 when applying laws within the "Offender Management System Act"	24-22-20	Require	Operations	n/a	n/a	n/a	n/a	n/a	n/a	SCDC does not utilize the offender management system
23.4000	Establish disciplinary procedures for reintegration centers	24-22-120	Require	Operations	n/a	n/a	n/a	n/a	n/a	n/a	SCDC does not utilize the offender management system
23.5000	Work with PPP to develop procedures for revocation of offender management system status	24-22-80	Require	Operations	n/a	n/a	n/a	n/a	n/a	n/a	SCDC does not utilize the offender management system
23.6000	Enroll in the criminal offender management system, a specified number of qualified inmates per month for a specified number of months or require the department to cease and desist in the release of the inmates accordingly, if so directed in an Executive Order from the Governor Legislative findings in enabling Act: See Note 6 at the bottom of this chart	24-22-40	Require	Operations	n/a	n/a	n/a	n/a	n/a	n/a	SCDC does not utilize the offender management system
23.7000	Maintain custody and control of inmates enrolled in the offender management system while they are at Reintegration Centers (PPP is responsible for them when they are in the community)	24-22-110	Require	Operations	n/a	n/a	n/a	n/a	n/a	n/a	SCDC does not utilize the offender management system
23.8000	Transport inmates enrolled in the offender management system to an SCDC Reintegration Center for evaluation	24-22-90	Require	Operations	n/a	n/a	n/a	n/a	n/a	n/a	SCDC does not utilize the offender management system

Deliverables

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23.9000	Notify PPP of all victim impact statements which references inmates enrolled in the offender management system	24-22-90	Require	Operations	n/a	n/a	n/a	n/a	n/a	n/a	SCDC does not utilize the offender management system. Also, the statute needs to be updated because it references another statute that does not exist, 16-1-1550
23.9100	Evaluate inmates in the Offender Management System at Reintegration centers (i.e., SCDC institution which provides for the evaluation of and necessary institutional programs for inmates in the offender management system), to determine the inmate's needs prior to community placement	24-22-60	Require	Operations	n/a	n/a	n/a	n/a	n/a	n/a	SCDC does not utilize the offender management system
23.9200	Prepare offenders in the criminal offender management system for placement in appropriate community control strategies (i.e., offender supervision and offender management methods available in the community, including, but not limited to, home detention, day reporting centers, restitution centers, public service work programs, substance abuse programs, short term incarceration, and intensive supervision)	24-22-60	Require	Operations	n/a	n/a	n/a	n/a	n/a	n/a	SCDC does not utilize the offender management system
23.9300	Discipline or remove inmates that are enrolled in the offender management system at Reintegration Centers, pursuant to agency procedures, when necessary	24-22-120	Allow	Operations	n/a	n/a	n/a	n/a	n/a	n/a	SCDC does not utilize the offender management system
23.9400	Revoke offender management system status if necessary	24-22-80	Allow	Operations	n/a	n/a	n/a	n/a	n/a	n/a	SCDC does not utilize the offender management system
23.9500	Do not release inmates on the offender management system status on supervised furlough	24-22-130	Require	Operations	n/a	n/a	n/a	n/a	n/a	n/a	SCDC does not utilize the offender management system
23.9600	Do not give parole hearings to inmates on the offender management system status	24-22-130	Require	Operations	n/a	n/a	n/a	n/a	n/a	n/a	SCDC does not utilize the offender management system
23.9700	Keep inmates, enrolled in the offender management system, in the system until the inmate's sentence is satisfied or the inmate is removed from the offender management system	24-22-130	Require	Operations	n/a	n/a	n/a	n/a	n/a	n/a	SCDC does not utilize the offender management system
23.9800	Notify the director of PPP, Governor, Speaker of the House of Representatives, and President Pro Tempore of the Senate when funding for the offender management system is exhausted	24-22-150	Require	Operations	n/a	n/a	n/a	n/a	n/a	n/a	SCDC does not utilize the offender management system
23.9900	If funds for offender management system are exhausted, terminate the system until "appropriate funding" has been provided from the general funds of the State.	24-22-150	Require	Operations	n/a	n/a	n/a	n/a	n/a	n/a	SCDC does not utilize the offender management system
24.0000	Home detention program, establish	24-13-1540	Allow	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
24.1000	Establish regulations for home detention programs, as outlined in this statute, if the agency implements a home detention program	24-13-1540	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
24.2000	Allow eligible inmates to submit applications for home detention programs (if such program is available in the jurisdiction) as an alternative to specified correctional programs	24-13-1520 and 24-13-1530	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
24.3000	Allow victims to provide input on an inmates home detention sentence	24-13-1570(D)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
24.4000	Request the court, before allowing an individual to participate in a home detention program, secure the written consent of other adult persons residing in the home of the participant at the time an order or commitment for electronic home detention is entered and acknowledgment that they understand the nature and extent of approved electronic monitoring devices	24-13-1580	Allow	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
24.5000	Notify home detention participants of consequences for violations of program	24-13-1570(B-C)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
24.6000	Determine which inmates participating in the home detention program must use electronic monitoring devices	24-13-1560	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
24.7000	Monitor participant compliance with home detention program regulations	24-13-1550	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
24.8000	Receive, from inmates in home detention program, change of residence request and determine whether to approve request	24-13-1570(A)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
25.0000	Day reporting centers, work with PPP to determine terms/conditions of inmate participation in	24-21-1310(A-B)	Require	Operations	Yes	Yes	Yes	No	Yes	Yes	

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25.1000	Day reporting center sentence revoked, take custody of inmates who have	24-21-1320	Require	Operations	Yes	Yes	Yes	Yes	Yes	No		
26.0000	Supervised furlough program to reduce recidivism, collaborate with Dept. of Probation, Parole, and Pardon to jointly develop policies, procedures, guidelines, and cooperative agreement for implementation of Legislative findings in enabling Act: See Note 4 and 6 at the bottom of this chart	24-13-710 and 24-13-720	Require	Operations; Central Classification	Yes	Yes	Yes	Yes	Yes	No		
26.1000	Ensure the cooperative agreement with the Dept. of Probation, Parole, and Pardon for the supervised furlough program specifies the responsibility and authority of each agency in implementing the program	24-13-710	Require	Operations: Central Classification	Yes	Yes	Yes	Yes	Yes	No		
26.2000	Determine guidelines for supervised furlough program including, but not limited to, the selection criteria and process, requirements for supervision, conditions for participation, and removal	24-13-710	Require	Operations: Central Classification	Yes	Yes	Yes	Yes	Yes	No		
26.3000	Ensure the written guidelines for the supervised furlough program include, at a minimum, the procedures and eligibility criteria outlined in this statute	24-13-710	Require	Operations: Central Classification	Yes	Yes	Yes	Yes	Yes	No		
26.4000	Ensure the written guidelines for the supervised furlough program state as a condition to participate in the program, certain inmates must agree to be subject to search or seizure, without a search warrant, with or without cause, of the inmate's person, any vehicle the inmate owns or is driving, and any of the inmate's possessions (unless procedures for the program, which were developed jointly by SCDC and Dept. of Probation, Parole, and Pardon, state PPP is responsible for doing this)	24-13-710	Require	Operations: Central Classification	Yes	Yes	Yes	Yes	Yes	No		
26.5000	Follow the rules in this statute when determining whether an inmate is eligible for supervised furlough Legislative findings in enabling Act: See Note 4 and 6 in "Deliverables Chart - Notes".	24-13-720	Require	Operations: Central Classification	Yes	Yes	Yes	Yes	Yes	No		
26.6000	Prohibit certain inmates from participating in furlough program unless certain conditions are met	24-3-210	Require	Operations; Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	Yes		
26.7000	Before the inmate is granted supervised furlough, ensure applicable inmates agree in writing to be subject to search or seizure, without a search warrant, with or without cause, of the inmate's person, any vehicle the inmate owns or is driving, and any of the inmate's possessions (unless procedures for the program, which were developed jointly by SCDC and Dept. of Probation, Parole, and Pardon, state PPP is responsible for doing this) Legislative findings in enabling Act (2010 Act No. 151): See Note 4 and 6 in "Deliverables Chart - Notes".	24-13-710	Require	Operations: Central Classification	n/a	n/a	n/a	n/a	n/a	n/a	Responsibility of PPP, not SCDC	
26.8000	Determine the cost of each inmate's supervision and other financial obligations incurred because of participation in the supervised furlough program; and Charge the inmate the cost	24-13-710	Require	Operations: Central Classification	n/a	n/a	n/a	n/a	n/a	n/a	Responsibility of PPP, not SCDC	
27.0000	Community-based correctional programs, work with the board and Governor's Office to develop a specific plan for the statewide implementation of these which would include all items in Sections 24-23-10, 24-23-30, 24-23-40 Legislative findings in enabling Act (1981 Act No. 100)	24-23-10, 24-23-30, 24-23-40	Require	Programs, Reentry, and Rehabilitative Services	n/a	n/a	n/a	n/a	n/a	n/a	Responsibility of PPP, not SCDC	

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27.1000	Submit plans for the statewide implementation of new community-based correctional programs to the legislature by January, 1982 Legislative findings in enabling Act (1981 Act No. 100)	24-23-10	Require	Programs, Reentry, and Rehabilitative Services	n/a	n/a	n/a	n/a	n/a	n/a	Responsibility of PPP, not SCDC
28.0000	Community program electronic and telephone monitoring, charge fee for monitoring to inmates in the programs	65.15 (2018-19 Appropriations Bill H.4950)	Allow	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	Yes	
29.0000	Drug and alcohol rehabilitation centers, establish - General Assembly has not appropriated funds to establish centers.	24-13-1910	Require, if funding is appropriated.	Health Services	No	No	No	No	No	No	
29.1000	Construct one or more alcohol and drug rehabilitation centers before January 1, 1997	24-13-1910	Allow	Health Services	No	No	No	No	No	No	
29.2000	Work with Dept. of Alcohol and Other Drug Abuse Services to develop standards, policies, and procedures for operation of the alcohol and drug rehabilitation centers, including, but not limited to counseling and discipline	24-13-1940	Require, contingent upon funding	Health Services	No	No	No	No	No	No	
29.3000	Allow Dept. of Alcohol and Other Drug Abuse Services to provide alcohol and drug abuse intervention, prevention, and treatment services for offenders sentenced to a center for alcohol and drug rehabilitation	24-13-1920	Require, contingent upon funding	Health Services	No	No	No	No	No	No	
29.4000	Maintain security of inmates in alcohol and drug rehabilitation centers	24-13-1910	Require, contingent upon funding	Health Services	No	No	No	No	No	No	
29.5000	Submit monthly reports to general sessions court about the availability of bed space in alcohol and drug rehabilitation centers	24-13-1930	Require, contingent upon funding	Health Services	No	No	No	No	No	No	
30.0000	Shock incarceration program, establish and work to accomplish goals of the program in Regulation 33-2	24-13-130 and 33-2	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
30.1000	Establish regulations for shock incarceration program which reflect the purpose of the program and include, but are not limited to, selection criteria, inmate discipline, programming and supervision, and program structure and administration	24-13-1320(A)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
30.2000	Determine which facilities are classified as a shock incarceration facility; Establish shock incarceration programs only at appropriate facilities; Do not establish shock incarceration programs at facilities the SCDC director has not classified as a shock incarceration facility	24-13-1320(B)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
30.3000	Receive into custody inmates the court sentences to the shock incarceration program Legislative findings in enabling Act: See Note 4 in "Deliverables Chart - Notes"	24-13-1330(A)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
30.4000	Evaluate inmates the court sentences to the shock incarceration program to determine if they are physically, psychologically, and emotionally able to participate in the program	24-13-1330(B)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
30.5000	Follow the rules in this statute in determining what inmates are eligible for Shock Incarceration Program	24-13-1310	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
30.6000	Do not allow an inmate to participate in the shock incarceration program if he does not agree in writing to the terms and conditions in this statute	24-13-1330(D)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	

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30.7000	Notify court, within 15 days of evaluation, if the evaluation of an inmate the court sentences to the shock incarceration program, shows the inmate is physically, psychologically, or emotionally unsuitable for the program	24-13-1330(C)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
30.8000	Provide inmates that successfully complete the shock incarceration program with a certificate of earned eligibility for parole	24-13-1330(E)	Allow	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
30.9000	Grant parole to inmates that successfully complete the shock incarceration program as long as they agree in writing to be subject to search or seizure, without a search warrant, with or without cause, of the inmate's person, any vehicle the inmate owns or is driving, and any of the inmate's possessions (with certain exceptions)	24-13-1330(D) and (E)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
30.9100	Study and report the impact of the shock incarceration program AND whether objectives are program are being met	24-13-1320(C)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
31.0000	Work release, screen nonviolent criminals for Legislative findings in enabling Act	24-13-60	Require	Operations	Yes	Yes	Yes	Yes	Yes	No		
32.0000	Offender employment preparation program, establish to assist inmates in preparing for meaningful employment upon release	24-13-2110	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	No	No	No		
32.1000	Coordinate efforts in the offender employment preparation program with Dept. of Employment and Workforce, Dept. of Probation, Parole, and Pardon, Dept. of Vocational Rehab, Alston Wilkes Society, and others.	24-13-2110	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	No	No	No		
32.2000	Adopt a memorandum of understanding for the offender employment preparation program that establishes the responsibilities and role of each agency in assisting inmates in preparing for meaningful employment upon release in, at a minimum, the areas listed in 24-13-2130(A): SCDC, Dept. of Employment and Workforce; Dept. of Probation, Parole, and Pardon; Dept. of Vocational Rehab, and Alston Wilkes Society Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	24-13-2120 and 24-13-2130(A)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
32.3000	Adopt policies necessary to implement the offender employment preparation program memorandum of understanding	24-13-2120	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
32.4000	Prepare and submit an annual report on the offender employment preparation program to the agencies that are part of the program's memorandum of understanding	24-13-2140(6)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	No	No	No		
32.5000	As part of the offender employment preparation program, negotiate with Alston Wilkes Society and private sector entities concerning the delivery of assistance or services to inmates who are transitioning from incarceration to reentering their communities	24-13-2140(7)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
32.6000	Coordinate efforts of all state agencies affected by the offender employment preparation program	24-13-2140	Require	Programs, Reentry, and Rehabilitative Services	Work In Progress	Yes	Yes	Reevaluating previous instrument	No	No		
32.7000	As part of the offender employment preparation program, develop policies/standards for assessment, training, and referral services	24-13-2140(1)	Require	Programs, Reentry, and Rehabilitative Services	Work In Progress	Yes	Yes	Reevaluating previous instrument	No	No		
32.8000	Inform and assist other agencies to carry out the objectives of the offender employment preparation program	24-13-2140(4)	Require	Programs, Reentry, and Rehabilitative Services	Work In Progress	Yes	Yes	Reevaluating previous instrument	No	No		

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32.9000	Obtain information to determine actions needed to create or modify services provided through the offender employment preparation program	24-13-2140(2)	Require	Programs, Reentry, and Rehabilitative Services	Work In Progress	Yes	Yes	Reevaluating previous instrument	No	No	
32.9100	Disseminate information about the offender employment preparation program services statewide	24-13-2140(3)	Require	Programs, Reentry, and Rehabilitative Services	Work In Progress	Yes	Yes	Reevaluating previous instrument	No	No	
32.9200	Inform inmates about post release job training and employment referral services available through the offender employment preparation program	24-13-2140(5)	Require	Programs, Reentry, and Rehabilitative Services	Work In Progress	Yes	Yes	Reevaluating previous instrument	No	No	
32.9300	As part of the offender employment preparation program, inform inmates about services available from Dept. of Alcohol and Other Drug Abuse Services	24-13-2140(5)	Require	Programs, Reentry, and Rehabilitative Services	Work In Progress	Yes	Yes	Reevaluating previous instrument	No	No	
32.9400	As part of the offender employment preparation program, inform inmates about services available from Dept. of Mental Health	24-13-2140(5)	Require	Programs, Reentry, and Rehabilitative Services	Work In Progress	Yes	Yes	Reevaluating previous instrument	No	No	
32.9500	As part of the offender employment preparation program, inform inmates about services available from Office of Veterans Affairs	24-13-2140(5)	Require	Programs, Reentry, and Rehabilitative Services	Work In Progress	Yes	Yes	Reevaluating previous instrument	No	No	
32.9600	As part of the offender employment preparation program, work with the Dept. of Motor Vehicles to develop and implement a plan to provide valid ID cards to inmates who are being released Legislative Intent in enabling Act: See Note 7 in "Deliverables Chart - Notes"	24-13-2130(B)	Require	Programs, Reentry, and Rehabilitative Services	Work In Progress	Yes	Yes	Reevaluating previous instrument	No	No	
32.9700	Transfer funds available in inmate accounts to Dept. of Motor Vehicles to cover cost of ID cards Legislative Intent in enabling Act: See Note 7 in "Deliverables Chart - Notes"	24-13-2130(B)	Require	Programs, Reentry, and Rehabilitative Services	Work In Progress	Yes	Yes	n/a	Yes	Yes	
33.0000	Paid employment in the community, authorize inmates to perform Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	24-3-20 (B)	Allow	Operations		Yes	Yes	Yes	Yes	Yes	
33.1000	Follow the rules in 24-13-125(A) and 24-13-650 when determining whether an inmate is eligible for work release Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	24-13-125(A)	Require	Operations		Yes	Yes	Yes	Yes	No	
33.2000	Notify victims before authorizing a inmate for work release Legislative Intent in enabling Act: See Note 8 in "Deliverables Chart - Notes"	24-3-20 (B)	Require	Operations		Yes	Yes	Yes	Yes	No	
33.3000	Deny work release for a inmate based on feedback from victims Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	24-3-20 (B)	Allow	Operations		Yes	Yes	Yes	Yes	No	
33.4000	Deny work release for a inmate based on other reasons in 24-3-20(B) Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	24-3-20 (B)	Require	Operations		Yes	Yes	Yes	Yes	No	
33.5000	Ensure all inmates assigned work detail outside of the jail wear a statewide uniform, except those exempt by the agency director	24-13-640	Require	Operations; Programs, Reentry, and Rehabilitative Services		Yes	Yes	Yes	Yes	No	
33.6000	Collect inmate wages from employers	24-3-40(A)	Require	Programs, Reentry, and Rehabilitative Services		Yes	Yes	Yes	Yes	No	
33.7000	Make appropriate deductions from inmate wages	24-3-40(A)	Require	Programs, Reentry, and Rehabilitative Services		Yes	Yes	Yes	Yes	No	
33.8000	Return appropriate wages to inmate at release	24-3-40(B)	Require	Programs, Reentry, and Rehabilitative Services		Yes	Yes	Yes	Yes	No	

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33.9000	Charge work release program participants a daily fee when transportation is provided	65.17 (2018-19 Appropriations Bill H.4950)	Allow	Operations	Yes	Yes	Yes	Yes	Yes	Yes		
33.9100	Use funds collected from inmates for work release transportation <u>solely</u> for work release transportation and vehicle replacement	65.17 (2018-19 Appropriations Bill H.4950)	Require	Operations	Yes	Yes	Yes	Yes	Yes	No		
33.9200	Annually report job assignments of inmates to Department of Administration	24-3-20 (C)	Require	Operations	Yes	Yes	Yes	Yes	No	No		
34.0000	Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes" "Non-traditional" prison industries program, establish (this terminology is utilized since 24-1-290(D) states the statutes may not be construed to apply to "traditional prison industries")	See below		Administration	Yes	Yes	Yes	Yes	Yes	Yes		
34.1000	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.	24-1-290(A) and (D)	Require	Administration	Yes	Yes	Yes	Yes	Yes	Yes		
34.2000	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	24-1-290(C) and (D)	Require	Administration	Yes	Yes	Yes	Yes	Yes	Yes		
34.3000	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 Public notice sent to newspaper and circulated once a week for two consecutive weeks; Notice must include: description of work to be performed, the intent to contract for inmate labor, and provide that objections to the proposed hiring of prison labor may be filed with the Department of Commerce within thirty days of the last date that the notice appear; Department of Commerce must certify that an unfair competitive wage disadvantage to the local economy is not created by each new contract for prison labor	24-1-290(B) and (D)	Require	Administration	Yes	Yes	Yes	Yes	Yes	No		
34.4000	Establish contracts that allow inmates to perform "service work" for private sector entities. NOTE: Service work is defined as any work that includes repair, replacement of original manufactured items, packaging, sorting, recycling, labeling, or similar work that is not original equipment manufacturing.	24-1-295	Allow	Legal and Compliance	Yes	Yes	Yes	Yes	Yes	Yes		
34.5000	Determine wages for inmate labor for private sector entities	24-1-295	Allow	Administration	Yes	Yes	Yes	Yes	Yes	No		
34.6000	Make deductions from inmate earnings for working for private sector entities and distribute accordingly	24-1-295	Require	Administration	Yes	Yes	Yes	Yes	Yes	No		
34.7000	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	24-1-290(D)	Require	Administration	Yes	Yes	Yes	Yes	Yes	No		
35.0000	Labor on public improvement or development projects for state agency, county, municipality, or public service district, assign eligible inmates to	24-3-130(A)	Allow	Operations; Classification; Administration	Yes	Yes	Yes	Yes	Yes	Yes		
35.1000	Accept applications from state agency, county, municipality, or public service district for use of inmate labor on public improvement or development project	24-3-130(A)	Allow	Operations; Classification; Administration	Yes	Yes	Yes	Yes	Yes	Yes		
35.2000	Establish appropriate contracts for inmate labor on public improvement or development projects for state agency, county, municipality, or public service district	24-3-130(B)	Allow	Operations; Classification; Administration	Yes	Yes	Yes	Yes	Yes	Yes		
35.3000	Determine if state agency, county, municipality, or public service district can properly supervise inmate labor on public improvement or development projects	24-3-131	Require	Operations; Classification; Administration	Yes	Yes	Yes	Yes	Yes	Yes		

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Agency Responding: Department of Corrections Date of Submission: September 28, 2019 (updated January 2020) Agency Statement: The information provided to the House Legislative Oversight Committee is accurate to the best of the Department of Corrections or its agents' knowledge and as of the date of submission. The Department of Corrections reserves the right to clarify, change, or amend the information provided if other information becomes available or there was a misunderstanding related to the request.												
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35.4000	Designate supervision and control of inmate labor on public improvement or development projects for state agency, county, municipality, or public service district	24-3-130(A)	Require	Operations; Classification; Administration	Yes	Yes	Yes	Yes	Yes	Yes		
35.5000	Provide correctional officers if state agency, county, municipality, or public service district cannot adequately supervise inmate labor on public improvement or development projects	24-3-131	Require	Operations; Classification; Administration	Yes	Yes	Yes	Yes	Yes	Yes		
35.6000	Collect reimbursement from state agency, county, municipality, or public service district for providing correctional officers to supervise inmate labor on public improvement or development projects, if state agency, etc. cannot adequately supervise inmate labor	24-3-131	Require	Operations; Classification; Administration	Yes	Yes	Yes	Yes	Yes	Yes		
35.7000	Consider an inmate who does not remain within the extended limits of his confinement or return within the time prescribed to the places of confinement designated by the director, as an escapee	24-3-210	Allow	Operations; Classification; Administration	Yes	Yes	Yes	Yes	Yes	Yes		
36.0000	Public service work or related activities, utilize criminal offenders for whenever it is practical and is consistent with public safety	24-13-660(E-F)	Require	Operations	Yes	Yes	Yes	Yes	Yes	No		
36.1000	Enter contracts with federal, state, county, or municipal agency, or with any regional governmental entity or public service districts, to provide inmate labor for public service work or related activities	24-13-660(D)	Allow	Operations	Yes	Yes	Yes	Yes	Yes	No		
36.2000	Ensure the inmate is properly classified and approved to be outside the jail before allowing an inmate, who is required by the court to perform public service work or related activities (e.g., litter control, road and infrastructure repair, and emergency relief activities), to perform the work	24-13-660(A-B)	Require	Operations: Central Classification	Yes	Yes	Yes	Yes	Yes	Yes		
36.3000	Ensure adequate supervision exists before allowing an inmate, who is required by the court to perform public service work or related activities (e.g., litter control, road and infrastructure repair, and emergency relief activities), to perform the work	24-13-660(C)	Require	Operations	Yes	Yes	Yes	Yes	Yes	No		
36.4000	Provide transportation for inmates assigned to public service work assignments	24-13-660(A-B)	Require	Operations	Yes	Yes	Yes	Yes	Yes	Yes		
36.5000	Determine which inmates may be used for litter control programs Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	24-3-20 (C)	Require	Operations	Yes	Yes	Yes	Yes	Yes	No		
36.6000	Determine inmates not engaged in useful prison occupation, and provide them to counties and municipalities for litter control programs	24-13-65	Require	Operations	Yes	Yes	Yes	Yes	Yes	Yes		
36.7000	Utilize and monitor inmate laborers for state house landscaping	24-3-140	Require	Operations; Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	Yes		
36.8000	Collect reimbursement for inmate laborers from Clemson University	24-3-170	Require	Operations; Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	Yes		
36.9000	Collect funds from state institutions utilizing inmate labor by any act or joint resolution of the General Assembly for transportation, guarding, clothing, feeding, and medial attention for the inmates while working for the institution	24-3-160	Require	Operations; Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	Yes		
36.9100	Provide local governing bodies access to SCDC regulations regarding inmate public works employment as a guide to go by for creating their own regulations for a work/punishment program	24-13-910	Allow	Operations; Programs, Reentry, and Rehabilitative Services	Yes	No	No	No	No	No		
37.0000	Labor on public works and ways, work with local detention facility that offer these voluntary programs for inmates, to determine when inmates housed at the local detention facility by SCDC, may participate	24-13-235	Require	Legal and Compliance	Yes	No	No	No	No	No		
37.1000	Provide local governing bodies access to SCDC regulations regarding inmate work in the community as a guide to go by for creating their own regulations for a work/punishment program	24-13-910	Allow	Legal and Compliance	Yes	No	No	No	No	No		

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37.2000	Develop standards for SCDC inmates housed at local detention facilities for: voluntary work programs established pursuant to Section 24-13-235 (labor on public works or ways)	24-13-950	Require	Legal and Compliance	Yes	No	No	No	No	No		
37.3000	Monitor and enforce standards for SCDC inmates housed at local detention facilities for: voluntary work programs established pursuant to Section 24-13-235 (labor on public works or ways)	24-13-950	Require	Legal and Compliance	Yes	No	No	No	No	No		
37.4000	Develop standards for SCDC inmates housed at local detention facilities for: local public work programs pursuant to Section 17-25-70 (Authority of local officials to require able-bodied convicted persons to perform labor in public interest)	24-13-950	Require	Legal and Compliance	Yes	No	No	No	No	No		
37.5000	Monitor and enforce standards for SCDC inmates housed at local detention facilities for: local public work programs pursuant to Section 17-25-70 (Authority of local officials to require able-bodied convicted persons to perform labor in public interest)	24-13-950	Require	Legal and Compliance	Yes	No	No	No	No	No		
38.0000	Work/punishment program at local detention facilities, contract with the local detention facilities to allow SCDC inmates confined to those facilities to participate in the programs	24-13-940	Allow	Legal and Compliance	Yes	No	No	No	No	No		
38.1000	Develop standards for SCDC inmates housed at local detention facilities for: work/punishment programs established pursuant to Section 24-13-910 through 24-13-940 (Work/Punishment Program for Inmates Confined in Local Correctional Facilities)	24-13-950	Require	Legal and Compliance	Yes	No	No	No	No	No		
38.2000	Monitor and enforce standards for SCDC inmates housed at local detention facilities for: work/punishment programs established pursuant to Section 24-13-910 through 24-13-940 (Work/Punishment Program for Inmates Confined in Local Correctional Facilities)	24-13-950	Require	Legal and Compliance	Yes	No	No	No	No	No		
39.0000	Inmate idleness, minimize Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	24-3-20 (C)	Require	Operations	Yes	Yes	Yes	Yes	Yes	No		
40.0000	Training of inmates, establish rules and regulations for	24-1-140	Allow	Operations	Yes	Yes	Yes	Yes	Yes	No		
40.1000	Training programs in the community, authorize inmates to participate in Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	24-3-20 (B)	Allow	Operations	Yes	Yes	Yes	Yes	Yes	No		
41.0000	Reformation, encourage and train inmates in the matter of	24-1-20; 24-1-30	Require	Office of the Director	Yes	Yes	Yes	Yes	Yes	No		
42.0000	Restitution program, establish to reimburse victims Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	24-3-20(D)	Allow	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	Yes		
42.1000	Regulate and administer restitution program Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	24-3-20(D)	Allow	Administration	Yes	Yes	Yes	Yes	Yes	Yes		
42.2000	Develop policies and procedures to (1) ensure payment of fines and restitution and report to the court failures to pay in situations when a judge suspends a sentence and imposes a fine or restitution; and (2) report to the court failures to pay fines and restitution in situations when a judge suspends a sentence and imposes a fine or restitution	24-23-110	Require	Administration	Yes	Yes	Yes	Yes	Yes	Yes		
43.0000	Credit system to encourage inmates to participate in work programs, establish	See below		Operations; Central Classification	Yes	Yes	Yes	Yes	Yes	No		

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43.1000	Award work credits to eligible inmates	24-13-230(A), (B), (E) and 24-13-730	Allow	Operations; Central Classification	Yes	Yes	Yes	Yes	Yes	No		
43.2000	Determine and publish the amount of credit available for each work duty classification	24-13-230(C)-(E) and 24-13-730	Require	Operations; Central Classification	Yes	Yes	Yes	Yes	Yes	No		
43.3000	Follow the rules in 24-13-230 when applying work credits	24-13-230(C)-(E) and 24-13-730	Require	Operations; Central Classification	Yes	Yes	Yes	Yes	Yes	No		
43.4000	Revoke work credits when necessary Note: Statutes which allow the court to recommend reductions in a inmates work, education, or good conduct credits do not impact the agency's discretion to reduce those credits how and when it deems necessary	24-13-230(C)-(E); 24-13-730; 24-27-220; and 24-13-150(B)	Allow	Operations; Central Classification	Yes	Yes	Yes	Yes	Yes	No		
43.5000	Revoke work credits when necessary Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	24-13-125(B)	Allow	Operations; Central Classification	Yes	Yes	Yes	Yes	Yes	No		
44.0000	Manufacture or produce items, utilize inmates to Legislative Intent in statute (24-3-310): See Note 9 in "Deliverables Chart - Notes"	24-3-320	Allow	Programs, Reentry, and Rehabilitative Services; Administration	Yes	Yes	Yes	Yes	Yes	No		
44.1000	Ensure inmate participation in the prison industry program is voluntary	24-3-315	Require	Operations; Administration	Yes	Yes	Yes	Yes	Yes	No		
44.2000	Ensure inmate labor in prison industry program will not displace employed workers, locality does not have a surplus of available labor for the services that would utilize inmate labor, and pay and other conditions of employment are not less than those for work of similar nature in the locality	24-3-315	Require	Operations; Administration	Yes	Yes	Yes	Yes	Yes	No		
44.3000	Purchase equipment for manufacturing or production of items by inmates	24-3-320	Allow	Administration	Yes	Yes	Yes	Yes	Yes	No		
44.4000	Ensure inmates produce items ordered by state agencies first, then items ordered by political subdivisions	24-3-370	Require	Administration	Yes	Yes	Yes	Yes	Yes	No		
44.5000	Require state agencies to purchase items made by inmates	24-3-330(A)	Require	Administration	Yes	Yes	Yes	Yes	Yes	Yes		
44.6000	Remain under the supervision of MMO	24-3-330(B)	Require	Administration	Yes	Yes	Yes	Yes	Yes	Yes		
44.7000	Allow political subdivisions to purchase items made by inmates	24-3-330(A)	Allow	Administration	Yes	Yes	Yes	Yes	Yes	Yes		
44.8000	Consider if a service or good is obtainable through the prison industry program, before obtaining the service or good from outside the prison	117.25 (2018-19 Appropriations Bill H.4950)	Require	Administration	Yes	Yes	Yes	Yes	Yes	Yes		
44.9000	Prohibit sale of items produced by inmates to private sector parties, with certain exceptions	24-3-410	Require	Administration	Yes	Yes	Yes	Yes	Yes	Yes		
45.0000	Catalogue of items made by inmates in the prison system, prepare annually Legislative Intent in statute (24-3-310): See Note 9 in "Deliverables Chart - Notes"	24-3-360	Require	Administration	Yes	Yes	Yes	Yes	Yes	No		
45.1000	Develop a catalog of prison-made products for national distribution	117.25 (2018-19 Appropriations Bill H.4950)	Require	Administration	Yes	Yes	Yes	Yes	Yes	Yes		
45.2000	Price items made or produced by inmates at or below prices of other producers or suppliers	24-3-340	Allow	Administration	Yes	Yes	Yes	Yes	Yes	Yes		
45.3000	Set prices for items produced by inmates as close to market price as practicable	24-3-380	Require	Administration	Yes	Yes	Yes	Yes	Yes	No		
45.4000	Send catalogue of items produced by inmates to state agencies	24-3-360	Require	Administration	Yes	Yes	Yes	Yes	Yes	No		

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45.5000	Distribute catalog of products and services to a state agency, when requested by the state agency	117.25 (2018-19 Appropriations Bill H.4950)	Require	Administration	Yes	Yes	Yes	Yes	Yes	Yes	
45.6000	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	24-3-360	Allow	Administration	Yes	Yes	Yes	Yes	Yes	No	
45.7000	Deposit revenues from sale of prison made products to the state treasurer to designated accounts provided in code	24-3-400	Require	Administration	Yes	Yes	Yes	Yes	Yes	No	
45.8000	Disburse revenues to appropriate accounts	24-3-400	Require	Administration	Yes	Yes	Yes	Yes	Yes	No	
45.9000	Utilize prison industry funds to benefit the inmate population or cover operational costs	65.9 (2018-19 Appropriations Bill H.4950)	Allow	Administration	Yes	Yes	Yes	Yes	Yes	No	
45.9100	Carry forward any funds remaining in the prison industry fund at year-end	65.9 (2018-19 Appropriations Bill H.4950)	Allow	Administration	Yes	Yes	Yes	Yes	Yes	No	
46.0000	Nonprofit projects, establish programs that allow inmates to participate in Legislative Intent in statute (24-3-310): See Note 9 in "Deliverables Chart - Notes"	24-3-430(A)	Allow	Administration	Yes	Yes	Yes	Yes	Yes	Yes	
46.1000	Allow voluntary inmate participation in the nonprofit projects	24-3-430(C)	Allow	Administration	Yes	Yes	Yes	Yes	Yes	Yes	
46.2000	Ensure inmate participation in nonprofit projects does not displace employed workers nor impair existing contracts for services	24-3-430(E-G)	Require	Administration	Yes	Yes	Yes	Yes	Yes	Yes	
46.3000	Establish contracts for inmate labor for nonprofits	24-3-430(B)	Allow	Administration	Yes	Yes	Yes	Yes	Yes	Yes	
46.4000	Determine appropriate inmate wages for nonprofit projects	24-3-430(D-G)	Require	Administration	Yes	Yes	Yes	Yes	Yes	Yes	
46.5000	Collect inmate earnings for nonprofit projects	24-3-430(H)	Require	Administration	Yes	Yes	Yes	Yes	Yes	Yes	
47.0000	Metal license plates and road signs, produce and sell license plates to Dept. of Motor Vehicles and road signs to Dept. of Transportation	24-3-110	Allow	Administration	Yes	Yes	Yes	Yes	Yes	Yes	
48.0000	Dry-cleaning facilities to clean state-owned uniforms for SCDC security personnel, install Legislative Intent in statute (24-3-310): See Note 9 in "Deliverables Chart - Notes"	24-3-350	Allow	Administration	Yes	Yes	Yes	Yes	Yes	No	
49.0000	Tire retreading program, establish one in which inmates may participate	See below	Allow	Administration	Yes	Yes	Yes	Yes	Yes	Yes	
49.1000	Sell retreaded tires from Lieber Correctional Institution only to state agencies	65.6 (2018-19 Appropriations Bill H.4950)	Require	Administration	Yes	Yes	Yes	Yes	Yes	Yes	
50.0000	Barbering program, establish one in which inmates may participate	See below	Allow	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
50.1000	Allow inmates in Barbering Program to barber without license	65.21 (2018-19 Appropriations Bill H.4950)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
51.0000	Clinical pastoral training program, establish one in which inmates may participate, and collect fees	See below	Allow	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	No	Yes	Yes	
51.1000	Utilize funds from clinical pastoral training program to continue the program	24-1-260	Allow	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	Yes	
52.0000	Agriculture program, establish one in which inmates may participate	See below	Allow	Administration	Yes	Yes	Yes	Yes	Yes	No	

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52.1000	Sell timber on property owned by agency, after consultation with state forester	24-1-250(A)	Allow	Administration	Yes	Yes	Yes	Yes	Yes	Yes	
52.2000	Utilize funds from timber sales for agency agriculture program or general welfare of inmates	24-1-250(A)	Require	Administration	Yes	Yes	Yes	Yes	Yes	No	
53.0000	Horticulture program, establish one in which inmates may participate	See below	Allow	Administration	Yes	Yes	Yes	Yes	Yes	Yes	
53.1000	Sell horticulture (garden/farm) products grown and produced through agency's horticulture program	24-1-250(B)	Allow	Administration	Yes	Yes	Yes	Yes	Yes	Yes	
53.2000	Utilize funds from sale of horticulture products for general welfare of inmates	24-1-250(B)	Require	Administration	Yes	Yes	Yes	Yes	Yes	Yes	
54.0000	Farm program, establish one in which inmates may participate	See below	Allow	Administration	Yes	Yes	Yes	Yes	Yes	No	
54.1000	Sell surplus products produced by agency's farm program	24-1-252	Allow	Administration	Yes	Yes	Yes	Yes	Yes	Yes	
54.2000	Utilize funds from sale of surplus products from agency's farm program for agency farm program or general welfare of inmates	24-1-252	Allow	Administration	Yes	Yes	Yes	Yes	Yes	Yes	
55.0000	Clean and wax private vehicles, allow inmates to	See below	Allow	Programs, Reentry, and Rehabilitative Services; Administration	Yes	Yes	Yes	Yes	Yes	Yes	
55.1000	Utilize funds generated from cleaning and waxing of private vehicles to benefit inmates (also place the funds in a special account)	65.12 (2018-19 Appropriations Bill H.4950)	Require	Programs, Reentry, and Rehabilitative Services; Administration	Yes	Yes	Yes	Yes	Yes	Yes	
56.0000	Adult work activity centers, allow inmates to work in	See below	Allow	Administration	Yes	Yes	Yes	Yes	Yes	Yes	
56.1000	Utilize funds generated from any adult work activity center to benefit inmates (also place the funds in a special account)	65.12 (2018-19 Appropriations Bill H.4950)	Require	Administration	Yes	Yes	Yes	Yes	Yes	Yes	
57.0000	Prison uniforms statewide, manufacture	24-13-640	Require	Administration	Yes	Yes	Yes	Yes	Yes	No	
57.1000	Clothe inmates	24-1-130	Require	Administration	Yes	Yes	Yes	Yes	Yes	No	
57.2000	Make statewide uniforms available for sale to local detention facilities	24-13-640	Require	Administration	Yes	Yes	Yes	Yes	Yes	Yes	
58.0000	Maintenance and construction projects on SCDC grounds and facilities, utilize inmates for	65.26 (2018-19 Appropriations Bill H.4950)	Allow	Administration	Yes	Yes	Yes	Yes	Yes	No	
58.1000	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	117.67 (2018-19 Appropriations Bill H.4950)	Allow	Administration	Yes	Yes	Yes	Yes	Yes	No	
58.2000	Only allow inmates classified as non-violent in a work camp constructed or operated by SCDC	24-3-130(C)	Require	Administration	Yes	Yes	Yes	Yes	Yes	Yes	
58.3000	Supervise inmates constructing work camps on county property with armed guards	24-3-130(C)	Require	Administration	Yes	Yes	Yes	Yes	Yes	Yes	
58.4000	Provide county contracting officials with appropriate information about inmates constructing work camps in their county	24-3-130(C)	Require	Administration	Yes	Yes	Yes	Yes	Yes	Yes	
59.0000	Community supervision release date of any inmate serving a sentence for a "no parole offense," notify PPP about projected date 180 days in advance	24-21-560(F)	Require	Operations; Central Classification	Yes	Yes	Yes	Yes	Yes	No	
59.1000	Follow the rules in 24-13-150(A) when determining whether an inmate, convicted of a "no parole offense" as defined in Section 24-13-100 and sentenced to the custody of the Department of Correction, is eligible for early release, discharge, or community supervision (as provided in Section 24-21-560)	24-13-150(A)	Require	Operations: Central Classification	Yes	Yes	Yes	Yes	Yes	No	
60.0000	Credit system to encourage inmates to participate in education, establish	See below		Operations; Central Classification	Yes	Yes	Yes	Yes	Yes	No	

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60.1000	Award education credits to eligible inmates	24-13-230(A), (B), (E), (F) and 24-13-730	Allow	Operations: Central Classification	Yes	Yes	Yes	Yes	Yes	No		
60.2000	Determine and publish the amount of credit available for each education enrollment; Follow the rules in 24-13-230 when applying education credits	24-13-230(C)-(E) and 24-13-730	Require	Operations; Central Classification	Yes	Yes	Yes	Yes	Yes	No		
60.3000	Revoke education credits when necessary Note: Statutes which allow the court to recommend reductions in a inmates work, education, or good conduct credits do not impact the agency's discretion to reduce those credits how and when it deems necessary	24-13-230(C)-(E); 24-13-730; 24-27-220; and 24-13-150(B)	Allow	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
61.0000	School district within SCDC, establish and call it "Palmetto Unified School District No. 1"	24-25-10	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	Yes		
61.1000	Utilize the school district to (1) enhance the quality and scope of education for inmates so they will be better motivated and better equipped to restore themselves in the community; (2) ensure education programs are available to all inmates with less than a high school diploma, or its equivalent, (3) ensure various vocational training programs are made available to selected inmates with the necessary aptitude and desire.	24-25-20	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	Yes		
61.2000	Document anytime inmate enrollment in an education program must be restricted	24-25-20	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
61.3000	Require inmates with less than an 8th grade education to enroll in education programs	65.5 (2018-19 Appropriations Bill H.4950)	Allow	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
61.4000	Ensure no agency money is utilized for college courses	24-13-230(G) and 24-13-730	Require	Programs, Reentry, and Rehabilitative Services	n/a	n/a	n/a	n/a	n/a	n/a		
61.5000	Provide local governing bodies access to SCDC regulations regarding inmate education as a guide to go by for creating their own regulations for a work/punishment program	24-13-910	Allow	Programs, Reentry, and Rehabilitative Services	n/a	n/a	n/a	n/a	n/a	n/a		
62.0000	Control and manage the school district with nine board members	24-25-40	Require	Programs, Reentry, and Rehabilitative Services	n/a	n/a	n/a	n/a	n/a	n/a		
62.1000	Appoint 4 board members for the school district and fill vacancies for the remainder of the unexpired term by appointment in the same manner as provided for the original appointment.	24-25-40	Require	Programs, Reentry, and Rehabilitative Services	n/a	n/a	n/a	n/a	n/a	n/a		
62.2000	Remove members of the school district board, when necessary	24-25-50	Allow	Programs, Reentry, and Rehabilitative Services	n/a	n/a	n/a	n/a	n/a	n/a		
62.3000	Consider three consecutive unexcused absences by a school district board member as a resignation from the board by that member	24-25-50	Allow	Programs, Reentry, and Rehabilitative Services	n/a	n/a	n/a	n/a	n/a	n/a		
62.4000	Consent to school district board performing the administrative functions in Section 24-25-70, which include, but are not limited to, establishing goals and objectives for the operation of the school district	24-25-70(1-7)	Allow	Programs, Reentry, and Rehabilitative Services	n/a	n/a	n/a	n/a	n/a	n/a		

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62.5000	Comply with 59-20-60(3)(a) Each school district board of trustees shall cause the district and each school in the district to develop comprehensive five-year plans with annual updates to outline the District and School Improvement Plans. Districts which have not begun a strategic planning cycle must do so and develop a plan no later than the 1994-95 school year. Districts which have undertaken such a planning process may continue in their planning cycle as long as the process meets the intent of this section and the long-range plans developed or under development can be amended to encompass the requirements of this section. For school year 1993-94, districts may submit either the improvement plan consistent with State Department guidelines or their five-year comprehensive plan. The State Board of Education shall recommend a format for the plans which will be flexible and adaptable to local planning needs while encompassing certain state mandates, including the early childhood and academic assistance initiative plans pursuant to Section 59-139-10. All district and school plans must be reviewed and approved by the board of trustees. The District Plan should integrate the needs, goals, objectives, strategies, and evaluation methods outlined in the School Plans. Measures of effectiveness must include outcome and process indicators of improvement and must provide data regarding what difference the strategies have made. Staff professional development must be a priority in the development and implementation of the plans and must be based on an assessment of needs. Long and short-range goals, objectives, strategies, and time lines need to be included.	24-25-35	Require	Programs, Reentry, and Rehabilitative Services	n/a	n/a	n/a	n/a	n/a	n/a	
62.6000	Monitor school district board meetings which must occur at least quarterly	24-25-60	Require	Programs, Reentry, and Rehabilitative Services	n/a	n/a	n/a	n/a	Yes	n/a	
63.0000	Education budget from the school district board, receive annually and include in SCDC's annual budget request a line item for the school district	24-25-70	Require	Programs, Reentry, and Rehabilitative Services	n/a	n/a	n/a	n/a	Yes	n/a	
63.1000	Comply with 59-20-60(1), (2) (1) School districts shall give first spending priority of funds allocated under this chapter to full implementation of the defined minimum program. (2) The State Board of Education shall audit the programmatic and fiscal aspects of this chapter [S.C. Code Title 59, Chapter 20], including the degree to which a school meets all prescribed standards of the defined minimum program and shall report the results in the Annual Report of the State Superintendent of Education. Schools which have been classified as 'dropped' by the defined minimum program accreditation procedures are not eligible for funding in the following fiscal year until an acceptable plan to eliminate the deficiencies is submitted and approved by the State Board of Education.	24-25-35	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	Yes	
63.2000	Prioritize educational program funds to educate inmates with less than an 8th grade education	65.5 (2018-19 Appropriations Bill H.4950)	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
63.3000	Submit student enrollment to the State Department of Education so the Dept. of Education's appropriation request under the line item "Education Finance Act" shall include sufficient funds for the Palmetto Unified School District 1."	24-25-35	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
63.4000	Attempt to secure federal and other funds which may be available for the school district	24-25-70	Allow	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
64.0000	Academic and vocational training that meets standards set by the State Board of Education, provide	24-25-30	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	

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64.1000	Comply with 59-20-60(4)(b), (c) (b) applying different teaching methods permitting professional educators at every level to focus on educational success for all students and on critical thinking skills and providing the necessary support for educational successes are encouraged; (c) redefining how schools operate resulting in the decentralization of authority to the school site and allowing those closest to the students the flexibility to design the most appropriate education location and practice;	24-25-35	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
64.2000	Comply with 59-20-60(1), (2) (2) The State Board of Education shall audit the programmatic and fiscal aspects of this chapter [S.C. Code Title 59, Chapter 20], including the degree to which a school meets all prescribed standards of the defined minimum program and shall report the results in the Annual Report of the State Superintendent of Education. Schools which have been classified as 'dropped' by the defined minimum program accreditation procedures are not eligible for funding in the following fiscal year until an acceptable plan to eliminate the deficiencies is submitted and approved by the State Board of Education. Comply with 59-20-60(4)(d) (d) creating appropriate relationships between schools and other social service agencies by improving relationships between the school and community agencies (health, social, mental health), parents and the business community, and by establishing procedures that cooperatively focus the resources of the greater community upon barriers to success in school, particularly in the areas of early childhood and parenting programs, after-school programs, and adolescent services. Funds for the Innovation Initiative must be allocated to districts based upon a fifty percent average daily membership and fifty percent pursuant to the Education Finance Act formula. At least seventy percent of the funds must be allocated on a per school basis for school based innovation in accord with the District-School Improvement Plan. Up to thirty percent may be spent for district-wide projects with direct services to schools. District and school administrators must work together to determine the allocation of funds. For 1993-94, districts and schools may use these funds for designing their Innovation Initiatives to be submitted to the peer review process established in Section 59-139-10 prior to implementation of the innovations in 1994-95. Notwithstanding any other provisions of law, districts may carry over all unexpended funds in 1993-94, and up to twenty-five percent of allocated funds each year thereafter	24-25-35	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
64.3000	Comply with 59-20-60(4)(e), and (f)	24-25-35	Require	Programs, Reentry, and Rehabilitative Services	n/a	n/a	n/a	n/a	n/a	n/a	
64.4000	Allow personnel from the State Department of Education to evaluate school district programs and report results of the evaluations to the school district board	24-25-30	Require	Programs, Reentry, and Rehabilitative Services	n/a	n/a	n/a	n/a	n/a	n/a	
65.0000	School district staff, including superintendent, hire, supervise, and fire following SCDC personnel policies	24-25-90	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
65.1000	Hire and ensure school district superintendent performs their applicable duties as listed in Section 24-25-80	24-25-80	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	

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65.2000	Comply with 59-20-50(4)(a): Each school district shall pay each certified teacher or administrator an annual salary at least equal to the salary stated in the statewide minimum salary schedule for the person's experience and class. No teacher or administrator employed in the same position, over the same time period, shall receive less total salary, including any normal incremental increase, than that teacher or administrator received for the fiscal year before the implementation of this article.	24-25-35	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
65.3000	Comply with 59-20-50(4)(b): The state minimum salary schedule must be based on the state minimum salary schedule index in effect as of July 1, 1984. In Fiscal Year 1985, the 1.000 figure in the index is \$14,172. (This figure is based on a 10.27% increase pursuant to the South Carolina Education Improvement Act of 1984.) Beginning with Fiscal Year 1986, the 1.000 figure in the index must be adjusted on a schedule to stay at the southeastern average as projected by the Office of Research and Statistic of the Revenue and Fiscal Affairs Office and provided to the General Assembly during their deliberations on the annual appropriations bill. The southeastern average teacher salary is the average of the average teachers' salaries of the southeastern states. In projecting the southeastern average, the office shall include in the South Carolina base teacher salary all local teacher supplements and all incentive pay. Under this schedule, school districts are required to maintain local salary supplements per teacher no less than their prior fiscal level. In Fiscal Year 1986 and thereafter teacher pay raises through adjustments in the state's minimum salary schedule may be provided only to teachers who demonstrate minimum knowledge proficiency by meeting one of the following criteria: (1) holding a valid professional certificate; (2) having a score of 425 or greater on the Commons Examination of the National Teachers Examinations; (3) meeting the minimum qualifying score on the appropriate area teaching examination; or (4) meeting the minimum standards on the basic skills examinations as prescribed by the State Board of Education provided in Section 59-26-20.	24-25-35	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No		
66.0000	Credit system to reward inmates who follow the rules, establish	See below		Operations: Central Classification	Yes	Yes	Yes	Yes	Yes	No		
66.1000	Determine inmates eligible for good conduct credits	24-13-210(A), (B),(C), (F) and 24-13-220	Require	Operations: Central Classification	Yes	Yes	Yes	Yes	Yes	No		
66.2000	Of inmates eligible for good conduct credits, determine those whose conduct entitles them to a credit (deduction from the time of their sentence)	24-13-210(A), (B),(C), (F) and 24-13-220	Require	Operations: Central Classification	Yes	Yes	Yes	Yes	Yes	No		
66.3000	Follow the rules in 24-13-210 and 24-13-220 when calculating the amount of good conduct credit (amount sentence is reduced)	24-13-210(A), (B),(C), (F) and 24-13-220	Require	Operations: Central Classification	Yes	Yes	Yes	Yes	Yes	No		
66.4000	Revoke good conduct credits if necessary Note: Statutes which allow the court to recommend reductions in a inmates work, education, or good conduct credits do not impact the agency's discretion to reduce those credits how and when it deems necessary	24-13-210(D); 24-13-220; 24-13-730; 24-27-220; and 24-13-150(B)	Allow	Operations: Central Classification	Yes	Yes	Yes	Yes	Yes	No		
67.0000	Convicts in custody, supervise and control	Constitution, Article XII, Section 9	Require	Operations	Yes	Yes	Yes	Yes	Yes	No		
68.0000	Contraband, determine what is considered	24-3-950	Require	Operations	Yes	Yes	Yes	Yes	Yes	No		
68.1000	Designate the items in Regulation 33-1 as contraband	33-1	Require	Operations	Yes	Yes	Yes	Yes	Yes	No		
68.2000	Declare as contraband, and prohibit use of, U.S. currency in prisons	24-3-951	Require	Operations	Yes	Yes	Yes	Yes	Yes	No		
68.3000	Deposit seized contraband money into the specified drug intervention fund	24-3-960	Require	Operations	Yes	Yes	Yes	Yes	Yes	No		

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68.4000	Utilize contraband (monies or contraband things of value used as monies) as reward for those who present information about escaped inmates	24-3-920	Allow	Operations	Yes	Yes	Yes	Yes	Yes	No		
69.0000	Alcoholic beverages or narcotic drugs, including prescription medications and controlled substances that have not been issued legally to the inmate, work to ensure individuals, other than inmates, do not violate, and investigate allegations of violation of, laws which prohibit furnishing a inmate any	24-13-460	Require	Operations	Yes	Yes	Yes	Yes	Yes	No		
69.1000	Prosecute individuals who provide inmates contraband, other than weapons or illegal drugs, in magistrate's court	24-3-965; 24-1-220	Require	Police Services	Yes	Yes	Yes	No	No	No		
70.0000	Trespassing or loitering on state correctional properties, instruct individuals doing so to leave Legislative findings in enabling Act: See Note 10 in "Deliverables Chart - Notes"	24-1-270	Require	Operations	Yes	Yes	Yes	Yes	Yes	No		
70.1000	Prosecute individuals who (1) after notice is given to leave, continue trespassing or loitering on state correctional properties; and (2) incite, solicit, urge, encourage, exhort, instigate, or procure a person to continue trespassing or loitering on state correctional properties Legislative findings in enabling Act: See Note 10 in "Deliverables Chart - Notes"	24-1-270; 24-1-220	Require	Police Services	Yes	Yes	Yes	No	No	No		
71.0000	Safe conduct and welfare of the prison system institutions, take all precautionary measures for the	24-3-710	Allow	Operations	Yes	Yes	Yes	Yes	Yes	No		
71.1000	Establish rules and regulations for discipline of inmates	24-1-140	Allow	Operations	Yes	Yes	Yes	Yes	Yes	No		
71.2000	Utilize \$3.05 million in appropriated funds for security upgrades	118.15 (2018-19 Appropriations Bill H.4950)	Require	Operations	Yes	Yes	Yes	Yes	Yes	No		
71.3000	Investigate prison system misconduct	24-3-710	Allow	Police Services	Yes	Yes	Yes	No	No	No		
71.4000	Determine and execute suitable punishment for prison system misconduct	24-3-710	Allow	Operations	Yes	Yes	Yes	Yes	Yes	No		
72.0000	Disorders, riots, or insurrections, establish and enforce rules that prevent these in the prison system	24-3-710 and 24-3-760		Operations	Yes	Yes	Yes	Yes	Yes	No		
72.1000	Work to ensure inmates do not violate ,and investigate allegations of violation of, laws which prohibits inmates from: (1) escape; (2) attempted escape; (3) have in their possession tools, weapons, or other items that may be used to facilitate an escape; (4) conspire with another inmate to incite a riot; (5) conspire with another inmate to commit acts of violence; (6) carry on his person or to have in his possession a dirk, slingshot, metal knuckles, razor, firearm, or an object, homemade or otherwise, that may be used for the infliction of personal injury upon another person, or to willfully conceal any weapon; (7) acting alone or in concert with others, who by threats, coercion, intimidation, or physical force takes, holds, decoys, or carries away any person as a hostage or for any other reason Legislative findings in enabling Act: See Note 10 in "Deliverables Chart - Notes"	24-13-410 through 24-13-450	Require	Operations	Yes	Yes	Yes	Yes	Yes	No		
72.2000	Utilize force to maintain order and discipline in all facilities	24-13-30	Allow	Operations	Yes	Yes	Yes	Yes	Yes	No		
72.3000	Utilize force to prevent inmate escapes	24-13-30	Allow	Operations	Yes	Yes	Yes	Yes	Yes	No		
72.4000	Utilize citizen assistance to suppress disorder among inmates	24-3-720 and 24-3-760	Allow	Operations	n/a	n/a	n/a	n/a	n/a	n/a	SCDC does not utilize citizens to suppress disorders	

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72.5000	Collect a fine if citizen refuses to help SCDC suppress disorder among inmates	24-3-730 and 24-3-760	Require	Legal and Compliance and Operations	n/a	n/a	n/a	n/a	n/a	n/a	SCDC does not utilize citizens to suppress disorders
72.6000	Compensate citizens who help SCDC suppress disorder among inmates	24-3-740 and 24-3-760	Require	Legal and Compliance and Operations	n/a	n/a	n/a	n/a	n/a	n/a	SCDC does not utilize citizens to suppress disorders
72.7000	Assert defense allowed in 24-3-750 and 24-3-760 if allegations brought as a result of utilizing citizen to help suppress disorder among inmates	24-3-750; 24-3-760; 24-1-220	Allow	Legal and Compliance and Operations	n/a	n/a	n/a	n/a	n/a	n/a	SCDC does not utilize citizens to suppress disorders
73.0000	Body fluids including, but not limited to, urine, blood, feces, vomit, saliva, or semen, work to ensure inmates do not violate, and investigate allegations of violation of, laws which prohibits inmates from attempting to throw or throwing these fluids on an employee, law enforcement officer, visitor, or any other person authorized to be present in an official capacity	24-13-470	Require	Operations	Yes	Yes	Yes	Yes	Yes	No	
74.0000	Jewelry policies for inmates, monitor and enforce	24-3-93	Require	Operations	Yes	Yes	Yes	Yes	Yes	No	
75.0000	Internet-based social networking websites to contact victims, prohibit inmate use of	24-3-970	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
75.1000	Prosecute inmates, and those assisting inmates, who utilize the internet for communicating with victims	24-3-970; 24-1-220	Require	Police Services	No	Yes	Yes	No	No	No	See Note 11 at bottom of this chart.
76.0000	Inmate accounts, establish rules for	See below		Administration	Yes	Yes	Yes	Yes	Yes	Yes	
76.1000	Establish rules for monetary deductions from inmate's accounts	24-13-80(A-B)	Allow	Administration	Yes	Yes	Yes	Yes	Yes	No	
76.2000	Take appropriate and necessary steps to determine and contact a rightful owner of unclaimed funds remaining in an inmate account	65.2 (2018-19 Appropriations Bill H.4950)	Require	Administration	Yes	Yes	Yes	Yes	Yes	No	
76.3000	Deposit unclaimed funds in inmate accounts to the Inmate Welfare Funds, after taking steps to contact rightful owner	65.2 (2018-19 Appropriations Bill H.4950)	Require	Administration	Yes	Yes	Yes	Yes	Yes	No	
77.0000	Mediums of exchange between prisoners, allow via a system of credits	24-3-951	Require	Operations	Yes	Yes	Yes	Yes	Yes	No	
78.0000	Pay phone calls in prison system facilities, allow inmates to make	See below		Operations/ Administration	Yes	Yes	Yes	Yes	Yes	Yes	
78.1000	Add per call surcharge to inmate phone calls to cover costs of equipment and operations for cell phone interdiction measures	65.25 (2018-19 Appropriations Bill H.4950)	Allow	Operations/ Administration	Yes	Yes	Yes	Yes	Yes	Yes	
78.2000	Review and adjust inmate phone call surcharge to only cover the cost of ongoing operational expenses of the interdiction equipment, once cell phone interdiction or retrieval equipment has been paid in full	65.25 (2018-19 Appropriations Bill H.4950)	Require	Operations/ Administration	Yes	Yes	Yes	Yes	Yes	Yes	
78.3000	Collect inmate phone call surcharge fees from telephone vendors monthly	65.25 (2018-19 Appropriations Bill H.4950)	Require	Operations/ Administration	Yes	Yes	Yes	Yes	Yes	Yes	
78.4000	Retain funds from inmate phone call surcharges for (1) cell phone interdiction or retrieval equipment, or (2) critical security needs. When the equipment has been paid in full, the surcharge amount will be reviewed and adjusted to cover the cost of ongoing operational expenses of the interdiction equipment.	65.25 (2018-19 Appropriations Bill H.4950)	Require	Operations/ Administration	Yes	Yes	Yes	Yes	Yes	No	
78.5000	Carry forward any balance of funds from inmate phone call surcharges	65.25 (2018-19 Appropriations Bill H.4950)	Allow	Operations/ Administration	Yes	Yes	Yes	Yes	Yes	No	
79.0000	Humane treatment to inmates, provide	24-1-20; 24-1-30	Require	Office of the Director	Yes	Yes	Yes	Yes	Yes	No	
79.1000	Establish rules and regulations for treatment of inmates	24-1-140	Allow	Operations	Yes	Yes	Yes	Yes	Yes	No	

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79.2000	Prosecute all individuals that mistreat inmates in violation of the law	24-1-210; 24-1-220	Require	Police Services	Yes	Yes	Yes	Yes	Yes	No		
80.0000	Feed inmates and conduct appropriate inspections of food service operations	24-1-130	Require	Operations	Yes	Yes	Yes	Yes	Yes	No		
80.1000	Dept. of Health and Environmental Control inspection of food service operations at all prison system facilities, allow annually	24-9-20	Require	Legal & Compliance	Yes	Yes	Yes	No	No	No		
80.2000	Receive written report on conditions of each jail and prison facility inspected by a food service inspector for DHEC	24-9-20	Require	Legal & Compliance	Yes	Yes	Yes	No	No	No		
80.3000	Facilitate the filing of each detention facility inspection report from DHEC's food service inspector with responsible local governing body, sheriff/police chief, and director of the facility	24-9-20	Require	Legal & Compliance	Yes	Yes	Yes	No	No	No		
81.0000	Canteen operations, utilize funds generated to continue operation of the canteen	65.1 (2018-19 Appropriations Bill H.4950)	Allow	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	Yes		
82.0000	State Fire Marshal inspection of all prison system and local detention facilities including all phases of operation, fire safety, and health and sanitation conditions, collaborate annually with State Fire Marshal	24-9-20	Require	Legal & Compliance	Yes	Yes	Yes	No	No	No		
82.1000	Receive written report on conditions of each jail and prison facility inspected from State Fire Marshal (Inspection Division)	24-9-20	Require	Legal & Compliance	Yes	Yes	Yes	No	No	No		
82.2000	Facilitate the filing of each detention facility inspection report from the State Fire Marshal with responsible local governing body, sheriff/police chief, and director of the facility	24-9-20	Require	Legal & Compliance	Yes	Yes	Yes	No	No	No		
83.0000	SCDC standards for inspections of local confinement facilities, establish with Association of Counties	24-9-20	Require	Legal & Compliance	Yes	Yes	Yes	No	No	No	These standards are actually the statutorily mandated minimum standards, not SCDC's standards	
83.1000	Prepare written report on conditions of each jail facility inspected by SCDC Inspection Division pursuant to standards for inspections of local confinement facilities established with Association of Counties	24-9-20	Require	Legal & Compliance	Yes	Yes	Yes	No	No	No	These standards are actually the statutorily mandated minimum standards, not SCDC's standards	
83.2000	Facilitate the filing of each facility inspection report from SCDC's Inspection Division with responsible local governing body, sheriff/police chief, and director of the facility	24-9-20	Require	Legal & Compliance	Yes	Yes	Yes	No	No	No	These standards are actually the statutorily mandated minimum standards, not SCDC's standards	
84.0000	Inspection discloses a facility does not meet minimum standards and fire and health codes, notify local governing body if this occurs	24-9-30(A)	Require	Legal & Compliance	Yes	Yes	Yes	No	No	No		
84.1000	Monitor whether local governing body initiates corrective action or corrects conditions which an inspection report stated were needed for a facility to meet minimum standards and fire and health codes	24-9-30(B)	Allow	Legal & Compliance	Yes	Yes	Yes	No	No	No		
84.2000	Determine if a facility needs to be closed for failure to meet minimum standards and fire and health codes	24-9-30(B)	Allow	Legal & Compliance	Yes	No	No	No	No	No		
84.3000	If SCDC closes a facility because conditions, which served as a basis for an inspection report to state the facility did not meet minimum standards and fire and health codes, were not corrected, send notice to the presiding judge of the judicial circuit via certified mail	24-9-30(B)	Require	Legal & Compliance	Yes	No	No	No	No	No		

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84.4000	If SCDC closes a facility because conditions, which served as a basis for an inspection report to state the facility did not meet minimum standards and fire and health codes, were not corrected, accept local governing body's notice of appeal of the directive to close the facility, if local governing body appeals	24-9-30(C)	Require	Legal & Compliance	Yes	No	No	No	No	No		
84.5000	If SCDC closes a facility because conditions, which served as a basis for an inspection report to state the facility did not meet minimum standards and fire and health codes, were not corrected, AND a local governing body appeals the directive to close the facility, appear at the hearing and present evidence	24-9-30(D)	Require	Legal & Compliance	Yes	No	No	No	No	No		
84.6000	Receive notification of jail facility closing from appropriate officials, 90 days prior to closing (Inspection Division)	24-9-40	Require	Legal & Compliance	Yes	No	No	No	No	No		
85.0000	Care and treat for inmates (health)	24-1-130	Require	Health Services	Yes	Yes	Yes	Yes	Yes	Yes		
85.1000	Provide health care required by law, even if inmate is not covered by insurance	65.16 (2018-19 Appropriations Bill H.4950)	Require	Health Services	Yes	Yes	Yes	Yes	Yes	Yes		
85.2000	Provide hormonal therapy to inmates as long as medically necessary for the health of the inmate and the inmate was taking the hormones upon arrival at SCDC	65.28 (2018-19 Appropriations Bill H.4950)	Require	Health Services	Yes	Yes	Yes	Yes	Yes	Yes		
85.3000	Do not use state funds for inmate sexual reassignment surgery	65.28 (2018-19 Appropriations Bill H.4950)	Require	Health Services	No	Yes	Yes	No	No	No		
85.4000	Refrain from charging inmates for mental health treatment	65.8 (2018-19 Appropriations Bill H.4950)	Require	Health Services	Yes	Yes	Yes	Yes	Yes	No		
85.5000	Charge fee for inmate-requested medical treatment, except psychological or mental health visits	65.8 (2018-19 Appropriations Bill H.4950)	Allow	Health Services	Yes	Yes	Yes	Yes	Yes	Yes		
85.6000	Charge co-pay for prescriptions	65.8 (2018-19 Appropriations Bill H.4950)	Require	Health Services	Yes	Yes	Yes	Yes	Yes	Yes		
85.7000	Collect and record private health insurance information from inmates	65.16 (2018-19 Appropriations Bill H.4950)	Allow	Health Services	Yes	Yes	Yes	Yes	Yes	Yes		
85.8000	File against inmate insurance for medical costs when necessary	65.16 (2018-19 Appropriations Bill H.4950)	Allow	Health Services	No	Yes	Yes	Yes	Yes	Yes		
85.9000	Use insurance reimbursements to cover claim expenses	117.47 (2018-19 Appropriations Bill H.4950)	Allow	Administration	No	Yes	Yes	Yes	Yes	Yes		
85.9100	Initiate an action to collect costs incurred for medical treatment (each visit initiated by the inmate to an institutional physician, physician's extender including a physician's assistant or a nurse practitioner, dentist, optometrist, or psychiatrist for examination or treatment.), above those costs the jail was able to obtain from the inmate's account, if (1) the inmate is released, but was not acquitted of all charges for which he was being held or (2) the inmate was executed or died while in the jail.	24-13-80(D)	Allow	Health Services	No	Yes	Yes	Yes	Yes	Yes		

Deliverables

Agency Responding: Department of Corrections Date of Submission: September 28, 2019 (updated January 2020) Agency Statement: The information provided to the House Legislative Oversight Committee is accurate to the best of the Department of Corrections or its agents' knowledge and as of the date of submission. The Department of Corrections reserves the right to clarify, change, or amend the information provided if other information becomes available or there was a misunderstanding related to the request.											
Item #	Deliverable	Associated Laws	Is deliverable Required or Allowed by law?	Associated Organizational Unit	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?	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?	Additional comments from agency (optional)
85.9200	Reimburse money that was deducted from inmate's account for medical treatment (each visit initiated by the inmate to an institutional physician, physician's extender including a physician's assistant or a nurse practitioner, dentist, optometrist, or psychiatrist for examination or treatment.), if inmate is exonerated of all charges for which inmate was being held and inmate requests reimbursement	24-13-80(C)	Require	Administration	No	Yes	Yes	Yes	Yes	No	
85.9300	Raise awareness of and educate inmates on organ, tissue, and marrow donation, and if they desire to donate, and are able to do so, follow proper laws regarding organ and tissue donations	24-1-285	Require	Health Services	No	No	No	No	No	Yes	
86.0000	Data about inmates and operations at local detention facilities, receive, electronically, from the responsible local government entity	24-9-50	Require	Operations; Legal and Compliance	Yes	Yes	Yes	No	No	No	
86.1000	Accept monthly reports on inmate demographics and data from local facilities	24-13-50	Require	Legal and Compliance	Yes	Yes	Yes	No	No	No	
86.2000	Establish documentation requirements for local facilities to electronically send SCDC commitment records of inmates who have credit for jail time in excess of their sentence	65.24 (2018-19 Appropriations Bill H.4950)	Require	Operations	Yes	Yes	Yes	Yes	Yes	Yes	
86.3000	Accept, from local facilities electronically or by other means, commitment records, for inmates who have credit for jail time in excess of their sentence	65.24 (2018-19 Appropriations Bill H.4950)	Allow	Operations	Yes	Yes	Yes	Yes	Yes	Yes	
87.0000	Records of industry, habits, department, and any other information about inmates requested by the board or director of PPP, maintain	24-21-70	Require	Operations; Central Classification	Yes	Yes	Yes	Yes	Yes	No	
87.1000	Provide the board or director of PPP records of industry, habits, department, and any other information about inmates requested	24-21-70	Require	Operations: Central Classification	Yes	Yes	Yes	Yes	Yes	No	
87.2000	Assist the director of Dept. of Probation, Parole, and Pardon (PPP) with surveys of detention facilities to aid in reviewing parole applications, if the director of PPP conducts such surveys.	24-21-60	Require	Legal and Compliance	Yes	No	No	No	No	No	
88.0000	Information about inmates who receive Social Security Insurance, provide to the Social Security Administration	65.7 (2018-19 Appropriations Bill H.4950)	Require	Health Services	Yes	Yes	Yes	Yes	Yes	No	
88.1000	Deposit funds received from Social Security Administration, for information regarding inmates who receive Social Security Insurance, in "Special Social Security" account for "care and custody of inmates"	65.7 (2018-19 Appropriations Bill H.4950)	Require	Health Services	Yes	Yes	Yes	Yes	Yes	No	
89.0000	Inmates from court to state prison system, transport	24-3-60	Require	Operations	n/a	Yes	Yes	n/a	n/a	n/a	SCDC does not transport; Counties transport
89.1000	Collect funds from State Treasurer for transportation of prisoners from court to SCDC	24-3-70	Require	Administration	n/a	Yes	Yes	n/a	n/a	n/a	SCDC does not transport; Counties transport
90.0000	Inmate legal proceedings, utilize video conferencing	See below		Administration	Yes	Yes	Yes	Yes	Yes	No	
90.1000	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.	65.30 (2018-19 Appropriations Bill H.4950)	Require	Administration	Yes	Yes	Yes	Yes	Yes	No	
90.2000	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	24-21-710(E-H)	Allow	Administration	Yes	Yes	Yes	Yes	Yes	No	

Deliverables

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91.0000	Inmate lawsuits, create process which allow inmates to file	See below		Legal and Compliance	Yes	See Note 12 at bottom of this chart. Yes	See Note 13 at bottom of this chart. Yes	Yes	See Note 14 at bottom of this chart. Yes	See Note 15 at bottom of this chart. Yes	None
91.1000	Withdraw funds from inmate trust accounts to pay the filing fees for civil actions brought by the inmate	24-27-100 and 24-27-150	Require	Administration	Yes	Yes	Yes	Yes	Yes	No	
91.2000	Send funds for filing fees for civil actions brought by the inmate to appropriate clerk of court	24-27-100	Require	Administration	Yes	Yes	Yes	Yes	Yes	No	
91.3000	Withdraw funds from inmate trust accounts to cover court costs for civil actions brought by the inmate	24-27-110 and 24-27-150	Require	Administration	Yes	Yes	Yes	Yes	Yes	No	
91.4000	Send funds for court costs for civil actions brought by the inmate to appropriate clerk of court	24-27-110	Require	Administration	Yes	Yes	Yes	Yes	Yes	No	
91.5000	Determine, at recommendation of the court in the original action filed by the inmate, or a separate action brought by the Attorney General, the amount of earned work, education, or good conduct credits a inmate forfeits if the inmate does any of the actions in this statute	24-27-200; 24-27-210; 24-27-220	Require	Legal and Compliance	No	Yes	Yes	No	No	No	
92.0000	Legal actions or lawsuits involving the agency, authorize (Director) - Actions brought in name of director; Director appears on behalf of agency	24-1-220	Require	Legal and Compliance	No	Yes	Yes	No	Yes	No	Between January 1, 2016 and December 31, 2018, 19 lawsuits were filed against the Agency regarding alleged violations of religious freedoms or religious discrimination; As of September 26, 2019, 13 of those have been resolved in favor of the Agency; The remaining 6 cases are still pending
92.1000	Assert defense allowed in statute if allegations brought that prison regulations violate the S.C. Religious Freedom Act	24-27-500	Allow	Legal and Compliance	No	Yes	Yes	No	Yes	No	Between January 1, 2016 and December 31, 2018, 19 lawsuits were filed against the Agency regarding alleged violations of religious freedoms or religious discrimination; As of September 26, 2019, 13 of those have been resolved in favor of the Agency; The remaining 6 cases are still pending
93.0000	Death sentences, execute	24-3-530	Require	Operations	Yes	Yes	Yes	Yes	Yes	No	
93.1000	Receive execution orders from the clerk of court	24-3-510	Require	Operations	Yes	Yes	Yes	Yes	Yes	No	
93.2000	Take custody of inmates sentenced to execution from county facilities	24-3-520	Require	Operations	Yes	Yes	Yes	Yes	Yes	No	
93.3000	Provide a death chamber for executions	24-3-540	Require	Operations	Yes	Yes	Yes	Yes	Yes	No	
93.4000	Bear costs of necessary execution equipment	24-3-540	Require	Operations	Yes	Yes	Yes	Yes	Yes	No	
93.5000	Establish regulations for media presence at executions	24-3-550(C)	Require	Legal and Compliance	No	Yes	Yes	No	No	No	
93.6000	Ensure necessary individuals are present at execution	24-3-550(A-B)	Require	Operations	Yes	Yes	Yes	Yes	Yes	No	
93.7000	Prohibit witness use of electronic equipment at executions	24-3-550(D)	Require	Operations	Yes	Yes	Yes	Yes	Yes	No	
93.8000	Exclude certain persons from execution, when necessary for security purposes	24-3-550(E)	Allow	Operations	Yes	Yes	Yes	Yes	Yes	No	

Deliverables

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93.9000	Keep executioners' information confidential unless ordered to disclose by a court	24-3-580	Require	Operations	Yes	Yes	Yes	Yes	Yes	No	
93.9100	Suspend autopsy requirements for executions	65.22 (2018-19 Appropriations Bill H.4950)	Require	Health Services	Yes	Yes	Yes	Yes	Yes	No	
93.9200	Transport executed inmate's body to family members or dispose of it properly	24-3-570	Require	Operations	Yes	Yes	Yes	Yes	Yes	No	
93.9300	Bear cost of transporting executed inmate's body	24-3-570	Require	Operations	Yes	Yes	Yes	Yes	Yes	No	
93.9400	Utilize funds from inmate account to cover costs of cremation and transportation	65.23 (2018-19 Appropriations Bill H.4950)	Allow	Health Services	Yes	Yes	Yes	Yes	Yes	No	
93.9500	Provide a death certificate of the executed inmates to the clerk of court	24-3-560	Require	Health Services	Yes	Yes	Yes	No	Yes	No	
94.0000	Victims' Bill of Rights, ensure they are not violated	Constitution Article I, Section 24	Require	Programs, Reentry, and Rehabilitative Services	Yes	Yes	Yes	Yes	Yes	No	
95.0000	Freedom of Information Act Requests, respond to	30-4-40	Require	Legal and Compliance	No	No	See Note 16 at bottom of this chart	No	See Note 17 at bottom of this chart	Yes. See SC Code Ann. § 30-4-30(B)	
95.1000	Exempt information, which is outlined in statute, from agency's response to a Freedom of Information Act Request (part 1)	30-4-40	Allow	Legal and Compliance	No	No	See Note 16 at bottom of this chart	No	See Note 18 at bottom of this chart	See Note 19 at bottom of this chart	

Deliverables Chart - Notes

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Note #	Note
1	(1) Detailed statements of the sources of all federal and other funds contained in SCDC budget; (2) Programmatic and financial information for federal funds SCDC seeks to spend, including: (a) a separate listing of all conditions imposed on S.C. if the funds are accepted and expended, including, but not limited to, matching requirements; maintenance of effort requirements for the activity for which the funds are to be expended; (b) limits on program changes, including eligibility requirements, either by agency action or legislative enactment; (c) any other requirements that limit the authority of this State, by legislative enactment or administrative process to revise, extend, or eliminate the activity in aid of which the federal funds are to be expended; (d) information on all federal funds available to the agency or for which the agency is eligible to request or draw upon that have not been requested or drawn upon due to insufficient matching funds being available or any other reason and also must include the potential costs, conditions, and restrictions of the federal program providing or offering the funds.
2	SCDC charges for medical costs and any transportation related costs incurred.
3	(1) Preserve public safety, reduce crime, and use correctional resources most effectively. Currently, the South Carolina correctional system incarcerates people whose time in prison does not result in improved behavior and who often return to South Carolina communities and commit new crimes, or are returned to prison for violations of supervision requirements. It is, therefore, the purpose of this act to reduce recidivism, provide fair and effective sentencing options, employ evidence-based practices for smarter use of correctional funding, and improve public safety; and, (2) Provide consistency in sentencing classifications, provide proportional punishments for the offenses committed, and reduce the risk of recidivism.
4	Different U.S. Supreme Court cases which held: (1) warrantless and suspicionless searches of probationers and parolees are a legitimate state interest due to the fact that they are persons more likely to commit future criminal offenses; (2) parolees have fewer expectations of privacy than probationers because parole is more akin to imprisonment than probation; (3) probationers do not enjoy the absolute liberty of other citizens; (4) warrantless searches of probationers are allowed if based on reasonable suspicions; (5) recidivism is a grave concern throughout the nation; and (6) Fourth Amendment does not render the states powerless to effectively address concerns for protecting people from criminal activity.
5	The prison system population of South Carolina is at epidemic proportions which has created legal and crippling economic consequences for the State. Further, the General Assembly finds that the State must address this immediate problem through a prison overcrowding program which identifies and prepares qualified nonviolent offenders to be placed and controlled within the community in lieu of building additional prisons.
6	Provide law enforcement officers with the statutory authority to reduce recidivism rates of probationers and parolees, apprehend criminals, and protect potential victims from criminal enterprises.
7	(1) Preserve public safety, reduce crime, and use correctional resources most effectively. Currently, the South Carolina correctional system incarcerates people whose time in prison does not result in improved behavior and who often return to South Carolina communities and commit new crimes, or are returned to prison for violations of supervision requirements. It is, therefore, the purpose of this act to reduce recidivism, provide fair and effective sentencing options, employ evidence-based practices for smarter use of correctional funding, and improve public safety; and, (2) Provide cost-effective prison release and community supervision mechanisms and cost-effective and incentive-based strategies for alternatives to incarceration in order to reduce recidivism and improve public safety.
8	Provide consistency in sentencing classifications, provide proportional punishments for the offenses committed, and reduce the risk of recidivism.
9	(1) Further provide more adequate, regular, and suitable employment for the inmates of this State, consistent with proper penal purposes; (2) further utilize the labor of inmates for self-maintenance and for reimbursing this State for expenses incurred by reason of their crimes and imprisonment; (3) effect the repositioning and disbursement of prison products directly through established state authorities with no possibility of private profits; and (4) provide prison industry projects designed to place inmates in a realistic working and training environment in which they are able to acquire marketable skills and to make financial payments for restitution to their victims, for support of their families, and for the support of themselves in the institution.
10	Purpose of the provisions governing the sentencing of a person convicted of a crime is to prescribe sanctions that: (1) assure just punishment that is commensurate with the seriousness of the criminal conduct, taking into account attendant circumstances that may aggravate or mitigate the culpability of the offender; (2) deter criminal conduct; (3) provide for punishment that is necessary to hold the offender accountable for the crime and promote respect for the law; (4) assist the offender, when feasible, toward rehabilitation and restoration to the community as a lawful citizen; (5) confine the serious offender so as to remove and restrain him from further criminal acts when the confinement is in the interest of the public protection; (6) are understandable and clear to the offender, the victim, and the community; and Whereas, incarceration, probation, and other forms of community supervision and fines are all recognized as punishment.
11	Due to the possible sanctions only being 30 days and \$500 fine, SCDC has not pursued criminal charges for this offense. SCDC does request social media pages be closed and suggests internal disciplinary action which carries more penalties for the inmates than this criminal offense. SCDC have sought harassment and threatening charges when appropriate.
12	Yes because SCDC knows the number of inmates and, potentially, they could all send legal mail, make photocopies, or access the law library.
13	SCDC does not keep a count of inmates who send legal mail, make copies, or access the law library during a particular year. SCDC also does not keep count of the number of inmates who file a lawsuit during a particular year. SCDC does keep various documentation of aspects of this area. There is no mechanism by which any numbers or statistics are pulled from these records. <u>Legal mail log:</u> SCDC keeps a legal mail log which documents inmate receipt of incoming legal mail. It is a running document. <u>Postage:</u> Inmates can send legal mail to the following places for free regardless of their ability to pay: SC Court of Appeals, SC Supreme Court, Administrative Law Court, Attorney General's Office, and the Commission on Indigent Defense. Prior to January 2018 this service was provided through the Department of Administration's interagency mail services. When they ended this service, SCDC mailroom staff began making daily deliveries to these locations. In order to send legal mail to other locations, inmates must pay for postage. If they have funds, they pay at the window and no form is completed. In the case of indigent inmates, SCDC will pay for postage for legal mail but inmates complete an E.H. Cooper debit form (SCDC Form 10-4) so their account can be debited for the cost and SCDC can get paid back if and when the inmates have funds. <u>Law Library Access:</u> The law libraries keep track of who comes into and out of the law library. Some of the libraries keep a sign-up sheet and track who uses the computers. Inmates who are in RHU can use the law computer in that unit. Inmates in RHU or who are locked down and thus cannot get to the law library can send a request form for hardcopy legal research resources sent to them in their cells. <u>Photocopies:</u> Inmates must pay for photocopies. How exactly this is done, and thus how it is documented, varies between institutions. In some places, the law library handles this task. In other places, the mailroom handles it. Some institutions allow an inmate to bring something in person to be copied and to then just wait for the copies to be made. In those cases, if the inmate has funds, they pay right there and no form is completed. Others require the inmate to complete an E.H. Cooper debit form and leave it with the original for copies to be made. All institutions utilize an E.H. Cooper debit form when photocopies are made for an indigent inmate. If the inmate is indigent SCDC will make the copies and debit the inmate's account so SCDC gets paid back if and when the inmate has funds. Copies are 10 cents per page. <u>Writing Supplies:</u> Inmates can purchase writing supplies at the canteen. Inmates who are indigent receive a monthly "hygiene pack" which contains 1 pencil, 8 sheets of paper, and 2 envelopes. If they need more for legal filings or mail SCDC issues it and completes an E.H. Cooper debit form.
14	SCDC does not know how much it spends to facilitate inmate's filing of lawsuits overall and does not know how much it would cost on average per lawsuit. In 2018 SCDC spent \$131,468.15 on postage for legal mail for indigent inmates. SCDC entered debit forms for \$41,694.05, but does not know what, if any portion of that for which it actually received reimbursement. There were no debit forms entered for approximately \$89,774.10 of the costs.
15	Yes. However, inmates are often indigent and because they have a constitutional right to access the courts, SCDC must pay up front for these costs and often do not ever get reimbursed by the inmate. See <i>Bounds v. Smith</i> , 430 U.S. 817, 824-25, 97 S. Ct. 1491, 1496, 52 L. Ed. 2d 72 (U.S. 1977); <i>Hendricks v. S.C. Dep't of Corr.</i> , 385 S.C. 625, 630, 686 S.E.2d 191, 194 (2009); <i>Johnson v. Parke</i> , 642 F.2d 377, 380 (10th Cir. 1981); <i>Wanninger v. Davenport</i> , 697 F.2d 992, 994 (11th Cir. 1983); SC Code Ann. § 24-3-40(A)(1)(3); SC Code Ann. § 24-1-295(3); SC Code Ann. § 24-13-80.
16	SCDC keeps a log of the requests. Some requestors, media and attorneys in particular, make frequent requests. The number of items in this log would show the number of requests, not the number of requestors. However, SCDC could probably count that up using its log.
17	SCDC does not know the total or per request cost of responding to Freedom of Information Act (FOIA) requests. However, SCDC does have a standard fee schedule for what it charges requestors as required by SC Code Ann. § 30-4-30(B). SCDC charges \$0.25 a page for records produced through FOIA and \$25.92 an hour for the search, retrieval and redaction of records.
18	SCDC does not track how much it costs us to pull out/redact exempt information.
19	SCDC can charge for the search for, retrieval of, and redaction of records. So to the extent that exempt information must be redacted, Yes, SCDC charge for it. SCDC cannot charge for the examination and review of records conducted to determine if a document is or is not exempt. See SC Code Ann. § 30-4-30(B).
20	The development of a rational and sound sentencing structure is in the best interest of South Carolina and has determined to create an independent commission to prescribe and promulgate advisory sentencing guidelines.

Deliverables - Potential Harms

Agency Responding: Department of Corrections				
Date of Submission: September 28, 2019 (updated January 2020)				
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Item #	Deliverable	Greatest potential harm to the public if deliverable is not provided	1-3 recommendations to the General Assembly, other than \$ and providing the deliverable, for how the General Assembly can help avoid the greatest potential harm	Other state agencies whose mission the deliverable may fit within
1.0000	Manage the agency	The agency would be unable to carry out our mission.	1. Provide a safe and secure environment for the officers to work in. 2. Provide a 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.	Citizen Tax payers.
1.1000	Director execute bond for \$50,000	Bond protects the Agency's liquid assets during a breakdown of internal controls and policy deviation.	1. Have the foresight and understanding of why funds are requested and the potential impact of those unanswered requests on the Agency and the State. 2. SCEIS has provided a usable accounting system that has been adopted State-wide and has a platform for comparative reporting consistent among the agencies.	Citizen Tax payers.
1.2000	Establish rules and regulations for the performance of the agency's functions	The agency would not function in a streamlined, cohesive manner.	1. Provide a safe and secure environment for the officers to work in. 2. Provide a 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.	Citizen Tax payers.
1.3000	Identify key program area descriptions and expenditures and link those to key financial and performance results measures in the Accountability Report	Agency budget and expenditures must be kept in balance with the Appropriations Act as set by the Legislature.	1. Have the foresight and understanding of why funds are requested and the potential impact of those unanswered requests on the Agency and the State. 2. SCEIS has provided a usable accounting system that has been adopted State-wide and has a platform for comparative reporting consistent among the agencies.	Citizen Tax payers and Legislature
1.4000	Director can request reports from departments as needed	Improper management decisions that can create an atmosphere of chaos of Agency operations and injury to the inmate population.	1. Have the foresight and understanding of why funds are requested and the potential impact of those unanswered requests on the Agency and the State. 2. The Legislature continues to design better reports such as the new Accountability Report for the Agencies to complete. 3. The new budget process has been designed better over the past couple of years.	Most State Agencies.
2.0000	Employees, hire and manage	1. Without staff the agency would be unable to carry out the mission. Employees not properly managed may cause harm to the agency. 2. Correctional officers would be less likely to want to work in higher security required institutions.	1. Be aware of nation-wide changes that occurs in the management and operations of a properly run prison system. 2. Provide a safe and secure environment for the officers to work. 3. Provide clear communication to the public that the Legislature supports a safe and secure work environment. 4. Greater acknowledgement of the service that the officers perform to keep the prisons safe.	Citizen Tax payers.
2.1000	Prohibit employee from holding two elected positions	Employees holding more than one elected position may cause a conflict.		Citizen tax payers.
2.3000	Director require other employees to execute bond	Improper allocation of funds creating agency deficits and potential theft of State Resources.	1. Have the foresight and understanding of why funds are requested and the potential impact of those unanswered requests on the Agency and the State. 2. SCEIS has provided a usable accounting system that has been adopted State-wide and has a platform for comparative reporting consistent among the agencies.	Citizen Tax payers.
2.4000	Provide Correctional Officer retention incentive (CORI) services, which Includes: (1) Provide certain services to correctional officers at no cost or at a reduced cost, which may include, but not limited to, haircuts, cleaning of agency uniforms, and other services that relate directly to job requirements for correctional officers; (2) Utilize inmates to provide CORI services; (3) Set the price for CORI services; (4) Retain funds generated from CORI services; (5) Apply funds generated from CORI services to costs associated with the operation of CORI.	High vacancy rate damages the continuity of having well-trained and experienced security staff working inside the correctional institutions. Turnover creates additional hardships on current staff having to work over time and long hours.	1. Provide a safe and secure environment for the officers to work in. 2. Provide a 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.	Department of Mental Health, Department of Juvenile Justice and community health facilities.
2.5000	Retain fees from correctional officer retention incentives and apply them to costs associated with the operation of correctional officer retention incentives	High vacancy rate damages the continuity of having well-trained and experienced security staff working inside the correctional institutions. Turnover creates additional hardships on current staff having to work over time and long hours.	1. Provide a safe and secure environment for the officers to work in. 2. Provide a 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.	Department of Mental Health, Department of Juvenile Justice and community health facilities.
2.6000	Increase salary of "certified instructional personnel" in accordance with State increase	Poor recruitment of teachers and close schools that inmates participate in.	Allow the PUSD to mirror the SDE salary schedules for teachers to remain competitive with the State's school districts.	State Department of Education
2.7000	Utilize funds appropriated for special assignment pay solely for special assignment pay to employees in full-time equivalent positions (purpose - address vacancies and turnover of staff by providing a pay differential for certain employees assigned to institutions with a Level II or Level III security designation.)	Correctional officers would be less likely to want to work in higher security required institutions.	1. Be aware of nation-wide changes that occurs in the management and operations of a properly run prison system. 2. Continued support for the law concerning incarcerated individuals. 3. Maintain the Agency mission which reflects said deliverables.	Various state-wide law enforcement and judicial entities.

Deliverables - Potential Harms

Agency Responding: Department of Corrections				
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Item #	Deliverable	Greatest potential harm to the public if deliverable is not provided	1-3 recommendations to the General Assembly, other than \$ and providing the deliverable, for how the General Assembly can help avoid the greatest potential harm	Other state agencies whose mission the deliverable may fit within
2.8000	Determine amount of special assignment pay for appropriate staff	Correctional officers would be less likely to want to work in higher security required institutions.	1. Be aware of nation-wide changes that occurs in the management and operations of a properly run prison system. 2. Continued support for the law concerning incarcerated individuals. 3. Maintain the Agency mission which reflects said deliverables.	Various state-wide law enforcement and judicial entities.
2.9000	Replace applicable employee property if damaged or destroyed by inmate	Inmates must be held accountable for damaging employee personal items.	Provides inmate accountability for replacement using their own funds.	State Legislature and Tax payers.
2.9100	Establish guidelines for replacement of employee property damaged by inmates	Inmates must be held accountable for damaging employee personal items.	1. Be aware of nation-wide changes that occurs in the management and operations of a properly run prison system. 2. Provides inmate accountability for replacement using their own funds.	State Legislature and Tax payers.
2.9200	Meals during emergencies or emergency simulation exercises, provide to employees	Interrupts the flow and operational alertness of the emergency teams if meals are not provided to them.	Allow the Agency to continue to support the mission of our emergency teams. See Operations Law Change #14 from January 6, 2020 letter.	State Legislature and Tax payers.
3.0000	Financial and asset information, deposit, utilize, and record as required in statute	State assets must be properly processed and recorded to minimize theft.		SC Department of Education, Federal Emergency Management Agency, U.S. Department of Agriculture, SC Department of Public Safety
3.1000	Provide Governor, in a timely manner as part of budget submission, certain information which is outlined in Note 1 at the end of this chart.	Federally funded employees and programs will be discontinued which will harm inmate integration back into society.	1. Continue to allow the Agency to apply for Federal Grants that have potential benefits for the welfare of the inmate population. 2. Continue to allow the Agency to supplement State Appropriations with programs established by Federal Funding.	SC Department of Education, Federal Emergency Management Agency, U.S. Department of Agriculture, SC Department of Public Safety
3.2000	Deposit donations or contributions from sources other than the federal government in special accounts in the State Treasury	Lack of donations from outside parties lower morale amongst the inmate population.	Continue to allow the Agency to receive the Federal Funding that we are entitled to receive by the applying for and monitoring of Federal Grant programs.	SC Department of Education, Federal Emergency Management Agency, U.S. Department of Agriculture, SC Department of Public Safety
3.3000	Deposit all federal funds in the State Treasury	State Law requires all cash to be managed by the State Treasurer's Office.		SC Department of Education, Federal Emergency Management Agency, U.S. Department of Agriculture, SC Department of Public Safety
3.4000	Deposit funds received from private entities for processing electronic transfers into the E.H. Cooper Trust Fund, into the "Inmate Welfare Fund" and spend for benefit of inmate population	Inmate morale problems if personal funds are not available to purchase individual items over and above what the Agency can provide.		State Legislature and Tax payers.
3.5000	Retain Purchase Card Program rebates to support operations	Provides a minimal amount annually for incidental purchases.		State Legislature and Tax payers.
3.6000	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 or benefits for employees.	Contributions are not spent as intended by the donor.		SC Department of Education, Federal Emergency Management Agency, U.S. Department of Agriculture, SC Department of Public Safety
3.7000	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 or benefits for employees.	Agency not following State Laws.		SC Department of Education, Federal Emergency Management Agency, U.S. Department of Agriculture, SC Department of Public Safety
3.8000	On federal grants and contracts SCDC receives, to which indirect costs may be charged (costs of supportive services within an agency or provided by another agency which benefit more than one program and which may be charged to federal programs in accordance with Office Management and Budget Circular A-87 or A-21), SCDC will... (1) Recover maximum allowable indirect costs (2) Credit indirect cost recoveries to general fund (3) Prepare and submit indirect costs proposal to Executive Budget Office for approval (and if requested, provide to House W&M and Senate Finance) SCDC may... (1) request, in its budget request, waiver of the requirements above Legislative intent in enabling Act	Agency not recovering the maximum amount of indirect costs for managing the funds.		SC Department of Education, Federal Emergency Management Agency, U.S. Department of Agriculture, SC Department of Public Safety
3.9000	Notify Executive Budget Office and Comptroller General before transferring any appropriated funds between agency programs (as programs is utilized in the general appropriations act)	Disrupts the balancing of the Appropriated budgets.		Citizen Tax payers.
3.9100	Do not transfer more than 20% of funds appropriated to a certain program, to another program	Disrupts the balancing of the Appropriated budgets.		Citizen Tax payers.

Deliverables - Potential Harms

Agency Responding: Department of Corrections				
Date of Submission: September 28, 2019 (updated January 2020)				
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3.9200	Provide details of any transfer of appropriated funds between agency programs, when requested by a member of the General Assembly	Disrupts the balancing of the Appropriated budgets.		Citizen Tax payers.
3.9300	Utilize agency appropriated funds to avoid a deficit	Unlawful budget position and taxpayers lose confidence in the Agency.		Citizen Tax payers.
3.9400	Notify General Assembly and work with Executive Budget Office to develop a plan to avoid a year-end deficit, if a quarterly deficit monitoring review by EBO determines the likelihood of such a deficit exists	Unlawful budget position and taxpayers lose confidence in the Agency.		Citizen Tax payers.
3.9500	Do not withhold services to carry forward general funds	Withholding services is contrary to the mission of the Agency which provides for the welfare for the inmates.		Citizen Tax payers.
3.9600	Carry forward up to 10% of unspent general appropriated funds from prior fiscal year	Available funding will be reduced during the next year for the welfare of the inmates.		Citizen Tax payers.
3.9700	Follow the following definition/process when calculating carry forward: Agencies which have separate general fund carry forward authority must exclude the amount carried forward by such separate authority from their base for purposes of calculating the ten percent carry forward authorized herein. Any funds that are carried forward as a result of this provision are not considered part of the base of appropriations for any succeeding years.	Available funding will be reduced during the next year for the welfare of the inmates.		Citizen Tax payers.
3.9800	Transfer \$20,500 each month to Attorney General's office for distribution through the State Victims Assistance Program	Funds collected from the inmates pay deductions are not enough to provide the set monthly amount.	Provide additional funding sources or a higher deduction rate from the inmate payroll.	State Attorney General
3.9900	Return to the general fund, state appropriations provided to match federal if the federal funds are not available to be used for the project for which state appropriations were provided, unless there is written approval from State Fiscal Accountability Authority to do otherwise	Spending appropriations that are not intended to be spent on other expenditures.		State Legislature and Tax payers.
3.9910	Retain, for general operating purposes, reimbursements for expenses incurred in a prior fiscal year	Funds will be taken from the operational welfare for the inmates.		State Legislature and Tax payers.
3.9920	Appropriate year-end funds	Funds will be taken from the operational welfare for the inmates.		State Legislature and Tax payers.
3.9930	Maintain complete and accurate financial records			State Legislature and Tax payers.
3.9940	Submit year-end financial documents to the Office of the Comptroller General	Lack of communication between Agency and State Chief Accountant.		State Legislature and Tax payers.
3.9950	Provide links to websites of any agencies that provide SCDC monthly procurement card statements	No potential to harm	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.	Citizen Tax payers.
3.9960	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	Misappropriation of Agency property.		Most State Agencies.
3.9970	Print inventory/fiscal affairs report for the public	Defeats the purpose of transparency.		Most State Agencies.
4.0000	Self-sustaining, establish prison system as	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.	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 occurs in the management and operations of a properly run prison system.	Various state-wide law enforcement and judicial entities.
5.0000	Functions of SCDC and Dept. of Probation, Parole, and Pardon (PPP), collaborate with PPP to consolidate	The agencies are still separate and distinct.	Continue to explore to merge functions of the agencies.	Department of Probation, Parole and Pardon
6.0000	Jail and Prison Inspection Division, establish for activities related to mandated inspections	Dangerous environment for the institutional staff and the inmate population.	1. Continued support for the law concerning incarcerated individuals. 2. Maintain the Agency mission which reflects said deliverables.	State Legislature and Tax payers.
6.1000	Select inspectors for the Jail and Prison Inspection Division	Dangerous environment for the institutional staff and the inmate population.	1. Continued support for the law concerning incarcerated individuals. 2. Maintain the Agency mission which reflects said deliverables.	State Legislature and Tax payers.

Deliverables - Potential Harms

Agency Responding: Department of Corrections				
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7.0000	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"	Inmate population continues to grow.	Thoroughly evaluate reform recommendations to ensure that it is explained appropriately so that it does not result in litigation if applied retroactively.	Department of Probation, Parole, and Pardon
7.1000	Perform required duties as member of S.C. Sentencing Guidelines Commission	Inmate population continue to grow.	Thoroughly evaluate reform recommendations to ensure that it is explained appropriately so that it does not result in litigation if applied retroactively.	Department of Probation, Parole, and Pardon
7.2000	Participate, as a member of the S.C. Sentencing Guidelines Commission, in selection of a staff director	There would not be a Director to serve and out mission statement of safety, service, and stewardship would not be met.	Agency Director continue to be a member of this committee.	Court Administration, Prosecution Coordination Commission, Department of Probation, Parole and Pardon
7.3000	Participate, as a member of the S.C. Sentencing Guidelines Commission, in recommending to the General Assembly a classification system for inmates	Inmate population could grow and inmates would not receive appropriate programming.	Agency Director will continue to explore classification system options to enhance or replace our current system and will continue to provide and develop program options for the inmate population.	Department of Probation, Parole, and Pardon
8.0000	Detain prisoners when directed to do so	Violent and dangerous inmates housed in county facilities that are unable to manage these types of inmates.	Ensure legislation provides for the Governor to approve these on a case by case basis.	Various state-wide law enforcement and judicial entities.
8.1000	Detain inmates when directed by law enforcement or Governor	Violent and dangerous inmates housed in county facilities that are unable to manage these types of inmates.	Ensure legislation provides for the Governor to approve these on a case by case basis.	Various state-wide law enforcement and judicial entities.
8.2000	Detain inmates when directed by other agencies	Violent and dangerous inmates housed in county facilities that are unable to manage these types of inmates.	Ensure legislation provides for the Governor to approve these on a case by case basis.	Various state-wide law enforcement and judicial entities.
8.3000	Detain inmates under direction of the Federal government	Inmates scheduled for release to Immigration and Custom Enforcement detainers are held at the request of ICE for up to 48 hrs. after release. Failure may endanger public safety.		Immigration and Customs Enforcement
8.4000	Care and custody of housing illegal aliens, Retain funds received from US DOJ and the State Criminal Alien Assistance Program to offset expenses for	Increase in crime within the State and loss of Federal funding.	1. Continue to allow the Agency to participate in this program. 2. See Operations Law Change #14 from January 6, 2020 letter.	Various state-wide law enforcement and judicial entities.
9.0000	Admit prisoners at SCDC facilities	Inmates sentenced to 91 days or more are admitted into SCDC. Failure will violate state law and may endanger public safety		None
9.1000	Accept new inmates from each local facility	Some inmates entering the system are at a high risk for unsafe behavior. Local facilities may not have the training to secure these types of inmates.	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 occurs in the management and operations of a properly run prison system. See Operations Law Change #14 from January 6, 2020 letter.	Various state-wide law enforcement and judicial entities.
9.2000	Determine admissions schedule for inmates	Some inmates entering the system are at a high risk for unsafe behavior. Local facilities may not have the training to secure these types of inmates.	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 occurs in the management and operations of a properly run prison system. See Operations Law Change #14 from January 6, 2020 letter.	Various state-wide law enforcement and judicial entities.
10.0000	Process inmates at a Reception and Evaluation Center	Important for law enforcement recording and country-wide enforcement.		State Law Enforcement Division, Sheriffs' departments, and other law enforcement agencies.
10.1000	Omit inmates with sentences greater than 90 days, but who have credit for jail time in excess of their sentence, from being admitted and physically processed through Reception and Evaluation centers	Important for law enforcement recording and country-wide enforcement.	See Operations Law Change #14 from January 6, 2020 letter.	State Law Enforcement Division, Sheriffs' departments, and other law enforcement agencies.
11.0000	DNA samples from inmates, obtain from those who are legally required to submit	Important for law enforcement recording and country-wide enforcement.		State Law Enforcement Division, other law enforcement agencies.
11.1000	Collect fee for DNA sample from inmates and submit to State Treasurer	Important for law enforcement recording and country-wide enforcement.		State Law Enforcement Division, other law enforcement agencies.
11.2000	Transfer collected DNA fees to State Law Enforcement Division to offset the expenses incurred to operate the State DNA Database program	Critical information for tracking of criminals.		State Law Enforcement Division, other law enforcement agencies.
12.0000	Classification of inmates, establish rules, regulations, and plan for - Determine different ways to characterize inmates in order to maintain data on them and determine where each will be housed/confined	Endanger public safety if Inappropriate institutional placement	SCDC has identified a classification system and is in the process of implementing this system, beginning February 15, 2020. The Agency is currently training staff for implementation. SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020 letter).	None

Deliverables - Potential Harms

Agency Responding: Department of Corrections				
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12.1000	Develop a plan for the implementation of a statewide case classification system which includes all items stated in Section 24-23-20	Endanger public safety if inappropriate institutional placement	SCDC has identified a classification system and is in the process of implementing this system, beginning February 15, 2020. The Agency is currently training staff for implementation. See also Operations Law Change #10 from January 6, 2020 letter.	None
13.0000	Place of confinement for inmates, determine appropriate place <u>Legislative Intent in enabling Act:</u> See Note 3 at the end of this chart.	Increase recidivism and cost to the public due to repeat criminal behavior	SCDC has identified a classification system and is in the process of implementing this system, beginning February 15, 2020. The Agency is currently training staff for implementation. SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020 letter).	None
13.1000	Establish rules and regulations for separation of inmates	Increase in violence towards staff, inmates and general public	SCDC has identified a classification system and is in the process of implementing this system, beginning February 15, 2020. The Agency is currently training staff for implementation. SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020 letter).	None
13.2000	Confine juvenile offenders separately from older inmates	Bodily injury and loss of life of inmate. Juvenile offenders 16 and under are housed at the SC Dept of Juvenile Justice. 17 and older are housed in SCDC	SCDC has identified a classification system and is in the process of implementing this system, beginning February 15, 2020. The Agency is currently training staff for implementation. SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020 letter).	Department of Juvenile Justice
13.3000	Separate males and females in all prison facilities	For protection of inmate and public, separate institutions have been establish for housing of male and female offenders.	SCDC has identified a classification system and is in the process of implementing this system, beginning February 15, 2020. The Agency is currently training staff for implementation. SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020 letter).	None
13.4000	Consider proximity to home in inmate facility assignment	Public safety risk. Proximity of offenders home is considered but does not take precedence over department criteria.	SCDC has identified a classification system and is in the process of implementing this system, beginning February 15, 2020. The Agency is currently training staff for implementation. SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020 letter).	None
13.5000	Obtain consent before confining inmates in local facilities	Inmates could be sent to locations where security and supervision are lacking.	Maintain statute requiring mutual approval for state inmates to be placed at local detention facilities.	Other criminal justice agencies, judiciary
13.6000	Terminate assignments if facilities unsuitable	Inmates could remain at facilities where conditions and supervision are inadequate.	Maintain statute allowing SCDC to remove state inmates when circumstances warrant doing so.	Other law enforcement agencies
13.7000	Transfer designated inmates to other institutions when necessary	Possible Escape risk if not appropriately housed.	SCDC has identified a classification system and is in the process of implementing this system, beginning February 15, 2020. The Agency is currently training staff for implementation. SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020 letter).	None
13.8000	Extend limits of place of confinement for trustworthy inmates in specific situations (see work release, medical, etc. deliverables)	Bodily injury and/or loss of life of individual inmates. By law the inmates are "wards" of the State which are to be protected while under State custody.	See Operations Law Change #5 from January 6, 2020 letter.	State Legislature and Tax payers.
13.9000	<u>Interstate Corrections Compact</u>	Increase security risk by limiting the assignment options of the inmates.		None
13.9100	Comply with the Federal Prison Rape Elimination Act	Inmate Safety is our main mission. Failure to comply with PREA Standards will make the prisons unsafe		None
14.0000	Sick or dying family members of inmates, provide inmates ability to visit	Inmate retaliation, uprising, potential escape, suicide, bodily injury, institutional disruptions, staff safety, or additional ramifications	Continue to support the security and safety of the inmate and officers escorting the inmates.	State Legislature and Tax payers.
14.1000	Verify inmate relatives prior to allowing inmate to visit sick or dying family member	Inmate retaliation, uprising, potential escape, suicide, bodily injury, institutional disruptions, staff safety, or additional ramifications	Continue to support the security and safety of the inmate and officers escorting the inmates.	State Legislature and Tax payers.
14.2000	Notify victims and inmate relatives, when applicable, prior to inmate visiting sick or dying family member	Inmate retaliation, uprising, potential escape, suicide, bodily injury, institutional disruptions, staff safety, or additional ramifications	Continue to support the security and safety of the inmate and officers escorting the inmates.	State Legislature and Tax payers.
14.3000	Provide transportation for inmates visiting sick or dying family member	Inmate retaliation, uprising, potential escape, suicide, bodily injury, institutional disruptions, staff safety, or additional ramifications	Continue to support the security and safety of the inmate and officers escorting the inmates.	State Legislature and Tax payers.
14.4000	Collect funds for transportation of inmates to visit sick or dying family member	Inmate retaliation, uprising, potential escape, suicide, bodily injury, institutional disruptions, staff safety, or additional ramifications	Continue to support the security and safety of the inmate and officers escorting the inmates.	State Legislature and Tax payers.
15.0000	Terminally ill inmates, extend limits of confinement for	Bodily injury and/or loss of life of individual inmates. By law the inmates are "wards" of the State which are to be protected while under State custody.	See Operations Law Change #5 from January 6, 2020 letter.	State Legislature and Tax payers.
15.1000	File petitions to the full parole board for release of an inmate who is terminally ill, geriatric, permanently incapacitated, or any combination of these conditions	Increased costs as medical parole and furlough release reduce monetary cost to State of South Carolina and to agency due to high medical bills	See Operations Law Change #5 from January 6, 2020 letter.	Department of Probation, Parole, and Pardon
16.0000	Inmate deaths (non-execution), take actions outlined in statute	Opens Agency to unnecessary lawsuits from inmate families concerning their perished loved ones.	Understand that the prison system has offenders of all ages confined within their perimeters.	State Legislature and Tax payers.
16.1000	County coroner, immediately notify if a person dies while in prison	Opens Agency to unnecessary lawsuits from inmate families concerning their perished loved ones.	Understand that the prison system has offenders of all ages confined within their perimeters.	State Legislature and Tax payers.
16.2000	Death and circumstances surrounding it, report this information within 72 hours to the SCDC Inspection Division on the forms created by the division, if a person dies while in prison	Opens Agency to unnecessary lawsuits from inmate families concerning their perished loved ones.	Understand that the prison system has offenders of all ages confined within their perimeters.	State Legislature and Tax payers.

Deliverables - Potential Harms

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16.3000	Create reports on which a facility manager can report the death of an inmate and the circumstances surrounding it	Information regarding deaths in confinement may not be available in one location.	1. Understand that the prison system has offenders of all ages confined within their perimeters. 2. Continued support of this statute	State Legislature and Tax payers.
16.4000	If a person dies while in jail or prison, SCDC Jail and Prison Inspection Division retains the facility manager's report of the death and circumstances surrounding it forever	Information regarding deaths in confinement may not be available in one location.	1. Understand that the prison system has offenders of all ages confined within their perimeters. 2. Continued support of this statute	State Legislature and Tax payers.
17.0000	Discharge on the basis of serving the entire sentenced term, follow the rules in 24-3-210 and 24-3-220 when determining if an inmate is eligible for	Improper sentence calculations.	Ensure that criminal penalties are clearly defined (see Operations Law Change #5 from January 6, 2020 letter).	Department of Probation, Parole and Pardon
17.1000	Follow the rules in 24-13-40 and 24-13-175 when calculating time served by an inmate	Improper sentence calculations.	Ensure that criminal penalties are clearly defined	None
17.2000	Release inmates, required to serve sentence of 6 months or more, on the first day of the last month of their sentence (with exceptions for weekends)	Improper sentence calculations.	Necessary deliverable to comply with the Courts. See Operations Law Change #14 from January 6, 2020 letter.	Various state-wide law enforcement and judicial entities.
17.3000	Provide clothing to newly released inmates	Inmate dignity is compromised entering back into the community, if proper attire is not provided.	Allow Agency to continue to accept clothing for inmate release through the community religious and charitable entities.	State Legislature and Tax payers.
17.4000	Collect funds from State treasurer for clothing to newly released inmates	Inmate dignity is compromised entering back into the community.	Allow Agency to continue to accept clothing for inmate release through the community religious and charitable entities.	State Legislature and Tax payers.
17.5000	Provide transportation to newly released inmates	Inmate dignity is compromised entering back into the community.	Allow Agency to continue to accept clothing for inmate release through the community religious and charitable entities.	State Legislature and Tax payers.
17.6000	Collect funds from State treasurer for transportation to newly released inmates	Inmate dignity is compromised entering back into the community.	Allow Agency to continue to accept clothing for inmate release through the community religious and charitable entities.	State Legislature and Tax payers.
18.0000	Operating capacities of prison system, monitor and report	Overcrowding and endanger public safety.		None
18.1000	Establish, with the Department of Administration, operating capacities of the prison system	Overcrowding and endanger public safety.		None
18.2000	Certify, with the Department of Administration, current, or establish new, operating capacities of the prison system, at least quarterly	Overcrowding and endanger public safety.		None
18.3000	Create additional facility within Kirkland Correctional Institute to hold overflow inmates for Reception and Evaluation Center processing	Some inmates entering the system are at a high risk for unsafe behavior. Local facilities may not have the training to secure these types of inmates.	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 occurs in the management and operations of a properly run prison system. See Operations Law Change #14 from January 6, 2020 letter.	Various state-wide law enforcement and judicial entities.
18.4000	Utilize funds appropriated in the General Appropriations Act specifically to accomplish the Quota Elimination initiative and to open a 96-bed unit at the MacDougall Correctional Institution and the 192-bed housing units at Kirkland Correctional Institution. The funds may not be transferred to any other program or used for any other purpose	Some inmates entering the system are at a high risk for unsafe behavior. Local facilities may not have the training to secure these types of inmates.	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 occurs in the management and operations of a properly run prison system. See Operations Law Change #14 from January 6, 2020 letter.	Various state-wide law enforcement and judicial entities.
19.0000	Land for buildings, sewer or water lines necessary for the prison system, purchase or condemn	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.	1. The ability to quickly gain approvals for projects that impact these deliverables. 2. Provide support to the agency by providing necessary equipment to handle any routine upkeep or emergency repairs.	Entities that may be in close proximity to institutions or land can and have benefitted from our need to have sewer and other utilities brought in. This is beneficial to those entities and the taxpayers by providing access to these utilities and possibly providing jobs.
19.1000	Use funds generated from sale of real property to offset renovation and maintenance capital expenses	Available funds for deferred maintenance projects will be decreased.		Various state-wide law enforcement and judicial entities.
19.2000	Utilize appropriated funds to construct multi-purpose buildings at SCDC institutions, once all prerequisites are met: (1) at Lieber, McCormick, Leath, 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 one-half of the cost of construction, including design and engineering cost (Joint resolution to appropriate monies from capital reserve fund for FY 2005-2006)	Without projects such as these, inmate morale decreases in and increases idle time.	See Operations Law Change #14 from January 6, 2020 letter.	State Legislature and Tax payers.

Deliverables - Potential Harms

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20.0000	New facilities, receive construction plans for these to certify compliance with minimum design standards (Inspection Division)	Unsafe facilities could be built if architectural drawings are not reviewed prior to construction. Change orders and unnecessary expense may be necessary if facilities are not built in compliance with code and standards.	Continued support for the law requiring plans review.	Office of State Fire Marshal
20.1000	Receive notification of jail facility opening from appropriate officials, 15 days or more before opening of jail facility (Inspection Division)	Pre-opening inspections may be delayed due to scheduling difficulties, which could result in approval for occupancy not being given in a timely manner.	Continued support for the law requiring advance notice of project completion.	Office of State Fire Marshal
20.2000	Conduct inspections before opening of jail facility (Inspection Division)	Verification would be lacking that buildings have been constructed according to approved plans, and unsafe or unsatisfactory buildings could be in use before problems are discovered.	Continued support for the law requiring pre-opening inspections.	Office of State Fire Marshal
21.0000	Youthful Offender Division, establish, appoint necessary staff, and provide facilities within SCDC for the division	Inability to provide youthful offender services thereby increasing potential recidivism for this population.	Ensure legislation provides for the deliverable. See Programs Law Change #4 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
21.1000	Consider problems of treatment (corrective and preventive guidance and training designed to protect the public by correcting the antisocial tendencies of youthful offenders; this may also include vocational and other training considered appropriate and necessary by the division) and correction in the youthful offender program	Youthful offender would not be prepared for successful reentry.	Support proposed YOA legislation (updated). See Programs Law Change #4 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
21.2000	Make recommendations for general treatment and correction policies and procedures for youthful offender program	Youthful offender would not be prepared for successful reentry.	Ensure legislation provides for the deliverable. See Programs Law Change #4 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
21.3000	Make any other necessary recommendations for youthful offender program	Misinformation provided to the public.	See Programs Law Change #4 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
21.4000	Adopt and publish rules for the Youthful Offender Division	Youthful offender would not be prepared for successful reentry.	See Programs Law Change #4 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
21.5000	Designate the minimum security institutions, under the control of SCDC, that will provide treatment and correction of youthful offenders AND, if possible, utilize those institutions only for youthful offenders	There is great potential for harm to the public and the YOA population if housed in minimum security institutions.	Support proposed YOA legislation to allow the Director to designate institutions that meet security and service delivery needs. This may not be a minimum security institution. See Programs Law Change #4 and #8 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
21.6000	Separate youthful offenders from other offenders	Based on individual service needs, the housing of youthful offenders and other offenders may be appropriate at times to promote successful reentry.	Provide for legislation to allow the Director to designate institutions and programs based on service needs and to separate from other offenders to the degree possible. See Programs Law Change #4 and #8 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
21.7000	Separate youthful offenders based on treatment needs	Potential for revictimization if inmates are not appropriately housed for treatment.	Provide for legislation to allow the Director to designate institutions and programs based on service needs and to separate from other offenders to the degree possible. See Programs Law Change #4 and #8 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
21.8000	Allow Attorney General to review current juvenile justice confinement policies SCDC thinks may jeopardize federal grant funds before making changes to the policies	Provides accountability for this targeted inmate population.	1. Must comply with Federal Act.	State Legislature and Tax payers.
21.9000	Transfer youthful offenders between facilities if needed	Inappropriate institution assignments could lead to increased potential for escapes.	See Programs Law Change #4 from January 6, 2020 letter.	None
21.9100	Take youthful offenders into custody for treatment and supervisions, as ordered by the court	Would not be able to carry out the sentence awarded by the court.	See Programs Law Change #4 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
21.9200	Evaluate and observe youthful offenders at Reception and Evaluation Centers as ordered by the court	Would not be able to appropriately assign youthful offenders to an appropriate institution for treatment and services.	See Programs Law Change #4 from January 6, 2020 letter.	None
21.9300	Establish agreements with the Department of Vocational Rehabilitation for the operation of Reception and Evaluation centers.	To ensure public safety and good stewardship, agreement has been established with vocational rehabilitation to provide services	See Programs Law Change #8 from January 6, 2020 letter.	Department of Vocational Rehabilitation
21.9400	Maintain a program with Dept. of Vocational Rehabilitation involving operation of reception and evaluation centers for youthful offender program	n/a	See Programs Law Change #8 from January 6, 2020 letter.	n/a
21.9500	Make a complete study of each committed youthful offender, including a mental and physical examination, to ascertain his personal traits, his capabilities, pertinent circumstances of his school, family life, any previous delinquency or criminal experience, and any mental or physical defect or other factor contributing to his delinquency, within thirty days.	n/a	See Programs Law Change #8 from January 6, 2020 letter.	n/a
21.9600	Interview youthful offenders, review all reports applicable to offender, and make necessary recommendations as soon as practicable after offender is committed	Recidivism rate could increase for youthful offenders	1. Continue to be innovative in passing legislation that impacts this population. See Programs Law Change #8 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
21.9700	Report findings of study of committed youthful offender and recommendations for the individual offender's treatment	If not properly evaluated, offenders will not receive appropriate programming and be prepared for reentry to society	1. Continue to be innovative in passing legislation that impacts this population. See Programs Law Change #8 from January 6, 2020 letter.	None

Deliverables - Potential Harms

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21.9800	Upon receiving the study report and recommendation of the youthful offender from the Reception and Evaluation Center, recommend actions best designed for the protection of the public (e.g., conditional supervised release of youth, commitment of youth for treatment, etc.)	If not properly evaluated, offenders will not receive appropriate programming and be prepared for reentry to society	1. Continue to be innovative in passing legislation that impacts this population. See Programs Law Change #8 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
21.9900	Report findings and recommendations for sentencing youthful offenders evaluated in Reception and Evaluation Centers	If not properly sentenced could remain on the street to commit further criminal acts	1. Continue to be innovative in passing legislation that impacts this population	Department of Probation, Parole and Pardon
21.9910	Make recommendations for release (conditional and unconditional) of inmates in youthful offender program	Potential for re-victimization, increased recidivism.	See Programs Law Change #4 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
21.9920	Discharge a youthful offender unconditionally on or before the expiration of six years from the date of his conviction Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	Increased risk to public safety, increased crime, and misuse of correctional resources	See Programs Law Change #4 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
21.9930	Notify victims before unconditionally discharging a youthful offender Legislative findings in enabling Act (2010 Act No. 151): See Note 4 at the bottom of this chart	Potential for revictimization	See Programs Law Change #4 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
21.9940	Notify victims before unconditionally discharging a youthful offender Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	Potential for revictimization	See Programs Law Change #4 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
21.9950	Deny unconditional discharge of a youthful offender based on information from the victim Legislative findings in enabling Act (2010 Act No. 151): See Note 4 in "Deliverables Chart - Notes"	Revictimization through premature release.	See Programs Law Change #4 from January 6, 2020 letter.	None
21.9960	Release a youthful offender conditionally under supervision on or before the expiration of four years from the date of his conviction Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	Increased risk to public safety, increased crime, and misuse of correctional resources	See Programs Law Change #4 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
21.9970	Utilize conditional supervised release of youthful offender to reduce recidivism Legislative findings in enabling Act (2010 Act No. 151): See Note 4 in "Deliverables Chart - Notes"	Increased risk to public safety and potential for recidivism.	See Programs Law Change #4 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
21.9980	Report and recommend a youthful offender be released conditionally under supervision (SCDC director to SCDC youthful offender division) Legislative findings in enabling Act: See Note 4 in "Deliverables Chart - Notes"	Increased risk to public safety, increased crime, and misuse of correctional resources.	See Programs Law Change #4 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
21.9990	Notify victims before conditionally releasing a youthful offender Legislative findings in enabling Act: See Note 4 in "Deliverables Chart - Notes"	Potential for revictimization	See Programs Law Change #4 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
21.9991	Notify victims before conditionally releasing a youthful offender Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	Potential for revictimization	See Programs Law Change #4 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
21.9992	Deny conditional release of a youthful offender based on information from the victim Legislative findings in enabling Act (2010 Act No. 151): See Note 4 in "Deliverables Chart - Notes"	Increased risk to public safety and potential for recidivism.	See Programs Law Change #4 from January 6, 2020 letter.	None

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21.9993	Do not grant conditional release to a youthful offender, with certain exceptions, unless the youthful offender agrees in writing to be subject to search or seizure, without a search warrant, with or without cause, of the youthful offender's person, any vehicle he owns or is driving, and any of his possessions Legislative findings in enabling Act (2010 Act No. 151): See Note 4 in "Deliverables Chart - Notes"	Increased risk to public safety.	See Programs Law Change #4 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
21.9994	Release a youthful offender conditionally under supervision, after providing SCDC director reasonable notice Legislative findings in enabling Act (2010 Act No. 151): See Note 4 in "Deliverables Chart - Notes"	Risk of invalid release.	See Programs Law Change #4 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
21.9995	Determine the cost of each youthful offender's supervision when the youthful offender is on conditional supervised release Legislative findings in enabling Act (2010 Act No. 151): See Note 4 in "Deliverables Chart - Notes"	Misuse of correctional resources	See Programs Law Change #4 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
21.9996	Regularly charge the youthful offender the cost of his/her supervision when the youthful offender is on conditional supervised release Legislative findings in enabling Act (2010 Act No. 151): See Note 4 in "Deliverables Chart - Notes"		See Programs Law Change #4 from January 6, 2020 letter.	n/a
21.9997	Provide the youthful offender an opportunity to appear before the SCDC Youthful Offender Division before revoking or modifying the offender's previous conditional release order	Increased crime from youthful offenders on supervised release.	Ensure legislation allows for this deliverable. See Programs Law Change #4 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
21.9998	Revoke or modify previous conditional release order of a youthful offender, after taking actions necessary to return youthful offender to custody and providing the youthful offender an opportunity to appear before the SCDC Youthful Offender Division	Increased crime from youthful offenders on supervised release.	Ensure legislation allows for this deliverable. See Programs Law Change #4 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
21.9999	Discharge a committed youthful offender unconditionally at the expiration of one year from the date of conditional release. Legislative findings in enabling Act (2010 Act No. 151): See Note 4 in "Deliverables Chart - Notes"	Misuse of correctional resources through over supervision.	Ensure legislation allows for this deliverable. See Programs Law Change #4 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
22.0000	Youthful offenders conditionally released, appoint agents to supervise	Increased crime and violence.	See Programs Law Change #9 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
22.1000	Encourage formation of voluntary organizations composed of members who will serve without compensation as voluntary supervisory agents and sponsors	SCDC does not currently provide for opportunities for volunteer service.	See Programs Law Change #9 from January 6, 2020 letter.	None
22.2000	Define powers and duties of voluntary supervisory agents and sponsors in regulation	SCDC does not currently provide for opportunities for volunteer service.	See Programs Law Change #9 from January 6, 2020 letter.	None
23.0000	Adult criminal offender management system, assist Dept. of Probation, Parole, and Pardon in developing and implementing this, which permits carefully screened and selected male offenders and female offenders to be identified, transferred into SCDC Reintegration Centers (i.e., SCDC institution which provides for the evaluation of and necessary institutional programs for inmates in the offender management system) and placed in PPP Community Control Strategies (i.e., offender supervision and offender management methods available in the community, including, but not limited to, home detention, day reporting centers, restitution centers, public service work programs, substance abuse programs, short term incarceration, and intensive supervision) The criminal offender management system is intended to prevent the prison system population from exceeding 100% of capacity at high count (i.e., largest male prison system population, the largest female prison system population, or both, on any given day during a one-month period)	n/a	See Operations Law Change #7 from January 6, 2020 letter.	n/a

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23.1000	Do not initiate the offender management system, or enroll inmates into it, unless the program is "appropriately funded" with general funds from the state	n/a	See Operations Law Change #7 from January 6, 2020 letter.	n/a
23.2000	Utilize the definitions in 24-22-20 when applying laws within the "Offender Management System Act"	n/a	See Operations Law Change #7 from January 6, 2020 letter.	n/a
23.3000	Utilize the definitions in 24-22-20 when applying laws within the "Offender Management System Act"	n/a	See Operations Law Change #7 from January 6, 2020 letter.	n/a
23.4000	Establish disciplinary procedures for reintegration centers	n/a	See Operations Law Change #7 from January 6, 2020 letter.	n/a
23.5000	Work with PPP to develop procedures for revocation of offender management system status	n/a	See Operations Law Change #7 from January 6, 2020 letter.	n/a
23.6000	Enroll in the criminal offender management system, a specified number of qualified inmates per month for a specified number of months or require the department to cease and desist in the release of the inmates accordingly, if so directed in an Executive Order from the Governor <u>Legislative findings in enabling Act:</u> See Note 6 at the bottom of this chart	n/a	See Operations Law Change #7 from January 6, 2020 letter.	n/a
23.7000	Maintain custody and control of inmates enrolled in the offender management system while they are at Reintegration Centers (PPP is responsible for them when they are in the community)	n/a	See Operations Law Change #7 from January 6, 2020 letter.	n/a
23.8000	Transport inmates enrolled in the offender management system to an SCDC Reintegration Center for evaluation	n/a	See Operations Law Change #7 from January 6, 2020 letter.	n/a
23.9000	Notify PPP of all victim impact statements which references inmates enrolled in the offender management system	n/a	See Operations Law Change #7 from January 6, 2020 letter.	n/a
23.9100	Evaluate inmates in the Offender Management System at Reintegration centers (i.e., SCDC institution which provides for the evaluation of and necessary institutional programs for inmates in the offender management system), to determine the inmate's needs prior to community placement	n/a	See Operations Law Change #7 from January 6, 2020 letter.	n/a
23.9200	Prepare offenders in the criminal offender management system for placement in appropriate community control strategies (i.e., offender supervision and offender management methods available in the community, including, but not limited to, home detention, day reporting centers, restitution centers, public service work programs, substance abuse programs, short term incarceration, and intensive supervision)	n/a	See Operations Law Change #7 from January 6, 2020 letter.	n/a
23.9300	Discipline or remove inmates that are enrolled in the offender management system at Reintegration Centers, pursuant to agency procedures, when necessary	n/a	See Operations Law Change #7 from January 6, 2020 letter.	n/a
23.9400	Revoke offender management system status if necessary	n/a	See Operations Law Change #7 from January 6, 2020 letter.	n/a
23.9500	Do not release inmates on the offender management system status on supervised furlough	n/a	See Operations Law Change #7 from January 6, 2020 letter.	n/a
23.9600	Do not give parole hearings to inmates on the offender management system status	n/a	See Operations Law Change #7 from January 6, 2020 letter.	n/a
23.9700	Keep inmates, enrolled in the offender management system, in the system until the inmate's sentence is satisfied or the inmate is removed from the offender management system	n/a	See Operations Law Change #7 from January 6, 2020 letter.	n/a
23.9800	Notify the director of PPP, Governor, Speaker of the House of Representatives, and President Pro Tempore of the Senate when funding for the offender management system is exhausted	n/a	See Operations Law Change #7 from January 6, 2020 letter.	n/a
23.9900	If funds for offender management system are exhausted, terminate the system until "appropriate funding" has been provided from the general funds of the State.	n/a	See Operations Law Change #7 from January 6, 2020 letter.	n/a
24.0000	Home detention program, establish	Increased risk to public safety, increased crime, and misuse of correctional resources.		n/a
24.1000	Establish regulations for home detention programs, as outlined in this statute, if the agency implements a home detention program	Increased risk to public safety, increased crime, and misuse of correctional resources.		n/a
24.2000	Allow eligible inmates to submit applications for home detention programs (if such program is available in the jurisdiction) as an alternative to specified correctional programs	Increased risk to public safety, increased crime, and misuse of correctional resources.		n/a
24.3000	Allow victims to provide input on an inmates home detention sentence	Increased risk to public safety, increased crime, and misuse of correctional resources.		n/a

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24.4000	Request the court, before allowing an individual to participate in a home detention program, secure the written consent of other adult persons residing in the home of the participant at the time an order or commitment for electronic home detention is entered and acknowledgment that they understand the nature and extent of approved electronic monitoring devices	Increased risk to public safety, increased crime, and misuse of correctional resources.		n/a
24.5000	Notify home detention participants of consequences for violations of program	Increased risk to public safety, increased crime, and misuse of correctional resources.		n/a
24.6000	Determine which inmates participating in the home detention program must use electronic monitoring devices	Increased risk to public safety, increased crime, and misuse of correctional resources.		n/a
24.7000	Monitor participant compliance with home detention program regulations	Agency must be stewards over tax payer supplied capital assets and equipment.	1. Continue to maintain an asset surplus process which Agencies can procure items at a lower cost. 2. Encourage participation in Federal surplus and auction opportunities.	State Legislature and Tax payers.
24.8000	Receive, from inmates in home detention program, change of residence request and determine whether to approve request	Increased risk to public safety, increased crime, and misuse of correctional resources.		n/a
25.0000	Day reporting centers, work with PPP to determine terms/conditions of inmate participation in	Former inmates do not receive proper follow up reentry services	See Operations Law Change #6 from January 6, 2020 letter.	Department of Probation, Parole, and Pardon
25.1000	Day reporting center sentence revoked, take custody of inmates who have	Inmates would remain on the street	See Operations Law Change #6 from January 6, 2020 letter.	Department of Probation, Parole, and Pardon
26.0000	Supervised furlough program to reduce recidivism, collaborate with Dept. of Probation, Parole, and Pardon to jointly develop policies, procedures, guidelines, and cooperative agreement for implementation of <u>Legislative findings in enabling Act:</u> See Note 4 and 6 at the bottom of this chart	To protect the public, furlough release criteria is determined by SCDPPPS but release is collaborative effort with SCDC.	See Operations Law Change #11 from January 6, 2020 letter.	Department of Probation, Parole, and Pardon
26.1000	Ensure the cooperative agreement with the Dept. of Probation, Parole, and Pardon for the supervised furlough program specifies the responsibility and authority of each agency in implementing the program	To protect the public, furlough release criteria is determined by SCDPPPS but release is collaborative effort with SCDC.	See Operations Law Change #11 from January 6, 2020 letter.	Department of Probation, Parole, and Pardon
26.2000	Determine guidelines for supervised furlough program including, but not limited to, the selection criteria and process, requirements for supervision, conditions for participation, and removal	To protect the public, furlough release criteria is determined by SCDPPPS but release is collaborative effort with SCDC.	See Operations Law Change #11 from January 6, 2020 letter.	Department of Probation, Parole, and Pardon
26.3000	Ensure the written guidelines for the supervised furlough program include, at a minimum, the procedures and eligibility criteria outlined in this statute	To protect the public, furlough release criteria is determined by SCDPPPS but release is collaborative effort with SCDC.	See Operations Law Change #11 from January 6, 2020 letter.	Department of Probation, Parole, and Pardon
26.4000	Ensure the written guidelines for the supervised furlough program state as a condition to participate in the program, certain inmates must agree to be subject to search or seizure, without a search warrant, with or without cause, of the inmate's person, any vehicle the inmate owns or is driving, and any of the inmate's possessions (unless procedures for the program, which were developed jointly by SCDC and Dept. of Probation, Parole, and Pardon, state PPP is responsible for doing this)	To protect the public, furlough release criteria is determined by SCDPPPS but release is collaborative effort with SCDC.	See Operations Law Change #11 from January 6, 2020 letter.	Department of Probation, Parole, and Pardon
26.5000	Follow the rules in this statute when determining whether an inmate is eligible for supervised furlough <u>Legislative findings in enabling Act:</u> See Note 4 and 6 in "Deliverables Chart - Notes".	To protect the public, furlough release criteria is determined by SCDPPPS but release is collaborative effort with SCDC.	See Operations Law Change #11 from January 6, 2020 letter.	Department of Probation, Parole, and Pardon
26.6000	Prohibit certain inmates from participating in furlough program unless certain conditions are met	Bodily injury and/or loss of life of individual inmates. By law the inmates are "wards" of the State which are to be protected while under State custody.	See Operations Law Change #5 from January 6, 2020 letter.	State Legislature and Tax payers.
26.7000	Before the inmate is granted supervised furlough, ensure applicable inmates agree in writing to be subject to search or seizure, without a search warrant, with or without cause, of the inmate's person, any vehicle the inmate owns or is driving, and any of the inmate's possessions (unless procedures for the program, which were developed jointly by SCDC and Dept. of Probation, Parole, and Pardon, state PPP is responsible for doing this) <u>Legislative findings in enabling Act (2010 Act No. 151):</u> See Note 4 and 6 in "Deliverables Chart - Notes"	n/a	See Operations Law Change #11 from January 6, 2020 letter.	Department of Probation, Parole, and Pardon

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26.8000	Determine the cost of each inmate's supervision and other financial obligations incurred because of participation in the supervised furlough program; and Charge the inmate the cost	n/a	See Operations Law Change #11 from January 6, 2020 letter.	Department of Probation, Parole, and Pardon
27.0000	Community-based correctional programs, work with the board and Governor's Office to develop a specific plan for the statewide implementation of these which would include all items in Sections 24-23-10, 24-23-30, 24-23-40 Legislative findings in enabling Act (1981 Act No. 100)	n/a	See Operations Law Change #10 from January 6, 2020 letter.	Department of Probation, Parole, and Pardon
27.1000	Submit plans for the statewide implementation of new community-based correctional programs to the legislature by January, 1982 Legislative findings in enabling Act (1981 Act No. 100)	n/a	See Operations Law Change #10 from January 6, 2020 letter.	Department of Probation, Parole, and Pardon
28.0000	Community program electronic and telephone monitoring, charge fee for monitoring to inmates in the programs	Helps defray costs for monitoring the inmates.	Agency cost reduction.	State Legislature and Tax payers.
29.0000	Drug and alcohol rehabilitation centers, establish - General Assembly has not appropriated funds to establish centers.	Recidivism and potential death by overdose of untreated inmates.	Gain a greater understanding of the impact of the opioid and other drug epidemic within corrections and society and the favorable impact of treatment on decreasing recidivism. More mandated community diversion substance use treatment programs. More drug courts to provide alternative sentencing opportunities. See Health Services Law Change #2 from January 6, 2020 letter	Department of Alcohol and Other Drug Abuse Services, Department of Mental Health, judiciary, and other law enforcement agencies.
29.1000	Construct one or more alcohol and drug rehabilitation centers before January 1, 1997	Recidivism and potential death by overdose of untreated inmates.	Gain a greater understanding of the impact of the opioid and other drug epidemic within corrections and society and the favorable impact of treatment on decreasing recidivism. More mandated community diversion substance use treatment programs. More drug courts to provide alternative sentencing opportunities. See Health Services Law Change #2 from January 6, 2020 letter	Department of Alcohol and Other Drug Abuse Services, Department of Mental Health, judiciary, and other law enforcement agencies.
29.2000	Work with Dept. of Alcohol and Other Drug Abuse Services to develop standards, policies, and procedures for operation of the alcohol and drug rehabilitation centers, including, but not limited to counseling and discipline	Recidivism and potential death by overdose of untreated inmates.	Gain a greater understanding of the impact of the opioid and other drug epidemic within corrections and society and the favorable impact of treatment on decreasing recidivism. More mandated community diversion substance use treatment programs. More drug courts to provide alternative sentencing opportunities. See Health Services Law Change #2 from January 6, 2020 letter	Department of Alcohol and Other Drug Abuse Services, Department of Mental Health, judiciary, and other law enforcement agencies.
29.3000	Allow Dept. of Alcohol and Other Drug Abuse Services to provide alcohol and drug abuse intervention, prevention, and treatment services for offenders sentenced to a center for alcohol and drug rehabilitation	Recidivism and potential death by overdose of untreated inmates.	Gain a greater understanding of the impact of the opioid and other drug epidemic within corrections and society and the favorable impact of treatment on decreasing recidivism. More mandated community diversion substance use treatment programs. More drug courts to provide alternative sentencing opportunities. See Health Services Law Change #2 from January 6, 2020 letter	Department of Alcohol and Other Drug Abuse Services, Department of Mental Health, judiciary, and other law enforcement agencies.
29.4000	Maintain security of inmates in alcohol and drug rehabilitation centers	Recidivism and potential death by overdose of untreated inmates.	See Health Services Law Change #2 from January 6, 2020 letter.	Department of Alcohol and Other Drug Abuse Services, Department of Mental Health, judiciary, and other law enforcement agencies.
29.5000	Submit monthly reports to general sessions court about the availability of bed space in alcohol and drug rehabilitation centers	Detainee may not be properly sentenced and returned to society due to lack of bed space	See Health Services Law Change #2 from January 6, 2020 letter.	Department of Alcohol and Other Drug Abuse Services, Department of Mental Health, judiciary, and other law enforcement agencies.
30.0000	Shock incarceration program, establish and work to accomplish goals of the program in Regulation 33-2	Cost, public safety risk and increased criminal activity by young adults convicted of non-violent, first offense.	Provide Intensive Supervision Services in the community for this population. Ensure that legislation allows for this deliverable. See Programs Law Change #2 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
30.1000	Establish regulations for shock incarceration program which reflect the purpose of the program and include, but are not limited to, selection criteria, inmate discipline, programming and supervision, and program structure and administration	Cost, public safety risk and increased criminal activity by young adults convicted of non-violent, first offense.	Provide Intensive Supervision Services in the community for this population. Ensure that legislation allows for this deliverable. See Programs Law Change #2 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
30.2000	Determine which facilities are classified as a shock incarceration facility; Establish shock incarceration programs only at appropriate facilities; Do not establish shock incarceration programs at facilities the SCDC director has not classified as a shock incarceration facility	Cost, public safety risk and increased criminal activity by young adults convicted of non-violent, first offense.	Provide Intensive Supervision Services in the community for this population. Ensure that legislation allows for this deliverable. See Programs Law Change #2 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
30.3000	Receive into custody inmates the court sentences to the shock incarceration program Legislative findings in enabling Act: See Note 4 in "Deliverables Chart - Notes"	Cost, public safety risk and increased criminal activity by young adults convicted of non-violent, first offense.	Provide Intensive Supervision Services in the community for this population. Ensure that legislation allows for this deliverable. See Programs Law Change #2 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
30.4000	Evaluate inmates the court sentences to the shock incarceration program to determine if they are physically, psychologically, and emotionally able to participate in the program	Eligibility restrictions may be interpreted as discriminatory in nature.	Provide Intensive Supervision Services in the community for this population. Ensure that legislation allows for this deliverable. See Programs Law Change #2 from January 6, 2020 letter.	Department of Probation, Parole and Pardon

Deliverables - Potential Harms

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30.5000	Follow the rules in this statute in determining what inmates are eligible for Shock Incarceration Program	Cost, public safety risk and increased criminal activity by young adults convicted of non-violent, first offense.	Provide Intensive Supervision Services in the community for this population. Ensure that legislation allows for this deliverable. See Programs Law Change #2 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
30.6000	Do not allow an inmate to participate in the shock incarceration program if he does not agree in writing to the terms and conditions in this statute	Public safety risk and increased criminal activity by young adults convicted of non-violent, first offense.	Provide Intensive Supervision Services in the community for this population. Ensure that legislation allows for this deliverable. See Programs Law Change #2 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
30.7000	Notify court, within 15 days of evaluation, if the evaluation of an inmate the court sentences to the shock incarceration program, shows the inmate is physically, psychologically, or emotionally unsuitable for the program	Cost, public safety risk and increased criminal activity by young adults convicted of non-violent, first offense.	Provide Intensive Supervision Services in the community for this population. Ensure that legislation allows for this deliverable. See Programs Law Change #2 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
30.8000	Provide inmates that successfully complete the shock incarceration program with a certificate of earned eligibility for parole	Public safety risk and increased criminal activity by young adults convicted of non-violent, first offense.	Provide Intensive Supervision Services in the community for this population. Ensure that legislation allows for this deliverable. See Programs Law Change #2 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
30.9000	Grant parole to inmates that successfully complete the shock incarceration program as long as they agree in writing to be subject to search or seizure, without a search warrant, with or without cause, of the inmate's person, any vehicle the inmate owns or is driving, and any of the inmate's possessions (with certain exceptions)	Public safety risk and increased criminal activity by young adults convicted of non-violent, first offense.	Provide Intensive Supervision Services in the community for this population. Ensure that legislation allows for this deliverable. See Programs Law Change #2 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
30.9100	Study and report the impact of the shock incarceration program AND whether objectives are program are being met	Cost, public safety risk and increased criminal activity by young adults convicted of non-violent, first offense.	Provide Intensive Supervision Services in the community for this population. Ensure that legislation allows for this deliverable. See Programs Law Change #2 from January 6, 2020 letter.	Department of Probation, Parole and Pardon
31.0000	Work release, screen nonviolent criminals for Legislative findings in enabling Act	Failure to screen would pose a substantial risk to the public by inmates being on work release that should not be working.	Ensure legislation allows SCDC to continue.	None
32.0000	Offender employment preparation program, establish to assist inmates in preparing for meaningful employment upon release	Increased recidivism, community safety, former inmate inability to obtain meaningful work.	Ensure legislation allows SCDC to continue.	Department of Probation, Parole, and Pardon; Department of Employment and Workforce; Vocational Rehabilitation; and others
32.1000	Coordinate efforts in the offender employment preparation program with Dept. of Employment and Workforce, Dept. of Probation, Parole, and Pardon, Dept. of Vocational Rehab, Alston Wilkes Society, and others.	Increased recidivism, community safety, former inmate inability to obtain meaningful work.	Ensure legislation allows SCDC to continue.	Department of Probation, Parole, and Pardon; Department of Employment and Workforce; Vocational Rehabilitation; and others
32.2000	Adopt a memorandum of understanding for the offender employment preparation program that establishes the responsibilities and role of each agency in assisting inmates in preparing for meaningful employment upon release in, at a minimum, the areas listed in 24-13-2130(A): SCDC, Dept. of Employment and Workforce; Dept. of Probation, Parole, and Pardon; Dept. of Vocational Rehab, and Alston Wilkes Society Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	Loss of inter-agency agreements would result in loss of multiple comprehensive opportunities and services to offenders.	Promote and encourage state and nonprofit agencies as partners with Corrections to provide vocational, rehabilitation, pre-employment training to offenders.	Department of Employment and Workforce
32.3000	Adopt policies necessary to implement the offender employment preparation program memorandum of understanding	Loss of inter-agency agreements would result in loss of multiple comprehensive opportunities and services to offenders.	Support policy implementation as it relates to pre-release preparation and employment of offenders post release.	Department of Employment and Workforce
32.4000	Prepare and submit an annual report on the offender employment preparation program to the agencies that are part of the program's memorandum of understanding	Loss of inter-agency agreements would result in loss of multiple comprehensive opportunities and services to offenders.		Department of Probation, Parole, and Pardon; Department of Employment and Workforce; Vocational Rehabilitation; and others
32.5000	As part of the offender employment preparation program, negotiate with Alston Wilkes Society and private sector entities concerning the delivery of assistance or services to inmates who are transitioning from incarceration to reentering their communities	Loss of services and training to offenders that SCDC does not have staffing to provide.	Funding for programs and entities such as Alston Wilkes who provide invaluable training and services to offenders prior to release.	Department of Employment and Workforce
32.6000	Coordinate efforts of all state agencies affected by the offender employment preparation program	Offenders could repeat offend if not employed.	None	Department of Employment and Workforce
32.7000	As part of the offender employment preparation program, develop policies/standards for assessment, training, and referral services	Policies and standards provide the road map by which services are rendered. Standardization of practice is essential.	Support the adoption and implementation of policy regarding employment and the preparation of the offender for release.	Department of Employment and Workforce
32.8000	Inform and assist other agencies to carry out the objectives of the offender employment preparation program	Offenders could be left without employment.	None	Department of Employment and Workforce

Deliverables - Potential Harms

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32.9000	Obtain information to determine actions needed to create or modify services provided through the offender employment preparation program	Offenders could be left without employment.	None	Department of Employment and Workforce
32.9100	Disseminate information about the offender employment preparation program services statewide	Offenders could be left without employment.	None	Department of Employment and Workforce
32.9200	Inform inmates about post release job training and employment referral services available through the offender employment preparation program	Offenders could be left without employment.	None	Department of Employment and Workforce
32.9300	As part of the offender employment preparation program, inform inmates about services available from Dept. of Alcohol and Other Drug Abuse Services	Offenders not receiving proper substance abuse services could reoffend.	None	Department of Employment and Workforce
32.9400	As part of the offender employment preparation program, inform inmates about services available from Dept. of Mental Health	Offenders not receiving proper mental health services could reoffend.	None	SC Department of Mental Health
32.9500	As part of the offender employment preparation program, inform inmates about services available from Office of Veterans Affairs	Offenders not receiving proper services could reoffend.	See Programs Law Change #7 from January 6, 2020 letter.	None
32.9600	As part of the offender employment preparation program, work with the Dept. of Motor Vehicles to develop and implement a plan to provide valid ID cards to inmates who are being released Legislative Intent in enabling Act: See Note 7 in "Deliverables Chart - Notes"	Offenders not receiving proper identification could reoffend.	Legislation could be passed requiring the collaboration between two agencies; however, we are already successfully working together	SC Department of Motor Vehicles
32.9700	Transfer funds available in inmate accounts to Dept. of Motor Vehicles to cover cost of ID cards Legislative Intent in enabling Act: See Note 7 in "Deliverables Chart - Notes"	Inmates released without IDs struggle to connect with services that require legal identification.	Support initiatives that provide legal IDs/driver's license to offenders at the time of release to facilitate connection to essential services.	SC Department of Motor Vehicles
33.0000	Paid employment in the community, authorize inmates to perform Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"		See Operations Law Change #1 from January 6, 2020 letter.	None
33.1000	Follow the rules in 24-13-125(A) and 24-13-650 when determining whether an inmate is eligible for work release Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	Placement of inmates that could pose a risk to the public.	See Operations Law Change #1 and #8 from January 6, 2020 letter.	None
33.2000	Notify victims before authorizing a inmate for work release Legislative Intent in enabling Act: See Note 8 in "Deliverables Chart - Notes"	Placement of inmates would pose a risk to the victim.	See Operations Law Change #1 from January 6, 2020 letter.	None
33.3000	Deny work release for a inmate based on feedback from victims Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	Placement of inmates would pose a risk to the victim.	See Operations Law Change #1 from January 6, 2020 letter.	None
33.4000	Deny work release for a inmate based on other reasons in 24-3-20(B) Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	Would affect employment opportunities for the public.	See Operations Law Change #1 from January 6, 2020 letter.	None
33.5000	Ensure all inmates assigned work detail outside of the jail wear a statewide uniform, except those exempt by the agency director	Would be unable to quickly identify inmates that work on the outside of the institution, which could endanger the public and increase risk of escape.		None
33.6000	Collect inmate wages from employers	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	1. Released inmate success is based on providing essential skills that will allow them to gain meaningful employment within the community. 2. Behavior modification to enhance responsibility entering back into the community.	State Legislature and Tax payers.
33.7000	Make appropriate deductions from inmate wages	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	1. Released inmate success is based on providing essential skills that will allow them to gain meaningful employment within the community. 2. Behavior modification to enhance responsibility entering back into the community.	State Legislature and Tax payers.
33.8000	Return appropriate wages to inmate at release	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	1. Released inmate success is based on providing essential skills that will allow them to gain meaningful employment within the community. 2. Behavior modification to enhance responsibility entering back into the community.	State Legislature and Tax payers.
33.9000	Charge work release program participants a daily fee when transportation is provided	Increased cost to SCDC.	See Operations Law Change #14 from January 6, 2020 letter.	State Legislature and Tax payers.
33.9100	Use funds collected from inmates for work release transportation solely for work release transportation and vehicle replacement		See Operations Law Change #14 from January 6, 2020 letter.	State Legislature and Tax payers.

Deliverables - Potential Harms

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33.9200	Annually report job assignments of inmates to Department of Administration <i>Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"</i>	State's interstate highways would be inundated with trash and litter.	Establish tougher litter laws for offenders; SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020 letter).	Department of Transportation
34.0000	"Non-traditional" prison industries program, establish (this terminology is utilized since 24-1-290(D) states the statutes may not be construed to apply to "traditional prison industries")	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	1. Released Inmate success is based on providing essential skills that will allow them to gain meaningful employment within the community. 2. Behavior modification to enhance responsibility entering back into the community.	State Legislature and Tax payers.
34.1000	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.	1. Not reaching maximum potential customer base. 2. Unofficial partner relationships place agency and state at risk.	Continue to support at State level with support from Commerce and Administration.	State Legislature and Tax payers.
34.2000	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	1. Unofficial partner relationships place agency and state at risk. 2. Potential for monetary losses to Industries and the DOC.	Continue to support at State level with support from Commerce and Administration.	Department of Commerce, Department of Employment and Workforce, Department of Administration
34.3000	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 Public notice sent to newspaper and circulated once a week for two consecutive weeks; Notice must include: description of work to be performed, the intent to contract for inmate labor, and provide that objections to the proposed hiring of prison labor may be filed with the Department of Commerce within thirty days of the last date that the notice appear; Department of Commerce must certify that an unfair competitive wage disadvantage to the local economy is not created by each new contract for prison labor	1. Negatively impacting private businesses. 2. Possible unfair competitive wage disadvantage to the local economy.	Continue to support at State level with support from Commerce and Administration.	Department of Commerce, Department of Employment and Workforce, Department of Administration
34.4000	Establish contracts that allow inmates to perform "service work" for private sector entities. NOTE: Service work is defined as any work that includes repair, replacement of original manufactured items, packaging, sorting, recycling, labeling, or similar work that is not original equipment manufacturing.	Companies' costs increase and won't work with SCDC without consistency	Continue to understand how Prison Industries help prepare our inmates for release.	SC Department of Commerce, Department of Employment and Workforce
34.5000	Determine wages for inmate labor for private sector entities	1. Inappropriate wages applied to inmate. 2. <u>Audit findings not supporting PIE guidelines</u>	Continue to support at State level with support from Commerce and Administration.	Most State Agencies.
34.6000	Make deductions from inmate earnings for working for private sector entities and distribute accordingly	Lack of accountability of funds may threaten the stability as a income-producing entity.	1. Continue to support the Prison Industries concept. 2. Allow agency to continue operations and maintain responsibility.	Most State Agencies.
34.7000	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	1. Not reaching maximum potential customer base. 2. Update to bi-annual report to mirror Bureau of Justice Assistance Audits.	Continue to support at State level with support from Commerce and Administration.	Most State Agencies.
35.0000	Labor on public improvement or development projects for state agency, county, municipality, or public service district, assign eligible inmates to	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	1. Behavior modification to enhance responsibility entering back into the community. 2. See Operations Law Change #3 from January 6, 2020 letter.	State Legislature and Tax payers.
35.1000	Accept applications from state agency, county, municipality, or public service district for use of inmate labor on public improvement or development project	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	1. Behavior modification to enhance responsibility entering back into the community. 2. See Operations Law Change #3 from January 6, 2020 letter.	State Legislature and Tax payers.
35.2000	Establish appropriate contracts for inmate labor on public improvement or development projects for state agency, county, municipality, or public service district	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	1. Behavior modification to enhance responsibility entering back into the community. 2. See Operations Law Change #3 from January 6, 2020 letter.	State Legislature and Tax payers.
35.3000	Determine if state agency, county, municipality, or public service district can properly supervise inmate labor on public improvement or development projects	Inmate must be properly supervised when outside of the fence. Prevents escapes and opportunities to obtain contraband.	1. Behavior modification to enhance responsibility entering back into the community. 2. See Operations Law Change #3 from January 6, 2020 letter.	State Legislature and Tax payers.
35.4000	Designate supervision and control of inmate labor on public improvement or development projects for state agency, county, municipality, or public service district	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	1. Behavior modification to enhance responsibility entering back into the community. 2. See Operations Law Change #3 from January 6, 2020 letter.	State Legislature and Tax payers.
35.5000	Provide correctional officers if state agency, county, municipality, or public service district cannot adequately supervise inmate labor on public improvement or development projects	Inmate must be properly supervised when outside of the fence. Prevents escapes and opportunities to obtain contraband.	1. Behavior modification to enhance responsibility entering back into the community. 2. See Operations Law Change #3 from January 6, 2020 letter.	State Legislature and Tax payers.

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35.6000	Collect reimbursement from state agency, county, municipality, or public service district for providing correctional officers to supervise inmate labor on public improvement or development projects, if state agency, etc. cannot adequately supervise inmate labor	Inmate must be properly supervised when outside of the fence. Prevents escapes and opportunities to obtain contraband.	1. Behavior modification to enhance responsibility entering back into the community. 2. See Operations Law Change #3 from January 6, 2020 letter.	State Legislature and Tax payers.
35.7000	Consider an inmate who does not remain within the extended limits of his confinement or return within the time prescribed to the places of confinement designated by the director, as an escapee	Bodily injury and/or loss of life of individual inmates. By law the inmates are "wards" of the State which are to be protected while under State custody.	1. Behavior modification to enhance responsibility entering back into the community. 2. See Operations Law Change #3 from January 6, 2020 letter.	State Legislature and Tax payers.
36.0000	Public service work or related activities, utilize criminal offenders for whenever it is practical and is consistent with public safety	Increased cost to federal, state, county, and municipal agencies.	SCDC has identified a classification system and is in the process of implementing this system, beginning February 15, 2020. The Agency is currently training staff for implementation. SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020 letter).	Other state agencies that contract with SCDC to provide inmate labor
36.1000	Enter contracts with federal, state, county, or municipal agency, or with any regional governmental entity or public service districts, to provide inmate labor for public service work or related activities	Increased cost to federal, state, county, and municipal agencies.	SCDC has identified a classification system and is in the process of implementing this system, beginning February 15, 2020. The Agency is currently training staff for implementation. SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020 letter).	Other state agencies that contract with SCDC to provide inmate labor
36.2000	Ensure the inmate is properly classified and approved to be outside the jail before allowing an inmate, who is required by the court to perform public service work or related activities (e.g., litter control, road and infrastructure repair, and emergency relief activities), to perform the work	Failure to perform this duty will increase risk to the public and potential for escapes.	SCDC has identified a classification system and is in the process of implementing this system, beginning February 15, 2020. The Agency is currently training staff for implementation. SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020 letter).	None
36.3000	Ensure adequate supervision exists before allowing an inmate, who is required by the court to perform public service work or related activities (e.g., litter control, road and infrastructure repair, and emergency relief activities), to perform the work	Inadequate supervision would lead to escapes and potential harm to the public.		Other state agencies that contract with SCDC to provide inmate labor
36.4000	Provide transportation for inmates assigned to public service work assignments	No harm to the public; however, this is an important part of our mission statement.		Other state agencies that contract with SCDC to provide inmate labor
36.5000	Determine which inmates may be used for litter control programs Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	Inappropriate assignments may result in escapes.	SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020).	Department of Transportation
36.6000	Determine inmates not engaged in useful prison occupation, and provide them to counties and municipalities for litter control programs	No harm to the public; however, this is an important part of our mission statement.	Ensure legislation allows for the agency to continue this practice.	Department of Transportation
36.7000	Utilize and monitor inmate laborers for state house landscaping	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	1. Released inmate success is based on providing essential skills that will allow them to gain meaningful employment within the community. 2. Behavior modification to enhance responsibility entering back into the community.	State Legislature and Tax payers.
36.8000	Collect reimbursement for inmate laborers from Clemson University	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	1. Released inmate success is based on providing essential skills that will allow them to gain meaningful employment within the community. 2. Behavior modification to enhance responsibility entering back into the community.	State Legislature and Tax payers.
36.9000	Collect funds from state institutions utilizing inmate labor by any act or joint resolution of the General Assembly for transportation, guarding, clothing, feeding, and medical attention for the inmates while working for the institution	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	1. Released inmate success is based on providing essential skills that will allow them to gain meaningful employment within the community. 2. Behavior modification to enhance responsibility entering back into the community.	State Legislature and Tax payers.
36.9100	Provide local governing bodies access to SCDC regulations regarding inmate public works employment as a guide to go by for creating their own regulations for a work/punishment program	To protect the public, Access to agency policies as permissible by guidelines.		None
37.0000	Labor on public works and ways, work with local detention facility that offer these voluntary programs for inmates, to determine when inmates housed at the local detention facility by SCDC, may participate	Inmates in community settings may not be properly accounted for.	Maintain arrangement as it currently exists.	Other law enforcement agencies.
37.1000	Provide local governing bodies access to SCDC regulations regarding inmate work in the community as a guide to go by for creating their own regulations for a work/punishment program	Inmates in community settings may not be properly accounted for.	Maintain arrangement as it currently exists.	Other law enforcement agencies.
37.2000	Develop standards for SCDC inmates housed at local detention facilities for: voluntary work programs established pursuant to Section 24-13-235 (labor on public works or ways)	Inmates in community settings may not be properly accounted for.	Maintain arrangement as it currently exists.	Other law enforcement agencies.
37.3000	Monitor and enforce standards for SCDC inmates housed at local detention facilities for: voluntary work programs established pursuant to Section 24-13-235 (labor on public works or ways)	Inmates in community settings may not be properly accounted for.	Continue to support legislation on this matter.	Other law enforcement agencies

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37.4000	Develop standards for SCDC inmates housed at local detention facilities for: local public work programs pursuant to Section 17-25-70 (Authority of local officials to require able-bodied convicted persons to perform labor in public interest)	Inmates in community settings may not be properly accounted for.	Maintain arrangement as it currently exists.	Other law enforcement agencies.
37.5000	Monitor and enforce standards for SCDC inmates housed at local detention facilities for: local public work programs pursuant to Section 17-25-70 (Authority of local officials to require able-bodied convicted persons to perform labor in public interest)	Inmates in community settings may not be properly accounted for.	Maintain arrangement as it currently exists.	Other law enforcement agencies.
38.0000	Work/punishment program at local detention facilities, contract with the local detention facilities to allow SCDC inmates confined to those facilities to participate in the programs	Inmates in community settings may not be properly accounted for.	Maintain arrangement as it currently exists.	Other law enforcement agencies.
38.1000	Develop standards for SCDC inmates housed at local detention facilities for: work/punishment programs established pursuant to Section 24-13-910 through 24-13-940 (Work/Punishment Program for Inmates Confined in Local Correctional Facilities)	Inmates in community settings may not be properly accounted for.	Maintain arrangement as it currently exists.	Other law enforcement agencies.
38.2000	Monitor and enforce standards for SCDC inmates housed at local detention facilities for: work/punishment programs established pursuant to Section 24-13-910 through 24-13-940 (Work/Punishment Program for Inmates Confined in Local Correctional Facilities)	Inmates in community settings may not be properly accounted for.	Maintain arrangement as it currently exists.	Other law enforcement agencies.
39.0000	Inmate idleness, minimize Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	Idle inmates pose harm to staff and other inmates and possibly the public.	Ensure legislation is provided to address inmate idleness. SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020).	None
40.0000	Training of inmates, establish rules and regulations for	Without established rules and regulations, staff, volunteers, and the public are at risk of harm.	Ensure legislation is provided to seek street charges on inmates with the most serious violations of established rules.	None
40.1000	Training programs in the community, authorize inmates to participate in Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	Increased recidivism.	Ensure legislation allows SCDC to provide this deliverable. SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020).	None
41.0000	Reformation, encourage and train inmates in the matter of	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.	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 occurs in the management and operations of a properly run prison system.	Various state-wide law enforcement and judicial entities.
42.0000	Restitution program, establish to reimburse victims Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	1. The crime victims will not receive restitution owed to them 2. Lack of rehabilitative programs that promote accountability for inmates creates higher recidivism rates upon inmate releases.	1. Released Inmate success is based on providing essential skills that will allow them to gain meaningful employment within the community to encourage restitution payments. 2. Behavior modification to enhance responsibility entering back into the community. 3. SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020)	State Legislature and Tax payers.
42.1000	Regulate and administer restitution program Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	Restitution is important for the victims and provides financial responsibility for the inmates.	Allow agency to maintain based on current statute.	None
42.2000	Develop policies and procedures to (1) ensure payment of fines and restitution and report to the court failures to pay in situations when a judge suspends a sentence and imposes a fine or restitution; and (2) report to the court failures to pay fines and restitution in situations when a judge suspends a sentence and imposes a fine or restitution	Restitution is important for the victims and provides financial responsibility for the inmates.	Allow agency to maintain based on current statute.	None
43.0000	Credit system to encourage inmates to participate in work programs, establish	Earned work credits, education credits and goodtime credits are awarded per state statute. Failure will violate state law and result in increased prison population.	See Programs Law Change #1 from January 6, 2020 letter.	None
43.1000	Award work credits to eligible inmates	Earned work credits, education credits and goodtime credits are awarded per state statute. Failure will violate state law and result in increased prison population.	See Programs Law Change #1 from January 6, 2020 letter.	None
43.2000	Determine and publish the amount of credit available for each work duty classification	Credits are awarded according to inmate custody level and behavior. Failure will result in longer prison sentences.	See Programs Law Change #1 from January 6, 2020 letter.	None

Deliverables - Potential Harms

Agency Responding: Department of Corrections				
Date of Submission: September 28, 2019 (updated January 2020)				
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43.3000	Follow the rules in 24-13-230 when applying work credits	Credits are awarded in accordance with state statute. Failure will result in longer prison sentences.	See Programs Law Change #1 from January 6, 2020 letter.	None
43.4000	Revoke work credits when necessary Note: Statutes which allow the court to recommend reductions in inmates work, education, or good conduct credits do not impact the agency's discretion to reduce those credits how and when it deems necessary	Agency policy has been established to revoke work, education and goodtime credits when necessary. No other credits are awarded. Failure will result in incorrect sentence calculations.	See Operations Law Change #12 from January 6, 2020 letter.	None
43.5000	Revoke work credits when necessary Legislative Intent in enabling Act: See Note 3 in "Deliverables Chart - Notes"	Agency policy has been established to revoke work, credits when necessary. Failure will result in incorrect sentence calculations.	See Operations Law Change #8 from January 6, 2020 letter.	None
44.0000	Manufacture or produce items, utilize inmates to Legislative Intent in statute (24-3-310): See Note 9 in "Deliverables Chart - Notes"	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.		State Legislature and Tax payers.
44.1000	Ensure inmate participation in the prison industry program is voluntary	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.		State Legislature and Tax payers.
44.2000	Ensure inmate labor in prison industry program will not displace employed workers, locality does not have a surplus of available labor for the services that would utilize inmate labor, and pay and other conditions of employment are not less than those for work of similar nature in the locality	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.		State Legislature and Tax payers.
44.3000	Purchase equipment for manufacturing or production of items by inmates	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	Continued support for the Prison Industries program.	State Legislature and Tax payers.
44.4000	Ensure inmates produce items ordered by state agencies first, then items ordered by political subdivisions	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	Continued support for the Prison Industries program.	Most State Agencies.
44.5000	Require state agencies to purchase items made by inmates	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	Continued support for the Prison Industries program.	State Legislature and Tax payers.
44.6000	Remain under the supervision of MMO	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	Continued support for the Prison Industries program.	State Legislature and Tax payers.
44.7000	Allow political subdivisions to purchase items made by inmates	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	Continued support for the Prison Industries program.	State Legislature and Tax payers.
44.8000	Consider if a service or good is obtainable through the prison industry program, before obtaining the service or good from outside the prison	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	Continued support for the Prison Industries program.	All State Agencies.
44.9000	Prohibit sale of items produced by inmates to private sector parties, with certain exceptions	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	Continued support for the Prison Industries program.	None
45.0000	Catalogue of items made by inmates in the prison system, prepare annually Legislative Intent in statute (24-3-310): See Note 9 in "Deliverables Chart - Notes"		Continue to support at State level with support from Commerce and Administration.	Most State Agencies.
45.1000	Develop a catalog of prison-made products for national distribution	Allowable agencies would not know about prison-made products	Continue to support at State level with support from Commerce and Administration.	All State Agencies.
45.2000	Price items made or produced by inmates at or below prices of other producers or suppliers	State agencies could pay higher price for products	Continue to support at State level with support from Commerce and Administration.	State Legislature and Tax payers.
45.3000	Set prices for items produced by inmates as close to market price as practicable	Incorrect pricing could lead to loss of program revenue or overcharging allowed customer participants	Continue to support at State level with support from Commerce and Administration.	Most State Agencies.
45.4000	Send catalogue of items produced by inmates to state agencies	State agencies would not have updated products and pricing	Continue to support at State level with support from Commerce and Administration.	Most State Agencies.
45.5000	Distribute catalog of products and services to a state agency, when requested by the state agency	1. State agencies would not have updated products and pricing 2. Not reaching potential customer base	Continue to support at State level with support from Commerce and Administration.	All State Agencies.
45.6000	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	1. Not reaching potential customer base 2. State agencies would not know what products and services are available.	Continue to support at State level with support from Commerce and Administration.	Most State Agencies.
45.7000	Deposit revenues from sale of prison made products to the state treasurer to designated accounts provided in code	Unable to purchase manufacturing supplies, equipment, machinery, and/or buildings.	Continue to support at State level with support from Commerce and Administration.	State Treasurer
45.8000	Disburse revenues to appropriate accounts	Loss of revenue to the DOC, victims services, child support, federal, state, and local taxes.	Continue to support at State level with support from Commerce and Administration.	Most State Agencies.

Deliverables - Potential Harms

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45.9000	Utilize prison industry funds to benefit the inmate population or cover operational costs	Lack of inmate services.	Continue to support at State level with support from Commerce and Administration.	Most State Agencies.
45.9100	Carry forward any funds remaining in the prison industry fund at year-end	Could not complete and or provide inmate training, services or projects	Continue to support at State level with support from Commerce and Administration.	Most State Agencies.
46.0000	Nonprofit projects, establish programs that allow inmates to participate in Legislative Intent in statute (24-3-310): See Note 9 in "Deliverables Chart - Notes"	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	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.	State Legislature and Tax payers.
46.1000	Allow voluntary inmate participation in the nonprofit projects	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	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.	State Legislature and Tax payers.
46.2000	Ensure inmate participation in nonprofit projects does not displace employed workers nor impair existing contracts for services	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	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.	State Legislature and Tax payers.
46.3000	Establish contracts for inmate labor for nonprofits	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	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.	State Legislature and Tax payers.
46.4000	Determine appropriate inmate wages for nonprofit projects	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	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.	State Legislature and Tax payers.
46.5000	Collect inmate earnings for nonprofit projects	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	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.	State Legislature and Tax payers.
47.0000	Metal license plates and road signs, produce and sell license plates to Dept. of Motor Vehicles and road signs to Dept. of Transportation	1. Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases. 2. Insufficient workforce.	1. Released inmate success is based on providing essential skills that will allow them to gain meaningful employment within the community. 2. Continue to support the prison industries concept.	State Legislature and Tax payers.
48.0000	Dry-cleaning facilities to clean state-owned uniforms for SCDC security personnel, install Legislative Intent in statute (24-3-310): See Note 9 in "Deliverables Chart - Notes"	1. Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases. 2. Insufficient workforce.	1. Released inmate success is based on providing essential skills that will allow them to gain meaningful employment within the community. 2. Continue to support the prison industries concept.	State Legislature and Tax payers.
49.0000	Tire retreading program, establish one in which inmates may participate	1. Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases. 2. Insufficient workforce.	1. Released inmate success is based on providing essential skills that will allow them to gain meaningful employment within the community. 2. Continue to support the prison industries concept.	Other state agencies
49.1000	Sell retreaded tires from Lieber Correctional Institution only to state agencies	1. Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases. 2. Insufficient workforce.	1. Released inmate success is based on providing essential skills that will allow them to gain meaningful employment within the community. 2. Continue to support the prison industries concept.	State Department of Education
50.0000	Barbering program, establish one in which inmates may participate	Diminish the capacity for a more sanitary environment in which the inmates live; Lack of support for and ability to maintain grooming standards	Support licensure of inmates, completing the vocational training, prior to release	Department of Labor, Licensing and Regulations
50.1000	Allow inmates in Barbering Program to barber without license	Diminish the capacity for a more sanitary environment in which the inmates live; Lack of support for and ability to maintain grooming standards	Support of vocational training and certification of offenders that leads to employment post release thereby reducing recidivism	State Legislature and Tax payers.
51.0000	Clinical pastoral training program, establish one in which inmates may participate, and collect fees	None	Recommend repeal and removal of Section 24-1-260. See Programs Law Change #3 from January 6, 2020 letter.	None
51.1000	Utilize funds from clinical pastoral training program to continue the program	Encroaches on the religious rehabilitative programs for inmate enrichment.	Recommend repeal and removal of Section 24-1-260. See Programs Law Change #3 from January 6, 2020 letter.	Religious community leaders.
52.0000	Agriculture program, establish one in which inmates may participate	Not enough participants.	Continue supporting agricultural programs.	State Legislature and Tax payers.
52.1000	Sell timber on property owned by agency, after consultation with state forester		Continue supporting agricultural programs.	State Legislature and Tax payers.
52.2000	Utilize funds from timber sales for agency agriculture program or general welfare of inmates	Funds are subject to the approval of the Department of Administration.	Continue supporting agricultural programs.	Taxpayers
53.0000	Horticulture program, establish one in which inmates may participate	Loss of funding for the program.	Continue supporting agricultural programs.	None
53.1000	Sell horticulture (garden/farm) products grown and produced through agency's horticulture program	Loss of funding for the program.	Continue supporting agricultural programs.	None
53.2000	Utilize funds from sale of horticulture products for general welfare of inmates	Loss of funding for the program.	Continue supporting agricultural programs.	None
54.0000	Farm program, establish one in which inmates may participate	Not enough participants	Continue supporting agricultural programs.	State Legislature and Tax payers.
54.1000	Sell surplus products produced by agency's farm program	Loss of revenue.	Continue supporting agricultural programs.	State Legislature and Tax payers.
54.2000	Utilize funds from sale of surplus products from agency's farm program for agency farm program or general welfare of inmates	Funds are subject to the approval of the Department of Administration.	Continue supporting agricultural programs.	State Legislature and Tax payers.
55.0000	Clean and wax private vehicles, allow inmates to	Would not provide a meaningful skill to inmates.		Agency and employees
55.1000	Utilize funds generated from cleaning and waxing of private vehicles to benefit inmates (also place the funds in a special account)	Would take away a method for funding inmate programs.		Agency and employees

Deliverables - Potential Harms

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56.0000	Adult work activity centers, allow inmates to work in	Agency uses many vehicles for transportation of inmates and items from central locations supplying the institutions. Vehicles must be kept clean for sanitation purposes.		Agency and employees
56.1000	Utilize funds generated from any adult work activity center to benefit inmates (also place the funds in a special account)	Agency uses many vehicles for transportation of inmates and items from central locations supplying the institutions. Vehicles must be kept clean for sanitation purposes.		Agency and employees
57.0000	Prison uniforms statewide, manufacture	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	1. Released inmate success is based on providing essential skills that will allow them to gain meaningful employment within the community. 2. Continue to support the prison industries concept.	Various state-wide law enforcement and judicial entities.
57.1000	Clothe inmates	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	1. Released inmate success is based on providing essential skills that will allow them to gain meaningful employment within the community. 2. Continue to support the prison industries concept.	Various state-wide law enforcement and judicial entities.
57.2000	Make statewide uniforms available for sale to local detention facilities	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	1. Released inmate success is based on providing essential skills that will allow them to gain meaningful employment within the community. 2. Continue to support the prison industries concept.	Various state-wide law enforcement and judicial entities.
58.0000	Maintenance and construction projects on SCDC grounds and facilities, utilize inmates for	Providing work skills to inmates requires working equipment. We cannot expose our inmate workforce to unsafe and faulty equipment.	Provide extra funding for deferred maintenance.	State Legislature and Tax payers.
58.1000	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	Provides reduction in labor costs and provides inmates with workability skills.	Remove proviso 117.67 (this was done in the 2019-2020 budget)	State Legislature and Tax payers.
58.2000	Only allow inmates classified as non-violent in a work camp constructed or operated by SCDC	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	1. Behavior modification to enhance responsibility entering back into the community. 2. See Operations Law Change #3 from January 6, 2020 letter.	State Legislature and Tax payers.
58.3000	Supervise inmates constructing work camps on county property with armed guards	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	1. Behavior modification to enhance responsibility entering back into the community. 2. See Operations Law Change #3 from January 6, 2020 letter.	State Legislature and Tax payers.
58.4000	Provide county contracting officials with appropriate information about inmates constructing work camps in their county	Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.	1. Behavior modification to enhance responsibility entering back into the community. 2. See Operations Law Change #3 from January 6, 2020 letter.	State Legislature and Tax payers.
59.0000	Community supervision release date of any inmate serving a sentence for a "no parole offense," notify PPP about projected date 180 days in advance	Procedure has been established to notify SCDPPPS of schedule CS releases 180 days in advance. Failure will cause delays in the release process.	See Operations Law Change #13 from January 6, 2020.	Department of Probation, Parole, and Pardon
59.1000	Follow the rules in 24-13-150(A) when determining whether an inmate, convicted of a "no parole offense" as defined in Section 24-13-100 and sentenced to the custody of the Department of Correction, is eligible for early release, discharge, or community supervision (as provided in Section 24-21-560)	Procedure has been established to notify SCDPPPS of schedule CS releases 180 days in advance. Failure will cause delays in the release process.	See Operations Law Change #12 and #13 from January 6, 2020.	Department of Probation, Parole, and Pardon
60.0000	Credit system to encourage inmates to participate in education, establish	Inmate would be retained longer in the system thus resulting in an increased cost to the taxpayer.	See Programs Law Change #1 from January 6, 2020 letter.	None
60.1000	Award education credits to eligible inmates	Inmate would be retained longer in the system thus resulting in an increased cost to the taxpayer.	See Programs Law Change #1 from January 6, 2020 letter.	None
60.2000	Determine and publish the amount of credit available for each education enrollment; Follow the rules in 24-13-230 when applying education credits	Inmate would be retained longer in the system thus resulting in an increased cost to the taxpayer.	See Programs Law Change #1 from January 6, 2020 letter.	None
60.3000	Revoke education credits when necessary Note: Statutes which allow the court to recommend reductions in a inmates work, education, or good conduct credits do not impact the agency's discretion to reduce those credits how and when it deems necessary	Agency policy has been established to revoke education credits when necessary. Failure will result in incorrect sentence calculations.	See Programs Law Change #1 from January 6, 2020 letter.	None
61.0000	School district within SCDC, establish and call it "Palmetto Unified School District No. 1"	Increased recidivism rate.	1. Continue to fund educational initiatives for offenders prior to release. 2. See Programs Law Change #5 from January 6, 2020 letter.	Department of Education

Deliverables - Potential Harms

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61.1000	Utilize the school district to (1) enhance the quality and scope of education for inmates so they will be better motivated and better equipped to restore themselves in the community; (2) ensure education programs are available to all inmates with less than a high school diploma, or its equivalent, (3) ensure various vocational training programs are made available to selected inmates with the necessary aptitude and desire.	Increased recidivism rate.	1. Continue to fund educational initiatives for offenders prior to release. 2. See Programs Law Change #5 from January 6, 2020 letter.	Department of Education
61.2000	Document anytime inmate enrollment in an education program must be restricted	Inmates placed in programs improperly.	1. Continue to fund educational initiatives for offenders prior to release. 2. See Programs Law Change #5 from January 6, 2020 letter.	Department of Education
61.3000	Require inmates with less than an 8th grade education to enroll in education programs	Increased recidivism rate.	Support PUSD in the continued effort to teach the inmates who are lacking at least an 8th grade level of education.	Department of Education
61.4000	Ensure no agency money is utilized for college courses	Increased recidivism rate.		Department of Education
61.5000	Provide local governing bodies access to SCDC regulations regarding inmate education as a guide to go by for creating their own regulations for a work/punishment program	Increased restlessness and recidivism for inmates in local facilities.	Continue to support educational initiatives for offenders prior to release.	Department of Education
62.0000	Control and manage the school district with nine board members	Lack of stakeholder or public voice in ensuring high quality educational services to inmates.	Keep the Board of Trustees	Department of Education
62.1000	Appoint 4 board members for the school district and fill vacancies for the remainder of the unexpired term by appointment in the same manner as provided for the original appointment.		So long as a 9 member board is appointed, the manner in which the appointments are made is not a concern. However, since this is a department within a State Agency, the Director of the Agency must maintain ultimate authority.	Department of Education
62.2000	Remove members of the school district board, when necessary	Removal of this authority diminishes the Director's authority over a department. Although appointed, board members must have a certain level of accountability to the Agency.	Maintain this level of accountability for those appointed.	Department of Education
62.3000	Consider three consecutive unexcused absences by a school district board member as a resignation from the board by that member	The PUSD School Board meets quarterly. Three consecutive unexcused absences indicated disinterest and a dereliction of accepted responsibility to the Agency.	Continue to support education within SCDC and maintain a specified level of accountability for appointed board members.	Department of Education
62.4000	Consent to school district board performing the administrative functions in Section 24-25-70, which include, but are not limited to, establishing goals and objectives for the operation of the school district	Lack of stakeholder or public voice in ensuring high quality educational services to inmates.	Keep the Board of Trustees	Department of Education
62.5000	Comply with 59-20-60(3)(a) Each school district board of trustees shall cause the district and each school in the district to develop comprehensive five-year plans with annual updates to outline the District and School Improvement Plans. Districts which have not begun a strategic planning cycle must do so and develop a plan no later than the 1994-95 school year. Districts which have undertaken such a planning process may continue in their planning cycle as long as the process meets the intent of this section and the long-range plans developed or under development can be amended to encompass the requirements of this section. For school year 1993-94, districts may submit either the improvement plan consistent with State Department guidelines or their five-year comprehensive plan. The State Board of Education shall recommend a format for the plans which will be flexible and adaptable to local planning needs while encompassing certain state mandates, including the early childhood and academic assistance initiative plans pursuant to Section 59-139-10. All district and school plans must be reviewed and approved by the board of trustees. The District Plan should integrate the needs, goals, objectives, strategies, and evaluation methods outlined in the School Plans. Measures of effectiveness must include outcome and process indicators of improvement and must provide data regarding what difference the strategies have made. Staff professional development must be a priority in the development and implementation of the plans and must be based on an assessment of needs. Long and short-range goals, objectives, strategies, and time lines need to be included.		Continue to support educational initiatives for offenders prior to release.	Department of Education
62.6000	Monitor school district board meetings which must occur at least quarterly		Continue to support educational initiatives for offenders prior to release.	Department of Education

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63.0000	Education budget from the school district board, receive annually and include in SCDC's annual budget request a line item for the school district	Education reduces recidivism. Inmates who do not receive a Secondary education while incarcerated are more likely to reoffend.	Continue to support educational initiatives for offenders prior to release.	Department of Education
63.1000	Comply with 59-20-60(1), (2) (1) School districts shall give first spending priority of funds allocated under this chapter to full implementation of the defined minimum program. (2) The State Board of Education shall audit the programmatic and fiscal aspects of this chapter [S.C. Code Title 59, Chapter 20], including the degree to which a school meets all prescribed standards of the defined minimum program and shall report the results in the Annual Report of the State Superintendent of Education. Schools which have been classified as 'dropped' by the defined minimum program accreditation procedures are not eligible for funding in the following fiscal year until an acceptable plan to eliminate the deficiencies is submitted and approved by the State Board of Education.	Recidivism rates will be increased as inmates are unprepared to function back into society. Society continues to progress and inmates have to be properly prepared to be able to function in the society that they are being released into.	Allow the PUSD to continue to teach the inmates that are lacking at least an 8th grade level of education.	Department of Education
63.2000	Prioritize educational program funds to educate inmates with less than an 8th grade education	Recidivism rates will be increased as inmates are unprepared to function back into society. Society continues to progress and inmates have to be properly prepared to be able to function in the society that they are being released into.	Allow the PUSD to continue to teach the inmates that are lacking at least an 8th grade level of education.	Department of Education
63.3000	Submit student enrollment to the State Department of Education so the Dept. of Education's appropriation request under the line item "Education Finance Act" shall include sufficient funds for the Palmetto Unified School District 1."	Reduced federal funding.	Continue to support educational initiatives for offenders prior to release.	Department of Education
63.4000	Attempt to secure federal and other funds which may be available for the school district	Increased recidivism rate.	Continue the support educational initiatives for offenders prior to release. Lack of education is proven to increase recidivism.	Department of Education
64.0000	Academic and vocational training that meets standards set by the State Board of Education, provide	Increased recidivism rate.	Support vocational training that teaches needed job skills for the offender to be job ready upon release.	Department of Education
64.1000	Comply with 59-20-60(4)(b), (c) (b) applying different teaching methods permitting professional educators at every level to focus on educational success for all students and on critical thinking skills and providing the necessary support for educational successes are encouraged; (c) redefining how schools operate resulting in the decentralization of authority to the school site and allowing those closest to the students the flexibility to design the most appropriate education location and practice;	Increased recidivism rate.		Department of Education

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64.2000	<p>Comply with 59-20-60(1), (2)</p> <p>(2) The State Board of Education shall audit the programmatic and fiscal aspects of this chapter [S.C. Code Title 59, Chapter 20], including the degree to which a school meets all prescribed standards of the defined minimum program and shall report the results in the Annual Report of the State Superintendent of Education. Schools which have been classified as 'dropped' by the defined minimum program accreditation procedures are not eligible for funding in the following fiscal year until an acceptable plan to eliminate the deficiencies is submitted and approved by the State Board of Education.</p> <p>Comply with 59-20-60(4)(d)</p> <p>(d) creating appropriate relationships between schools and other social service agencies by improving relationships between the school and community agencies (health, social, mental health), parents and the business community, and by establishing procedures that cooperatively focus the resources of the greater community upon barriers to success in school, particularly in the areas of early childhood and parenting programs, after-school programs, and adolescent services.</p> <p>Funds for the Innovation Initiative must be allocated to districts based upon a fifty percent average daily membership and fifty percent pursuant to the Education Finance Act formula. At least seventy percent of the funds must be allocated on a per school basis for school based innovation in accord with the District-School Improvement Plan. Up to thirty percent may be spent for district-wide projects with direct services to schools. District and school administrators must work together to determine the allocation of funds.</p> <p>For 1993-94, districts and schools may use these funds for designing their Innovation Initiatives to be submitted to the peer review process established in Section 59-139-10 prior to implementation of the innovations in 1994-95. Notwithstanding any other provisions of law, districts may carry over all unexpended funds in 1993-94, and up to twenty-five percent of allocated funds each year thereafter in order to build funds for</p>	Lack of audits could diminish academic fidelity and proper operation of the PUSD.	Support the State Departments' guidelines that ensure the proper operation of all school districts.	Department of Education
64.3000	Comply with 59-20-60(4)(e), and (f)		See Programs Law Change #5 from January 6, 2020 letter.	Department of Education
64.4000	Allow personnel from the State Department of Education to evaluate school district programs and report results of the evaluations to the school district board	Lack of audits would undermine the fidelity of academic programming.	Support the State Departments' guidelines that ensure the proper operation of all school districts.	Department of Education
65.0000	School district staff, including superintendent, hire, supervise, and fire following SCDC personnel policies	Lack of district leadership would lead to autonomous schools within the Agency.	Support the State Departments' guidelines that ensure the proper operation of all school districts.	Department of Education
65.1000	Hire and ensure school district superintendent performs their applicable duties as listed in Section 24-25-80	Lack of district leadership would lead to autonomous schools within the Agency.	Support the State Departments' guidelines that ensure the proper operation of all school districts.	Department of Education
65.2000	<p>Comply with 59-20-50(4)(a):</p> <p>Each school district shall pay each certified teacher or administrator an annual salary at least equal to the salary stated in the statewide minimum salary schedule for the person's experience and class. No teacher or administrator employed in the same position, over the same time period, shall receive less total salary, including any normal incremental increase, than that teacher or administrator received for the fiscal year before the implementation of this article.</p>	Non-competitive wages.	Defined teacher pay scales guarantee educator's compensation is competitive with autonomous districts across the State.	Department of Education

Deliverables - Potential Harms

Agency Responding: Department of Corrections				
Date of Submission: September 28, 2019 (updated January 2020)				
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65.3000	Comply with 59-20-50(4)(b): The state minimum salary schedule must be based on the state minimum salary schedule index in effect as of July 1, 1984. In Fiscal Year 1985, the 1,000 figure in the index is \$14,172. (This figure is based on a 10.27% increase pursuant to the South Carolina Education Improvement Act of 1984.) Beginning with Fiscal Year 1986, the 1,000 figure in the index must be adjusted on a schedule to stay at the southeastern average as projected by the Office of Research and Statistic of the Revenue and Fiscal Affairs Office and provided to the General Assembly during their deliberations on the annual appropriations bill. The southeastern average teacher salary is the average of the average teachers' salaries of the southeastern states. In projecting the southeastern average, the office shall include in the South Carolina base teacher salary all local teacher supplements and all incentive pay. Under this schedule, school districts are required to maintain local salary supplements per teacher no less than their prior fiscal level. In Fiscal Year 1986 and thereafter teacher pay raises through adjustments in the state's minimum salary schedule may be provided only to teachers who demonstrate minimum knowledge proficiency by meeting one of the following criteria: (1) holding a valid professional certificate; (2) having a score of 425 or greater on the Commons Examination of the National Teachers Examinations; (3) meeting the minimum qualifying score on the appropriate area teaching examination; or (4) meeting the minimum standards on the basic skills examinations as prescribed by the State Board of Education provided in Section 59-26-20.	Non-competitive wages.	Defined teacher pay scales guarantee educator's compensation is competitive with autonomous districts across the State.	Department of Education
66.0000	Credit system to reward inmates who follow the rules, establish	Policies have been establish to award credits to inmates who follow rules. Failure will result in incorrect sentence calculations.	SCDC has identified a classification system and is in the process of implementing this system, beginning February 15, 2020. The Agency is currently training staff for implementation. SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020 letter).	None
66.1000	Determine inmates eligible for good conduct credits	policies have been established in accordance with state stature to determine inmates eligible for good time credits. Failure will result in incorrect sentence calculations.	SCDC has identified a classification system and is in the process of implementing this system, beginning February 15, 2020. The Agency is currently training staff for implementation. SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020 letter).	None
66.2000	Of inmates eligible for good conduct credits, determine those whose conduct entitles them to a credit (deduction from the time of their sentence)	Policies have been establish to award credits to inmates who follow rules. Failure will result in incorrect sentence calculations.	SCDC has identified a classification system and is in the process of implementing this system, beginning February 15, 2020. The Agency is currently training staff for implementation. SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020 letter).	None
66.3000	Follow the rules in 24-13-210 and 24-13-220 when calculating the amount of good conduct credit (amount sentence is reduced)	Credits are awarded in accordance with state statute. Failure will result in incorrect sentence calculations.	SCDC has identified a classification system and is in the process of implementing this system, beginning February 15, 2020. The Agency is currently training staff for implementation. SCDC has also recommended a modification to 24-3-20 to require inmates sentenced to 365 days or more to be sent to SCDC (see Operations Law Change #1 from January 6, 2020 letter).	None
66.4000	Revoke good conduct credits if necessary Note: Statutes which allow the court to recommend reductions in a inmates work, education, or good conduct credits do not impact the agency's discretion to reduce those credits how and when it deems necessary	Policies have been establish to revoke credits of those inmates who fail to follow agency rules and regulations. Failure will result in incorrect sentence calculations.	See Operations Law Change #12 from January 6, 2020 letter.	None
67.0000	Convicts in custody, supervise and control	Increased risk to the safety of the public.	Allow agency to maintain based on current statute.	None
68.0000	Contraband, determine what is considered	Increased risk to staff and inmates housed in SCDC institutions.	See Police Services Law Change #4 from January 6, 2020 letter.	None
68.1000	Designate the items in Regulation 33-1 as contraband	Increased risk to staff and inmates housed in SCDC institutions.	Allow agency to maintain based on current statute.	None
68.2000	Declare as contraband, and prohibit use of, U.S. currency in prisons	Increased risk to staff and inmates housed in SCDC institutions.	Allow agency to maintain based on current statute.	None
68.3000	Deposit seized contraband money into the specified drug intervention fund	Increased risk to staff and inmates housed in SCDC institutions.	Allow agency to maintain based on current statute.	None
68.4000	Utilize contraband (monies or contraband things of value used as monies) as reward for those who present information about escaped inmates	Increased risk to staff and inmates housed in SCDC institutions.	Allow agency to maintain based on current statute.	None
69.0000	Alcoholic beverages or narcotic drugs, including prescription medications and controlled substances that have not been issued legally to the inmate, work to ensure individuals, other than inmates, do not violate, and investigate allegations of violation of, laws which prohibit furnishing a inmate any	Increased risk to staff and inmates housed in SCDC institutions.	Allow agency to maintain based on current statute.	None

Deliverables - Potential Harms

Agency Responding: Department of Corrections				
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69.1000	Prosecute individuals who provide inmates contraband, other than weapons or illegal drugs, in magistrate's court	Possible longer delays to prosecute contraband cases in General Sessions versus Magistrate level but higher sanctions if heard in General Sessions.	Amend this statute so that cases would be heard in General Sessions instead of some at the Magistrate level. Greater penalties may deter normally law abiding citizens from assisting in bringing in contraband. See Police Services Law Change #3 from January 6, 2020 letter.	Legislation, Court Administration, Magistrate and General Sessions Courts.
70.0000	Trespassing or loitering on state correctional properties, instruct individuals doing so to leave Legislative findings in enabling Act: See Note 10 in "Deliverables Chart - Notes"	Increased risk to staff and inmates housed in SCDC institutions.	Clarify law so that the signs posted at all institutions stating no trespassing is sufficient to all magistrates to constitute notice from the Director. See Police Services Law Change #2 from January 6, 2020 letter.	None
70.1000	Prosecute individuals who (1) after notice is given to leave, continue trespassing or loitering on state correctional properties; and (2) incite, solicit, urge, encourage, exhort, instigate, or procure a person to continue trespassing or loitering on state correctional properties Legislative findings in enabling Act: See Note 10 in "Deliverables Chart - Notes"	Trespassers are a threat to the security of the institutions which in turn is a threat to the safety of the public.	Clarify law so that the signs posted at all institutions stating no trespassing is sufficient to all magistrates to constitute notice from the Director. See Police Services Law Change #2 from January 6, 2020 letter.	State Law Enforcement Division, Legislation, Court Administration, Magistrate and General Sessions Courts.
71.0000	Safe conduct and welfare of the prison system institutions, take all precautionary measures for the	Increased risk to staff and inmates housed in SCDC institutions.	Allow agency to maintain based on current statute.	None
71.1000	Establish rules and regulations for discipline of inmates	Increased risk to staff and inmates housed in SCDC institutions.	Allow agency to maintain based on current statute.	None
71.2000	Utilize \$3.05 million in appropriated funds for security upgrades	Outdated security doors and equipment would not be kept in workable condition due to no parts being available. This poses a security risk to the surrounding communities.	1. Provide quicker approval processes for important/emergency equipment and supplies. 2. Evaluate and possibly update purchasing process for state agencies. See Operations Law Change #14 from January 6, 2020 letter.	Law enforcement agencies that may be needed to react to possible breaches due to outdated or faulty equipment.
71.3000	Investigate prison system misconduct	Would not have knowledge to try to prevent future misconduct.	Allow agency to maintain based on current statute. See Operations Law Change #4 from January 6, 2020 letter.	State Law Enforcement Division, Legislation, Court Administration, Magistrate and General Sessions Courts.
71.4000	Determine and execute suitable punishment for prison system misconduct	Increased risk to staff and inmates housed in SCDC institutions.	Allow agency to maintain based on current statute. See Operations Law Change #4 from January 6, 2020 letter.	None
72.0000	Disorders, riots, or insurrections, establish and enforce rules that prevent these in the prison system	Increased risk to staff and inmates housed in SCDC institutions.	Allow agency to maintain based on current statute. See Operations Law Change #4 from January 6, 2020 letter.	None
72.1000	Work to ensure inmates do not violate ,and investigate allegations of violation of, laws which prohibits inmates from: (1) escape; (2) attempted escape; (3) have in their possession tools, weapons, or other items that may be used to facilitate an escape; (4) conspire with another inmate to incite a riot; (5) conspire with another inmate to commit acts of violence; (6) carry on his person or to have in his possession a dirk, slingshot, metal knuckles, razor, firearm, or an object, homemade or otherwise, that may be used for the infliction of personal injury upon another person, or to willfully conceal any weapon; (7) acting alone or in concert with others, who by threats, coercion, intimidation, or physical force takes, holds, decoys, or carries away any person as a hostage or for any other reason	Increased risk to staff and inmates housed in SCDC institutions.	Allow agency to maintain based on current statute.	None
72.2000	Utilize force to maintain order and discipline in all facilities	Increased risk to staff and inmates housed in SCDC institutions.	Allow agency to maintain based on current statute.	None
72.3000	Utilize force to prevent inmate escapes	Increased risk to the public in the event an inmate escapes.	Allow agency to maintain based on current statute.	None
72.4000	Utilize citizen assistance to suppress disorder among inmates	n/a	Repeal sections 24-3-720 through 24-3-750. See Operations Law Change #4 from January 6, 2020 letter.	n/a
72.5000	Collect a fine if citizen refuses to help SCDC suppress disorder among inmates	n/a	Repeal sections 24-3-720 through 24-3-750. See Operations Law Change #4 from January 6, 2020 letter.	n/a
72.6000	Compensate citizens who help SCDC suppress disorder among inmates	n/a	Repeal sections 24-3-720 through 24-3-750. See Operations Law Change #4 from January 6, 2020 letter.	n/a
72.7000	Assert defense allowed in 24-3-750 and 24-3-760 if allegations brought as a result of utilizing citizen to help suppress disorder among inmates	n/a	Repeal sections 24-3-720 through 24-3-750. See Operations Law Change #4 from January 6, 2020 letter.	n/a
73.0000	Body fluids including, but not limited to, urine, blood, feces, vomit, saliva, or semen, work to ensure inmates do not violate ,and investigate allegations of violation of, laws which prohibits inmates from attempting to throw or throwing these fluids on an employee, law enforcement officer, visitor, or any other person authorized to be present in an official capacity	Increased risk to staff and inmates housed in SCDC institutions.	Allow agency to maintain based on current statute.	None

Deliverables - Potential Harms

Agency Responding: Department of Corrections				
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74.0000	Jewelry policies for inmates, monitor and enforce	Increased risk to staff and inmates housed in SCDC institutions.	Allow agency to maintain based on current statute.	None
75.0000	Internet-based social networking websites to contact victims, prohibit inmate use of	Increased risk to staff and inmates housed in SCDC institutions.	Increase the penalty for this offense. Minimal fines and 30 days sentences do not deter currently imprisoned inmates. See Police Services Law Change #1 from January 6, 2020 letter.	None
75.1000	Prosecute inmates, and those assisting inmates, who utilize the internet for communicating with victims	Inmates contact, harass and extort individuals that have already been harmed from a crime.	Increase the penalty for this offense. Minimal fines and 30 days sentences do not deter currently imprisoned inmates. See Police Services Law Change #1 from January 6, 2020 letter.	Victim Services, Legislation, Court Administration, Magistrate and General Sessions Courts.
76.0000	Inmate accounts, establish rules for			State Legislature and Tax payers.
76.1000	Establish rules for monetary deductions from inmate's accounts	Important for financial responsibility of the inmates and help defray Agency costs.	Modify to include a way for SCDC to recover restitution owed by an inmate once he or she is released. See Administration Law Change #2 from January 6, 2020 letter.	State Legislature and Tax payers.
76.2000	Take appropriate and necessary steps to determine and contact a rightful owner of unclaimed funds remaining in an inmate account	Important for financial responsibility of the inmates and help defray Agency costs.		State Legislature and Tax payers.
76.3000	Deposit unclaimed funds in inmate accounts to the Inmate Welfare Funds, after taking steps to contact rightful owner	Important for financial responsibility of the inmates and help defray Agency costs.		State Legislature and Tax payers.
77.0000	Mediums of exchange between prisoners, allow via a system of credits		Allow agency to maintain based on current statute.	None
78.0000	Pay phone calls in prison system facilities, allow inmates to make		Allow agency to maintain based on current statute.	None
78.1000	Add per call surcharge to inmate phone calls to cover costs of equipment and operations for cell phone interdiction measures		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 occurs in the management and operations of a properly run prison system. See Operations Law Change #14 from January 6, 2020 letter.	Various state-wide law enforcement and judicial entities.
78.2000	Review and adjust inmate phone call surcharge to only cover the cost of ongoing operational expenses of the interdiction equipment, once cell phone interdiction or retrieval equipment has been paid in full		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 occurs in the management and operations of a properly run prison system. See Operations Law Change #14 from January 6, 2020 letter.	Various state-wide law enforcement and judicial entities.
78.3000	Collect inmate phone call surcharge fees from telephone vendors monthly	If not allowed, SCDC would need more funding from the 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 occurs in the management and operations of a properly run prison system. See Operations Law Change #14 from January 6, 2020 letter.	Various state-wide law enforcement and judicial entities.
78.4000	Retain funds from inmate phone call surcharges for (1) cell phone interdiction or retrieval equipment, or (2) critical security needs. When the equipment has been paid in full, the surcharge amount will be reviewed and adjusted to cover the cost of ongoing operational expenses of the interdiction equipment.		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 occurs in the management and operations of a properly run prison system. See Operations Law Change #14 from January 6, 2020 letter.	Various state-wide law enforcement and judicial entities.
78.5000	Carry forward any balance of funds from inmate phone call surcharges		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 occurs in the management and operations of a properly run prison system. See Operations Law Change #14 from January 6, 2020 letter.	Various state-wide law enforcement and judicial entities.
79.0000	Humane treatment to inmates, provide	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.	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 occurs in the management and operations of a properly run prison system.	Various state-wide law enforcement and judicial entities.
79.1000	Establish rules and regulations for treatment of inmates	Increased risk to staff and inmates housed in SCDC institutions.	Allow agency to maintain based on current statute.	None
79.2000	Prosecute all individuals that mistreat inmates in violation of the law	Bodily injury and/or loss of life of individual inmates. By law the inmates are "wards" of the State which are to be protected while under State custody.	1. Legislature should continue to look at the prison system as a community of people that the State is obligated to care for and protect. 2. The inmates have rights as human beings and we need to keep that in the forefront of our Legislative thinking. 3. Lawsuits are prevalent in this kind of environment dealing with individual rights.	State Legislature and Tax payers.

Deliverables - Potential Harms

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80.0000	Feed inmates and conduct appropriate inspections of food service operations	Dangerous environment for the institutional staff and the inmate population.	1. Continued support for the law concerning incarcerated individuals. 2. Maintain the Agency mission which reflects said deliverables.	Various state-wide law enforcement and judicial entities.
80.1000	Dept. of Health and Environmental Control inspection of food service operations at all prison system facilities, allow annually	Dangerous environment for the institutional staff and the inmate population.	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 operations of a properly run prison system	Various state-wide law enforcement and judicial entities.
80.2000	Receive written report on conditions of each jail and prison facility inspected by a food service inspector for DHEC	Dangerous environment for the institutional staff and the inmate population.	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 operations of a properly run prison system	Various state-wide law enforcement and judicial entities.
80.3000	Facilitate the filing of each detention facility inspection report from DHEC's food service inspector with responsible local governing body, sheriff/police chief, and director of the facility	Dangerous environment for the institutional staff and the inmate population	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 operations of a properly run prison system	Various state-wide law enforcement and judicial entities.
81.0000	Canteen operations, utilize funds generated to continue operation of the canteen	Canteen services provides a good platform for inmate morale; removal would create a negative environment compromising security and safety.	1. Understand that Canteen products provide a morale boost to our inmates as it allows them to buy consumables not provided by tax payer funding. 2. The Agency keeps a close watch on what products are popular and tries new products as well. 3. Excess cash is used for the benefit of the Agency and thus the inmates as well.	State Legislature and Tax payers.
82.0000	State Fire Marshal inspection of all prison system and local detention facilities including all phases of operation, fire safety, and health and sanitation conditions, collaborate annually with State Fire Marshal	Dangerous environment for the institutional staff and the inmate population.	1. Continued support for the law concerning incarcerated individuals. 2. Maintain the Agency mission which reflects said deliverables.	Various state-wide law enforcement and judicial entities.
82.1000	Receive written report on conditions of each jail and prison facility inspected from State Fire Marshal (Inspection Division)	Dangerous environment for the institutional staff and the inmate population.	1. Continued support for the law concerning incarcerated individuals. 2. Maintain the Agency mission which reflects said deliverables.	Various state-wide law enforcement and judicial entities.
82.2000	Facilitate the filing of each detention facility inspection report from the State Fire Marshal with responsible local governing body, sheriff/police chief, and director of the facility	Dangerous environment for the institutional staff and the inmate population.	1. Continued support for the law concerning incarcerated individuals. 2. Maintain the Agency mission which reflects said deliverables.	Various state-wide law enforcement and judicial entities.
83.0000	SCDC standards for inspections of local confinement facilities, establish with Association of Counties	Dangerous environment for the institutional staff and the inmate population.	1. Continued support for the law concerning incarcerated individuals. 2. Maintain the Agency mission which reflects said deliverables.	Various state-wide law enforcement and judicial entities.
83.1000	Prepare written report on conditions of each jail facility inspected by SCDC Inspection Division pursuant to standards for inspections of local confinement facilities established with Association of Counties	Dangerous environment for the institutional staff and the inmate population.	1. Continued support for the law concerning incarcerated individuals. 2. Maintain the Agency mission which reflects said deliverables.	Various state-wide law enforcement and judicial entities.
83.2000	Facilitate the filing of each facility inspection report from SCDC's Inspection Division with responsible local governing body, sheriff/police chief, and director of the facility	Dangerous environment for the institutional staff and the inmate population.	1. Continued support for the law concerning incarcerated individuals. 2. Maintain the Agency mission which reflects said deliverables.	Various state-wide law enforcement and judicial entities.
84.0000	Inspection discloses a facility does not meet minimum standards and fire and health codes, notify local governing body if this occurs	Dangerous environment for the institutional staff and the inmate population.	1. Continued support for the law concerning incarcerated individuals. 2. Maintain the Agency mission which reflects said deliverables.	Various state-wide law enforcement and judicial entities.
84.1000	Monitor whether local governing body initiates corrective action or corrects conditions which an inspection report stated were needed for a facility to meet minimum standards and fire and health codes	Dangerous environment for the institutional staff and the inmate population.	1. Continued support for the law concerning incarcerated individuals. 2. Maintain the Agency mission which reflects said deliverables.	Various state-wide law enforcement and judicial entities.
84.2000	Determine if a facility needs to be closed for failure to meet minimum standards and fire and health codes	Dangerous environment for the institutional staff and the inmate population.	1. Continued support for the law concerning incarcerated individuals. 2. Maintain the Agency mission which reflects said deliverables.	Various state-wide law enforcement and judicial entities.

Deliverables - Potential Harms

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84.3000	If SCDC closes a facility because conditions, which served as a basis for an inspection report to state the facility did not meet minimum standards and fire and health codes, were not corrected, send notice to the presiding judge of the judicial circuit via certified mail	Dangerous environment for the institutional staff and the inmate population.	1. Continued support for the law concerning incarcerated individuals. 2. Maintain the Agency mission which reflects said deliverables.	Various state-wide law enforcement and judicial entities.
84.4000	If SCDC closes a facility because conditions, which served as a basis for an inspection report to state the facility did not meet minimum standards and fire and health codes, were not corrected, accept local governing body's notice of appeal of the directive to close the facility, if local governing body appeals	Dangerous environment for the institutional staff and the inmate population.	1. Continued support for the law concerning incarcerated individuals. 2. Maintain the Agency mission which reflects said deliverables.	Various state-wide law enforcement and judicial entities.
84.5000	If SCDC closes a facility because conditions, which served as a basis for an inspection report to state the facility did not meet minimum standards and fire and health codes, were not corrected, AND a local governing body appeals the directive to close the facility, appear at the hearing and present evidence	Dangerous environment for the institutional staff and the inmate population.	1. Continued support for the law concerning incarcerated individuals. 2. Maintain the Agency mission which reflects said deliverables.	Various state-wide law enforcement and judicial entities.
84.6000	Receive notification of jail facility closing from appropriate officials, 90 days prior to closing (Inspection Division)	There would be a lack of awareness that a facility is to be taken out of service, and there would be no prior notice of how affected detainees are to be handled.	Continued support for the law requiring advance notice before the closing of facilities.	Various state-wide law enforcement and judicial entities.
85.0000	Care and treat for inmates (health)	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.	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 occurs in the management and operations of a properly run prison system.	Various state-wide law enforcement and judicial entities.
85.1000	Provide health care required by law, even if inmate is not covered by insurance	None or negligible. Not possible to recoup or defer cost through private insurance.	Alternatively, Medicaid expansion for inmates releasing from prison would increase continuity of care and would likely decrease recidivism. In addition, the state could save costs if payment for inmate hospitalizations was tied to South Carolina Medicaid rates.	State Legislature and Tax payers.
85.2000	Provide hormonal therapy to inmates as long as medically necessary for the health of the inmate and the inmate was taking the hormones upon arrival at SCDC	Lawsuits against SCDC/State and patient decompensation to include self injurious behavior.	Enhance case law knowledge on Transgender management in corrections.	Department of Mental Health, SC Medicaid
85.3000	Do not use state funds for inmate sexual reassignment surgery	Lawsuits	1. Maintain the Agency mission which reflects said deliverables. 2. Be aware of nation-wide changes that occurs in the management of transgender patients.	State Legislature and Tax payers.
85.4000	Refrain from charging inmates for mental health treatment	None	No action necessary	State Legislature and Tax payers.
85.5000	Charge fee for inmate-requested medical treatment, except psychological or mental health visits	None	No action necessary	State Legislature and Tax payers.
85.6000	Charge co-pay for prescriptions	None	No action necessary	State Legislature and Tax payers.
85.7000	Collect and record private health insurance information from inmates	None because the number of inmates with active private insurance is negligible.	No action at this time.	State Legislature and Tax payers.
85.8000	File against inmate insurance for medical costs when necessary	None because the number of inmates with active private insurance is negligible.	No action at this time.	State Legislature and Tax payers.
85.9000	Use insurance reimbursements to cover claim expenses	Important for financial responsibility of the inmates and help defray Agency costs.	No action at this time.	State Legislature and Tax payers.
85.9100	Initiate an action to collect costs incurred for medical treatment (each visit initiated by the inmate to an institutional physician, physician's extender including a physician's assistant or a nurse practitioner, dentist, optometrist, or psychiatrist for examination or treatment.), above those costs the jail was able to obtain from the inmate's account, if (1) the inmate is released, but was not acquitted of all charges for which he was being held or (2) the inmate was executed or died while in the jail.	None	Modify to include a way for SCDC to recover restitution owed by an inmate once he or she is released. (see Administration Law Change #2 from January 6, 2020 letter).	None
85.9200	Reimburse money that was deducted from inmate's account for medical treatment (each visit initiated by the inmate to an institutional physician, physician's extender including a physician's assistant or a nurse practitioner, dentist, optometrist, or psychiatrist for examination or treatment.), if inmate is exonerated of all charges for which inmate was being held and inmate requests reimbursement	Helps defray costs for monitoring the inmates.	Modify to include a way for SCDC to recover restitution owed by an inmate once he or she is released. (see Administration Law Change #2 from January 6, 2020 letter).	State Legislature and Tax payers.
85.9300	Raise awareness of and educate inmates on organ, tissue, and marrow donation, and if they desire to donate, and are able to do so, follow proper laws regarding organ and tissue donations	Lawsuits, loss of life of potential recipients of bone marrow and organs.	Continue to allow Agency to manage this program.	Medical University of South Carolina; University of South Carolina

Deliverables - Potential Harms

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Item #	Deliverable	Greatest potential harm to the public if deliverable is not provided	1-3 recommendations to the General Assembly, other than \$ and providing the deliverable, for how the General Assembly can help avoid the greatest potential harm	Other state agencies whose mission the deliverable may fit within
86.0000	Data about inmates and operations at local detention facilities, receive, electronically, from the responsible local government entity	Safety and security of the inmate population is compromised.	1. Continued support for this statute 2. Understand that inmate classification changes as society and the outside criminal element change 3. Understand that studies are done nationally to maintain current classification standards 4. <u>Leave flexibility in statute about how information is reported</u>	State Legislature and Tax payers.
86.1000	Accept monthly reports on inmate demographics and data from local facilities	Jail and Prison Inspection Division would be lacking some of the information needed to prepare inspection reports.	1. Continued support for this statute 2. Understand that inmate classification changes as society and the outside criminal element change 3. Understand that studies are done nationally to maintain current classification standards 4. <u>Leave flexibility in statute about how information is reported</u>	State Legislature and Tax payers.
86.2000	Establish documentation requirements for local facilities to electronically send SCDC commitment records of inmates who have credit for jail time in excess of their sentence	Inappropriate sentence calculation.	See Operations Law Change #14 from January 6, 2020 letter.	State Law Enforcement Division, other law enforcement agencies.
86.3000	Accept, from local facilities electronically or by other means, commitment records, for inmates who have credit for jail time in excess of their sentence	Inappropriate sentence calculation.	See Operations Law Change #14 from January 6, 2020 letter.	State Law Enforcement Division, other law enforcement agencies.
87.0000	Records of industry, habits, deportment, and any other information about inmates requested by the board or director of PPP, maintain	Information needed by Parole Board and Probation Officers may be lacking.		SC State Archive
87.1000	Provide the board or director of PPP records of industry, habits, deportment, and any other information about inmates requested	Information needed by Parole Board and Probation Officers may be lacking.		Department of Probation, Parole, and Pardon
87.2000	Assist the director of Dept. of Probation, Parole, and Pardon (PPP) with surveys of detention facilities to aid in reviewing parole applications, if the director of PPP conducts such surveys.	Information needed by Parole Board and Probation Officers may be lacking.	Leave responsibility for initiation with Probation, Parole, and Pardon Services.	Other criminal justice agencies.
88.0000	Information about inmates who receive Social Security Insurance, provide to the Social Security Administration	Loss of funding.	Continue to allow Agency to manage this program; SCDC also recommends that it be authorized to apply for Medicaid on behalf of any inmate, regardless of consent (see January 6, 2020 letter).	State Legislature and Tax payers.
88.1000	Deposit funds received from Social Security Administration, for information regarding inmates who receive Social Security Insurance, in "Special Social Security" account for "care and custody of inmates"	Loss of funding.	Continue to allow Agency to manage this program; SCDC also recommends that it be authorized to apply for Medicaid on behalf of any inmate, regardless of consent (see January 6, 2020 letter).	State Legislature and Tax payers.
89.0000	Inmates from court to state prison system, transport	Without the counties or SCDC transporting, inmates would not be transported for appropriate confinement.	SCDC has recommended to modify 24-3-60 to require the county to bring newly sentenced inmates to SCDC (see <u>Operations Law Change #2 from January 6, 2020 letter</u>).	n/a
89.1000	Collect funds from State Treasurer for transportation of prisoners from court to SCDC	Without the counties or SCDC transporting, inmates would not be transported for appropriate confinement.	SCDC has recommended to modify 24-3-60 to require the county to bring newly sentenced inmates to SCDC (see <u>Operations Law Change #2 from January 6, 2020 letter</u>).	n/a
90.0000	Inmate legal proceedings, utilize video conferencing	Costly operation when inmate is transported to hearings; utilizes agency vehicles and manpower.		State Legislature and Tax payers.
90.1000	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	Costly operation when inmate is transported to hearings; utilizes agency vehicles and manpower. Cost reduction for the agency and allows more officer coverage within the institutions.		State Legislature and Tax payers.
90.2000	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	Costly operation when inmate is transported to hearings; utilizes agency vehicles and manpower.		State Legislature and Tax payers.

Deliverables - Potential Harms

Agency Responding: Department of Corrections				
Date of Submission: September 28, 2019 (updated January 2020)				
Agency Statement: The information provided to the House Legislative Oversight Committee is accurate to the best of the Department of Corrections or its agents' knowledge and as of the date of submission. The Department of Corrections reserves the right to clarify, change, or amend the information provided if other information becomes available or there was a misunderstanding related to the request.				
Item #	Deliverable	Greatest potential harm to the public if deliverable is not provided	1-3 recommendations to the General Assembly, other than \$ and providing the deliverable, for how the General Assembly can help avoid the greatest potential harm	Other state agencies whose mission the deliverable may fit within
91.0000	Inmate lawsuits, create process which allow inmates to file	If we fail to adequately provide inmates with these services we could potentially lose lawsuit(s) regarding the inmates' right to access the courts potentially paying damages to them with state funds. Additionally, if inmates are unable to access the courts in order to appeal and collaterally challenge their sentences, their sentences could be overturned somewhere down the line resulting in their release to the community which, in some cases, could put the community in danger.	See Legal Law Changes #1 and #2 from January 6, 2020 letter.	Courts: Currently, the burden of ensuring that inmates can access, understand, and fulfill the requirements of court rules is on SCDC. The courts themselves do not share the burden. Courts could easily take on some of it (such as copying as discussed above). Additionally, courts often respond to inmate inquiries by directing the inmate to the court's website. Inmates can't access the internet. Just a little bit of awareness on the part of courts corresponding to inmate would be helpful. If they wanted to provide inmates with copies of the rule or rules the inmate has asked about, even better. Law School: The University of South Carolina School of Law could provide inmates with legal assistance via their clinics. The Pro Bono office could assist inmates with legal research questions. The law library at the law school could also provide inmates with legal research assistance. Other state run/University libraries: In filing lawsuits inmates often need knowledge of topics other than the law, such as an understanding of medical standards of care. They currently have to hope that their institution's library has up to date resources on that topic. If they could write to college or other state run libraries to get basic information, like encyclopedia articles, that would be helpful.
91.1000	Withdraw funds from inmate trust accounts to pay the filing fees for civil actions brought by the inmate	Disgruntled inmate/Additional Suit/Violation of Civil Rights		State Legislature and Tax payers.
91.2000	Send funds for filing fees for civil actions brought by the inmate to appropriate clerk of court	Disgruntled inmate/Additional Suit/Violation of Civil Rights		State Legislature and Tax payers.
91.3000	Withdraw funds from inmate trust accounts to cover court costs for civil actions brought by the inmate	Disgruntled inmate/Additional Suit/Violation of Civil Rights		State Legislature and Tax payers.
91.4000	Send funds for court costs for civil actions brought by the inmate to appropriate clerk of court	Disgruntled inmate/Additional Suit/Violation of Civil Rights		State Legislature and Tax payers.
91.5000	Determine, at recommendation of the court in the original action filed by the inmate, or a separate action brought by the Attorney General, the amount of earned work, education, or good conduct credits a inmate forfeits if the inmate does any of the actions in this statute	None	Amend the statute to allow for barring of future frivolous filings. See Legal Law Change #1 from January 6, 2020 letter).	None
92.0000	Legal actions or lawsuits involving the agency, authorize (Director) - Actions brought in name of director; Director appears on behalf of agency	Unable to appropriately defend the department and its employees		Insurance Reserve Fund
92.1000	Assert defense allowed in statute if allegations brought that prison regulations violate the S.C. Religious Freedom Act	Unable to appropriately defend the department and its employees		Insurance Reserve Fund
93.0000	Death sentences, execute	Would not be able to carry out the execution sentence.	Ensure alternative methods to execution are available by passing Senate bill 176. See Legal Law Change #4 from January 6, 2020 letter.	None
93.1000	Receive execution orders from the clerk of court	Would not be able to carry out the execution sentence.	Agency has never experienced the failure of delivery of the execution order by the clerk of court.	None
93.2000	Take custody of inmates sentenced to execution from county facilities	Violent and dangerous offenders would be housed in county facilities.	Agency is prepared to receive all death sentence cases from the counties.	None
93.3000	Provide a death chamber for executions	Would not be able to carry out the execution sentence.	Agency has an execution chamber that is available to carry out all executions.	None
93.4000	Bear costs of necessary execution equipment	Would not be able to carry out the execution sentence.	1. Ensure legislation for compounding pharmacies making execution drugs remain nameless. 2. Pass legislation for alternative means for execution.	None
93.5000	Establish regulations for media presence at executions	None		None

Deliverables - Potential Harms

Agency Responding: Department of Corrections				
Date of Submission: September 28, 2019 (updated January 2020)				
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93.6000	Ensure necessary individuals are present at execution	Would not be able to carry out the execution sentence.		None
93.7000	Prohibit witness use of electronic equipment at executions	Recording of the execution.		None
93.8000	Exclude certain persons from execution, when necessary for security purposes	Disruptive environment at the execution chamber.	Ensure legislation authorizing the Director to exclude certain persons from execution, when necessary for security purposes remains in place.	None
93.9000	Keep executioners' information confidential unless ordered to disclose by a court	Putting employees involved in harms way for potential retaliatory threats of violence.	Ensure legislation is in place to keep executioners' information confidential.	None
93.9100	Suspend autopsy requirements for executions	Autopsy procedures are expensive and time consuming on local coroners.	Cost savings measure.	State Legislature and Tax payers.
93.9200	Transport executed inmate's body to family members or dispose of it properly	Agency viewed as insensitive to family of executed inmate		State Human Affairs Commission
93.9300	Bear cost of transporting executed inmate's body	Agency viewed as insensitive to family of executed inmate		State Human Affairs Commission
93.9400	Utilize funds from inmate account to cover costs of cremation and transportation	Autopsy procedures are expensive and time consuming on local coroners.	Continue to allow agency to manage this issue.	State Legislature and Tax payers.
93.9500	Provide a death certificate of the executed inmates to the clerk of court	Legal expense to state taxpayer		Department of Health and Environmental Control
94.0000	Victims' Bill of Rights, ensure they are not violated	Violating the law as it pertains to the Victim's Bill of Rights	Appropriate necessary funding to support victims' rights throughout the criminal justice process.	None
95.0000	Freedom of Information Act Requests, respond to	Lack of transparency regarding SCDC records. Loss and payment of damages pursuant to actions under S.C. Code 30-4-100.	Modify statute so that a public body can seek clarification on overly broad or burdensome requests and receive additional time to respond to said requests. See Legal Law Change #3 from January 6, 2020 letter.	None
95.1000	Exempt information, which is outlined in statute, from agency's response to a Freedom of Information Act Request (part 1)	Lack of transparency regarding SCDC records. Loss and payment of damages pursuant to actions under S.C. Code 30-4-100.	Modify statute so that a public body can seek clarification on overly broad or burdensome requests and receive additional time to respond to said requests. See Legal Law Change #3 from January 6, 2020 letter.	None

Active SCDC Customer List

Included in the Department of Corrections' (SCDC) January 16, 2020 letter to the House Legislative Oversight Committee (LOC). This information was provided in response to the following question in LOC's December 20, 2019, letter to the Department of Corrections: "24. During the past three years, how many items did agencies purchase from SCDC and what types of items did each agency purchase?"

Active Customers

Sold-To Party	Name 1
1001008	ABBEVILLE COUNTY
1001014	ABBEVILLE COUNTY SHERIFF DEPT
11	Ace Recovery
11	ADAM HALL
11	ADAMS & REESE LLP
E240002	ADJUTANT GENERAL
E240000	ADJUTANT GENERAL'S OFFICE
D500021	ADMIN - DISASTER RECOVERY OFFICE
D500003	ADMIN, FINANCE, & PROCUREMENT
D500025	ADMN ADMINISTRATION - OEPP
D500026	ADMN CONTINUUM OF CARE
D500017	ADMN DIV. OF TECHNOLOGY OPERATIONS
D500009	ADMN DIVISION OF PSFM
D500007	ADMN EXECUTIVE BUDGET OFFICE
D500011	ADMN GS CONSTRUCTION & PLANNING
D500010	ADMN GS FACILITIES MANAGEMENT
D500013	ADMN GS STATE FLEET MGT & IMS
D500028	ADMN GUARDIAN AD LITEM
D500036	ADMN OEPP ECONOMIC OPPORTUNITY
D500032	ADMN OEPP FOSTER CARE
D500008	ADMN OFFICE OF HUMAN RESOURCES
D500001	ADMN OFFICE OF THE EXECUTIVE DIR.
D500030	ADMN OFFICE OF THE GOVERNOR
D500014	ADMN SCEIS
D500029	ADMN VETERAN'S AFFAIRS
P160008	AGRICULTURE DEPARTMENT
3021031	AIKEN CO. TECHNICAL COLLEGE
3021003	AIKEN COUNTY SCHOOL DISTRICT
3021004	AIKEN COUNTY SCHOOLS
4004555	AIKEN TECHNICAL COLLEGE
4005460	ALLEN UNIVERSITY
1003004	ALLENDALE COUNTY
11	ALLENDALE COUNTY FIRE & RESCUE
3045003	ANDERSON 5 SCHOOL DISTRICT
11	ANDERSON CO. PARKS DEPT.
1001020	ANDERSON COUNTY SCHOOL DIST #5
11	ANDY LEAPHART
11	AOS SPECIALTY CONTRACTORS, INC.
4018765	ARMSTRONG CONTRACTORS, LLC
H910000	ARTS COMMISSION
11	ASHFORD HOMEOWNER'S ASSOCIATION
4019552	ASHLAND UNITED METHODIST CHURCH
11	ASHLEY THOMAS
E200001	ATTORNEY GENERAL OFFICE
4005988	AUDUBON SOUTH CAROLINA
4019640	AUNTIE KAREN FOUNDATION
11	Australia Rush
11	BARBARA SIMMONS
1006009	BARNWELL COUNTY DETENTION
4020609	BAY PRODUCT DEVELOPMENT, LLC
3071002	BEAUFORT COUNTY SCHOOL DISTRICT OFF

Active Customers

11	Belle Hall Plantation
1023062	BEREA FIRE DEPARTMENT
11	BERKELEY CITIZENS
1008041	BERKELEY COUNTY
J120005	BERKELEY COUNTY MENTAL HEALTH
11	BERNARDO ORTEGA TORRES
11	BERRY MATTOX
4012475	BETHANY CHRISTIAN SERVICES-CPA
11	Bethel AME Church
3231006	BETHEL ELEMENTARY
11	BETTY WEEKLEY
4020937	BIG CAT CAROLINAS
11	BILL NICHOLS
4006569	BLUFF ROAD UNITED METHODIST CHURCH
11	BRCI Chaplain
11	Breanna Grant
11	BRENT REWIS
11	BRIAN DAVIS
11	BRIAN MILLER
11	BRIAN STIRLING
11	BRITTANY CUNNINGHAM
11	BRITTANY DRIGGERS
11	BUNDY APPRAISALS AND MANAGEMENT
11	BUTCH ALLGOOD
11	C/O SCDOT
1009007	CALHOUN COUNTY - E911
11	CALLEE L JUMPER
2103002	CAMDEN POLICE DEPARTMENT
4019031	CAMP SUNSHINE
11	Candace Counts
11	CANDACE JAMISON
11	CANDICE DAVIS
11	CAPTAIN HENRY URBSHOT
11	CARL REIBOLD
11	CARMON HOFFMAN
11	CAROLYN FAUST
11	CARYLON MCCARTY
11	CASEY DEHAVEN
11	CATHERINE JAMES
11	Chantanee Riley
11	Chantile Lattimore
11	Chapin Baptist Church
11	CHAPIN EAGLE CLUB
4019288	Chaplain Orendorf
11	CHARLESTON AMISH FURNITURE
11	CHARLESTON CO. PARKS & REC. CO
11	CHARLESTON CO. VOTER REGIS
1010052	CHARLESTON COUNTY
1010052	CHARLESTON COUNTY PROCUREMENT
1010052	CHARLESTON COUNTY SCHOOL DIST
1010052	CHARLESTON COUNTY SCHOOL DISTRICT
1010052	Charleston County Treasurer (SCATT)

Active Customers

1010052 CHASITY ROUSE
1010052 CHEROKEE CO MAGISTRATES OFFICE
1010052 CHEROKEE CO. SHERIFF'S DEPT.
1010052 CHEROKEE COUNTY CLERK OF COURT
1010052 CHEROKEE COUNTY, DSS
1010052 CHESTER COUNTY
1010052 CHESTER COUNTY RURAL FIRE DEPT
1010052 CHESTER COUNTY SCHOOLS
1010052 CHESTER DISTRICT OF THE SC
1010052 CHESTER POLICE DEPARTMENT
1010052 CHIANELLE JACKSON
1010052 CHIP STEVENSON
1010052 CHRIS ORENDORF
1010052 CHRIS WHITEHURST
1010052 CHRISTA WILLIAMS
1010052 CHRISTOPHE LAGASSE
1010052 CITY OF AIKEN
1010052 CITY OF ANDERSON
1010052 CITY OF BAMBERG
1010052 CITY OF BARNWELL
1010052 CITY OF BEAUFORT
1010052 CITY OF BENNETTSVILLE
1010052 City of Bishopville
1010052 CITY OF CAMDEN
1010052 CITY OF CAYCE
1010052 CITY OF CHESTER
1010052 CITY OF CLEMSON
1010052 CITY OF COLUMBIA
1010052 CITY OF FLORENCE
1010052 CITY OF FOUNTAIN INN
1010052 CITY OF GEORGETOWN
1010052 CITY OF GOOSE CREEK
1010052 CITY OF GREENWOOD
1010052 CITY OF GREER
1010052 CITY OF HARTSVILLE
1010052 CITY OF ISLE OF PALMS
1010052 CITY OF LAKE CITY
1010052 CITY OF LORIS
1010052 CITY OF MARION
1010052 CITY OF MYRTLE BEACH
1010052 CITY OF NEWBERRY
1010052 CITY OF NORTH AUGUSTA
1010052 CITY OF NORTH CHARLESTON
1010052 CITY OF ORANGEBURG
1010052 City of Pickens
1010052 CITY OF SENECA
1010052 CITY OF SPARTANBURG
1010052 CITY OF UNION
1010052 CITY OF WILLISTON
1010052 CLEMSON UNIVERSITY
1010052 Clemson University Facilities
1010052 CLEMSON UNIVERSITY HUMAN RESOURCES

Active Customers

1010052	Clifford Fisher
1010052	Coach Robercenna Cain
1010052	COASTAL CAROLINA UNIV PD
1010052	COASTAL CAROLINA UNIVERSITY
1010052	COASTAL EMPIRE-M H CENTER
1010052	COD BRIAN STIRLING
1010052	COD DELORES WILSON
1010052	COD JOHN TURNER
1010003	COD KEITH O'QUINN
1010003	COD KENNETH WILLIAMS
4007597	COD MR. LOVELACE
1010031	COD Ms. McAllister
1010031	COD OFC. COLLINS
1010031	COD Regina Simmons
1010031	COD SELENA BOOKERT
1010031	COD SGT. JOHNSON
1010031	COD SGT. ROACH-MINGER
1010031	COD STACY CARTER
1010031	COLLETON COUNTY
1010031	COLLETON GENEALOGY SOCIETY
1010031	COLNITA HOOKS
1010031	COLUMBIA AREA MENTAL HEALTH
3101071	Columbia Choral Society
3101071	Columbia Coffee Club
3101010	COMMISSION FOR THE BLIND
3101010	COMPTRROLLER GENERAL
11	COMPTRROLLER GENERAL'S OFFICE
11	COUNSELING SERVICES OF LANCASTER
11	COUNTY OF ANDERSON
11	COURTNEY OLDS
11	CRYSTAL WEISS
11	Cynthia Hauptmann (Prom)
1011001	D. B. CONTRACTING LLC
1011018	D.B CONTRACTING INC
1011002	D.H.E.C.
4006741	DARLINGTON COUNTY
4006741	DARLINGTON COUNTY DETENTION CENTER
1012000	DARLINGTON COUNTY SCHOOL DIST #6
1012000	DAVID BITTERS
1012000	DAVID HOPTA
1012000	DAVID RHOADES - CUSTOMER PICK UP
1012000	DAVID WALDRUP
1012000	David Winburn
1012000	DDSN - MIDLANDS CENTER
1012000	DDSN - PEE DEE CENTER
1012000	Debbie Davis
1012000	DEBORAH LANIER
1012000	DEBORAH PADGETT
1012000	DEHEC
1012000	Delores Glymph
1012000	DELORES WILSON
1012000	DELORIS GLYMPH

Active Customers

1012000	Delta House Inc.
1012000	DEPARTMENT OF ADMINISTRATION
1012000	DEPARTMENT OF ARCHIVES AND HISTORY
1012000	DEPARTMENT OF COMMERCE
1012000	DEPARTMENT OF CORRECTIONS
1012000	DEPARTMENT OF JUVENILE JUSTICE
1012000	DEPARTMENT OF MENTAL HEALTH
1012000	DEPARTMENT OF PUBLIC SAFETY
1012000	DEPARTMENT ON AGING
1012000	DEPT OF EMPLOYMENT & WORKFORCE
1012000	DEPT OF HEALTH AND ENVIRONMENTAL CO
1012000	DEPT OF MENTAL HEALTH
4008116	DEPT OF REVENUE & TAXATION
3121001	DEPT OF SOCIAL SERVICES
3121001	DEPT OF VETERAN AFFAIRS
4016309	DEPT. OF LABOR, LICENSING
4016309	DERRIAL FELDER
4016309	Destine Hicks
4016309	DEVERLE ALBERT
4016309	DHEC-CHARLESTON OCRM
1012028	DIANA BURNETT
1012028	DILLON COUNTY COUNCIL
11	DISABILITIES & SPECIAL NEEDS
11	Div. of Inmate Services
11	DIVISION OF TOBACCO
11	DON BROWN
11	DONNETTE JEFFCOAT
11	DORCHESTER 2 COUNTY SCHOOL DISTRICT
11	DORCHESTER CO. CHIEF MAGISTRATE
2010000	DORCHESTER COUNTY
11	DORCHESTER COUNTY PURCHASING
2052001	DORCHESTER COUNTY SHERIFFS OFFICE
2054004	DOROTHY MCALLISTER
2054004	DORTHY MCCALISTER
2054004	DOTTIE KOENIG
2054004	Douglas Mazyck
2054004	DOWN TOWN FRAME SHOP
2054004	Dr. Gloria Lee
2054004	EARTHA GEIGER
2054004	Eboni Alcorn
2054003	EBONY ALCORN
2054003	EDGEFIELD COUNTY
2054003	EDGEFIELD COUNTY SCHOOL DIST
2054003	EDWARD ALLGOOD
2054003	ELAINE GOLDEN
2054003	ELAINE REDFEARN-MILLER
2054003	ELAINE ROBINSON
2054004	ELECTION COMMISSION
2054004	ELIZABETH MARTIN
2058002	ELIZABETH WARDLAW
2062000	EMILY DIGGS
11	EPWORTH CHILDREN'S HOME

Active Customers

2103004 FABEL FARMS SC
2103004 FAIRFIELD COUNTY
2115000 Faith Presbyterian Church
2115000 FEDERAL US PROBATION OFFICE
2115000 Feshstart Visions
2115000 FINANCIAL INSTITUTE ST BD OF
2115000 First Baptist Church of Irmo
2115000 First Baptist of Peidmont
2115000 FLORA BELTON
2139000 FLORENCE DARLINGTON TECHNICAL COLLEGE
2139000 FOREST LAKE CLUB, INC
2139000 FOREST LAKE ELEM. SCHOOL
2139000 FORESTRY COMMISSION
2139000 FOUNTAIN INN ELEMENTARY
2139000 FRANCIS BURNS UMC
2148005 FRANCIS MARION UNIVERSITY
2148005 FRED ORENDORF
2148005 Freedom & Hope Foundation
2148005 FRESHSTART VISIONS
2148005 FRIENDS OF HARBISON
2148005 GAIL FRICKS
2148005 GENICE WALKER
2148005 GEORGE HARTMAN
2148005 GEORGETOWN SCHOOL DIST
2148005 Geraldine Chandler
2148005 GILBERT ELEMENTARY SCHOOL
2148005 Gloria Lee
2148005 Goodman CI
2148005 GOVAN
2148005 GOVERNOR'S OFFICE-EXECUTIVE CONTROL
2148005 GOVERNOR'S SCHOOL FOR SCIENCE
2148005 GREAT COMMISSION MINISTRIES
2148005 Green Charter of the Midlands - PVO
2148005 Greenviwe
2148005 Greenviwe Park Senior Club
2148005 Greenviwe Reunion Foundation
2148005 GREENVILLE COUNTY
2148005 GREENVILLE COUNTY DETENTION CTR.
2148005 GREENVILLE COUNTY PARKS,
2148005 GREENVILLE SCHOOL DISTRICT
2148005 GREENVILLE TECHNICAL COLLEGE
2148005 GREENWOOD 50 SCHOOL DISTRICT
2148005 GREENWOOD COUNTY
2148005 GREENWOOD COUNTY SHERIFF'S OFFICE
2148005 GREENWOOD COUNTY TREASURER
2160000 GREENWOOD SCHOOL DISTRICT # 50
2160000 Gregory Pack
2160000 GTL
2160000 GUARDIAN AD LITEM
2160000 GWENDOLYN BRIGHT
2160000 HABITAT FOR HUMANITY
2160000 HABITAT FOR HUMANITY OF YORK COUNTY

Active Customers

2160000	HABITAT RESTORE
2160000	HARVEY REYNOLDS
2160000	HEART TO HEART
2160000	HELPING HANDS OF AIKEN
2160000	HODGKISS
2160023	HOPEFUL HORIZONS
2160023	HORRY COUNTY
2160023	HORRY COUNTY PARKS AND RECREATION D
2160000	HORRY COUNTY POLICE DEPART
2160000	HORRY COUNTY/FINANCE DEPT.
2160000	HORRY GEORGETOWN TECHNICAL COLLEGE
2160000	HULL BARRETT, PC
2160000	HUMAN AFFAIRS COMMISSION
2160000	HVP3 DEVELOPMENT, LLC
2160000	HVP3 DEVELOPMENT, LLC.
2160000	INFRASTRUCTURE BANK BOARD
2160000	IRMO CHAPIN REC COMM
2160000	IRMO HIGH SCHOOL
2160023	ISAAC STRONG
2160023	ISLAMIC CENTER OF COLUMBIA
2160023	ISSAC STRONG
2160023	J MILTON POPE
2160023	J. MOORE ELECTICAL CONTRACTORS
2160023	J. MOORE ELECTRICAL CONTRACTORS
2286000	J. MOORE ELETRICAL CONTRACTORS
2286000	Jack Hulme
2286000	JAKI MURRELL
2286000	JAMES R CLARK SICKLE CELL FOUNDATIO
2315000	JAMES TAYLOR CITY OF GAFFNEY
2315000	James Tidball
2315000	JAMES WASHINGTON
2315000	JAMES WILLIAMS
2315000	JANA HOLLIS
2315000	JANICE JOHNSON
2315000	JANICE N JOHNSON
2315000	JAQUILA GREEN
2315000	JASMINE HILL
2315000	JASON FRICK
2315000	JASON SCOTT LINE STRIPING
2315000	JASPER COUNTY
2315000	JAY JEFFERS
2315000	JEFF COBERLY
2315000	JEFF GREENE
2315000	JEFF TALLION
2315000	JEFFERSON CRYSTAL
2315000	Jennifer Leslie
2315000	JENNIFER MCINNIS
2315000	JERMAINE WISDOM
2315000	JESSICA DAVIS
2315000	JIM WILKINS
2315000	JOAN HETHERINGTON
2315000	JOEL ANDERSON

Active Customers

2315000	JOESPH KAVASHANSKY
2315000	JOHN DE LA HOWE SCHOOL
2315000	JOHN GOUGH
2315000	JOHN H BURRIS SR
2315000	JOHN STASNEY
4013321	Joint Municipal
2342004	JOSE BRITO
2366001	JOSEPH KAVASHANSKY
2366001	JOSHUA FABEL
2366001	JOSHUA JOHNSON
2366001	JOSIAH HINES
2366001	JUDY BURROWS
2370005	JUSTICE PLANNING ASSOCIATES
2370005	JUSTICE PLANNING ASSOCIATES, INC.
2392003	JUSTIN HINDS
2392003	KAPPA SIGMA
2392003	Karol berry
2392003	KATHE KLEIN
2436000	KATHERINE KLEIN
2436000	KATHY BRIGHT
2436000	KATHY HILL
4009502	Kathy McCormick
4009502	KATINA SPEED
4009502	KATRINA WHITENACK
4009502	KAYLEE NELSON
4009502	KEITH COATES
4009502	KEITH DiRUSSO
4009502	KEITH O'QUINN
4009502	KELLY PURINI
4009502	Ken Eilers
4009502	KEN ELLINGTON
4009502	KEN SCALES
4009502	KENDYL HUDGENS
4009502	KENNETH KINNEY
4009502	KENNETH WILLIAMS
4009502	KERRY PERRY
4009502	KERSHAW CO. SCHOOL DISTRICT
4009502	KERSHAW COUNTY DETENTION CENTER
4009502	Kevon Lane
4009502	KIMBERLY MOSS
4009502	Kirkland R&E
4009502	KOSHAY ARNOLD
4009502	Kyle Caldwell
2534000	LABOR LICENSING & REGULATION
2588000	LAKE PAUL WALLACE AUTHORITY
2615000	LANCASTER COUNTY
2615000	LANCASTER COUNTY SHERIFF OFC
2615000	LANCE MENDELL
2615000	LANDER UNIVERSITY
2632003	LARRY EPPS
2632003	LARRY TURNER
2652000	LARRY WALTON

Active Customers

2652000	LATOYA ABLE
2656001	Latrice Lowery
2678007	Latta School District
2678007	LAURA PARNEL
2678007	LAURENS CO. SHERIFF'S OFFICE
2678007	Laurens Co. Summary Court
2678007	LAURENS COUNTY COUNCIL
2678007	LAURIE GAINEY
2678007	LEGISLATIVE AUDIT COUNCIL
2678007	LEXINGTON CO. SCHOOL DIST #1
2678007	LEXINGTON COUNTY
2678007	LEXINGTON COUNTY LIBRARY
2678007	LEXINGTON COUNTY PUBLIC LIBRARY HQ
2678011	LEXINGTON CTY SCHOOL DISTRICT 1
2678011	LEXINGTON GENEALOGICAL ASSOC
2678011	LEXINGTON GENEALOGY ASSOC
2678011	LEXINGTON SCHOOL DISTRICT 5
2678011	LIEUTENANT GOVERNORS OFFICE
2678011	LIEUTENANT GOVERNOR'S OFFICE
2678011	Lincolnshire
2678011	LISA MARCUM
2678011	LLR-OSHA
2678011	LORETTA PRIEST
2678011	LOST CREEK HOMEOWNERS ASSOCIATION
2678011	LT FELDER
2678011	LT GRIMSLEY
2678011	LT WILLIAMS
2678011	LT. CHRISTA WILLIAMS
2678011	LT. CUNNINGHAM
2678011	LT. FLEMMING
2678011	LT. JUNE
2678011	Lt. Priestler
2678011	LT. WRIGHT
2678011	Luke Edwards
2678011	Lydell Chestnut
2678011	LYDIA GOODWIN
2678011	MAJOR JAMES PARRISH
2678011	MAPLE PARK NEIGHBORHOOD ASSOCIATION
2678011	Margaret Harper
2678011	MARION COUNTY
2678011	MARION COUNTY PUBLIC WORKS
2678011	MARK PRICE
2678011	MARLBORO COUNTY
2678011	MARTHA ROOF
2678011	MARY ALICE KELLER
2678011	Mary Callahan
2678011	Mary Campbell
2678011	MATT LIFSEY
11	mccarady training academy
2816000	MCCORMICK SCHOOL DISTRICT
11	MEAGAN HARE
2843002	MEGAN HARE

Active Customers

4010009	Melissa Bowman
4010009	MENTAL HEALTH-DIV. INPATIENT SVRCS
2970002	MIA JACKSON
H120049	MICHAEL ANDERS
H120049	MICHAEL SANDIFER
11	MIDLANDS CRIME STOPPERS
11	MIDLANDS TECH COLLEGE- AIRPORT
11	MIDLANDS TECHNICAL COLLEGE
11	MIKE BREWER
11	MIKE SMITH
11	Mill Village Associates
11	MINNIE MACON
11	MR. RIDDICK
H120062	MR. WILLIAMS
11	MR. WILLIAMS / BRCI CAFE.
11	MS. BROWN JACOBS
H170001	MS. BROWN-JACOBS
H170001	Ms. Fair
H170001	Ms. Footman
H170001	MS. MCALLISTER
H170001	Ms. McCallister
H170001	MS. PERRY
H170001	MS.BROOKER
H170001	Mt. Horeb Lutheran Church
H170001	MT. PLEASANT ELEMENTARY SCHOOL
H170001	Murray Montgomery
H170001	MYRA DRENNAN
H170001	Nancy McCarter
H170001	Natalie Brown
H170001	NATIONAL ALLIANCE ON
H170001	Nations Ford Land Trust
H170001	NAYQUAN CULCLEASURE
H170001	NELSON, MULLINS, RILEY & SCARBROUGH
H170001	NENA STALEY
H170001	NEWBERRY COUNTY
H170005	NEWBERRY COUNTY SHERIFF DEPT
H170005	NEWBERRY FAMILY COURT
H170005	NEWBERRY HISTORICAL SOCIETY
J120008	Nick Boozer
11	NICOLE FOOTMAN
11	NIKE PRIESTER
11	NISHIKA ROBINSON
11	NJERI DESHAZER
11	N'JERI DESHAZER
11	NORTHEASTERN
11	OCONEE COUNTY DETENTION CTR
11	OCONEE COUNTY SCHOOL DIST
11	OFC BIBBS
11	OFC BOLDEN
11	OFC HOUSER
11	OFC MINGO
11	OFC WALDRON

Active Customers

11	Ofc. Alexander
11	OFC. BARRON
11	OFC. BOLTON
11	OFC. BOWMAN
11	Ofc. C. Hodge
11	Ofc. Cabbagestalk
11	OFC. DANIELS
11	Ofc. Footman
11	OFC. FOOTMAN / BRCI
1015000	OFC. GADSON
4016304	OFC. GILLIARD
11	Ofc. Mason
11	Ofc. Mingo
11	Ofc. Simons
11	OFC. STUKES
11	OFC. THIEL
J120010	Ofc. Waldron
J120010	OFFICE OF REGULATORY STAFF
J120010	Officer Footman
11	Officer Simpson
4016405	Olympia Cemetery Association
4016405	OMEGA PSI - OMICORN PHI CH
4016405	Omicorn Phi Ch
4016405	ONE TIME CUSTOMER TEMPLATE
4016405	ORANGEBURG CALHOUN TECH COLL
4016405	ORDER OF THE EASTERN STAR
4016405	PALMETTO ANIMAL ASSISTED LIFE SERVI
4016405	PALMETTO CONSERVATION FOUNDATION
4016405	PALMETTO PRIDE
4016405	PALMETTO STATE ARMORY
4016405	Pam Johnson
4016405	Pat Gold
4016405	PATRIOTS POINT DEV AUTHORITY
4016405	PATTY LARIMORE
11	PAUK WALLACE
L240002	PAUL DENNIS
L240002	PAUL MARRIOTT
E120001	PAULETTE FAIR
E120001	PEGGEY YOBBS
E120001	Peggy Sneed
E120001	Pertell Nesbitt
E120000	PICKENS CO. SCHOOL DISTRICT
E120000	PICKENS COUNTY
E120000	PICKENS COUNTY SCHOOLS
4018837	PIEDMONT MENTAL HEALTH CENTER
1004019	PIEDMONT TECHNICAL COLLEGE
11	PLEASANT HILL ELEMENTARY SCHOOL
11	PORTS AUTHORITY S C STATE
11	PROBATION, PAROLE & PARDON SERVICES
11	Progressive Church
11	PUBLIC SAFETY DEPARTMENT
11	Pythias Chabal

Active Customers

11	Pythias Chabala
11	R.MORGAN
11	RANDY WARD
11	RAPHAEL SLIGH
11	RASHANDA SUMMERS
11	REAL HIGHWAY SIGNS
11	REALITY LINK
11	RED HILL BAPTIST CHURCH
11	REGINA SIMMONS
11	Rev. Larry Epps
11	REVENUE & TAXATION DEPARTMENT
11	REVENUE AND FISCAL AFFAIRS OFFICE
11	RICHARD HILL
11	RICHARD HODGKISS
11	RICHARDSON
11	RICHLAND 2 SCHOOL DISTRICT
11	RICHLAND CO. CLERK OF COURT
11	RICHLAND COUNTY
11	RICHLAND COUNTY FINANCE DEPT
11	RICHLAND COUNTY PLANNING
1016000	RICHLAND COUNTY RECREATION COMM
1016000	RICHLAND COUNTY SHERIFF OFC
1016000	RICHLAND COUNTY SHERIFF'S DEPT
1016000	RICHLAND SCHOOL DISTRICT #2
1016000	RICHLAND SCHOOL DISTRICT 1
1016000	RICHLAND SCHOOL DISTRICT TWO
1016000	Ricky Harrison
1016000	RITA CRAPPS
1016000	RIVER OAK ELEMENTARY
1016038	RIVERLAND HILLS BAPTIST CHURCH
3161030	ROB HAMZY
3161030	ROBERCENA CAIN
3161030	ROBERT BUNDY
3161030	Robert Hector
3161030	ROBERT MORRIS
3161030	ROBERT WALDRON
3161030	ROGER FREUND
3161030	RONALD OAKES
3161030	RONNIE TAYLOR
11	ROSANNA BAPTISTE
11	SADE FELDER
11	SALUDA COUNTY ADMINISTRATOR
11	SANDRA COOPER
11	Sandra Wilson-Cooper
11	SC - SENATE JEFFREY GOSSETT
11	SC AERONAUTICS COMMISSION
11	SC CARES
J160013	SC COALITION AGAINST DOMESTIC
J160013	SC COMM ON HIGHER EDUCATION
J160013	SC COMMISSION FOR THE BLIND
J160013	SC Correctional Asso.
J160013	SC CORRECTIONAL ASSOCIATION

Active Customers

J160013	SC CRIMINAL JUSTICE ACADEMY
J160013	SC DEPARTMENT OF EDUCATION
J160013	SC DEPARTMENT OF MENTAL HEALTH
J160013	SC DEPT OF AGRICULTURE
J160013	SC DEPT OF CONSUMER AFFAIRS
J160013	SC DEPT OF CORRECTIONS
J160013	SC DEPT OF DISABILITIES &
J160003	SC DEPT OF DISABILITIES & SPEC NEED
J160003	SC DEPT OF EDUCATION
J160003	SC DEPT OF HEALTH & ENV. CT
J160003	SC DEPT OF HEALTH & HUMAN SERVICES
J160003	SC DEPT OF INSURANCE
J160003	SC DEPT OF JUVENILE JUST
J160003	SC DEPT OF JUVENILE JUST.
11	SC DEPT OF JUVENILE JUSTICE
11	SC DEPT OF LABOR LICENSE
11	SC DEPT OF MENTAL HEALTH
11	SC DEPT OF MOTOR VEHICLES
11	SC DEPT OF NATURAL RESOURCES
11	SC DEPT OF REVENUE
11	SC DEPT OF TRANSPORTATION
11	SC Dept. of Parks, Rec, & Tourism
11	SC DOT ORANGEBURG
11	SC EDUCATION LOTTERY
11	SC EMPLOYMENT SEC. COMM.
11	SC FIRST STEPS
11	SC GENEALOGICAL SOCIETY
11	SC GOVERNOR'S OFFICE
11	SC HOUSE OF REPRESENTATIVES
11	SC JUDICIAL DEPARTMENT
11	SC JUDICIAL DEPT.
11	SC LAW ENFORCEMENT OFFICERS
D500000	SC LEGISLATIVE AUDIT COUNCIL
D500000	SC PARKS RECREATION & TOURISM
D500000	SC POLICE CHIEF'S ASSOCIATION
D500000	SC Probation & Parole Association
D500000	SC PUBLIC SERVICE COMM.
D500000	SC RAILROAD MUSEUM
D500000	SC RETIREMENT SYSTEM INVESTMENT
D500000	SC RURAL INFRASTRUCTURE AUTHORITY
D500000	SC STATE ALUMNI ASSOCIATION
D500000	SC STATE CONSTABLES ASSOCIATION
D500000	SC STATE EMPLOYEES ASSOCIATION
D500000	SC STATE SENATE
D500000	SC TRANSPORTATION INFRASTRUCTURE BA
D500000	SC WORKER'S COMPENSATION COMM.
D500000	SCDC
D500000	SCDC - Div. of Inmate Services
D500000	SCDC FINANCIAL ACCOUNTING
D500000	SCDC - General Counsel
D500000	SCDC - Inmate Services
D500000	SCDC - PALMETTO UNIFIED SCHOOL DIST

Active Customers

D500000	SCDC - POLICE SERVICES
D500000	SCDC / DEPUTY COMM. / OPERATIONS
D500000	SCDC / INMATE SERVICES
H790000	SCDC C129DIV. OF TRNG. & STAFF DEV
H790000	SCDC C521RECRUITING/EMPLOYMENT
H790000	SCDC C625FINANCIAL ACCOUNTING
H790000	SCDC C688WATEREE RIVER CORR. INST
H790000	SCDC C76LEGAL ADVISORS OFFICE
H790000	SCDC CLASSIFICATION AND WOMEN'S FAC
P320000	SCDC COMMISSARY WAREHOUSE
P320000	SCDC- DEPUTY COMM./OPERATIONS
P320000	SCDC DIV DIR PROGRAMS
P320000	SCDC DIV. OF CONST & ENG.
P320000	SCDC DIV. OF TRNG. & STAFF DEV
N040000	SCDC DIVISION OF PRISON INDUSTRIES
N040000	SCDC FACILITIES MANAGEMENT
N040000	SCDC Frame Shop
N040000	SCDC HEALTH SERVICES
N040000	SCDC HQ BUDGET
N040000	SCDC I/M Services
N040000	SCDC INMATE SERVICES
N040000	SCDC IT SECURITY
N040000	SCDC KIRKLAND CORR. INST
N040000	SCDC LEGAL ADVISORS OFFICE
N040000	SCDC MANNING CORRECTIONAL INST
N040000	SCDC Mental Health Therapy
N040000	SCDC RECRUITING/EMP
N040000	SCDC/ COMPLIANCE OFFICE
N040000	SCDC/ DIV. OF CLASSIFICATION
N040000	SCDC/ PRINT SHOP
N040000	SCDC/ PUBLIC INFORMATION OFF.
N040000	SCDC/AGRICULTURAL BRANCH
N040000	SCDC/ALLENDALE CORR. INST
N040000	SCDC/BRCI RECPT. & EVAL CTR.
N040000	SCDC/BROAD RIVER CORR. INST
N040000	SCDC/CAMILLE GRAHAM CORR. INST
N040000	SCDC/CANTEEN WAREHOUSE
N040000	SCDC/CLASSIFICATION
N040000	SCDC/COMP/STDS/INSP
N040000	SCDC/DEPUTYDIR.FOR ADMIN.
N040000	SCDC/DIRECTORS OFFICE
N040000	SCDC/DIV DIR PROGRAMS
N040000	SCDC/DIV. INMATE OPERATIONS
N040000	SCDC/DIV. OF CONST & ENG.
N040000	SCDC/DIV. OF HUMAN SERVICES
N040000	SCDC/DIV. OF RIM
N040000	SCDC/DIV. OF SUPPORT SERVICES
N040000	SCDC/DIV. OF TRNG. & STAFF DEV
N040000	SCDC/DIVISION OF RIM
N040000	SCDC/DIVISION OF RIM.
N040000	SCDC/EDUCATIONAL SERVICES
N040000	SCDC/EMPLOYEE RELAT

Active Customers

N040000	SCDC/ENGINEERING & MAINTENANCE
N040000	SCDC/EVANS CORR. INSTITUTION
N040000	SCDC/FINANCIAL ACCOUNTING
N040000	SCDC/FOOD SERVICE WAREHOUSE
N040000	SCDC/GOODMAN CORR. INST
N040000	SCDC/HEALTH SERVICES
N040000	SCDC/INMATE GRIEVANCE
N040000	SCDC/INMATE RECORDS
N040000	SCDC/INMATE SERVICES
N040000	SCDC/INSPECTOR GEN
N040000	SCDC/KERSHAW CORRECTIONAL INST
N040000	SCDC/KIRKLAND CORR. INST
N040000	SCDC/LEATH CORR INST
N040000	SCDC/LEE CORRECTIONAL INST
N040000	SCDC/LEGAL ADVISORS OFFICE
N040000	SCDC/LIEBER CORRECTIONAL INST
N040000	SCDC/LIVESAY PRE RELEASE CTR
N040000	SCDC/MACDOUGALL CORRT INST
N040000	SCDC/MANNING CORRECTIONAL INST
N040000	SCDC/MCCORMICK CORR. INST
N040000	SCDC/MEDICAL SERVICES
N040000	SCDC/PALMER WORK RELEASE CTR
N040000	SCDC/PERRY CORRECTIONAL INST
N040000	SCDC/PERSONNEL ADM.
N040000	SCDC/PLANNING & BUDGETING SEC.
N040000	SCDC/POLICE SERVICES
N040000	SCDC/PUBLIC AFFAIRS
N040000	SCDC/PURCHASING BRANCH
N040000	SCDC/QUALITY IMPROVEMENT
N040000	SCDC/RECRUITING/EMP
N040000	SCDC/RECRUITING/EMPLOYMENT
N040000	SCDC/RIDGELAND CORRT INST
N040000	SCDC/SAFETY DIV
N040000	SCDC/SECURITY DIV
N040000	SCDC/TRAINING CENTER
N040000	SCDC/TRANSPORTATION - GARAGE
N040000	SCDC/TRANSPORTATION BRANCH
N040000	SCDC/TRENTON CORR. INSTITUTION
N040000	SCDC/TURBEVILLE CORRT. INST
N040000	SCDC/TYGER RIVER CORRT INST
N120000	SCDC/VEHICLE MAINT
N120000	SCDC/VICTIM SERVICES
N120000	SCDC/WATEREE RIVER CORR. INST
N120000	SCDC/WATKINS PRE-RELEASE CTR
N120000	SCDC/YOUNG OFFENDERS
J120071	SCDC/YOUTHFUL OFFENDER BRANCH
J120071	SCDOT
J120071	SCHOOL DISTRICT FIVE
J120071	SCHOOL DISTRICT OF GREENVILLE COUNT
J120071	SCHOOL TIME BIBLE MINISTRIES
J120071	SCPP&PA
J120071	SEAL MAXX

Active Customers

J120071 SEAL MAXX, INC.
J120071 SECRETARY OF STATE
J120071 SELENA BOOKERT
J120071 SENECA CITY HALL
J120071 SEOPA (SOUTHEASTERN OUTDOOR PRESS A
J120071 SEVIER MIDDLE SCHOOL
J120071 SFAA ADMINISTRATION
J120071 SGT TEMPERANCE BRIGHT
J120071 Sgt Thomas
J120071 Sgt. Abel
J120071 Sgt. Gaillard
J120071 Sgt. Thomas
J120071 Sgt. Williams
J120071 SHANE DURKEE
J120071 SHAQUAVIAN DRAYTON
J120071 SHARON CALHOUN
J120071 Shealy Electrical Wholesalers
J120071 SHERRELL ORANGE
J120071 SHERRI JORDAN
J120071 Simpsonville Parks & Recreation
J120071 SOPHIE PAQUETTE
J120071 SOUTHEASTERN EQUIPMENT & SUPPLY INC
J120071 SOUTHERN COMMERCIAL DEVELOPMENT
J120071 SPARTANBURG CO. PARKS DEPT.
J120071 SPARTANBURG CO. SCHOOL DISTRICT 7
J120071 SPARTANBURG COMMUNITY COLLEGE
J120071 SPARTANBURG COUNTY SHERIFFS OFFICE
J120071 SPRINGFIELD BAPTIST CHURCH
J120071 ST PETER'S CATHOLIC SCHOOL
J120071 St. Lukes UMC
J120071 St. Marks Baptist Church
J120071 ST. MATTHEWS LUTHERAN CHURCH, OUTRE
J120071 ST. SIMON AND ST. JUDE EPISCOPAL CH
J120071 Stacey Atkinson
J120071 STACY CARTER
J120071 STANLEY PAGE
J120071 STATE ACCIDENT FUND
J120071 STATE BOARD OF FINANCIAL INSTITUTIO
J120071 STATE ETHICS COMMISSION
J120071 STATE LAW ENFORCEMENT DIV
J120011 STATE LIBRARY
J120011 STATE TREASURER'S OFFICE
J120011 Stephanie Collier
J120011 STEPHANIE GIBBS
J120071 STROM THURMOND CAREER
J120071 SUE SHUNK
J120071 SUMTER COUNTY
J120071 SYLVESTER WALLACE
J120071 Sylvia Roberts
J120071 T. BENSON
K050003 TAMARA BARLETT
K050003 TAMARA COLLINS

Active Customers

K050003 Tameka Diamond
 K050003 TAMMIE JONES
 K050003 TEASHA FLEMING
 K050003 TECHNICAL COLLEGE OF THE LOW COUNTR
 K050003 TEMPERANCE BRIGHT
 K050003 TEMPLE ZION BAPTIST CHURCH
 K050003 TERESA LANDERS
 K050003 TERESSA SMITH
 K050003 THE BASILICA OF SAINT PETER
 K050003 THE CITADEL
 K050003 The Lex. Co. Master Gardener Vol.
 K050003 The Lex. Co. Master Gardener Volunt
 K050003 THOMAS BARR
 K050003 THOMAS BURGESS
 K050003 THOMAS DARNELL
 K050003 THOMAS ROBERTSON
 K050003 THOMAS ROPER LAW
 K050003 THRIVE UPSTATE
 K050003 TIFFANY KELLY
 K050003 TIFFANY WILLIAMS
 K050003 Tim Terry
 K050003 TIM WARD
 K050003 TINA KENNEDY
 K050003 toemikiia diamond
 K050003 TOM OSMER
 K050003 TOM STANFORD
 K050003 TOMMIE SHELLEY
 K050003 TONY VELA
 K050003 TORY BLAKLEY
 K050003 Town of Awendaw
 K050003 TOWN OF BRUNSON
 K050003 TOWN OF CHESTERFIELD
 K050003 TOWN OF EDISTO BEACH
 K050003 TOWN OF EHRHARDT
 K050003 TOWN OF HAMPTON
 K050003 TOWN OF HONEA PATH
 K050003 TOWN OF KERSHAW
 K050003 TOWN OF KINGSTREE
 K050003 TOWN OF LATTA
 K050003 TOWN OF LEXINGTON
 K050003 TOWN OF LITTLE MOUNTAIN
 K050003 TOWN OF LYMAN
 K050003 TOWN OF NINETY SIX
 K050003 TOWN OF NORTH
 K050003 TOWN OF OLANTA
 K050003 TOWN OF PAGELAND
 K050003 TOWN OF PERRY
 K050003 TOWN OF PORT ROYAL
 K050003 TOWN OF SALLEY
 K050003 Town of Sellers
 K050003 Town of Smyrna
 K050003 TOWN OF ST MATTHEWS

Active Customers

K050003	TOWN OF WARE SHOALS
K050003	TOWN OF WINDSOR
K050003	Tracy Jenkins
K050003	TREVOR MEADE
K050003	TRI-COUNTY
K050003	TRI-COUNTY CMHC
K050003	U.S. Marshal's Office
K050003	UNION COUNTY
K050003	UNIV OF SOUTH CAROLINA
K050003	UNIVERSITY OF SC - AIKEN
K050003	UNKSHAWN JOHNSON
K050003	USC AIKEN
K050003	USPFO FOR SOUTH CAROLINA
K050003	VANN MULLIS
K050003	Veronica Ashford
K050003	VICKEY GRAY
K050003	VICKY GRAY
K050003	Victor Smalls
K050003	Virgil Jones
K050003	WALTERBORO POLICE DEPT
K050003	WALTERBORO-COLLETON AIRPORT COMM
K050003	Wanda Beatty
K050003	WANDA HAWKINS
K050003	Wanda Johnson
K050003	WARD ONE REUNION
K050003	Warden Michael Stephan
K050003	WATSON SMALL ENGINE REPAIR
K050003	Wayne Ammons
K050003	WAYNE ASHE
K050003	WHITE KNOLL HIGH SCHOOL
K050003	WIL LOU GRAY OPPORTUNITY SCH
K050003	WILLIAMS
K050003	WILLIAMSBURG CO. EMD/E-911
K050003	WILLIAMSBURG COUNTY
K050003	WILLIAMSBURG COUNTY 911-EOC
K050003	WILLIAMSBURG COUNTY DETENTION CENT
K050003	WILLIAMSBURG TECHNICAL COLLEGE
K050003	WINTHROP UNIVERSITY
K050003	Yolanda Brown
K050003	YORK COUNTY
K050003	YORK SCHOOL DISTRICT
K050003	YORK TECHINCAL COLLEGE
K050003	ZONDRAIA JOHNSON