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South Carolina
House of Representatives

Legislative Oversight Committee

DEPARTMENT OF CORRECTIONS AD HOC SUBCOMMITTEE
Chairman Edward R. Tallon Sr.
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

Tuesday, May 14, 2019
11:00 a.m.
Room 110 - Blatt Building
Pursuant to Committee Rule 6.8, S.C. ETV shall be allowed access for internet streaming whenever technologically feasible.

AGENDA

I. Approval of Meeting Minutes

II. Discussion of the study of the Department of Corrections

III. Adjournment
Archived Video Available

I. Pursuant to House Legislative Oversight Committee Rule 6.8, South Carolina ETV was allowed access for streaming the meeting. You may access an archived video of this meeting by visiting the South Carolina General Assembly’s website (http://www.scstatehouse.gov) and clicking on Committee Postings and Reports, then under House Standing Committees click on Legislative Oversight. Then, click on Video Archives for a listing of archived videos for the Committee.

Attendance

I. Ad hoc subcommittee Chairman Edward R. Tallon Sr. calls the Department of Corrections Ad Hoc Subcommittee meeting to order on Thursday, March 21, 2019, in Room 110 of the Blatt Building. The following members are present during all or part of the meeting: Ad hoc subcommittee Chairman Tallon, Representative Gary E. Clary, Representative Micajah P. ‘Micah’ Caskey, IV, Representative Chandra E. Dillard, Representative Joseph H. Jefferson, Jr., Representative Jeffrey E. ‘Jeff’ Johnson, and Representative Robert Q. Williams.
Minutes

I. House Rule 4.5 requires standing committees to prepare and make available to the public the minutes of committee meetings, but the minutes do not have to be verbatim accounts of meetings. It is the practice of the Legislative Oversight Committee to provide minutes for its subcommittee meetings.

II. Representative Williams moves to approve the minutes from the prior Subcommittee meeting. A roll call vote is held, and the motion passes.

<table>
<thead>
<tr>
<th>Rep. Williams moves to approve the minutes from the Subcommittee’s February 21, 2019, meeting</th>
<th>Yea</th>
<th>Nay</th>
<th>Not Voting (Not present for vote)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rep. Clary</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rep. Caskey</td>
<td>✓</td>
<td></td>
<td></td>
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<tr>
<td>Rep. Dillard</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rep. Jefferson</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Rep. Johnson</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Rep. Tallon</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rep. Williams</td>
<td>✓</td>
<td></td>
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</tr>
</tbody>
</table>

Discussion of the S.C. Department of Corrections

I. Ad hoc subcommittee Chairman Tallon explains the purpose of today’s meeting is to hear testimony from a member of the public who requested to testify after the last meeting and for the Department of Corrections (SCDC) to present information about its operations organizational unit.

II. Ad hoc subcommittee Chairman Tallon explains that all testimony given to this subcommittee, which is an investigating committee, must be under oath. He reminds agency personnel previously sworn in that they remain under oath. Subcommittee Chairman Tallon swears in the following agency personnel:

a. Mr. Trevis Shealy, Division Director - Information Technology;
b. Mr. Joel Anderson, Interim Director – Operations;
c. Mr. Dennis Patterson, Assistant Deputy Director – Operations;
d. Ms. Wanda Hawkins, Administrative Coordinator – Operations;
e. Mr. Joseph Stines, Director of Special Projects - Operations;
f. Mr. Colie Rushton, Division Director – Security;
g. Ms. Joette Scarborough, Division Director – Central Classification and Inmate Records
h. Ms. Stacey Richardson, Assistant Division Director – Reception and Evaluation;
i. Ms. Karin Ho, Division Director – Victim Services;
j. Mr. Wayne McCabe, Regional Director - Operations;
k. Mr. Kyle Caldwell, Assistant Director - Recruiting and Employment;
l. Ms. Alice Mascio, Division Director – Visitation and Inmate drug testing;
m. Ms. Tessie Smith, Division Director – Training and Staff Development
n. Ms. Ginny Barr, Division Director – Young Offender Parole and Reentry Services;
o. Mr. Glenn Stone, Administrative Regional Director - Operations;
p. Mr. Willie Davis, Interim Regional Director - Operations;
q. Mr. Randall Williams, Warden, Lieber Correctional Institution;

III. Ad hoc subcommittee Chairman Tallon explains that prior to hearing the public testimony, he would like the agency to explain the issues regarding SCDC releasing inmates early due to inadvertently miscalculating the inmates release dates, including (1) how the errors occurred in these calculations; (2) whether there is any supervisory or other review to confirm a calculation before an inmate is actually released; and (3) whether any appropriate disciplinary action occurred, if warranted. Mr. Shealy, SCDC Division Director for Information Technology, Ms. Scarborough, SCDC Division Director for Central Classification and Inmate Records, and Mr. Brian Stirling, SCDC Executive Director, provide testimony. Members ask questions, which agency personnel answer.

IV. Ad hoc subcommittee Chairman Tallon reminds Mr. Ralph Bell, a member of the public, that he remains under oath, as he was sworn in during the Committee's public input meeting. Mr. Bell testifies about issues with inmate visitation encountered by families of inmates. Members ask questions, which Mr. Bell answers.

V. Mr. Anderson presents information on the agency’s operations organizational unit, with the assistance of other agency personnel from that unit, including, but not limited to:

a. Overview of unit;
b. Organizational flow chart for unit;
c. Division of visitation and inmate drug testing;
   i. Overview and deliverables of division;
d. Division of classification and inmate records;
   i. Overview of division;
   ii. Organizational flow chart for division;
iii. Timeline of reception and evaluation process;
iv. Timeline of an inmate day (male) at the reception and evaluation center;
v. Timeline of an inmate day (female) at the reception and evaluation center; and
vi. Deliverables of division.

VI. Members ask questions related to topics, including, but not limited to, those below, which Mr. Anderson and other agency personnel answer:

a. Sentencing sheets;
b. Costs of drug tests for inmates;
c. Minimum length of sentence for inmates to come to SCDC facility (91 days);
d. Statistics and costs involved in processing inmates at reception and evaluation centers;
e. Education level of inmates entering SCDC facilities;
f. Classification system for inmates;
g. Information available to families of inmates that enter SCDC facilities; and
h. Illegal aliens housed at SCDC facilities.

VII. Rep. Clary makes a motion during the meeting, which is listed below. A roll call vote is held for the motion, and, among the members present, the motion passes unanimously.

<table>
<thead>
<tr>
<th>Rep. Clary moves that the Subcommittee Study include a recommendation that SCDC, S.C. Court Administration, and other impacted parties come together to perform a complete review of the sentencing sheet process, create an updated version, and appropriate updated instructions for how to complete.</th>
<th>Yea</th>
<th>Nay</th>
<th>Not Voting (Not present for vote)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rep. Clary</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rep. Caskey</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Rep. Dillard</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rep. Jefferson</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rep. Johnson</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rep. Tallon</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rep. Williams</td>
<td>✓</td>
<td></td>
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</tbody>
</table>

VIII. There being no further business, the meeting is adjourned.
The House Legislative Oversight Committee’s (Committee) process for studying the S.C. Department of Corrections (agency, Department, or SCDC) includes actions by the full Committee; Department of Corrections Ad Hoc Subcommittee (Subcommittee); the agency; and the public. Key dates and actions are listed below.

**Legislative Oversight Committee Actions**
- May 3, 2018 – Holds Meeting #1 to prioritize the agency for study
- May 9, 2018 - Provides the agency notice about the oversight process
- July 17 - August 20, 2018 - Solicits input about the agency in the form of an online public survey
- January 28, 2019 - Holds Meeting #2 to obtain public input about the agency

**Department of Corrections Ad Hoc Subcommittee Actions**
- February 21, 2019 - Holds Meeting #3 to discuss the agency’s history; legal directives; mission; vision; general information about finances and employees; and agency organization
- March 21, 2019 – Holds Meeting #4 to discuss the agency’s operations unit
- May 14, 2019 – (TODAY) Holds Meeting #5 to continue discussion of the agency’s operations unit

**Department of Corrections**
- March 31, 2015 - Submits its Annual Restructuring and Seven-Year Plan Report
- January 12, 2016 - Submits its 2016 Annual Restructuring Report
- September 2016 - Submits its 2015-16 Accountability Report
- September 2017 - Submits its 2016-17 Accountability Report
- September 2018 - Submits its 2017-18 Accountability Report
- September 28, 2018 - Submits its Program Evaluation Report

**Public’s Actions**
- July 17 – August 20, 2018 - Provides input about the agency via an online public survey
- Ongoing - Submits written comments on the Committee's webpage on the General Assembly's website (www.scstatehouse.gov)

*Figure 1. Key dates in the study process, May 2018 to present.*
In 1866, the South Carolina Legislature passed an act to transfer the control of convicted and sentenced felons from the counties to the State, and appropriated $65,000 for construction and maintenance of a State Penitentiary.

**Agency Mission**

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

**Fiscal Year 2017-18 Resources**

1. Managing a more violent population due to security threat groups.
2. Prison population is aging and remaining incarcerated. The agency will be faced with a new management issue regarding how to care for the special requirements that the elderly have in a prison environment. We need to evaluate proper housing for the aging population as we currently have small units; however, it is anticipated that specialized facilities geared toward this population’s special needs will have to be explored in the near future.
3. Aging buildings due to lack funds.

**Emerging Issues**

- Settled decade old mental health lawsuit.
- Increased salaries for correctional officers, food service and mental health staff.
- Working with cell phone industry to minimize contraband cell phones in our prison.
- Closed 5 prisons.
- Centralized pre-release functions for male inmates and developed a pre-release center at Manning pre-release.

**Sources:** Agency’s Program Evaluation Report

Successes and Emerging Issues are as identified by the agency.
SECURITY LEVELS AND HOUSING TYPES

Housing Types

General - Beds for inmates not designated/requiring "special" supervision and/or service
Restrictive - Beds for inmates designated/requiring "special" supervision such as crisis intervention, deathrow, hospital, maximum custody, mental health, protective custody, pre-hearing detention, security detention, safekeeper, and temporary holding (transient)
Program - Beds for inmates specific locations for program participation such as assisted living, addictions treatment, Educational Finance Act eligible inmates, habilitation, handicap, Youthful Offender Act programs, reception/evaluation, shock incarceration, transitional care, HIV therapeutic, and sex offender treatment.

Table 1. Agency facilities, security levels, location, and warden.

<table>
<thead>
<tr>
<th>Facility</th>
<th>Security Level</th>
<th>Location</th>
<th>Warden</th>
</tr>
</thead>
<tbody>
<tr>
<td>Palmer PRC</td>
<td>1A</td>
<td>Florence</td>
<td>Joseph McFadden</td>
</tr>
<tr>
<td>Allendale CI^</td>
<td>2</td>
<td>Fairfax</td>
<td>McKendley Newton</td>
</tr>
<tr>
<td>MacDougall CI</td>
<td>2</td>
<td>Ridgeville</td>
<td>Edsel Taylor</td>
</tr>
<tr>
<td>Ridgeland CI</td>
<td>2</td>
<td>Ridgeville</td>
<td>Levern Cohen</td>
</tr>
<tr>
<td>Turbeville CI</td>
<td>2</td>
<td>Turbeville</td>
<td>Richard Cothran</td>
</tr>
<tr>
<td>Lee CI</td>
<td>3</td>
<td>Bishopville</td>
<td>Aaron Joyner</td>
</tr>
<tr>
<td>Lieber CI</td>
<td>3</td>
<td>Ridgeville</td>
<td>Randall Williams</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Facility</th>
<th>Security Level</th>
<th>Location</th>
<th>Warden</th>
</tr>
</thead>
<tbody>
<tr>
<td>Livesay PRC</td>
<td>1A&amp;B</td>
<td>Spartanburg</td>
<td>George Dodkin</td>
</tr>
<tr>
<td>Evans CI^</td>
<td>2</td>
<td>Bennettsville</td>
<td>Donnie Stonebreaker</td>
</tr>
<tr>
<td>Tyger River CI</td>
<td>2</td>
<td>Enoree</td>
<td>Barry Tucker</td>
</tr>
<tr>
<td>McCormick CI</td>
<td>3</td>
<td>McCormick</td>
<td>Charles Williams, Jr.</td>
</tr>
<tr>
<td>Perry CI</td>
<td>3</td>
<td>Pelzer</td>
<td>Scott Lewis</td>
</tr>
<tr>
<td>Leath CI (Female)</td>
<td>3</td>
<td>Greenwood</td>
<td>Patricia Yeldell</td>
</tr>
<tr>
<td>Graham CI (Female)</td>
<td>3</td>
<td>Columbia</td>
<td>Marian Boulware</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Facility</th>
<th>Security Level</th>
<th>Location</th>
<th>Warden</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goodman CI</td>
<td>1B</td>
<td>Columbia</td>
<td>Jannita Gaston</td>
</tr>
<tr>
<td>Manning Reentry/Work</td>
<td>1B</td>
<td>Columbia</td>
<td>Lisa Engram</td>
</tr>
<tr>
<td>Release Center</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kershaw CI^</td>
<td>2</td>
<td>Kershaw</td>
<td>Kenneth Nelsen</td>
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<tr>
<td>Trenton CI</td>
<td>2</td>
<td>Trenton</td>
<td>Terrie Wallace</td>
</tr>
<tr>
<td>Wateree River CI</td>
<td>2</td>
<td>Rembert</td>
<td>Donald Beckwith</td>
</tr>
<tr>
<td>Broad River CI</td>
<td>3</td>
<td>Columbia</td>
<td>Michael Stephan</td>
</tr>
<tr>
<td>Kirkland R&amp;E</td>
<td>3</td>
<td>Columbia</td>
<td>Willie D. Davis</td>
</tr>
</tbody>
</table>

Table Notes: (1) CI means Correctional Institution; (2) PRC means Pre-Release Center; (3) R&E means Reception and Evaluation Center; and (4) A carat (*) indicates institutions converted from Level 3 to Level 2 – Evans CI on June 1, 2005; Kershaw CI on February 28, 2003; Allendale CI on April 9, 2003.
OPERATIONS UNIT
South Carolina
Department of Corrections

Office of the Deputy Director for Operations

Joel E. Anderson
Deputy Director
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Disclaimer

Please note some of the information in this presentation is different than provided in the agency’s original Program Evaluation Report (PER) submission.

The agency plans to provide the Committee an updated PER submission in the near future.
Deputy Director for Operations

Adhering to the agency’s mission statement (Safety, Service, and Stewardship) as a guide, the Deputy Director for Operations oversees the daily operations of the following:

• 21 correctional institutions (divided into three regions)
• Division of Classification and Inmate Records
• Division of Visitation and Inmate Drug Testing
• Division of Security and Emergency Services
• Division of Training and Staff Development
• Division of Young Offender Parole and Reentry Services
Divisions

Next are slides on the division(s) in the Operations organizational unit.

The slides include an organizational flow chart for the division, overview of the division, and deliverables provided by the division.
Division of Visitation and Inmate Drug Testing
Division of Visitation and Inmate Drug Testing

Alice V. Mascio  
Division Director

Tami L. Simmons  
Admin. Coord. I

Maria D. Leggins  
Admin. Coord. II

Vacant  
Program Assistant

Denise M. Cannarella  
Program Assistant

Yolande Wesley  
Program Assistant

LaToya R. Able  
Sergeant I

Darion D. DesChamps  
Corporal I
Overview of Division

The Division of Visitation and Inmate Drug Testing serves the inmates, as well as their families and friends that request to visit, in a timely manner.

• Visitation is an integral part of the rehabilitation process and is conducted in the least restrictive manner possible while meeting requirements of safety, security, classification, and space availability

• The Drug Testing Unit assist our facilities statewide to ensure that staff is trained, supplies are available, and records of all test results are maintained as necessary

• The Division also serves all institutional managers and staff as we do our part to ensure safety and security when processing visitation applications and inmate drug tests

• This Division strives to be fair, firm, and consistent based on South Carolina Department of Corrections policies and guidelines
There are no deliverables from the Division of Visitation and Inmate Drug Testing specified in law. However, examples of deliverables this division provides are as follows:

- Process visitation applications - Fiscal Year 2018 SCDC processed over 33,500 applications for visitation

- Process inmate drug tests – Fiscal Year 2018 SCDC tested 11,638 Inmates for Illegal Drugs. Of those tests, 1,299 were positive, 568 refused.
Division of Classification and Inmate Records
Division of Classification and Inmate Records
Director - Joette D. Scarborough

Inmate Records Manager - Candi L. Cannon

Central Classification Manager - Sandra M. Best

Central Reception and Evaluation Manager - Stacey E. Richardson

Branch Chief - Brenda Hickmon
Facilities: Goodman, Kirkland, Leath, McCormick, Perry, Ridgeland, Trenton

Branch Chief - Doris P. Poole
Facilities: Camille-Graham, Evans, Lee, Lieber, Livesay, MacDougall, Wateree River

Branch Chief - Keisha Fogle
Facilities: Allendale, Broad River, Kershaw, Manning, Palmer, Turbeville, Tyger River
Overview of Division

The Division of Classification and Inmate Records is responsible for the overall administration and management of the comprehensive system of inmate classification, which includes the following:

• Inmate Records Office;

• Kirkland and Camille Reception and Evaluation Centers;

• Inmate custody and security assessments;

• Inmate transfers;

• Inmate housing and agency bed space management;
Overview of Division

Responsibilities (cont):

• Central classification programs;
  ➢ Labor Crew/Work Program
  ➢ Institutional Classification staff
  ➢ Interstate Corrections Compact
  ➢ Inmates in other Jurisdictions
  ➢ Pre-release Screening and Placement
  ➢ International Prisoner Transfers
  ➢ Designated Facility

• Technical assistance and training for operations staff; and

• Chairing four committees and boards.
  ➢ Sexual Violent Predator Multi-Disciplinary Team
  ➢ Restrictive Housing Unit Multi-Disciplinary Review Boards
  ➢ Statewide Protective Custody Committee
  ➢ Separation/Caution Committee
Deliverables of the Division
Deliverables Slides Explained

Typically, there is an initial slide with the primary deliverable and its components, then additional slides with details on each component.

In the detail slides, you will find the following:

• Top right corner: Whether the law requires providing the deliverable or allows providing it, and the applicable law number

• Bottom left corner: Reference to the deliverable number and item number(s) of the performance measure(s) applicable to that particular deliverable, from the program evaluation report. The agency will present the target and actual values for each performance measure at the end of the presentation.
Admit prisoners at SCDC facilities
Deliverable 9

Components include:

- Accept new inmates from each local facility
- Determine admissions schedule for inmates
Accept new inmates, sentenced to 91+ days, and determine admission schedule

**Customers**
- X Know # of potential customers
- X Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

**Costs**
- ✓ Know cost per unit to provide
- X Law allows charging customer

**Greatest potential harm**
- Failure to provide deliverable may endanger public safety
- Some inmates entering the system are at a high risk for unsafe behavior. Local facilities may not be adequately equipped to secure these types of inmates

**Recommendations to General Assembly**
- Be aware of nation-wide changes that occur in the management and operations of a properly run prison system
- Amend § 24-3-20 to reflect that an individual sentenced to imprisonment for 365 Days or more is to be placed in the custody of SCDC

Performance Measures 5,6,7,8 & 21
Deliverable 9, 9.1, 9.2
Process inmates at Reception and Evaluation Center
Deliverable 10

Components include:

- 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.
Process inmates, except those who have credit for jail time in excess of their sentence, at a Reception and Evaluation Center.

**Customers**
- Know # of potential customers
- Know # of customers served
- Evaluate customer satisfaction
- Evaluate outcomes

**Greatest potential harm**
Important for law enforcement recording and county-wide enforcement

**Costs**
- Know cost per unit to provide
- Law allows charging customer

Performance Measures 5,6,7,8 & 21
Deliverable 10.1
The times below are estimates. Transfer times may vary based on staff shortages, bedspace availability, institutional lockdown, and additional medical/mental health needs.

**Timeline of Kirkland Reception and Evaluation Process**

### 1 Day Prior to Arrival
- Counties facilities contact R&E on expected # of inmates to be transported (Must call by 2:30pm)

### Day 1
- County facility provides:
  - Commitment Order
  - Jail Time Form
  - Medical Information
  - Interview with Inmate
  - Identifying information recorded
  - Enter inmate into system
  - Photograph before and after shave and haircut
  - Orientation video is shown
  - Initial medical interview

### Day 2-6
- NCIC Rap Sheet is run
- Inmate Records Office delivers records of inmates who are previous SCDC inmates
- Institutional and Central Records are created for inmates with no prior SCDC incarceration
- Medical draws blood for testing of any existing condition
- PPD Shot given (must be read in 72 hours)
- Caseworker completes intake assessment interview
- Entries are completed
- Documents are filed in institutional and central records
- Initial mental health and drug screening

### Day 7-29
- Medical receives test results and inmates are advised of results
- Inmates return to medical to complete a physical
- Inmates are allowed to make 1 telephone call a week upon approval
- Mental Health Counselors assess inmates referred upon initial arrival

### Day 30
- Psychiatrist assesses inmates referred by mental health counselor
- Assessment caseworker reviews inmate’s information to determine custody/security level and target institution
- Once approved by Central Classification the inmate will await bed space
- Inmates are transferred when bed space becomes available.
- Inmates with maxout date of less than 30 days remain at KR&E

### Day 35
- Inmate Records Office conducts record audit
- Inmates begin to receive visitation privileges
- Completed inmate assessments are transferred to an assessment caseworker for classifying

### Day 45
- The length of R&E process varies depending on many factors such as: staffing, intake volume, day received, outside source, and etc. The above timeframe is one that is based on a perfect scenario.
Timeline of an Inmate Day
Reception and Evaluation Male Inmates

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

3:00 AM- 7:30 AM
- Various counts
- Breakfast
- Diabetic (OTR)
- Clothing exchange
- Laundry
- Medication (pill line)

8:00 AM- 12:30 AM
- Visitation
  - Lunch
  - Various Counts
  - Volunteers visit R&E dorms 12pm-2pm (Tuesday, Friday, Saturday, and Sunday)

1:00 PM- 2:00 PM
- Visitation
  - Volunteers visit R&E dorms 12pm-2pm (Tuesday, Friday, Saturday, and Sunday)

2:30 PM- next day
- Dinner
- Diabetic OTR
- Prison Initiative Programs
- Canteen
- Recreation
- Medication (pill line)
- Various Counts
- Light out / Lock down

*Visitation is from 12-2pm. R&E inmates are allowed 1 visit every 2 weeks.
<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Day Prior to Arr</td>
<td>Counties facilities contact R&amp;E on expected # of inmates to be transported</td>
</tr>
<tr>
<td>Day 1</td>
<td>- County facility provides: Commitment Order, Jail Time Form, Medical Information, Interview with Inmate, Identifying information recorded, Enter inmate into system, Photograph with hair loosened, Orientation video is shown, Initial medical interview</td>
</tr>
<tr>
<td>Day 2-5</td>
<td>- Orientation is completed, Initial mental health and drug screening, Begin medical and gynecological physicals</td>
</tr>
<tr>
<td>Day 6-7</td>
<td>- Additional appointments depending on medical results, Further mental health assessments for those referred to the psychiatrist, Institutional Records are transferred to an assessment case worker, Record audit is conducted, Assessment caseworker reviews inmate’s information to determine custody/security level and target institution, Once approved by Central Classification the inmate will await bed space</td>
</tr>
<tr>
<td>Day 8-16</td>
<td>- Inmates transfers when bed space becomes available, Inmates with maxout less than 30 days remain at CGD R&amp;E, Inmates assigned to Leath transport on Tues. and Thurs.</td>
</tr>
</tbody>
</table>

* The length of R&E process varies depending on many factors such as: staffing, intake volume, day received, outside source, and etc. The above timeframe is one that is based on a perfect scenario.
Timeline of an Inmate Day

Reception and Evaluation Male Inmates

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

3:00 AM - 7:30 AM
- Various counts
- Breakfast
- Diabetic (OTR)
- Clothing exchange
- Laundry
- Medication (pill line)

8:00 AM - 12:30 AM
- Visitation
- Lunch
- Various Counts
- Volunteers visit R&E dorms 12pm-2pm (Tuesday, Friday, Saturday, and Sunday)

1:00 PM - 2:00 PM
- Visitation
- Volunteers visit R&E dorms 12pm-2pm (Tuesday, Friday, Saturday, and Sunday)

2:30 PM - next day
- Dinner
- Diabetic OTR
- Prison Initiative Programs
- Canteen
- Recreation
- Medication (pill line)
- Various Counts
- Light out / Lock down

*Visitation is from 12-2pm. R&E inmates are allowed 1 visit every 2 weeks.
Timeline of an Inmate Day
Reception and Evaluation Female Inmates

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

3:00 AM-7:30 AM
- Wake up
- Breakfast
- Showers

8:00AM-12:30 AM
- Medical sick call/ Lab work
- *Mental Health Orientation
- *Medical Orientation
- *ATU/ Grievance Orientation
- Lunch
- Recreation (disabled)
- In building library

1:00PM-2:00PM
- Laundry/Dorm cleaning
- Law library

2:30PM-next day
- Dinner
- Telephone calls
- Clean cells

* occurrence depends on day of the week.
Components include:

- Detain inmates when directed by law enforcement or Governor
- Detain inmates when directed by other agencies
- Detain inmates under direction of the federal government
- Retain funds received from U.S. Department of Justice (DOJ) and the State Criminal Alien Assistance Program to offset expenses for care and custody of housing illegal aliens
Detain prisoners when directed by law enforcement or Governor

Customers
- ✓ Know # of potential customers
- ✓ Know # of customers served*
  Based on number currently in safekeeping custody
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

Greatest potential harm
- Safety issues at county facilities that are unable to manage violent and dangerous inmates

Costs
- ✓ Know cost per unit to provide
- ✓/X Law allows charging customer*
  Allowed to charge for medical and transportation related costs

Recommendations to General Assembly
- Ensure legislation provides for the Governor to approve these on a case by case basis

Required
S.C. Code Section
24-3-80

Performance Measures 7
Deliverable 8.1
Detain inmates when directed by other agencies

Customers

✓ Know # of potential customers
✓ Know # of customers served
✓ Evaluate customer satisfaction
✓ Evaluate outcomes

SCDC Director detains safe keepers (county) at the agency request as approved by the Governor

Costs

✓ Know cost per unit to provide

X Law allows charging customer

Performance Measures 7,8 & 21
Deliverable 8.2
Detain inmates when directed by federal government

Customers
- Know # of potential customers
- Know # of customers served
- Evaluate customer satisfaction
- Evaluate outcomes

Costs
- Know cost per unit to provide
- Law allows charging customer*

Greatest potential harm
- Failure may endanger public safety

Inmates scheduled for release to immigration and Custom Enforcement detainers are held at the request of federal immigration, customers, and enforcement (ICE) for up to 48 hours after release.

*Receive some federal funding (see next slide)
Retain funds received from U.S. DOJ and the State Criminal Alien Assistance Program to offset expenses for care and custody of housing illegal aliens

Customers
✓ Know # of potential customers
✓ Know # of customers served
✓ Evaluate customer satisfaction
✓ Evaluate outcomes

Costs
✓ Know cost per unit to provide
X Law allows charging customer

Greatest potential harm
Increase in crime within the state and loss of federal funding

Recommendations to General Assembly
Continue to allow the agency to participate in this program

Customers

Costs

Required 2018-19 Proviso 65.4
Establish rules, regulations, and plan for classification of inmates
Deliverable 12

Components include:

• Determine different ways to characterize inmates in order to maintain data on them and determine where each will be housed/confined

• Develop a plan for the implementation of a statewide case classification system which includes all items stated in S.C. Code Section 24-23-20
Determine different ways to characterize inmates in order to maintain data on them and determine where each will be housed/confined

- Classification of an inmate guides the agency decision on institutional placement and treatment needs

- SCDC Director will continue to explore classification system options to enhance or replace the current classification system and will continue to provide and develop program options for the inmate population

Customers
- Know # of potential customers
- Know # of customers served
- Evaluate customer satisfaction
- Evaluate outcomes

Costs
- Know cost per unit to provide
- Law allows charging customer

Greatest potential harm
Danger to public from inappropriate inmate placement

Performance Measures 5,6,7,8 & 21
Deliverable 12

S.C. Code Section 24-1-140
Develop a plan for the implementation of a statewide case classification system which includes all items stated in Code Section 24-23-20

**Customers**
- ✓ Know # of potential customers
- ✓ Know # of customers served
- X Evaluate customer satisfaction
- ✓ Evaluate outcomes

**Costs**
- ✓ Know cost per unit to provide
- X Law allows charging customer

**Greatest potential harm**
Endanger public safety if inappropriate institutional placement

SCDC Director will continue to explore classification system options to enhance or replace the current classification system and will continue to provide and develop program options for the inmate population.
Timeline of Inmates
Time Served

Current stage of timeline

Reception and Evaluation
(Approx. 45 days)

Classification Review

Received at R&E

Institutional Assignment

During an inmate’s sentence, they are mandated by statute or encouraged to participate in the following:
- Programs (ex. 7 Habits on the Inside)
- Education
- Work Assignments
- Vocational Programs

Designated Facility (if assigned to 1B and accepted by county facility)

- Medical Assessment
- Mental Health/Substance Abuse Assessment
- Criminal History Background Check
- Educational Assessment
- Individual Interviews

Inmates who are sentenced to life without parole or capital punishment remain in SCDC for the completion of their sentence.

Incarcerative Time
(last 6 months)

Reentry Services

Release

The agency’s approach to stopping the cycle of arrest, incarceration, release and rearrests (recidivism), is to create reentry programs to assist incarcerated individuals with successful transition back into their communities after release. The agency supports the offenders by providing them with educational and vocational opportunities.

SCDPPPS

- Maxout
- Parole
- Probation
- Supervised Reentry
- Community Supervision
- Supervised Furlough II-A
- YOA Parole

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

*Note: List of parolee sentences:
- Day for Day
- Regular Paroleable Parole
- Capital Punishment
- YOA Sentence
Receive, electronically from the responsible local government entity, data about inmates and operations at local detention facilities

Deliverable 86

Components include:

• 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

• Accept, from local facilities electronically or by other means, commitment records, for inmates who have credit for jail time in excess of their sentence

• Jail time request forms, sentencing documents, information on separations/cautions and keep separate orders (when needed), medical and mental health referrals
Establish documentation requirements and accept commitment records and other data from local detention facilities

Customers
- Know # of potential customers
- Know # of customers served
- Evaluate customer satisfaction
- Evaluate outcomes

Greatest potential harm
- Important for law enforcement recording and country-wide enforcement

Costs
- Know cost per unit to provide
- Law allows charging customer

Performance Measures 5,6,7,8 & 21
Deliverable 86.2 and 86.3
Monitor and report operating capacities of prison system
Deliverable 18

Components include:

- Establish, with the Department of Administration, operating capacities of the prison system

- Certify, with the Department of Administration, current, or establish new, operating capacities of the prison system, at least quarterly

- Create additional facility within Kirkland Correctional Institute to hold overflow inmates for Reception and Evaluation Center processing

- 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
Establish, with the Department of Administration, operating capacities of the prison system and certify current, or establish new, capacities at least quarterly.

Customers
- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

Costs
- ✓ Know cost per unit to provide
- ✗ Law allows charging customer

Operating capacity of institutions is indicated in on-line reports and monitored daily.

Performance Measures 5, 6, 7 & 8
Deliverable 18.1 and 18.2
Additional components of establishing, monitoring, and reporting operating capacities of prison system

<table>
<thead>
<tr>
<th>Components</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create additional facility within Kirkland Correctional Institute to hold overflow inmates for Reception and Evaluation Center processing</td>
</tr>
<tr>
<td>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 unit at Kirkland Correctional Institution. The funds may not be transferred to any other program or used for any other purpose</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Customers</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Know # of potential customers</td>
</tr>
<tr>
<td>✓ Know # of customers served</td>
</tr>
<tr>
<td>✓ Evaluate customer satisfaction</td>
</tr>
<tr>
<td>✓ Evaluate outcomes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Know cost per unit to provide</td>
</tr>
<tr>
<td>✗ Law allows charging customer</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Greatest potential harm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some inmates entering the system are at high risk for unsafe behavior and local facilities may not have the training to secure these types of inmates</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Recommendations to General Assembly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue support for the law concerning incarcerated individuals</td>
</tr>
</tbody>
</table>
Sentence length requirement for housing inmates in state correctional institutes

<table>
<thead>
<tr>
<th>Sentence Length</th>
<th>Number</th>
<th>States</th>
</tr>
</thead>
<tbody>
<tr>
<td>12 months</td>
<td>10 states</td>
<td>Alabama, Arkansas, Florida, Georgia, Kentucky, Maryland, Mississippi, Tennessee, Virginia, and West Virginia</td>
</tr>
<tr>
<td>6 months</td>
<td>1 state</td>
<td>North Carolina</td>
</tr>
<tr>
<td>3 months</td>
<td>1 state</td>
<td>South Carolina</td>
</tr>
<tr>
<td>Hard labor*</td>
<td>1 state</td>
<td>Louisiana</td>
</tr>
</tbody>
</table>

*In Louisiana, sentences to imprisonment at hard labor (felonies) go to state prison.
Inmates released within one month of admission to SCDC

<table>
<thead>
<tr>
<th></th>
<th>FY 2018</th>
<th>FY 2017</th>
<th>FY 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admissions to SCDC*</td>
<td>7,539</td>
<td>8,305</td>
<td>8,761</td>
</tr>
<tr>
<td>Admitted to SCDC, but released or had an early detainer pickup (prior to actual release) within one month of admission to SCDC</td>
<td>977</td>
<td>1,390</td>
<td>1,229</td>
</tr>
</tbody>
</table>

*This number excludes SCDC jurisdictional admissions who are serving sentences for both SCDC and another state/federal jurisdiction and are admitted to the other jurisdiction first. Thus, these figures will not exactly match SCDC’s published jurisdictional admissions figures.
SCDC’s Average Daily Population*
- Between June 2001 and June 2010 increased by 3,079 (14.6%)
- Between June 2010 and June 2018 decreased by 4,482 (18.6%)

By law, SCDC must provide security, housing, clothing, food, and healthcare.
To prepare inmates for reentry into community, SCDC provides education, work, and addiction treatment programs.
## Bed Utilization

### Agency seeks
- Lower than, or meet, target

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Target: DNE (Did not exist)</td>
<td>85%</td>
<td>85%</td>
<td>85%</td>
<td>85%</td>
<td>85-95%</td>
<td></td>
</tr>
<tr>
<td>Actual:</td>
<td>78.60%</td>
<td>79.10%</td>
<td>83.40%</td>
<td>82.60%</td>
<td>79.80%</td>
<td></td>
</tr>
</tbody>
</table>

### Level 2 (medium)

<table>
<thead>
<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Target: DNE</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>&lt;95%</td>
<td>85-95%</td>
<td></td>
</tr>
<tr>
<td>Actual:</td>
<td>95.9%</td>
<td>94.4%</td>
<td>93.1%</td>
<td>94.6%</td>
<td>93.3%</td>
<td></td>
</tr>
</tbody>
</table>

### Level 3 (maximum)

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Target: DNE</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
<td>&lt;95%</td>
<td>85-95%</td>
<td></td>
</tr>
<tr>
<td>Actual:</td>
<td>94.4%</td>
<td>93.2%</td>
<td>89.9%</td>
<td>90.6%</td>
<td>89.9%</td>
<td></td>
</tr>
</tbody>
</table>

**Note:** For the bed utilization measures, SCDC has control over this in the sense that the agency utilizes its Classification system to place an inmate, and the agency has control over which institution the inmate is housed. Inmates can then be further moved according to the agency’s wishes and placed in Special Management and Program beds.
### Bed Utilization (cont.)

**Female institutions**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target:</strong></td>
<td>DNE (Did not exist)</td>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>85-95%</td>
</tr>
<tr>
<td><strong>Actual:</strong></td>
<td>75.8%</td>
<td>78.3%</td>
<td>79.7%</td>
<td>94.2%</td>
<td>87.8%</td>
<td></td>
</tr>
</tbody>
</table>

**Note:** The agency is considering using this measure in the future.

---

**Agency seeks**

Lower than, or meet, target

---

**How is it calculated?**

Avg. # of filled beds for FY (divided by) Average # of operational / functional beds for FY
Components of this deliverable related to the Operations unit include the items below. Other components of this deliverable relate to other organizational units, and will be discussed during presentation of those units.

- Establish rules and regulations for separation of inmates
- Confine juvenile offenders separately from older inmates
- Separate males and females in all prison facilities
- Consider proximity to home in inmate facility assignment
- Transfer designated inmates to other institutions when necessary
- Extend limits of place of confinement for trustworthy inmates in specific situations (work release, medical, etc.)
- Interstate Corrections Compact

Performance Measures 5, 6, 7, 8 & 21
Determine appropriate place of confinement for inmates

Legislative Intent in enabling Act

(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.
## Components of determining place of confinement for inmates

<table>
<thead>
<tr>
<th>Components</th>
<th>Greatest Potential Harm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish rules and regulations for separation of inmates</td>
<td>Increase in violence towards staff, inmates and general public.</td>
</tr>
<tr>
<td>Allowed by S.C. Code 24-1-140 (Deliverable 13.1)</td>
<td></td>
</tr>
<tr>
<td>Confine juvenile offenders separately from older inmates</td>
<td>Bodily injury and loss of life of inmate.</td>
</tr>
<tr>
<td>Required by S.C. Constitution Article XII, Section 3 (Deliverable 13.2)</td>
<td>Juvenile offenders 16 and under are housed at the SC Dept. of Juvenile Justice. 17 and older are housed in SCDC</td>
</tr>
<tr>
<td>Separate males and females in all prison facilities</td>
<td>For protection of inmate and public, separate institutions have been establish for housing of male and female offenders</td>
</tr>
<tr>
<td>Required by S.C. Code 24-13-10 (Deliverable 13.3)</td>
<td></td>
</tr>
<tr>
<td>Consider proximity to home in inmate facility assignment</td>
<td>Public safety risk. Proximity of offenders home is considered but does not take precedence over department criteria</td>
</tr>
<tr>
<td>Required by S.C. Code 24-3-30(B) (Deliverable 13.4)</td>
<td></td>
</tr>
</tbody>
</table>

### Customers

- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

### Costs

- ✓ Know cost per unit to provide
- X Law allows charging customer

---

Performance Measures 5,6,7,8 & 21
Transfer designated inmates to other institutions when necessary

- Inmates are screened and transfers are coordinated by Central Classification
- SCDC 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

Customers
- Know # of potential customers
- Know # of customers served
- Evaluate customer satisfaction
- Evaluate outcomes

Costs
- Know cost per unit to provide
- Law allows charging customer

Greatest potential harm
Possible escape risk if not appropriately housed

Recommendations to General Assembly
Support proposed Legislation: On Raise the Age
Extend limits of place of confinement for trustworthy inmates in specific situations (work release, medical, etc.)

Customers

✓ Know # of potential customers
✓ Know # of customers served
✓ Evaluate customer satisfaction
✓ Evaluate outcomes

Costs

✓ Know cost per unit to provide
✓ Law allows charging customer

Greatest potential harm

Bodily injury and/or loss of life of individual inmates

Recommendations to General Assembly

Matter of security and safety of the inmate and officers escorting the inmates

Performance Measures 5,6,7,8 & 21
Deliverable 13.8

S.C. Code Section 24-3-210
Interstate Corrections Compact

Customers

✓ Know # of potential customers
✓ Know # of customers served
✓ Evaluate customer satisfaction
✓ Evaluate outcomes

Greatest potential harm

No risk to the public

Costs

✓ Know cost per unit to provide

X Law allows charging customer

Required
S.C. Code Section 24-11-20
and 24-11-30

Performance Measures 21 & 27
Deliverable 13.9
Timeline of Inmates
Time Served

**Reception and Evaluation**
(Approx. 45 days)

- Received at R&E
- Institutional Assignment
- Classification Review
- *Sentenced

**Incarcerative Time**

- During an inmate's sentence, they are mandated by statute or encouraged to participate in the following:
  - Programs (ex. 7 Habits on the Inside)
  - Education
  - Work Assignments
  - Vocational Programs

- Designated Facility - (if assigned to 1B and accepted by county facility)

- Inmates who are sentenced to life without parole or capital punishment remain in SCDC for the completion of their sentence.

**Reentry Services**
(last 6 months)

- The agency's approach to stopping the cycle of arrest, incarceration, release and rearrest (recidivism), is to create reentry programs to assist incarcerated individuals with successful transition back into their communities after release. The agency supports the offenders by providing them with educational and vocational opportunities.

**SCDPPPS**
- *Maxout
- Parole
- Probation
- Supervised Reentry
- *Community Supervision
- Supervised Furlough II-A
- YOA Parole

**Next stage of timeline**

*Note: List of possible sentences:
- DOD (Day for Day)
- Regular Paroleable Offense
- Capital Punishment
- YOA Sentence

**Acronyms:**
- YOA: Youthful Offender Act
- R&E: Reception and Evaluation
- SCDPPPS: SC Department of Probation, Parole, and Pardon Services
Supervise and control convicts in custody
Deliverable 67 (Required by S.C. Constitution, Article XII, Section 9)

**Customers**
- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

**Costs**
- ✓ Know cost per unit to provide
- ✗ Law allows charging customer

**Greatest potential harm**
Increased risk to the safety of the public

Performance Measures 1,2,5,6, 8, 9,10, 21 & 27
Minimize inmate idleness
Deliverable 39 (Required by S.C. Code Section 24-3-20(C))

Legislative Intent in enabling Act

(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.

Customers

- Know # of potential customers
- Know # of customers served
- Evaluate customer satisfaction
- Evaluate outcomes

Costs

- Know cost per unit to provide

Greatest potential harm
Idle inmates pose harm to staff, other inmates and possibly the public

Performance Measures 1, 2, 5, 6, 7, 8, 9, 10, 12, 13, 14, 15, 16, 17, 18, 19, 21, 22, 23, 24, 25, 26 & 27
### Recidivism

Below are the types of work that fall within each category when the agency tracks the categories impact on recidivism:

<table>
<thead>
<tr>
<th>Work Program</th>
<th>Labor Crew</th>
<th>Prison Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Credits</td>
<td>Work Credits</td>
<td>Prison Industries-Private sector service business</td>
</tr>
<tr>
<td>Paid employment in the community</td>
<td>Paid employment in the community</td>
<td>Prison Industry program (traditional)</td>
</tr>
<tr>
<td>Work Release</td>
<td>Labor on Public improvement or development</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Labor for public service work or related activities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Labor on public works and ways</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Statehouse landscaping</td>
<td></td>
</tr>
<tr>
<td></td>
<td>State institutions utilizing inmate labor</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Litter control program</td>
<td></td>
</tr>
</tbody>
</table>
Authorize inmates to perform paid employment in the community
Deliverable 33 (Allowed by S.C. Code Section 24-3-20(B))

Job description:
• Labor crew/work program
Components

Components of this deliverable related to the Operations unit include the items below. Other components of this deliverable relate to other organizational units, and will be discussed during presentation of those units.

- Follow the rules in 24-13-125(A) and 24-13-650 when determining whether an inmate is eligible for work release
- Notify victims before authorizing an inmate for work release
- Deny work release for an inmate based on feedback from victims
- Deny work release for an inmate based on other reasons in 24-3-20(B)
- Ensure all inmates assigned work detail outside of the jail wear a statewide uniform, except those exempt by the agency director
- Charge work release program participants a daily fee when transportation is provided
- Use funds collected from inmates for work release transportation solely for work release transportation and vehicle replacement
Paid employment in the community by inmates

Customers

✓ Know # of potential customers
✓ Know # of customers served
✓ Evaluate customer satisfaction
✓ Evaluate outcomes

Costs

✓ Know cost per unit to provide
✓ Law allows charging customer

Legislative Intent in enabling Act

(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.

Recommendations to General Assembly

Ensure legislation allows SCDC to continue

Performance Measures 5, 8, 17, 21, 23, 24 & 27

Deliverable 33
Paid employment in the community by inmates

<table>
<thead>
<tr>
<th>Component</th>
<th>Greatest Potential Harm</th>
<th>Customers</th>
<th>Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Follow the rules in 24-13-125(A) and 24-13-650 when determining whether an inmate is eligible for work release</td>
<td>Placement of inmates that could pose a risk to the public</td>
<td>✓ Know # of potential customers</td>
<td>✓ Know cost per unit to provide</td>
</tr>
<tr>
<td>Notify victims before authorizing a inmate for work release</td>
<td>Placement of inmates would pose a risk to the victim</td>
<td>X Evaluate customer satisfaction</td>
<td>X Law allows charging customer</td>
</tr>
<tr>
<td>Deny work release for a inmate based on feedback from victims</td>
<td>Would affect employment opportunities for the public</td>
<td>✓ Evaluate outcomes</td>
<td></td>
</tr>
<tr>
<td>Deny work release for a inmate based on other reasons in 24-3-20(B)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Required by SC Code Section 24-3-20(B) (Deliverable 33.1)

Required by SC Code Section 24-13-125(A) (Deliverable 33.2)

Allowed by SC Code Section 24-3-20(B) (Deliverable 33.3)

Required by SC Code Section 24-3-20(B) (Deliverable 33.4)

Performance Measures 5, 8, 17, 21, 23, 24 & 27
Ensure all inmates assigned work detail outside of the jail wear a statewide uniform, except those exempt by the agency director.

**Customers**

- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

**Costs**

- ✓ Know cost per unit to provide
- X Law allows charging customer

**Greatest potential harm**

Unable to quickly identify inmates that work on the outside of the institution.
Charge work release program participants a daily fee when transportation is provided and use funds collected from inmates for work release transportation solely for work release transportation and vehicle replacement.

Customers

- Know # of potential customers
- Know # of customers served
- Evaluate customer satisfaction
- Evaluate outcomes

Costs

- Know cost per unit to provide
- Law allows charging customer

Greatest potential harm

SCDC would be solely responsible for transportation

Performance Measures: 5, 8, 17, 21, 23, 24 & 27

Deliverable 33.9 and 33.91

Allowed
2018-19 Proviso 65.17
Assign eligible inmates to labor on public improvement or development projects for state agency, county, municipality, or public service district

Deliverable 35 (Allowed by S.C. Code Section 24-3-130(A))

Job description:

• Labor crew/work program
Labor on public improvement or development projects for state agency, county, municipality, or public service district by inmates

Components

• Accept applications from state agency, county, municipality, or public service district for use of inmate labor on public improvement or development project

• Establish appropriate contracts for inmate labor on public improvement or development projects for state agency, county, municipality, or public service district

• Determine if state agency, county, municipality, or public service district can properly supervise inmate labor on public improvement or development projects

• Designate supervision and control of inmate labor on public improvement or development projects for state agency, county, municipality, or public service district

• Provide correctional officers if state agency, county, municipality, or public service district cannot adequately supervise inmate labor on public improvement or development projects

• 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

• 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
## Labor on public improvement or development projects by inmates

<table>
<thead>
<tr>
<th>Components</th>
<th>Greatest Potential Harm</th>
<th>Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accept applications from state agency, county, municipality, or public service district for use of inmate labor on public improvement or development project court</td>
<td>Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.</td>
<td>Released inmate success is based on providing essential skills that will allow them to gain meaningful employment within the community.</td>
</tr>
<tr>
<td>Establish appropriate contracts for inmate labor on public improvement or development projects</td>
<td>Inmate must be properly supervised when outside of the fence. Prevents escapes and opportunities to obtain contraband.</td>
<td>Behavior modification to enhance responsibility entering back into the community.</td>
</tr>
</tbody>
</table>

*Allowed by S.C. Code 24-3-130(A) (Deliverable 35.1)*

*Allowed by S.C. Code 24-3-13-130(B) (Deliverable 35.2)*

*Required by S.C. Code 24-3-131 (Deliverable 35.3)*

### Customers
- ✔ Know # of potential customers
- ✔ Know # of customers served
- ✔ Evaluate customer satisfaction
- ✔ Evaluate outcomes

### Costs
- ✔ Know cost per unit to provide
- ✔ Law allows charging customer

---

Performance Measures 5, 6, 8, 17, 21 & 23
Labor on public improvement or development projects by inmates (cont.)

<table>
<thead>
<tr>
<th>Components</th>
<th>Greatest Potential Harm</th>
<th>Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide correctional officers if state agency, county, municipality, or public service district cannot adequately supervise inmate labor on public improvement or development projects</td>
<td>Inmate must be properly supervised when outside of the fence. Prevents escapes and opportunities to obtain contraband.</td>
<td>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.</td>
</tr>
<tr>
<td>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</td>
<td>Matter of security and safety of the inmate and officers escorting the inmates</td>
<td></td>
</tr>
<tr>
<td>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 escaper</td>
<td>Bodily injury and/or loss of life of individual inmates</td>
<td></td>
</tr>
</tbody>
</table>

Customers

- Know # of potential customers
- Know # of customers served
- Evaluate customer satisfaction
- Evaluate outcomes

Costs

- Know cost per unit to provide
- Law allows charging customer

Performance Measures 5, 6, 8, 17, 21 & 23
Utilize criminal offenders for public service work or related activities when practical and consistent with public safety

Deliverable 36 (Required by S.C. Code Section 24-13-660(E), (F))

Job description:

• Labor crew/work program;
• Designated facility
Public service work or related activities by inmates

Components

• 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

• 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

• 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

• Provide transportation for inmates assigned to public service work assignments

• Determine which inmates may be used for litter control programs

• Determine inmates not engaged in useful prison occupation, and provide them to counties and municipalities for litter control programs

• Utilize and monitor inmate laborers for state house landscaping

• Collect reimbursement for inmate laborers from Clemson University

• 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

• 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
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

Customers

✓ Know # of potential customers
✓ Know # of customers served
✓ Evaluate customer satisfaction
✓ Evaluate outcomes

Greatest potential harm

No harm to the public; however, the entity would incur a cost that SCDC does not charge

Costs

✓ Know cost per unit to provide
X Law allows charging customer

Performance Measures 5, 6, 8, 17, 21, 23, 24 & 27

Deliverable 36.1
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.

Customers

- X Know # of potential customers
- ✓ Know # of customers served
- X Evaluate customer satisfaction
- ✓ Evaluate outcomes

Costs

- ✓ Know cost per unit to provide
- X Law allows charging customer

Inmates approved by Minimum Out Custody and work outside the perimeter of the institution are screened and approved by Central Classification.

Greatest potential harm

Failure to perform this duty will increase risk to the public.

Performance Measures 5,6, 8, 17, 21 & 23
Deliverable 36.2
Utilize inmates for maintenance and construction projects on SCDC grounds and facilities
Deliverable 58 (Allowed by 2018-19 Proviso 65.26)

Job descriptions:

- Stock Clerk
- Supply Clerk
- Tool Clerk
- Senior Carpenter
- Senior Electrician
- Senior Grader
- Senior HVAC Operator
- Carpenter
- Electrician
- Painter
- Plumber
- Roofer
- Welder
- Boiler Operator Helper
- Brick mason Helper
- Electrician Helper
- Insulator Helper
- Locksmith Helper
- Machine Operator Helper
- Mechanic Helper
- Painter Helper
- Plumber Helper
- Roofer Helper
- Waste Treatment Assistant
- Welder Helper
- Construction Worker
- Construction Trainee
- Welder Trainee
SCDC grounds and facilities maintenance and construction project work by inmates

Components

• 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

• Only allow inmates classified as non-violent in a work camp constructed or operated by SCDC

• Supervise inmates constructing work camps on county property with armed guards

• Provide county contracting officials with appropriate information about inmates constructing work camps in their county
SCDC grounds and facilities maintenance and construction projects by inmates

**Components**

- Only allow inmates classified as non-violent in a work camp constructed or operated by SCDC
  - Required by S.C. Code Section 24-3-130(C) (Deliverable 58.2)

- Supervise inmates constructing work camps on county property with armed guards
  - Required by S.C. Code Section 24-3-130(C) (Deliverable 58.3)

- Provide county contracting officials with appropriate information about inmates constructing work camps in their county
  - Required by S.C. Code Section 24-3-130(C) (Deliverable 58.4)

**Customers**

- Know # of potential customers
- Know # of customers served
- Evaluate customer satisfaction
- Evaluate outcomes

**Greatest potential harm**

- Increased recidivism as positive rehabilitative activities for inmates creates lower recidivism rates upon inmate releases

**Costs**

- Know cost per unit to provide
- Law allows charging customer
Other Inmate Work Available

Other inmate work available, which will be discussed in the presentation of another organizational unit, include, but is not limited to, the following:

- Mechanic
- Heavy Eq Oper #1, Skill
- Print Machine Operator
- Silk Screen Operator
- Upholsterer
- Furniture Assembler
- Painter
- Waste Treatment Operator
- Ind. Group/Section Lead
- Storekeeper
- Horticulturist
- Cook
- Baker
- Meat Cutter
- Dog Handler (Skilled)
- Classroom Leader
- Teacher Assistant
- Drafter (Professional)
- Quality-Control Tech
- Ward keeper
- Teacher Asst.
- Addiction Treatment Unit
- Professional Personnel
- Laundry Worker
- Office Clerk
- Medical Orderly
- Housekeeper
- Custodian
Establish rules and regulations for training of inmates
Deliverable 40 (Allowed by S.C. Code Section 24-1-140)

Components include:

• Authorize inmates to participate in training programs in the community

Performance Measures 1, 2, 5, 6, 7, 8, 9, 10, 21 & 27
Authorize inmates to participate in training programs in the community

**Legislative Intent in enabling Act**

(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.

**Customers**

- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

**Costs**

- ✓ Know cost per unit to provide
- X Law allows charging customer

Performance Measures 1,2,5, 6,7, 8, 9,10,21 & 27
Deliverable 40.1
Establish credit system to encourage inmates to participate in work programs

Deliverable 43

Components include:

• Award work credits to eligible inmates

• Determine and publish the amount of credit available for each work duty classification

• Follow the rules in S.C. Code Section 24-13-230 when applying work credits

• Revoke work credits when necessary
Award work credits to eligible inmates

Customers

✓ Know # of potential customers
✓ Know # of customers served
✓ Evaluate customer satisfaction
✓ Evaluate outcomes

Costs

✓ Know cost per unit to provide

X Law allows charging customer

Earned work credits, education credits and good conduct credits are awarded per state statute

Greatest potential harm

Failure will violate state law and result in increased prison population

Performance Measures 5, 6, 8, 17, 18, 21, 23 & 27

Deliverable 43.1
Determine, and publish, the amount of credit available for each work duty classification

Customers

X Know # of potential customers

✓ Know # of customers served

X Evaluate customer satisfaction

✓ Evaluate outcomes

Costs

✓ Know cost per unit to provide

X Law allows charging customer

Credits are awarded according to inmate custody level and behavior

Greatest potential harm
Failure will result in longer prison sentences

Required
S.C. Code Section
24-13-230(C)-(E) and
24-13-730

Performance Measures  5,6, 18,  21, 23 & 27
Deliverable 43.2
Components of establish credit system to encourage inmates to participate in work programs

<table>
<thead>
<tr>
<th>Components</th>
<th>Greatest Potential Harm</th>
</tr>
</thead>
</table>
| Follow the rules in 24-13-230 when applying work credits  
Required by S.C. Code 24-13-230(C)-(E); 24-13-730 (Deliverable 43.3) | Failure will result in longer prison sentences                                         |
| 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  
Allowed by S.C. Code 24-13-125(B); 24-13-150(B); 24-13-230(C)-(E); 24-13-730; 24-27-220 (Deliverable 43.4 and 43.5) | Failure will result in incorrect sentence calculations.                                |

Agency policy has been established to revoke work, education and good conduct credits when necessary; No other credits are awarded

Customers

- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

Costs

- ✓ Know cost per unit to provide
- X Law allows charging customer
## Work Data: Participation

### Work program, percentage of inmates participating*

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target:</strong></td>
<td>DNE (Did not exist)</td>
<td>78.2%</td>
<td>82.3%</td>
<td>82.5%</td>
<td>82.5%</td>
<td>DNE</td>
</tr>
<tr>
<td><strong>Actual:</strong></td>
<td>75.2%</td>
<td>79.3%</td>
<td>79.5%</td>
<td>78.1%</td>
<td>77.9%</td>
<td></td>
</tr>
</tbody>
</table>

### Earned Work Credit jobs, percentage of inmates participating**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target:</strong></td>
<td>DNE</td>
<td>78.2%</td>
<td>82.3%</td>
<td>82.5%</td>
<td>82.5%</td>
<td>&gt;65%</td>
</tr>
<tr>
<td><strong>Actual:</strong></td>
<td>75.2%</td>
<td>79.3%</td>
<td>79.5%</td>
<td>78.1%</td>
<td>77.9%</td>
<td></td>
</tr>
</tbody>
</table>

*Note 1: The agency is no longer utilizing “work program” as a performance measure and is instead tracking percentage of inmates participating in “earned work credit jobs.”

**Note 2: Inmates earn work credits by participating in jobs that earn work credits, work release, labor on public improvement or development, labor for public service work or related activities, labor on public works and ways, Statehouse landscaping, state institutions utilizing inmate labor, and paid employment in the community.

---

How is it calculated? Number of inmates currently earning work credits

Divided by

Total number of inmates in SCDC custody county on June 30th.
### Vocational and Job Training Data: Participation

<table>
<thead>
<tr>
<th>Item #</th>
<th>Description</th>
<th>Trend</th>
<th>Target: DNE (Did not exist)</th>
<th>2013-14</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>#12</td>
<td>Vocational Certificates, number of inmates who earn one through an SCDC program</td>
<td></td>
<td>Actual: 2,883</td>
<td>2,835</td>
<td>2,566</td>
<td>2,429</td>
<td>2,333</td>
<td>2,403</td>
<td></td>
</tr>
<tr>
<td>#13</td>
<td>On-the-Job Training Certificates, number of inmates earning through an SCDC program</td>
<td></td>
<td>Target: DNE</td>
<td>1,621</td>
<td>1,708</td>
<td>DNE</td>
<td>DNE</td>
<td>3,030</td>
<td></td>
</tr>
<tr>
<td>#19</td>
<td>Employability Skills Curriculum*</td>
<td></td>
<td>Actual: 1,574</td>
<td>1,658</td>
<td>1,658</td>
<td>3,086</td>
<td>2,942</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Note: Among inmates in federal Title I high school programs, the employability skills curriculum measures the number who completed a curriculum of resume writing skills, interview skills, completing job applications, job search resources, and career interest surveys.*
Establish credit system to encourage inmates to participate in education

Deliverable 60

Components include:

• Award education credits to eligible inmates

• Determine and publish the amount of credit available for each education enrollment; Follow the rules in 24-13-230 when applying education credits

• Revoke education credits when necessary

Performance Measures  5, 6, 8, 12, 13, 14, 15, 16, 21 & 27
Components of establish credit system to encourage inmates to participate in education

<table>
<thead>
<tr>
<th>Components</th>
<th>Customers</th>
<th>Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Award education credits to eligible inmates</td>
<td>✓  Know # of potential customers</td>
<td>✓  Know cost per unit to provide</td>
</tr>
<tr>
<td>Required by S.C. Code Sections 24-13-230(A), (B), (E), (F) &amp; 24-13-730</td>
<td></td>
<td>X  Law allows charging customer</td>
</tr>
<tr>
<td>Deliverable 60.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Determine and publish the amount of credit available for each education</td>
<td>✓  Know # of customers served</td>
<td></td>
</tr>
<tr>
<td>enrollment; Follow the rules in 24-13-230 when applying education credits</td>
<td>✓  Evaluate customer satisfaction</td>
<td></td>
</tr>
<tr>
<td>Required by S.C. Code Sections 24-13-230( C)-(E) &amp; 24-13-730 (Deliverable 60.2)</td>
<td>✓  Evaluate outcomes</td>
<td></td>
</tr>
<tr>
<td>Greatest potential harm</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inmate would be retained longer in the system thus resulting in an</td>
<td></td>
<td></td>
</tr>
<tr>
<td>increased cost to the taxpayer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recommendations to General Assembly</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amend legislation to allow more inmates to be awarded credit for</td>
<td></td>
<td></td>
</tr>
<tr>
<td>participation in education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>S.C. Code Sections 24-13-230 A, D, E, F; 24-13-730</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Performance Measures 5, 6, 8, 12, 13, 14, 15, 16, 21 & 27
Revoke education credits when necessary

**Customers**

- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

**Costs**

- ✓ Know cost per unit to provide
- ✗ Law allows charging customer

---

Note: Statutes which allow the court to recommend reductions in an inmate’s work, education, or good conduct credits do not impact the agency's discretion to reduce those credits how and when it deems necessary.
### Education Data: Participation

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Target: (Did not exist)</td>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>5.00%</td>
</tr>
<tr>
<td>Actual:</td>
<td>10.18%</td>
<td>9.59%</td>
<td>9.00%</td>
<td>7.25%</td>
<td>7.70%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Target: 818</td>
<td>DNE</td>
<td>818</td>
<td>396</td>
<td>DNE</td>
<td>DNE</td>
<td>334</td>
</tr>
<tr>
<td>Actual:</td>
<td>794</td>
<td>384</td>
<td>192</td>
<td>256</td>
<td>324</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Target: 1,080</td>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>645</td>
</tr>
<tr>
<td>Actual:</td>
<td>1,080</td>
<td>920</td>
<td>916</td>
<td>938</td>
<td>626</td>
<td></td>
</tr>
</tbody>
</table>

**How is it calculated?**

% of inmates in SCDC custody on the last day of the FY who are enrolled in an academic education program as of that day.
The next slide categorizes different inmate work and other programs for purposes of tracking their impact on inmate recidivism.

Below are the deliverables that fall within each category of work:

<table>
<thead>
<tr>
<th>Work Program</th>
<th>Labor Crew</th>
<th>Prison Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Work Credits</td>
<td>• Work Credits</td>
<td>• Prison Industries-Private sector service business</td>
</tr>
<tr>
<td>• Paid employment in the community</td>
<td>• Paid employment in the community</td>
<td>• Prison Industry program (traditional)</td>
</tr>
<tr>
<td>• Work Release</td>
<td>• Labor on Public improvement or development</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Labor for public service work or related activities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Labor on public works and ways</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Statehouse landscaping</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• State institutions utilizing inmate labor</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Litter control program</td>
<td></td>
</tr>
</tbody>
</table>
Outcomes of Work: Recidivism Data

<table>
<thead>
<tr>
<th>Agency seeks</th>
<th>Lower than, or meet, target</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Item #23</th>
<th>Work program inmates, recidivism rate</th>
<th>Item #24</th>
<th>Labor crew inmates, recidivism rate</th>
<th>Item #25</th>
<th>Prison industries inmates, recidivism rate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Trend</strong></td>
<td><strong>Target:</strong> DNE (Did not exist)</td>
<td><strong>Target:</strong> DNE</td>
<td><strong>Target:</strong> DNE</td>
<td><strong>Target:</strong> DNE</td>
<td><strong>Target:</strong> DNE</td>
</tr>
<tr>
<td><strong>Actual:</strong></td>
<td>18.1%</td>
<td>17.9%</td>
<td>19.1%</td>
<td>22.6%</td>
<td>16.3%</td>
</tr>
</tbody>
</table>

**How is it calculated?**

For each respective measures, the number of inmates who were assigned to a work release program (work program measure), placed on a labor crew (labor crew measure), or paid for a prison industry job (prison industries measure), at any time during their "releasing" incarceration that return to SCDC custody within three years of release (for supervision revocations or new offenses that occur after their release) divided by the number released during the “releasing” fiscal year.
## Outcomes of Education and Other Programs: Recidivism Data

<table>
<thead>
<tr>
<th>Item #26</th>
<th>Inmates who earn GED in SCDC program, recidivism rate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target:</strong></td>
<td>DNE (Did not exist) DNE DNE DNE DNE &lt;25%</td>
</tr>
<tr>
<td><strong>Actual:</strong></td>
<td>22.1% 21.4% 21.7% 21.3% 17.3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Item #22</th>
<th>Inmates involved in a pre-release program, recidivism rate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target:</strong></td>
<td>DNE DNE DNE DNE DNE &lt;25%</td>
</tr>
<tr>
<td><strong>Actual:</strong></td>
<td>20.6% 21.6% 20.8% 20.8% 20.4%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Item #21</th>
<th>Overall, recidivism rate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target:</strong></td>
<td>DNE DNE DNE 25% &lt;25% &lt;25%</td>
</tr>
<tr>
<td><strong>Actual:</strong></td>
<td>23.4% 22.4% 23.1% 22.7% 22.3%</td>
</tr>
</tbody>
</table>

### How is it calculated?

If an inmate, earned their GED in SCDC during the "releasing" incarceration, returns to SCDC custody within three years after the release date for a new crime or as a result of a revocation for technical violations of their conditions of their supervision. Inmates who died or left SCDC for appeals, or whose sentences were remanded, are not included in this recidivism analysis. Recidivism rate = % of this group that returns to SCDC within that subsequent 3 year period.
### Outcomes of Work and Programming: Recidivism Data

Recidivism rates of inmates who participate in certain programs ➔ Lower percentages are the goal

<table>
<thead>
<tr>
<th>Year</th>
<th>Overall</th>
<th>GED</th>
<th>Pre-release program</th>
<th>Work program</th>
<th>Labor Crew</th>
<th>Prison Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-14</td>
<td>23.4%</td>
<td>22.4%</td>
<td>20.6%</td>
<td>18.1%</td>
<td>21.9%</td>
<td>17.3%</td>
</tr>
<tr>
<td>2014-15</td>
<td>23.1%</td>
<td>22.3%</td>
<td>20.8%</td>
<td>20.8%</td>
<td>21.3%</td>
<td>17.9%</td>
</tr>
<tr>
<td>2015-16</td>
<td>22.7%</td>
<td>21.4%</td>
<td>20.8%</td>
<td>20.4%</td>
<td>18.0%</td>
<td>17.8%</td>
</tr>
<tr>
<td>2016-17</td>
<td>21.3%</td>
<td>21.3%</td>
<td>18.1%</td>
<td>19.1%</td>
<td>19.1%</td>
<td>17.8%</td>
</tr>
<tr>
<td>2017-18</td>
<td>17.8%</td>
<td>17.3%</td>
<td>16.3%</td>
<td>19.0%</td>
<td>19.0%</td>
<td>14.6%</td>
</tr>
</tbody>
</table>
Maintain records of industry, habits, deportment, and any other information about inmates requested by the board or director of PPP

Deliverable 87 (Required by S.C. Code Section 24-21-70)

Components include:

• Provide the board or director of PPP records of industry, habits, deportment, and any other information about inmates requested

• 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

“Industry, habits, and deportment” includes an inmate’s...

• Work activity, educational activity, program participation, transfer history, behavior (disciplinary) history, and any other activity pertaining to an inmate’s time in custody if relevant to his safety, security, or status.
Provide the board or director of PPP records of industry, habits, deportment, and any other information about inmates requested

Customers
✓ Know # of potential customers
✓ Know # of customers served
✓ Evaluate customer satisfaction
✓ Evaluate outcomes

Costs
✓ Know cost per unit to provide

Automated and manual record information is shared, as requested, with the Department of Probation, Parole, and Pardon
# Records Management

## Agency seeks
Meet target exactly

### Item #38

**Records management audits, number conducted**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Target</td>
<td>DNE</td>
<td>DNE</td>
<td>48</td>
<td>22</td>
<td>22</td>
<td>22</td>
</tr>
<tr>
<td>Actual</td>
<td>DNE</td>
<td>DNE</td>
<td>23</td>
<td>12</td>
<td>6</td>
<td></td>
</tr>
</tbody>
</table>

(Trend)
Division of Young Offender Parole and Reentry Services
Overview of Division

The Division of Young Offender Parole and Reentry Services (YOPRS) encompasses both institution and community-based services for male and female young adults sentenced under the Youthful Offender Act (YOA).

The **mission for the division** is to reduce recidivism among young adults by utilizing evidence-based principles/practices that teach accountability, enhance skill development and promote public safety.
Overview of Division

To be eligible, an offender must meet the following requirements:

• be less than 25 years of age at the time of conviction,

• have no previous YOA convictions, and

• be convicted of one of the following:
  • Non-violent type offense,
  • Class D felonies or lesser offenses punishable by 15 years of imprisonment or less, with two exceptions: second-degree burglary, violent, and lewd act upon a child under very limited circumstances.

Expungement
A youthful offender may apply to have their record expunged if they have no other convictions during the five-year period following completion of their sentence.
Establish a Youthful Offender Division, appoint necessary staff, and provide facilities within SCDC for the division

Deliverable 21

Components include:

• See next slides
Establish Youthful Offender Division, appoint necessary staff, and provide facilities within SCDC for the division

<table>
<thead>
<tr>
<th>Customers</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Know # of potential customers</td>
</tr>
<tr>
<td>✓ Know # of customers served</td>
</tr>
<tr>
<td>✓ Evaluate customer satisfaction</td>
</tr>
<tr>
<td>✓ Evaluate outcomes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Greatest potential harm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inability to provide young adults sentenced under YOA appropriate services thereby increasing potential recidivism for this population</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Know cost per unit to provide</td>
</tr>
<tr>
<td>❌ Law allows charging customer</td>
</tr>
</tbody>
</table>

Performance Measures 6, 7, & 8

Deliverable 21
Consider problems of treatment and correction in the youthful offender program
(Corrective and preventive guidance and training designed to protect the public by correcting the antisocial tendencies of youthful offenders, which may also include vocational and other training considered appropriate and necessary by the division)

Customers
- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

Greatest potential harm
Youthful offender may not be appropriately prepared for successful reentry

Costs
- ✓ Know cost per unit to provide
- X Law allows charging customer

Recommendations to General Assembly
Support updated YOA legislation
Make recommendations for general treatment and correction policies and procedures for youthful offender program

**Customers**
- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

**Costs**
- ✓ Know cost per unit to provide
- X Law allows charging customer

**Greatest potential harm**
Youthful offender would not be prepared for successful reentry
## Components of establish Youthful Offender Division

<table>
<thead>
<tr>
<th>Components</th>
<th>Greatest Potential Harm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make any other necessary recommendations for youthful offender program</td>
<td>Inability to provide youthful offenders with appropriate services</td>
</tr>
<tr>
<td>Allowed by S.C. Code 24-19-3 (Deliverable 21.3)</td>
<td></td>
</tr>
<tr>
<td>Adopt and publish rules for the Youthful Offender Division</td>
<td>Youthful offender would not be prepared for successful reentry</td>
</tr>
<tr>
<td>Required by S.C. Code 24-19-40 (Deliverable 21.4)</td>
<td></td>
</tr>
</tbody>
</table>

### Customers
- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

### Costs
- ✓ Know cost per unit to provide
- ✗ Law allows charging customer

Performance Measures 6, 7, 8, 12, 13, 14, 15, 16, 19 & 21
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

Customers
- Know # of potential customers
- Know # of customers served
- Evaluate customer satisfaction
- Evaluate outcomes

Costs
- Know cost per unit to provide
- Law allows charging customer

Greatest potential harm
There is great potential for harm to the public and the YOA population if housed in minimum security institutions

Recommendations to General Assembly
Support updated YOA legislation to allow the Director to designate institutions that meet security and service delivery needs
Separate youthful offenders from other offenders and based on treatment needs

**Customers**

- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

**Costs**

- ✓ Know cost per unit to provide
- X Law allows charging customer

**Greatest potential harm**

Potential for revictimization if inmates are not appropriately housed for treatment

**Recommendations to General Assembly**

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

Deliverable 21.6 and 21.7
Youthful Offender Division, establish, appoint necessary staff, and provide facilities within SCDC for the division

**Customers**
- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

**Costs**
- ✓ Know cost per unit to provide
- ✗ Law allows charging customer

**Greatest potential harm**
See chart on next page

**Recommendations to General Assembly**
No Recommendations.

**Components**
See chart on next page

Allowed
S.C Code Section
24-19-100, Required
S.C Code Section
24-19-50(335) and 24-19-50(1),(2)

Performance Measures: 6, 7, 8, 9, 10 & 21
Deliverable 21.9000 and 21.9200
## Components of establish a Youthful Offender Division

<table>
<thead>
<tr>
<th>Components</th>
<th>Greatest Potential Harm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfer youthful offenders between facilities if needed</td>
<td>Inappropriate institution assignments could lead to increased potential for escapes and impede services</td>
</tr>
<tr>
<td>Take youthful offenders into custody for treatment and supervisions, as ordered by the court</td>
<td>Would not be able to carry out the sentence awarded by the court</td>
</tr>
<tr>
<td>Evaluate and observe youthful offenders at Reception and Evaluation Centers as ordered by the court</td>
<td>Would not be able to appropriately assign youthful offenders to an appropriate institution for treatment and services</td>
</tr>
</tbody>
</table>

### Performance Measures
6, 7, 8, 9, 10 & 21

### Customers
- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

### Costs
- ✓ Know cost per unit to provide
- ✗ Law allows charging customer
Maintain a program with Department of Vocational Rehabilitation involving operation of reception and evaluation centers for youthful offender program

**Customers**
- X Know # of potential customers
- X Know # of customers served
- X Evaluate customer satisfaction
- X Evaluate outcomes

**Costs**
- X Know cost per unit to provide
- X Law allows charging customer

**Greatest potential harm**
Potential that young adults sentenced under YOA are not adequately assessed for services

**Recommendations to General Assembly**
Support updated YOA legislation

*SCDC does not maintain a cooperative agreement with the Department of Vocational Rehabilitation involving the operation of reception and evaluation centers for the youthful offender program*
Make a complete study of each committed youthful offender within thirty days
(Includes 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)

Customers

- Know # of potential customers
- Know # of customers served
- Evaluate customer satisfaction
- Evaluate outcomes

Costs

- Know cost per unit to provide
- Law allows charging customer

Greatest potential harm
Potential that young adults sentenced under YOA are not adequately assessed for services

Recommendations to General Assembly
Support updated YOA legislation

*SCDC does not conduct a complete study because the agency does not maintain a cooperative agreement with the Department of Vocational Rehabilitation involving the operation of reception and evaluation centers for the youthful offender program

Deliverable 21.95
## Components of establish a Youthful Offender Division

<table>
<thead>
<tr>
<th>Components</th>
<th>Greatest Potential Harm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interview youthful offenders, review all reports applicable to offender, and make necessary recommendations as soon as practicable after offender is committed. Required by S.C. Code 24-19-80 (Deliverable 21.96)</td>
<td>Recidivism rate could increase for youthful offenders</td>
</tr>
<tr>
<td>Report findings of study of committed youthful offender and recommendations for the individual offender. Required by S.C. Code 24-19-80 (Deliverable 21.97)</td>
<td>If not properly evaluated, offenders will not receive appropriate programming and be prepared for reentry to society</td>
</tr>
<tr>
<td>Upon receiving the study report and recommendation, recommend actions best designed for the protection of the public (e.g., conditional supervised release of youth, commitment of youth for treatment, etc.). Allowed by S.C. Code 24-19-90 (Deliverable 21.98)</td>
<td>If not properly evaluated, offenders will not receive appropriate programming and be prepared for reentry to society. Juvenile offenders age 16 and under are housed at the Department of Juvenile Justice; age 17 and older at SCDC.</td>
</tr>
<tr>
<td>Report findings and recommendations for sentencing youthful offenders evaluated. Required by S.C. Code 24-19-50(1-2) (Deliverable 21.99)</td>
<td>If not properly sentenced could remain in the community to commit further criminal acts</td>
</tr>
</tbody>
</table>

### Customers
- ✓ Know # of potential customers
- ✓ Know # of customers served
- X Evaluate customer satisfaction
- ✓ Evaluate outcomes

### Costs
- ✓ Know cost per unit to provide
- X Law allows charging customer
Make recommendations for release (conditional and unconditional) of inmates in youthful offender program; and Discharge a youthful offender unconditionally on or before the expiration of six years from the date of his conviction.

Customers

- Know # of potential customers
- Know # of customers served
- Evaluate customer satisfaction
- Evaluate outcomes

Legislative intent in enabling Act

- Reduce recidivism, provide fair and effective sentencing options, employ evidence-based practices for smarter use of correctional funding, and improve public safety; and,
- Provide consistency in sentencing classifications, provide proportional punishments for the offenses committed, and reduce the risk of recidivism.

Costs

- Know cost per unit to provide
- Law allows charging customer

Greatest potential harm

If not properly sentenced could remain on the street to commit further criminal acts

Recommendations to General Assembly

Support updated YOA Legislation

Performance Measures 6, 7, 8, 21 & 27
Deliverable 21.991 and 21.992
Notify victims before unconditionally discharging a youthful offender

**Customers**
- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

**Costs**
- ✓ Know cost per unit to provide
- X Law allows charging customer

**Greatest potential harm**
- Potential for re-victimization

Required
S.C. Code Section
24-19-100(D) and
24-19-120(B)

Performance Measures 6, 7, 8, & 38
Deliverable 21.993 and 21.994
## Components of establish a Youthful Offender Division

<table>
<thead>
<tr>
<th>Components</th>
<th>Greatest Potential Harm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Re-victimization through premature release</td>
<td>Re-victimization through premature release</td>
</tr>
<tr>
<td>Release a youthful offender conditionally under supervision on or before the expiration of four years from the date of his conviction</td>
<td>Increased risk to public safety, increased crime, and misuse of correctional resources</td>
</tr>
<tr>
<td>Required by S.C. Code 24-19-120(A) (Deliverable 21.996)</td>
<td></td>
</tr>
<tr>
<td>Utilize conditional supervised release of youthful offender to reduce recidivism</td>
<td>Increased risk to public safety and potential for recidivism</td>
</tr>
<tr>
<td>Required by S.C. Code 24-19-110(A) (Deliverable 21.997)</td>
<td></td>
</tr>
<tr>
<td>Report and recommend a youthful offender be released conditionally under supervision (SCDC director to SCDC youthful offender division)</td>
<td>Increased risk to public safety, increased crime, and misuse of correctional resources</td>
</tr>
<tr>
<td>Required by S.C. Code 24-19-50(1-2) (Deliverable 21.998)</td>
<td></td>
</tr>
</tbody>
</table>

### Customers
- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

### Costs
- ✓ Know cost per unit to provide
- X Law allows charging customer
Notify victims before conditionally releasing a youthful offender

**Customers**
- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

**Costs**
- ✓ Know cost per unit to provide
- X Law allows charging customer

**Greatest potential harm**
Potential for re-victimization

---

Required
S.C. Code Section
24-19-110(D) and 24-19-120(B)

Performance Measures 6, 7, 8, 21 & 27
Deliverable 21.999 and 21.9991
## Components of establish a Youthful Offender Division

<table>
<thead>
<tr>
<th>Components</th>
<th>Greatest Potential Harm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deny conditional release of a youthful offender based on information from the victim</td>
<td>Increased risk to public safety and potential for recidivism</td>
</tr>
<tr>
<td>Allowed by S.C. Code 24-19-110(D) (Deliverable 21.9992)</td>
<td></td>
</tr>
<tr>
<td>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</td>
<td>Increased risk to public safety</td>
</tr>
<tr>
<td>Required by S.C. Code 24-19-110(A) (Deliverable 21.9993)</td>
<td></td>
</tr>
<tr>
<td>Release a youthful offender conditionally under supervision, after providing SCDC director reasonable notice</td>
<td>Risk of invalid release</td>
</tr>
<tr>
<td>Required by S.C. Code 24-19-110(A) (Deliverable 21.9994)</td>
<td></td>
</tr>
<tr>
<td>Determine the cost of each youthful offender's supervision when the youthful offender is on conditional supervised release</td>
<td>Misuse of correctional resources</td>
</tr>
<tr>
<td>Required by S.C. Code 24-19-50(1-2) (Deliverable 21.9995)</td>
<td></td>
</tr>
</tbody>
</table>

### Customers
- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

### Costs
- ✓ Know cost per unit to provide
- X Law allows charging customer

**Performance Measures** 6, 7, 8, 21 & 27
Regularly charge the youthful offender the cost of his/her supervision when
the youthful offender is on conditional supervised release

Customers

X Know # of potential customers
X Know # of customers served
X Evaluate customer satisfaction
X Evaluate outcomes

Costs

X Know cost per unit to provide
X Law allows charging customer

SCDC does not charge supervision costs to youthful offenders
## Components of establish a Youthful Offender Division

<table>
<thead>
<tr>
<th>Components</th>
<th>Greatest Potential Harm</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>Increased crime from youthful offenders on supervised release</td>
</tr>
<tr>
<td>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</td>
<td></td>
</tr>
<tr>
<td>Discharge a committed youthful offender unconditionally at the expiration of one year from the date of conditional release</td>
<td></td>
</tr>
</tbody>
</table>

### Customers
- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

### Costs
- ✓ Know cost per unit to provide
- ✗ Law allows charging customer
Appoint agents to supervise youthful offenders conditionally released
Deliverable 22

Components include:

- Encourage formation of voluntary organizations composed of members who will serve without compensation as voluntary supervisory agents and sponsors

- Define powers and duties of voluntary supervisory agents and sponsors in regulation

Customers

- Know # of potential customers
- Know # of customers served
- Evaluate customer satisfaction
- Evaluate outcomes

Costs

- Know cost per unit to provide
- Law allows charging customer

Greatest potential harm
Risk to public safety and increased recidivism if appropriate supervision is not provided

Performance Measures 6, 7, 8, 21 & 27

Required
S.C. Code Section
24-19-140
Establish a shock incarceration program and work to accomplish goals of the program in Regulation 33-2

Deliverable 30

Components include:

• See next slides
## Components of establish a shock incarceration program

<table>
<thead>
<tr>
<th>Component</th>
<th>Customers</th>
<th>Greatest potential harm</th>
<th>Recommendations to General Assembly</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>✓ Know # of potential customers</td>
<td>Cost, public safety risk, and increased criminal activity by young adults convicted of non-violent, first offense</td>
<td>Provide Intensive Supervision Services in the community for this population</td>
</tr>
<tr>
<td></td>
<td>✓ Know # of customers served</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>✗ Evaluate customer satisfaction</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ Evaluate outcomes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>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</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ Know cost per unit to provide</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>✗ Law allows charging customer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receive into custody inmates the court sentences to the shock incarceration program</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Required by SC Code Section 24-13-1320(A) (Deliverable 30.1)**

**Required by SC Code Section 24-13-1320(B) (Deliverable 30.2)**

**Required by SC Code Section 24-13-1330(A) (Deliverable 30.3)**

Performance Measures 6, 8, & 21
### Components of establish a shock incarceration program

<table>
<thead>
<tr>
<th>Component</th>
<th>Greatest Potential Harm</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>Eligibility restrictions may be interpreted as discriminatory in nature.</td>
</tr>
</tbody>
</table>

Required by SC Code Section 24-13-1330(A) (Deliverable 30.4)

| 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. |

Required by SC Code Section 24-13-1310(A) (Deliverable 30.5)

| 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. | |

Required by SC Code Section 24-13-1330(D) (Deliverable 30.6)

| 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. | |

Required by SC Code Section 24-13-1330(C) (Deliverable 30.7)

### Customers

- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✗ Evaluate customer satisfaction
- ✓ Evaluate outcomes

### Costs

- ✓ Know cost per unit to provide
- ✗ Law allows charging customer
## Components of establish a shock incarceration program

<table>
<thead>
<tr>
<th>Component</th>
<th>Customers</th>
<th>Greatest potential harm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide inmates that successfully complete the shock incarceration program</td>
<td>✓ Know # of potential customers</td>
<td>Cost, public safety risk, and increased criminal activity by</td>
</tr>
<tr>
<td>with a certificate of earned eligibility for parole</td>
<td>✓ Know # of customers served</td>
<td>young adults convicted of non-violent, first offense</td>
</tr>
<tr>
<td>Allowed by SC Code Section 24-13-1330(E) (Deliverable 30.8)</td>
<td>✓ Evaluate customer satisfaction</td>
<td></td>
</tr>
<tr>
<td>Grant parole to inmates that successfully complete the shock</td>
<td>✓ Evaluate outcomes</td>
<td></td>
</tr>
<tr>
<td>incarceration program as long as they agree in writing to be subject</td>
<td></td>
<td></td>
</tr>
<tr>
<td>to search or seizure, without a search warrant, with or without cause,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>of the inmate's person, any vehicle the inmate owns or is driving, and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>any of the inmate's possessions (with certain exceptions)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Required by SC Code Section 24-13-1330(D),(E) (Deliverable 30.9)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Study and report the impact of the shock incarceration program AND</td>
<td>✓ Know cost per unit to provide</td>
<td></td>
</tr>
<tr>
<td>whether objectives are program are being met</td>
<td>X Law allows charging customer</td>
<td></td>
</tr>
<tr>
<td>Required by SC Code Section 24-13-1320(C) (Deliverable 30.91)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Components of establish a shock incarceration program

<table>
<thead>
<tr>
<th>Component</th>
<th>Customers</th>
<th>Greatest potential harm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide inmates that successfully complete the shock incarceration program with a certificate of earned eligibility for parole</td>
<td>✓ Know # of potential customers</td>
<td></td>
</tr>
<tr>
<td>Allowed by SC Code Section 24-13-1330(E) (Deliverable 30.8)</td>
<td>✓ Know # of customers served</td>
<td></td>
</tr>
<tr>
<td>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)</td>
<td>X Evaluate customer satisfaction</td>
<td></td>
</tr>
<tr>
<td>Required by SC Code Section 24-13-1330(D),(E) (Deliverable 30.9)</td>
<td>✓ Evaluate outcomes</td>
<td></td>
</tr>
<tr>
<td>Study and report the impact of the shock incarceration program AND whether objectives are program are being met</td>
<td>✓ Know cost per unit to provide</td>
<td></td>
</tr>
<tr>
<td>Required by SC Code Section 24-13-1320(C) (Deliverable 30.91)</td>
<td>X Law allows charging customer</td>
<td></td>
</tr>
</tbody>
</table>

Costs

- ✓ Know cost per unit to provide
- X Law allows charging customer

Greatest potential harm

- Cost, public safety risk, and increased criminal activity by young adults convicted of non-violent, first offense
Division of Security and Emergency Services
Overview of Division

The Division of Security and Emergency Operations assists the agency in security matters, to include:

**Institutional/Support Areas**
- Headquarters Main Gate
- Primsa Health Security Team
- Central Bus Terminal
- Security Camera Shop
- Emergency Action Center
- Emergency Operations Center/Visual Information Center
- Travel Team
- State House Detail

**Emergency/Specialty Teams**
- Agency Search Team
- 3 Agency Emergency Teams - Rapid Response, Special Operations Response, Situation Controllers
- Division of Security K9 Team
- Drone Support /Interdiction
Examples of deliverables provided by the Division of Security and Emergency Services

Examples of deliverables provided by the Division of Security and Emergency Services, which are not specifically mentioned in law, are as follows:

• Conducting security audits,

• Purchasing all security equipment for the agency, and

• Maintaining emergency/specialty trained teams to respond to emergency situations in correctional institutions or other law enforcement settings

• Headquarters Main Gate, Primsa Health Security Team, Central Bus Terminal, Security Camera Shop, Emergency Action Center, Emergency Operations Center/Visual Information Center, Travel Team and State House Detail
Division of Institutional Operations
Overview of the Division

The institutional operations division is responsible for the daily operations of 21 correctional institutions within SCDC, which includes the following:

• Direct supervision of 21 wardens

• Indirect supervision 4,646 operational staff

• Oversight of approximately 18,500 inmates

• Serves as Agency Director in his absence
Provide humane treatment to inmates
Deliverable 79 (Required by S.C. Code Sections 24-1-20 and -30)

Components include:

- Establish rules and regulations for treatment of inmates
- Prosecute all individuals that mistreat inmates in violation of the law
Establish rules and regulations for treatment of inmates

<table>
<thead>
<tr>
<th>Customers</th>
<th>Greatest potential harm</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Know # of potential customers</td>
<td>Increased risk to staff and inmates housed in SCDC institutions</td>
</tr>
<tr>
<td>✓ Know # of customers served</td>
<td></td>
</tr>
<tr>
<td>✓ Evaluate customer satisfaction</td>
<td></td>
</tr>
<tr>
<td>✓ Evaluate outcomes</td>
<td></td>
</tr>
</tbody>
</table>

**Costs**

| ✓ Know cost per unit to provide                                          |                         |

| ✗ Law allows charging customer                                          |                         |
Prosecute all individuals that mistreat inmates in violation of the law

Customers

✓ Know # of potential customers
✓ Know # of customers served
✓ Evaluate customer satisfaction
✓ Evaluate outcomes

By law the inmates are "wards" of the state which are to be protected while under state custody

Costs

✓ Know cost per unit to provide

X Law allows charging customer

Greatest potential harm

Bodily injury and/or loss of life of individual inmates

Performance Measures   5, 6, 7 & 8
Deliverable 79.2
Feed inmates and conduct appropriate inspections of food service operations
Deliverable 80 (Required by S.C. Code Section 24-1-130)

Components include:

• Allow the Department of Health and Environmental Control (DHEC) to annually inspect food service operations at all prison system facilities

• Receive written report on conditions of each jail and prison facility inspected by a food service inspector for DHEC

• 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
Feed inmates and conduct appropriate inspections of food service operations

<table>
<thead>
<tr>
<th>Customers</th>
<th>Greatest potential harm</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Know # of potential customers</td>
<td>Dangerous environment for the institutional staff and the</td>
</tr>
<tr>
<td>✓ Know # of customers served</td>
<td>inmate population</td>
</tr>
<tr>
<td>✓ Evaluate customer satisfaction</td>
<td></td>
</tr>
<tr>
<td>✓ Evaluate outcomes</td>
<td></td>
</tr>
</tbody>
</table>

Costs

| ✓ Know cost per unit to provide                |                                                             |
| X Law allows charging customer                |                                                             |

Customers

### Performance Measures 3 & 29

Deliverable 80

Required

S.C. Code Section 24-1-130
Feed inmates

• Inmates are not mandated to eat

• BUT, SCDC Food Services prepares nutritionally balanced meals for all inmates as all federal, state, and local detention facilities (Prisons/Jails) in the United States must adhere to the Federal Performance-Based National Detention Stands (PBNDS) and American Correctional Association (ACA) Standards mandatory Food Service program standards

• Food Service standards requires:
  • Nutritionally balanced diets
  • Sound security practices
  • Protection of inmates from harm, health, and equipment hazards
  • Sufficient space and time to eat in an unregimented atmosphere
  • Provide Food Service to satellite meal operations
  • Food and facilities are continuously inspected
  • Ensure Therapeutic and Special Diets are provided as prescribed by proper authorities (Medical, Religious)
  • Ensure menus are planned, reviewed, and updated by Nutritionists/Dieticians at least annually
  • Ensure that foods are kept safe at all times
Recreation Time

- Inmates are not mandated to participate in recreational activities.

- BUT, SCDC makes time, space, equipment, and facilities available to inmates to participate in activities outside of their cells.

  “Each institution will provide outdoor and, where available, covered/enclosed recreation areas for the general population inmates pursuant to ACA standards specifications, (4-ACRS-5A-21, 4-4154, 4-4155).

- Recreational activities available to SCDC inmates may include, but is not limited to, the following:
  
  - Table games
  - Structured sports activities
  - Hobby craft activities
  - Health education
  - Physical fitness program
  - Wellness programs
  - Intramural team activities
Recreation Time

• General Population

  • Inmates are provided activities in a designated outside area, either on the main recreation field or in unit recreation areas, and/or in the multi-purpose building. (SCDC policy PS 10.07)

• Restrictive Housing Units, Substantiated Security Risk Unit, Death Row, Reception and Evaluation, and Safe keeper status inmates

  • Inmates are provided a copy of the In-Cell Fitness Program (SCDC policy PS 10.07)
Allow inmates to make pay phone calls in prison facilities
Deliverable 78

Components include:

• Add per call surcharge to inmate phone calls to cover costs of equipment and operations for cell phone interdiction measures

• 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

• Collect inmate phone call surcharge fees from telephone vendors monthly

• 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.

• Carry forward any balance of funds from inmate phone call surcharges
Allow inmates to make pay phone calls in prison facilities

<table>
<thead>
<tr>
<th>Customers</th>
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</thead>
<tbody>
<tr>
<td>✓ Know # of potential customers</td>
<td>Increased risk to staff and inmates and public</td>
</tr>
<tr>
<td>✓ Know # of customers served</td>
<td></td>
</tr>
<tr>
<td>✓ Evaluate customer satisfaction</td>
<td></td>
</tr>
<tr>
<td>✓ Evaluate outcomes</td>
<td></td>
</tr>
</tbody>
</table>

**Costs**

| ✓ Know cost per unit to provide |                                                              |
| ✓ Law allows charging customer |                                                              |

Performance Measures  5, 6, 7, & 8
Deliverable 78
### Components of allow inmates to make pay phone calls in prison facilities

<table>
<thead>
<tr>
<th>Components</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Add per call surcharge to inmate phone calls to cover costs of equipment and operations for cell phone interdiction measures</td>
<td>Allowed by Proviso 65.25 (2018-19 Appropriations Bill H 4950) (Deliverable 78.1)</td>
</tr>
<tr>
<td>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</td>
<td>Required by Proviso 65.25 (2018-19 Appropriations Bill H 4950) (Deliverable 78.2)</td>
</tr>
<tr>
<td>Collect inmate phone call surcharge fees from telephone vendors monthly</td>
<td>Required by Proviso 65.25 (2018-19 Appropriations Bill H 4950) (Deliverable 78.3)</td>
</tr>
<tr>
<td>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.</td>
<td>Required by Proviso 65.25 (2018-19 Appropriations Bill H 4950) (Deliverable 78.4)</td>
</tr>
<tr>
<td>Carry forward any balance of funds from inmate phone call surcharges</td>
<td>Allowed by Proviso 65.25 (2018-19 Appropriations Bill H 4950) (Deliverable 78.5)</td>
</tr>
</tbody>
</table>

### Customers
- Know # of potential customers
- Know # of customers served
- Evaluate customer satisfaction
- Evaluate outcomes

### Costs
- Know cost per unit to provide
- Law allows charging customer
Allow, via a system of credits, mediums of exchange between inmates
Deliverable 77 (Required by S.C. Code Section 24-3-951)

<table>
<thead>
<tr>
<th>Customers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Know # of potential customers</td>
<td></td>
</tr>
<tr>
<td>✓ Know # of customers served</td>
<td></td>
</tr>
<tr>
<td>✓ Evaluate customer satisfaction</td>
<td></td>
</tr>
<tr>
<td>✓ Evaluate outcomes</td>
<td></td>
</tr>
</tbody>
</table>

Greatest potential harm
Increased risk to staff and inmates and public

Costs
✓ Know cost per unit to provide
X Law allows charging customer

Performance Measures: 5, 6, 7, & 8
Take all precautionary measures for the safe conduct and welfare of the prison system institutions
Deliverable 71 (Allowed by S.C. Code Section 24-3-710)

Components include:

• Establish rules and regulations for discipline of inmates

• Utilize $3.05 million in appropriated funds for security upgrades

• Investigate prison system misconduct

• Determine and execute suitable punishment for prison system misconduct
Components of taking all precautionary measures for the safe conduct and welfare of the prison system institutions

<table>
<thead>
<tr>
<th>Components</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish rules and regulations for discipline of inmates</td>
</tr>
<tr>
<td>Allowed by S.C. Code Section 24-1-140 (Deliverable 71.1)</td>
</tr>
<tr>
<td>Determine and execute suitable punishment for prison system misconduct</td>
</tr>
<tr>
<td>Allowed by S.C. Code Section 24-3-710 (Deliverable 71.4)</td>
</tr>
</tbody>
</table>

**Greatest potential harm**

Increased risk to staff and inmates housed in SCDC institutions

**Customers**

- Know # of potential customers
- Know # of customers served
- Evaluate customer satisfaction
- Evaluate outcomes

**Costs**

- Know cost per unit to provide
- Law allows charging customer
Utilize $3.05 million in appropriated funds for security upgrades

Customers

✓ Know # of potential customers
✓ Know # of customers served
✓ Evaluate customer satisfaction
✓ Evaluate outcomes

Greatest potential harm

Outdated security doors and equipment would not be kept in workable condition due to no parts being available which would pose a security risk to the surrounding communities

Recommendations to General Assembly

Provide quicker approval processes for important/emergency equipment and supplies
Evaluate and possibly update capital project process for state agencies (see next slide for additional details)

Customers

✓ Know # of potential customers
✓ Know # of customers served
✓ Evaluate customer satisfaction
✓ Evaluate outcomes

Costs

✓ Know cost per unit to provide
X Law allows charging customer

Performance Measures 1, 2, 5, 6, 7, 8, 9, & 10
Deliverable 71.2
Recommendation: Evaluate and consider updating the Capital Project Process

Overview of Current Capital Project Process

• Submit an A-1, Phase 1, and be placed on the agenda for the next meeting, which is approximately two months out

• Conduct engineering studies, Phase 2, and be placed on another agenda, which is approximately two months out

• If there are no changes, receive approval to put out to bid

• Go through purchasing process, which takes a minimum of 30 days

Potential Updates to Consider

• Change the process to add additional meetings

• Expedite the process to add a project to the agenda

• Change approval levels for the agency to mirror colleges/universities

• Eliminate the process

Benefits and Risks Avoided through updates

• Quicker response time for emerging situations
• Ability to provide deliverables in a timely manner
• Minimize costs and staff time
• Cost avoidance
• Expedite programming based on circumstances
Overview of SCDC Inmate Offenses
Combined the six offenses below account for over 75% of the inmate population during each of the years.
Determine what is considered contraband
Deliverable 68 (Required by S.C. Code Section 24-3-950)

Components include:

• Designate the items in Regulation 33-1 as contraband

• Declare as contraband, and prohibit use of, U.S. currency in prisons

• Deposit seized contraband money into the specified drug intervention fund

• Utilize contraband (monies or contraband things of value used as monies) as reward for those who present information about escaped inmates
## Components of determine what is considered contraband

<table>
<thead>
<tr>
<th>Components</th>
<th>Customers</th>
<th>Costs</th>
<th>Greatest potential harm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Designate the items in Regulation 33-1 as contraband</td>
<td>✓ Know # of potential customers</td>
<td>✓ Know cost per unit to provide</td>
<td>Increased risk to staff and inmates housed in SCDC institutions</td>
</tr>
<tr>
<td>Required by S.C. Regulation 33-1 (Deliverable 68.1)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Declare as contraband, and prohibit use of, U.S. currency in prisons</td>
<td>✓ Know # of customers served</td>
<td>X Law allows charging customer</td>
<td></td>
</tr>
<tr>
<td>Required by S.C. State Code Sections 24-3-951 (Deliverable 68.2)</td>
<td>✓ Evaluate customer satisfaction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deposit seized contraband money into the specified drug intervention fund</td>
<td>✓ Evaluate outcomes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Required by S.C. State Code Section 24-3-960 (Deliverable 68.3)</td>
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<tr>
<td>Utilize contraband (monies or contraband things of value used as monies) as reward for those who present information about escaped inmates</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allowed by S.C. State Code Section 24-3-920 (Deliverable 68.4)</td>
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<td></td>
</tr>
</tbody>
</table>
Instruct individuals trespassing or loitering on state correctional properties to leave
Deliverable 70 (Required by S.C. Code Section 24-1-270)

Components include:

• 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
Instruct individuals trespassing or loitering on state correctional properties to leave

<table>
<thead>
<tr>
<th>Customers</th>
<th>Legislative Intent in enabling Act</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Know # of potential customers</td>
<td>Purpose of the provisions governing the sentencing of a person convicted of a crime is to prescribe sanctions that:</td>
</tr>
<tr>
<td>✓ Know # of customers served</td>
<td>(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;</td>
</tr>
<tr>
<td>✓ Evaluate customer satisfaction</td>
<td>(2) deter criminal conduct;</td>
</tr>
<tr>
<td>✓ Evaluate outcomes</td>
<td>(3) provide for punishment that is necessary to hold the offender accountable for the crime and promote respect for the law;</td>
</tr>
<tr>
<td></td>
<td>(4) assist the offender, when feasible, toward rehabilitation and restoration to the community as a lawful citizen;</td>
</tr>
<tr>
<td></td>
<td>(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;</td>
</tr>
<tr>
<td></td>
<td>(6) are understandable and clear to the offender, the victim, and the community; and</td>
</tr>
<tr>
<td>X Law allows charging customer</td>
<td>Whereas, incarceration, probation, and other forms of community supervision and fines are all recognized as punishment.</td>
</tr>
</tbody>
</table>

**Greatest potential harm**

Increased risk to staff and inmates housed in SCDC institutions
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.

<table>
<thead>
<tr>
<th>Customers</th>
<th>Greatest potential harm</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Know # of potential customers</td>
<td>Trespassers are a threat to the security of the institutions which in turn is a threat to the safety of the public</td>
</tr>
<tr>
<td>✓ Know # of customers served</td>
<td></td>
</tr>
<tr>
<td>X Evaluate customer satisfaction</td>
<td></td>
</tr>
<tr>
<td>✓ Evaluate outcomes</td>
<td></td>
</tr>
</tbody>
</table>

| Costs | |
|-------||
| X Know cost per unit to provide | |
| X Law allows charging customer | |
Prohibit inmate use of internet-based social networking websites to contact victims
Deliverable 75 (Required by S.C. Code Section 24-3-970)

Components include:

- Prosecute inmates, and those assisting inmates, who utilize the internet for communicating with victims

Greatest potential harm
Increased risk to staff and inmates and public

Customers

- Know # of potential customers
- Know # of customers served
- Evaluate customer satisfaction
- Evaluate outcomes

Costs

- Know cost per unit to provide
- Law allows charging customer

Performance Measures  5, 6, 7, & 8
Monitor and enforce jewelry policies for inmates
Deliverable 74 (Required by S.C. Code Section 24-3-93)

Customers
✓ Know # of potential customers
✓ Know # of customers served
✓ Evaluate customer satisfaction
✓ Evaluate outcomes

Greatest potential harm
Increased risk to staff and inmates housed in SCDC institutions

Costs
✓ Know cost per unit to provide
X Law allows charging customer

Performance Measures  5, 6, 7, & 8
Work to ensure inmates do not violate, and investigate allegations of violation of, laws which prohibits inmates from attempting to throw or throwing body fluids including, but not limited to, urine, blood, feces, vomit, saliva, or semen, on an employee, law enforcement officer, visitor, or any other person authorized to be present in an official capacity

Deliverable 73 (Required by S.C. Code Section 24-13-470)

Customers

✓ Know # of potential customers
✓ Know # of customers served
✓ Evaluate customer satisfaction
✓ Evaluate outcomes

Costs

✓ Know cost per unit to provide
X Law allows charging customer

Greatest potential harm

Increased risk to staff and inmates housed in SCDC institutions
Establish and enforce rules that prevent disorders, riots, or insurrections in the prison system

Deliverable 72 (Required by S.C. Code Sections 24-3-710 and -760)

Components include:

• 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
• Utilize force to maintain order and discipline in all facilities
• Utilize force to prevent inmate escapes
• Utilize citizen assistance to suppress disorder among inmates
• Collect a fine if citizen refuses to help SCDC suppress disorder among inmates
• Compensate citizens who help SCDC suppress disorder among inmates
• 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

Performance Measures 1, 2, 5, 6, 7, 8 & 21
Establish and enforce rules that prevent disorders, riots, or insurrections in the prison system

Legislative Intent in enabling Act

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.
Components of establish and enforce rules that prevent disorders, riots, or insurrections in the prison system

<table>
<thead>
<tr>
<th>Components</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work to ensure inmates do not violate 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. Allowed by S.C. Code Section 24-13-410; 24-13-450 (Deliverable 72.1)</td>
</tr>
<tr>
<td>Utilize force to maintain order and discipline in all facilities. Allowed by S.C. Code Section 24-13-30 (Deliverable 72.2)</td>
</tr>
</tbody>
</table>

### Customers

- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

**Greatest potential harm**

Increased risk to staff and inmates housed in SCDC institutions

### Costs

- ✓ Know cost per unit to provide
- X Law allows charging customer
Utilize citizen assistance to suppress disorder among inmates

*SCDC does not utilize citizens to suppress disorders*
Utilize force to prevent inmate escapes

Customers

✓ Know # of potential customers
✓ Know # of customers served
✓ Evaluate customer satisfaction
✓ Evaluate outcomes

Greatest potential harm

Increased risk to public in the event an inmate escapes

Costs

✓ Know cost per unit to provide

X Law allows charging customer

Performance Measures 1, 2, 5, 6, 7, 8 & 21
Deliverable 72.3
Establish credit system to reward inmates for good conduct
Deliverable 66

Components include:

• Determine inmates eligible for good conduct credits

• Of inmates eligible for good conduct credits, determine those whose conduct entitles them to a credit (deduction from the time of their sentence)

• Follow the rules in Code Sections 24-13-210 and 24-13-220 when calculating the amount of good conduct credit (amount sentence is reduced)

• Revoke good conduct credits if necessary

Performance Measures 5, 6, 8, 21 & 27
Establish credit system to reward inmates who follow the rules

Customers

✓ Know # of potential customers
✓ Know # of customers served
✓ Evaluate customer satisfaction
✓ Evaluate outcomes

Costs

✓ Know cost per unit to provide

X Law allows charging customer

Policies have been established to award credits to inmates who follow rules

Greatest potential harm
Failure will result in incorrect sentence calculations

Recommendations to General Assembly
Support established agency policy and procedure

Customers

✓ Know # of potential customers
✓ Know # of customers served
✓ Evaluate customer satisfaction
✓ Evaluate outcomes

Costs

✓ Know cost per unit to provide

X Law allows charging customer

Policies have been established to award credits to inmates who follow rules

Greatest potential harm
Failure will result in incorrect sentence calculations

Recommendations to General Assembly
Support established agency policy and procedure
Components of establish credit system to reward inmates who follow the rules

<table>
<thead>
<tr>
<th>Components</th>
<th>Greatest Potential Harm</th>
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</thead>
<tbody>
<tr>
<td>Determine inmates eligible for good conduct credits</td>
<td>Required by S.C. Code Sections 24-13-210(A), (B), (C), (F) and 24-13-220 (Deliverable 66.1)</td>
</tr>
<tr>
<td>Of inmates eligible for good conduct credits, determine those whose conduct entitles them to a credit (deduction from the time of their sentence)</td>
<td>Required by S.C. Code Sections 24-13-210(A), (B), (C), (F) and 24-13-220 (Deliverable 66.2)</td>
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<tr>
<td>Failure will result in incorrect sentence calculations</td>
<td></td>
</tr>
<tr>
<td>Follow the rules in 24-13-210 and 24-13-220 when calculating the amount of good conduct credit (amount sentence is reduced)</td>
<td>Required by S.C. Code Sections 24-13-210(A), (B), (C), (F) and 24-13-220 (Deliverable 66.3)</td>
</tr>
<tr>
<td>Revoke good conduct credits if necessary</td>
<td>Allowed by S.C. Code Sections 24-13-210(D); 24-13-220; 24-13-730; 24-27-220; and 24-13-150(B) (Deliverable 66.4)</td>
</tr>
</tbody>
</table>

Customers
- Know # of potential customers
- Know # of customers served
- Evaluate customer satisfaction
- Evaluate outcomes

Costs
- Know cost per unit to provide
- Law allows charging customer
### Escapes

<table>
<thead>
<tr>
<th>Item #9</th>
<th>Escapes from Level 3 (max security)*</th>
<th>Trend</th>
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</thead>
<tbody>
<tr>
<td>Item #10</td>
<td>Escapes from Level 2 (medium security) and Level 3 (max security)</td>
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</tbody>
</table>

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Target:</strong></td>
<td>DNE</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>DNE</td>
<td>DNE</td>
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<td><strong>Actual:</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td></td>
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</tbody>
</table>

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</tr>
</thead>
<tbody>
<tr>
<td><strong>Target:</strong></td>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>0</td>
</tr>
<tr>
<td><strong>Actual:</strong></td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

**Definition of “Escape”**

SCDC Policy OP-22.14 Inmate Disciplinary System, separates escapes into two categories, Class I and Class II, based on seriousness.

- **Disciplinary Offense 901 Class I Escape**: Any escape, attempted escape, or aiding/abetting escape from a Level 2 or 3 institution or from medium or maximum custody at a local detention center. Also includes escapes from a Level I institution or minimum custody at a local detention center that involves any threat of violence, physical harm, or other aggravating circumstances; to include actual or constructive possession of tools or items, which are intended to be used to facilitate an escape. Aggravating circumstances may also include any criminal behavior that occurs while the inmate is on escape status. Note: Should an inmate assigned to an outside detail, at any level institution, walk-off (with no aggravating circumstances), this should be classified as a Class II escape.

- **Disciplinary Offense 902 Class II Escape**: Any escape, attempted escape, or aiding/abetting escape from a Level I institution or minimum custody at a local detention center that does not involve any threat of violence, physical harm, or other aggravating circumstances.

---

**Note:** The agency is no longer utilizing “escapes from level 3 institutions” as a performance measure and is instead tracking total escapes from level 2 and level 3 institutions.
Assaults

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Target:</td>
<td>DNE (Did not exist)</td>
<td>65</td>
<td>49</td>
<td>&lt;88</td>
<td>&lt;88</td>
<td>Less than 1 assault for every 200 inmates in ADP</td>
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</tr>
<tr>
<td>Actual:</td>
<td>68</td>
<td>52</td>
<td>88</td>
<td>134</td>
<td>117</td>
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<td></td>
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</table>

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Target:</td>
<td>DNE</td>
<td>14</td>
<td>11</td>
<td>&lt;19</td>
<td>&lt;30</td>
<td>Less than 1 assault for every 600 inmates in ADP</td>
<td></td>
</tr>
<tr>
<td>Actual:</td>
<td>24 (Source = WC)</td>
<td>21 (Source = WC)</td>
<td>33 (Source = WC)</td>
<td>37 (source = WC)</td>
<td>46 (source = WC)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

How is it calculated?

- **Inmate on inmate** → # of Management Information Notes (MINs) in mainframe that contain the code for Inmate on Inmate Assault that resulted in a serious injury.
  - “Serious injury” is an injury requiring immediate outside medical attention.

- **Inmate on staff** → Number of workers' compensation claims for employees assaulted by inmates that resulted in serious injury.
  - “Serious injury” is an injury requiring outside medical treatment for injuries sustained because of the assault.

Note: In the accountability report, FY14 - FY16 used source of MINs where operational staff indicated assault resulted in serious injury. Since the source changed in FY17 and FY18 to number of workers compensation claims, all numbers are based on that in the chart above.
# Inmate Medical Encounters and Agency Staff Workers Compensation

**Agency seeks Lower than, or meet, target**

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Target:</td>
<td>DNE (Did not exist)</td>
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<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>20-25</td>
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<tr>
<td>Actual:</td>
<td>27.11</td>
<td>29.47</td>
<td>28.91</td>
<td>27.88</td>
<td>26.44</td>
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</table>

<table>
<thead>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Target:</td>
<td>DNE</td>
<td>197</td>
<td>197</td>
<td>197</td>
<td>&lt;275</td>
<td>&lt;300</td>
<td></td>
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<tr>
<td>Actual:</td>
<td>203</td>
<td>240</td>
<td>242</td>
<td>292</td>
<td>296</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Note: Medical encounters per inmate includes both preventative medical treatment and medical treatment needed because of an injury, altercation, etc.)*

---

**How is it calculated?**

\[
\text{# of medical encounters for FY} \div \text{Average daily inmate population for FY}
\]
Execute death sentences
Deliverable 93 (Required by S.C. Code Section 24-3-530)

Components, related to the Operations unit include those below. There are other components related to the Legal and Compliance unit, as well as the Health Services unit, that will be discussed at a later meeting.

- Receive execution orders from the clerk of court
- Take custody of inmates sentenced to execution from county facilities
- Provide a death chamber for executions
- Bear costs of necessary execution equipment
- Ensure necessary individuals are present at execution
- Prohibit witness use of electronic equipment at executions
- Exclude certain persons from execution, when necessary for security purposes
- Keep executioners' information confidential unless ordered to disclose by a court
- Transport executed inmate's body to family members or dispose of it properly
- Bear cost of transporting executed inmate's body
## Components of execute death sentences

<table>
<thead>
<tr>
<th>Components</th>
<th>Greatest Potential Harm</th>
</tr>
</thead>
</table>
| Receive execution orders from the clerk for the Supreme Court  
Required by S.C. Code Section 24-3-510 (Deliverable 93.1) | Unable to carry out the execution sentence |
| Take custody of inmates sentenced to execution from county facilities  
Required by S.C. Code Section 24-3-520 (Deliverable 93.2) | Violent and dangerous offenders would be housed in county facilities |
| Provide a death chamber for executions  
Required by S.C. Code Section 24-3-540 (Deliverable 93.3) | Unable to carry out the execution sentence  
**Recommendation:**  
Ensure legislation for compounding pharmacies making execution drugs remain nameless  
Pass legislation for alternative means for execution |
| Bear costs of necessary execution equipment  
Required by S.C. Code Section 24-3-540 (Deliverable 93.4) | |

### Customers
- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

### Costs
- ✓ Know cost per unit to provide

**X** Law allows charging customer

---

SCDC has never experienced the failure of delivery of the execution order by the clerk of court for the Supreme Court

SCDC is prepared to receive all death sentence cases from the counties

SCDC has an execution chamber that is available to carry out all executions
## Components of execute death sentences (cont.)

<table>
<thead>
<tr>
<th>Components</th>
<th>Greatest Potential Harm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure necessary individuals are present at execution</td>
<td>Would not be able to carry out the execution sentence</td>
</tr>
<tr>
<td>Prohibit witness use of electronic equipment at executions</td>
<td>Prohibit witness use of electronic equipment at executions</td>
</tr>
</tbody>
</table>

### Customers
- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

### Costs
- ✓ Know cost per unit to provide
- ✗ Law allows charging customer
Exclude certain persons from execution, when necessary for security purposes

Customers

- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

Costs

- ✓ Know cost per unit to provide
- X Law allows charging customer

Greatest potential harm

Disruptive environment at the execution chamber

Recommendations to General Assembly

Ensure legislation authorizing the SCDC Director to exclude certain persons from execution, when necessary for security purposes remains in place
Keep executioners' information confidential unless ordered to disclose by a court

<table>
<thead>
<tr>
<th>Customers</th>
<th>Greatest potential harm</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Know # of potential customers</td>
<td>Putting employees involved in harms way for potential retaliatory threats of violence</td>
</tr>
<tr>
<td>✓ Know # of customers served</td>
<td></td>
</tr>
<tr>
<td>✓ Evaluate customer satisfaction</td>
<td></td>
</tr>
<tr>
<td>✓ Evaluate outcomes</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Costs</th>
<th>Recommendations to General Assembly</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Know cost per unit to provide</td>
<td>Ensure legislation is in place to keep executioners' information confidential</td>
</tr>
<tr>
<td>✗ Law allows charging customer</td>
<td></td>
</tr>
</tbody>
</table>
Transport executed inmate's body to family members or dispose of it properly and bear related transportation or disposal costs

**Customers**

- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

**Costs**

- ✓ Know cost per unit to provide
- X Law allows charging customer

**Greatest potential harm**

Agency viewed as insensitive to family of executed inmate

---

Performance Measures  7, 8 & 9
Deliverable 93.92 and 93.93
Extend limits of confinement for terminally ill inmates
Deliverable 15 (Allowed by S.C. Code Section 24-3-210)

Components include:

• 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

**Greatest potential harm**
Bodily injury and/or loss of life of individual inmates

**Customers**
- Know # of potential customers
- Know # of customers served
- Evaluate customer satisfaction
- Evaluate outcomes

**Costs**
- Know cost per unit to provide
- Law allows charging customer

Performance Measures 3,5,6,7,8, 21 & 27
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.

**Customers**
- X Know # of potential customers
- ✓ Know # of customers served
- X Evaluate customer satisfaction
- ✓ Evaluate outcomes

**Greatest potential harm**
- Increased costs as medical furlough release reduce monetary cost to agency due to high medical bills

**Costs**
- ✓ Know cost per unit to provide
- X Law allows charging customer

Performance Measures 3,5,6,7,8,21 & 27
Deliverable 15.1
Causes of Inmate Deaths

The following may provide context for the cause of death categories in the next slide and how the cause of death is determined:

• Local coroner performs an autopsy on each inmate that dies in custody.
  o Required by S.C. Code Section 17-7-10

• Coroner determines cause of death and provides SCDC a copy of the autopsy report.
  o The coroner does not accept any details from SCDC about the events surrounding the death, unless the coroner specifically requests the information.

• SCDC does not determine in which category a death is classified.
  o However, utilizing the coroner’s autopsy SCDC does further sub-categorize the death.
# Cause of Inmate Deaths, by calendar year

**January 1, 2009 – March 31, 2019**

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Total</td>
<td>745</td>
<td>51</td>
<td>70</td>
<td>56</td>
<td>58</td>
<td>66</td>
<td>66</td>
<td>76</td>
<td>79</td>
<td>105</td>
<td>100</td>
<td>18</td>
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<tr>
<td>Natural Cause</td>
<td>617</td>
<td>47</td>
<td>61</td>
<td>51</td>
<td>53</td>
<td>62</td>
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<td>64</td>
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<td>85</td>
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<tr>
<td>Suicide</td>
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<td>2</td>
<td>4</td>
<td>3</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>6</td>
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</table>

*The cause of death categories are from the Bureau of Statistics.*
## Number of Inmate Deaths*

South Carolina compared to other states in 2005 through 2014

<table>
<thead>
<tr>
<th>Inmate Deaths</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>Total</th>
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<tbody>
<tr>
<td>1 Texas</td>
<td>351</td>
<td>443</td>
<td>435</td>
<td>469</td>
<td>426</td>
<td>375</td>
<td>417</td>
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<td>4,225</td>
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<tr>
<td>2 California</td>
<td>366</td>
<td>424</td>
<td>395</td>
<td>369</td>
<td>395</td>
<td>414</td>
<td>388</td>
<td>368</td>
<td>366</td>
<td>317</td>
<td>3,802</td>
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<tr>
<td>3 Florida</td>
<td>244</td>
<td>261</td>
<td>249</td>
<td>291</td>
<td>278</td>
<td>275</td>
<td>297</td>
<td>324</td>
<td>305</td>
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<td>4 Pennsylvania</td>
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<td>157</td>
<td>157</td>
<td>157</td>
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<td>1,490</td>
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<td>115</td>
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<td>1,345</td>
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<td>6 Michigan</td>
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<td>138</td>
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<td>99</td>
<td>148</td>
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<td>119</td>
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<td>124</td>
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<tr>
<td>7 Georgia</td>
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<td>143</td>
<td>128</td>
<td>125</td>
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<td>123</td>
<td>103</td>
<td>122</td>
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<td>1,201</td>
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<tr>
<td>8 Ohio</td>
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<td>101</td>
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<td>126</td>
<td>124</td>
<td>111</td>
<td>1,159</td>
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<td>117</td>
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<td>10 Virginia</td>
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<td>99</td>
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<td>90</td>
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<tr>
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<td>69</td>
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<td>99</td>
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<td>71</td>
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<td>55</td>
<td>58</td>
<td>66</td>
<td>66</td>
<td>659</td>
</tr>
</tbody>
</table>

Comparison of Southeastern States

• The Southern Legislative Conference Council of State Governments produced a report in 2017 which compares statistics across southeastern states.

Adult Correctional Systems Report available at: 

• This presentation does not include all information from the report, due to the number of footnotes in the report which explain the differences in how states define terms and calculate totals.
Inmates who are sentenced to life without parole or capital punishment remain in SCDC for the completion of their sentence.

The agency's approach to stopping the cycle of arrest, incarceration, release and rearrests (recidivism), is to create reentry programs to assist incarcerated individuals with successful transition back into their communities after release. The agency supports the offenders by providing them with educational and vocational opportunities.

Acronyms:
- YOA: Youthful Offender Act
- R&E: Reception and Evaluation
- SCDPPPS: SC Department of Probation, Parole, and Pardon Services
Collaborate with PPP to jointly develop agreement for implementation of a supervised furlough program to reduce recidivism

Deliverable 26 (Required by S.C. Code Section 24-13-710 and -720)

Components include:

- Ensure the cooperative agreement with the Department of Probation, Parole, and Pardon for the supervised furlough program specifies the responsibility and authority of each agency in implementing the program
- Determine guidelines for supervised furlough program including, but not limited to, the selection criteria and process, requirements for supervision, conditions for participation, and removal
- Ensure the written guidelines for the supervised furlough program include, at a minimum, the procedures and eligibility criteria outlined in this statute
- 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 Department of Probation, Parole, and Pardon, state PPP is responsible for doing this)
- Follow the rules in this statute when determining whether an inmate is eligible for supervised furlough
- Prohibit certain inmates from participating in furlough program unless certain conditions are met
- 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 Department of Probation, Parole, and Pardon, state PPP is responsible for doing this)
- 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
Collaborate with PPP to jointly develop supervised furlough program

Legislative Intent in enabling Act

• 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.

• 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.
Components of the supervised furlough program

<table>
<thead>
<tr>
<th>Components</th>
<th>Greatest Potential Harm</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>Increase in violence towards staff, inmates and general public</td>
</tr>
<tr>
<td>Required by S.C. Code Section 24-13-710 (Deliverable 26.1)</td>
<td></td>
</tr>
<tr>
<td>Determine guidelines for supervised furlough program including, but not limited to, the selection criteria and process, requirements for supervision, conditions for participation, and removal</td>
<td>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</td>
</tr>
<tr>
<td>Required by S.C. Code Section 24-13-710 (Deliverable 26.2)</td>
<td></td>
</tr>
</tbody>
</table>

**Customers**
- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

**Costs**
- ✓ Know cost per unit to provide

- X Law allows charging customer

Performance Measures 5,6,7, 8, 21 & 27
### Components of the supervised furlough program

**Responsibility of the Department of Probation, Parole and Pardon, not the Department of Corrections**

<table>
<thead>
<tr>
<th>Components</th>
<th>Required by S.C. Code Section 24-13-710 (Deliverable 26.4)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure the written guidelines for the supervised furlough program include, at a minimum, the procedures and eligibility criteria outlined in this statute. Required by S.C. Code Section 24-13-710 (Deliverable 26.3)</td>
<td></td>
</tr>
<tr>
<td>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 Department of Probation, Parole, and Pardon, state PPP is responsible for doing this)</td>
<td></td>
</tr>
<tr>
<td>Follow the rules in this statute when determining whether an inmate is eligible for supervised furlough. Required by S.C. Code Section 24-13-720 (Deliverable 26.5)</td>
<td></td>
</tr>
<tr>
<td>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 Department of Probation, Parole, and Pardon, state PPP is responsible for doing this)</td>
<td></td>
</tr>
<tr>
<td>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. Required by S.C. Code Section 24-13-710 (Deliverable 26.8)</td>
<td></td>
</tr>
</tbody>
</table>
Notify PPP about projected community supervision release date of any inmate serving a sentence for a "no parole offense," 180 days in advance
Deliverable 59 (Required by S.C. Code Section 24-21-560(F))

Components include:

• Follow the rules in Code Section 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)
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).

**Customers**

- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

**Costs**

- ✓ Know cost per unit to provide

**Greatest potential harm**

- X Law allows charging customer

Procedure has been established to notify the Department of Probation, Parole, and Pardo of schedule CS releases 180 days in advance.

Failure will cause delays in the release process.

Performance Measures 5, 6, 8 & 21

Deliverable 59.1
Follow statutory rules when determining if an inmate is eligible for discharge for serving the entire sentenced term

Deliverable 17 (Required by S.C. Code Section 24-13-210(E, F) and 24-13-220)

Components include:

• Follow the rules in 24-13-40 and 24-13-175 when calculating time served by a inmate

• 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)

• Provide clothing to newly released inmates
  • Collect funds from State treasurer for clothing to newly released inmates

• Provide transportation to newly released inmates
  • Collect funds from State treasurer for transportation to newly released inmates
Follow the rules in 24-13-40 and 24-13-175 when calculating time served by an inmate.

<table>
<thead>
<tr>
<th>Customers</th>
<th>Greatest potential harm</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="https://via.placeholder.com/15" alt="X" /> Know # of potential customers</td>
<td>Danger to public from miscalculation of time served and releasing inmate too soon.</td>
</tr>
<tr>
<td><img src="https://via.placeholder.com/15" alt="✓" /> Know # of customers served</td>
<td>Danger to inmate from miscalculation of time served and keeping inmate detained too long.</td>
</tr>
<tr>
<td><img src="https://via.placeholder.com/15" alt="X" /> Evaluate customer satisfaction</td>
<td></td>
</tr>
<tr>
<td><img src="https://via.placeholder.com/15" alt="✓" /> Evaluate outcomes</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Costs</th>
<th>Recommendations to General Assembly</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="https://via.placeholder.com/15" alt="✓" /> Know cost per unit to provide</td>
<td>Ensure that criminal penalties are clearly defined</td>
</tr>
<tr>
<td><img src="https://via.placeholder.com/15" alt="X" /> Law allows charging customer</td>
<td></td>
</tr>
</tbody>
</table>
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)

Customers
- Know # of potential customers
- Know # of customers served
- Evaluate customer satisfaction
- Evaluate outcomes

Greatest potential harm
Failure to follow court order

Costs
- Know cost per unit to provide

× Law allows charging customer

Performance Measures 5,6,7,8, 21 & 27
Deliverable 17.2
Components for determining if an inmate is eligible for discharge on the basis of serving the entire sentenced term

<table>
<thead>
<tr>
<th>Components</th>
<th>Customers</th>
<th>Costs</th>
<th>Recommendations to General Assembly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide clothing to newly released</td>
<td>✓ Know # of potential customers</td>
<td>✓ Know cost per unit to provide</td>
<td>Allow SCDC to continue to accept clothing for inmate release through the community religious and charitable entities</td>
</tr>
<tr>
<td>Required by S.C. Code 24-3-180 &amp; 24-1-130 (Deliverable 17.3)</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Collect funds from State Treasurer for clothing to newly released inmates</td>
<td>✓ Know # of customers served</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Required by S.C. Code Section 24-3-180 (Deliverable 17.4)</td>
<td>✓ Evaluate customer satisfaction</td>
<td></td>
<td></td>
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<tr>
<td>Provide transportation to newly released inmates</td>
<td>✓ Evaluate outcomes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Required by S.C. Code Section 24-3-180 (Deliverable 17.5)</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Collect funds from State Treasurer for transportation to newly released</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>inmates</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Required by S.C. Code Section 24-3-180 (Deliverable 17.6)</td>
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Greatest potential harm
Inmate dignity is compromised entering back into the community

Costs
- Law allows charging customer
## DISTRIBUTION OF TIME SERVED BY SCDC INMATES RELEASED IN FY 2018

<table>
<thead>
<tr>
<th>TIME SERVED</th>
<th>BLACK MALES</th>
<th></th>
<th>BLACK FEMALES</th>
<th></th>
<th>WHITE MALES</th>
<th></th>
<th>WHITE FEMALES</th>
<th></th>
<th>OTHER MALES</th>
<th></th>
<th>OTHER FEMALES</th>
<th></th>
<th>TOTAL</th>
<th></th>
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<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percent</td>
<td>Number</td>
<td>Percent</td>
<td>Number</td>
<td>Percent</td>
<td>Number</td>
<td>Percent</td>
<td>Number</td>
<td>Percent</td>
<td>Number</td>
<td>Percent</td>
<td>Number</td>
<td>Percent</td>
</tr>
<tr>
<td>3 Months or Less</td>
<td>213</td>
<td>5.2%</td>
<td>26</td>
<td>9.8%</td>
<td>186</td>
<td>5.8%</td>
<td>69</td>
<td>8.4%</td>
<td>6</td>
<td>3.8%</td>
<td>1</td>
<td>7.7%</td>
<td>501</td>
<td>5.8%</td>
</tr>
<tr>
<td>3 Months 1 Day-6 Months</td>
<td>389</td>
<td>9.5%</td>
<td>30</td>
<td>11.3%</td>
<td>342</td>
<td>10.6%</td>
<td>104</td>
<td>12.7%</td>
<td>15</td>
<td>9.4%</td>
<td>2</td>
<td>15.4%</td>
<td>882</td>
<td>10.3%</td>
</tr>
<tr>
<td>6 Months 1 Day-9 Months</td>
<td>397</td>
<td>9.7%</td>
<td>27</td>
<td>10.2%</td>
<td>379</td>
<td>11.8%</td>
<td>126</td>
<td>15.4%</td>
<td>12</td>
<td>7.5%</td>
<td>0</td>
<td>0.0%</td>
<td>941</td>
<td>11.0%</td>
</tr>
<tr>
<td>9 Months 1 Day-1 Year</td>
<td>341</td>
<td>8.3%</td>
<td>25</td>
<td>9.4%</td>
<td>308</td>
<td>9.6%</td>
<td>91</td>
<td>11.1%</td>
<td>11</td>
<td>6.9%</td>
<td>1</td>
<td>7.7%</td>
<td>777</td>
<td>9.1%</td>
</tr>
<tr>
<td>1 Year 1 Day-2 Years</td>
<td>1,018</td>
<td>24.8%</td>
<td>82</td>
<td>30.9%</td>
<td>969</td>
<td>30.1%</td>
<td>299</td>
<td>36.6%</td>
<td>40</td>
<td>25.0%</td>
<td>5</td>
<td>38.5%</td>
<td>2,413</td>
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<tr>
<td>2 Years 1 Day-3 Years</td>
<td>511</td>
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<td>36</td>
<td>13.6%</td>
<td>418</td>
<td>13.0%</td>
<td>65</td>
<td>8.0%</td>
<td>13</td>
<td>8.1%</td>
<td>2</td>
<td>15.4%</td>
<td>1,045</td>
<td>12.2%</td>
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<td>3 Years 1 Day-4 Years</td>
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<td>1.9%</td>
<td>162</td>
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<td>21</td>
<td>2.6%</td>
<td>7</td>
<td>4.4%</td>
<td>1</td>
<td>7.7%</td>
<td>467</td>
<td>5.4%</td>
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<tr>
<td>4 Years 1 Day-5 Years</td>
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<td>4.0%</td>
<td>7</td>
<td>2.6%</td>
<td>98</td>
<td>3.0%</td>
<td>12</td>
<td>1.5%</td>
<td>7</td>
<td>4.4%</td>
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<td>0.0%</td>
<td>289</td>
<td>3.4%</td>
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<tr>
<td>5 Years 1 Day-6 Years</td>
<td>140</td>
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<td>4</td>
<td>1.5%</td>
<td>80</td>
<td>2.5%</td>
<td>8</td>
<td>1.0%</td>
<td>8</td>
<td>5.0%</td>
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<td>0.0%</td>
<td>240</td>
<td>2.8%</td>
</tr>
<tr>
<td>6 Years 1 Day-7 Years</td>
<td>101</td>
<td>2.5%</td>
<td>5</td>
<td>1.9%</td>
<td>33</td>
<td>1.0%</td>
<td>3</td>
<td>0.4%</td>
<td>8</td>
<td>5.0%</td>
<td>0</td>
<td>0.0%</td>
<td>150</td>
<td>1.7%</td>
</tr>
<tr>
<td>7 Years 1 Day-8 Years</td>
<td>47</td>
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<td>0.0%</td>
<td>23</td>
<td>0.7%</td>
<td>3</td>
<td>0.4%</td>
<td>3</td>
<td>1.9%</td>
<td>0</td>
<td>0.0%</td>
<td>76</td>
<td>0.9%</td>
</tr>
<tr>
<td>8 Years 1 Day-9 Years</td>
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<td>3.3%</td>
<td>7</td>
<td>2.6%</td>
<td>53</td>
<td>1.6%</td>
<td>3</td>
<td>0.4%</td>
<td>13</td>
<td>8.1%</td>
<td>0</td>
<td>0.0%</td>
<td>210</td>
<td>2.4%</td>
</tr>
<tr>
<td>9 Years 1 Day-10 Years</td>
<td>49</td>
<td>1.2%</td>
<td>2</td>
<td>0.8%</td>
<td>8</td>
<td>0.2%</td>
<td>2</td>
<td>0.2%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>61</td>
<td>0.7%</td>
</tr>
<tr>
<td>10 Years 1 Day-15 Years</td>
<td>156</td>
<td>3.8%</td>
<td>4</td>
<td>1.5%</td>
<td>78</td>
<td>2.4%</td>
<td>4</td>
<td>0.5%</td>
<td>11</td>
<td>6.9%</td>
<td>1</td>
<td>7.7%</td>
<td>254</td>
<td>3.0%</td>
</tr>
<tr>
<td>15 Years 1 Day-20 Years</td>
<td>84</td>
<td>2.0%</td>
<td>1</td>
<td>0.4%</td>
<td>41</td>
<td>1.3%</td>
<td>3</td>
<td>0.4%</td>
<td>6</td>
<td>3.8%</td>
<td>0</td>
<td>0.0%</td>
<td>135</td>
<td>1.6%</td>
</tr>
<tr>
<td>20 Years 1 Day-25 Years</td>
<td>38</td>
<td>0.9%</td>
<td>2</td>
<td>0.8%</td>
<td>22</td>
<td>0.7%</td>
<td>1</td>
<td>0.1%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>63</td>
<td>0.7%</td>
</tr>
<tr>
<td>25 Years 1 Day-30 Years</td>
<td>18</td>
<td>0.4%</td>
<td>1</td>
<td>0.4%</td>
<td>6</td>
<td>0.2%</td>
<td>2</td>
<td>0.2%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>27</td>
<td>0.3%</td>
</tr>
<tr>
<td>Over 30 Years</td>
<td>34</td>
<td>0.8%</td>
<td>1</td>
<td>0.4%</td>
<td>18</td>
<td>0.6%</td>
<td>1</td>
<td>0.1%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>54</td>
<td>0.6%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>4,106</td>
<td>100.0%</td>
<td>265</td>
<td>100.0%</td>
<td>3,224</td>
<td>100.0%</td>
<td>817</td>
<td>100.0%</td>
<td>160</td>
<td>100.0%</td>
<td>13</td>
<td>100.0%</td>
<td>8,585</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

### AVERAGE TIME SERVED

*This average does not include inmates with life, death, YOA sentences and inmates released on paid fine, remanded, appeal, court order, pardon, resentenced, or death.
Note: Percentages may not add up due to rounding.*
<table>
<thead>
<tr>
<th>TIME TO MAXOUT *</th>
<th>MALES</th>
<th>FEMALES</th>
<th>TOTAL</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>#</td>
<td>Male%</td>
<td>#</td>
<td>Female%</td>
</tr>
<tr>
<td>5 Years or Less</td>
<td>5,633</td>
<td>85.65%</td>
<td>943</td>
<td>94.30%</td>
</tr>
<tr>
<td>5 Years, 1 Day to 10 Years</td>
<td>466</td>
<td>7.09%</td>
<td>33</td>
<td>3.30%</td>
</tr>
<tr>
<td>Over 10 Years **</td>
<td>478</td>
<td>7.27%</td>
<td>24</td>
<td>2.40%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>6,577</td>
<td>100.00%</td>
<td>1,000</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

* Maxout date stored as calculated in July 2018.

** Includes life sentences.
## State Expenditures per Inmate

Agency seeks Lower than, or meet, target

<table>
<thead>
<tr>
<th>Item #27</th>
<th>Total cost per inmate per year</th>
<th>2013-14</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target:</td>
<td>DNE (Did not exist)</td>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>&lt;$24,090.96</td>
</tr>
<tr>
<td>Actual:</td>
<td>$19,136.90</td>
<td>$19,727.60</td>
<td>$19,935.07</td>
<td>$20,924.75</td>
<td>$23,711.57</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Target:</td>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>&lt;$789.11</td>
</tr>
<tr>
<td>Actual:</td>
<td>$667.95</td>
<td>$678.90</td>
<td>$757.62</td>
<td>$715.40</td>
<td>$777.45</td>
<td></td>
</tr>
</tbody>
</table>

### How is it calculated?

- **Total** → Total agency expenditures for FY (divided by) Average daily inmate population for FY
- **Food** → Food supply only expenditures for FY (divided by) Average daily inmate population for FY
# Expenditures in Southern Legislative Conference States

**Fiscal Year 2017 (Data as of July 1, 2017)**

<table>
<thead>
<tr>
<th>State</th>
<th>Rank</th>
<th>Per Inmate</th>
<th>State</th>
<th>Rank</th>
<th>Per Capita</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Carolina</td>
<td>1</td>
<td>$42,555</td>
<td>North Carolina</td>
<td>1</td>
<td>$150.91</td>
</tr>
<tr>
<td>Virginia</td>
<td>2</td>
<td>$31,734</td>
<td>Virginia</td>
<td>2</td>
<td>$141.41</td>
</tr>
<tr>
<td>Tennessee</td>
<td>3</td>
<td>$30,124</td>
<td>Oklahoma</td>
<td>3</td>
<td>$138.41</td>
</tr>
<tr>
<td>West Virginia</td>
<td>4</td>
<td>$25,945</td>
<td>Tennessee</td>
<td>4</td>
<td>$137.91</td>
</tr>
<tr>
<td>Missouri</td>
<td>5</td>
<td>$24,132</td>
<td>Missouri</td>
<td>5</td>
<td>$129.49</td>
</tr>
<tr>
<td>Florida</td>
<td>6</td>
<td>$23,904</td>
<td>Texas</td>
<td>6</td>
<td>$123.22</td>
</tr>
<tr>
<td>Texas</td>
<td>7</td>
<td>$23,873</td>
<td>Georgia</td>
<td>7</td>
<td>$118.11</td>
</tr>
<tr>
<td>Georgia</td>
<td>8</td>
<td>$22,215</td>
<td>Arkansas</td>
<td>8</td>
<td>$117.33</td>
</tr>
<tr>
<td>Oklahoma</td>
<td>9</td>
<td>$20,473</td>
<td>Mississippi</td>
<td>9</td>
<td>$113.04</td>
</tr>
<tr>
<td>Arkansas</td>
<td>10</td>
<td>$20,105</td>
<td>Florida</td>
<td>10</td>
<td>$111.40</td>
</tr>
<tr>
<td>South Carolina</td>
<td>11</td>
<td>$19,083</td>
<td>Louisiana</td>
<td>11</td>
<td>$110.98</td>
</tr>
<tr>
<td>Alabama</td>
<td>12</td>
<td>$19,066</td>
<td>West Virginia</td>
<td>12</td>
<td>$101.19</td>
</tr>
<tr>
<td>Mississippi</td>
<td>13</td>
<td>$18,149</td>
<td>Alabama</td>
<td>13</td>
<td>$94.02</td>
</tr>
<tr>
<td>Louisiana</td>
<td>14</td>
<td>$14,188</td>
<td>South Carolina</td>
<td>14</td>
<td>$77.15</td>
</tr>
<tr>
<td>Kentucky</td>
<td>15</td>
<td>$9,266</td>
<td>Kentucky</td>
<td>15</td>
<td>$49.24</td>
</tr>
</tbody>
</table>

**Note:** Expenditures are total operating expenditures for adult corrections.

Hire and manage employees
Deliverable 2 (Allowed by S.C. Code Section 24-1-110(A))

Components of this deliverable related to the Operations unit include the items below. Other components of this deliverable relate to other organizational units, and will be discussed during presentation of those units.

• Utilize funds appropriated for special assignment pay solely for special assignment pay to employees in full-time equivalent positions
  • Purpose is to 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

• Determine amount of special assignment pay for appropriate staff

• Meals during emergencies or emergency simulation exercises, provide to employees

• Replace applicable employee property if damaged or destroyed by inmate

• Establish guidelines for replacement of employee property damaged by inmates
Components of hire and manage employees

**Components**

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*

Required by 2018-19 Proviso 65.18 (Deliverable 2.7)

Determine amount of special assignment pay for appropriate staff

Required by 2018-19 Proviso 65.18 (Deliverable 2.8)

Replace applicable employee property if damaged or destroyed by inmate

Required by 2018-19 Proviso 117.17 (Deliverable 2.9)

Establish guidelines for replacement of employee property damaged by inmates

Required by 2018-19 Proviso 117.17 (Deliverable 2.91)

**Customers**

- Know # of potential customers
- Know # of customers served
- Evaluate customer satisfaction
- Evaluate outcomes

**Costs**

- Know cost per unit to provide
- Law allows charging customer

**Greatest potential harm**

Correctional officers would be less likely to want to work in higher security required institutions

**Recommendations to General Assembly**

Continued support for the law concerning incarcerated individuals

Be aware of nation-wide changes that occurs in the management and operations of a properly run prison system

Performance Measures 30, 31, 32, 33, 34, 35, 36, & 37
Provide meals to employees during emergencies or emergency simulation exercises

**Customers**
- ✓ Know # of potential customers
- ✓ Know # of customers served
- ✓ Evaluate customer satisfaction
- ✓ Evaluate outcomes

**Greatest potential harm**
- Interrupts the flow and operational alertness of the emergency teams if meals are not brought in to them

**Costs**
- ✓ Know cost per unit to provide
- X Law allows charging customer

**Recommendations to General Assembly**
- Allow SCDC to continue to support the mission of our emergency teams

---

Performance Measures: 30, 31, 32, 33, 34, 35, 36, & 37
Deliverable 2.92
Hiring Process and Applicants Remaining at Each Stage

*Current as of March 1, 2019*

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Applications Received</strong></td>
<td>3,243</td>
<td>4,071</td>
<td>4,732</td>
<td>2,934</td>
</tr>
<tr>
<td>Application Processed (first screen on minimum qualifications) Number reflects applicants who did not advance</td>
<td>263</td>
<td>300</td>
<td>354</td>
<td>235</td>
</tr>
<tr>
<td>Application Review (Recruitment Branch / Selecting Officials / HR Manager) Number reflects applicants who did not advance</td>
<td>221</td>
<td>510</td>
<td>725</td>
<td>364</td>
</tr>
<tr>
<td>Verensics Testing (reliability, integrity assessment) Implemented on 12/1/2018 Number reflects applicants who did not advance</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>28</td>
</tr>
<tr>
<td>Personal Interview/Panel Interview for announced / promotions Number reflects applicants who did not advance</td>
<td>671</td>
<td>404</td>
<td>564</td>
<td>495</td>
</tr>
<tr>
<td>Background Check Number reflects applicants who did not advance</td>
<td>295</td>
<td>499</td>
<td>615</td>
<td>334</td>
</tr>
<tr>
<td>Drug Screen/Medical Number reflects applicants who did not advance</td>
<td>45</td>
<td>65</td>
<td>60</td>
<td>25</td>
</tr>
<tr>
<td>Pre-Process/Onboarding (Day 1) Number reflects applicants who did not advance</td>
<td>501</td>
<td>582</td>
<td>661</td>
<td>436</td>
</tr>
<tr>
<td>Physical Agility Test Number reflects applicants who did not advance</td>
<td>88</td>
<td>31</td>
<td>80</td>
<td>34</td>
</tr>
<tr>
<td><strong>Total Hired</strong></td>
<td>1,159</td>
<td>1,680</td>
<td>1,673</td>
<td>983</td>
</tr>
</tbody>
</table>
Security Positions Held, by Sex

Performance Measure Item #31
Security Positions Held, by Race

Performance Measure Items
#32, 33, 34, and 35
## Security Positions Filled and Retained

### Item #30
**Total filled, security positions**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>DNE (Did not exist)</td>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>90%</td>
</tr>
</tbody>
</table>

**Trend**

*Not enough data for trend line*

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>87.83%</td>
<td></td>
</tr>
</tbody>
</table>

### Item #36
**One year retention rate for new hire security staff**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>DNE</td>
<td>50%</td>
</tr>
</tbody>
</table>

**Trend**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>54.33%</td>
<td>53.67%</td>
<td>50.48%</td>
<td>45.79%</td>
<td>49.00%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

How is it calculated?

\[
\text{# of filled security positions} / \text{# of funded security positions}
\]
## Correctional Officer New Hire Retention Numbers and Rates

**FY 1997 – FY 2018**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Job Class</th>
<th>Position</th>
<th>Number Hired</th>
<th>Number of Hires Retained After...</th>
<th>Percent of Hires Retained After...</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1st Year</td>
<td>2nd Year</td>
</tr>
<tr>
<td>1997 JD30</td>
<td>JD30</td>
<td>CORRECTIONAL OFFICER I</td>
<td>918</td>
<td>547</td>
<td>382</td>
</tr>
<tr>
<td>1998 JD30</td>
<td>JD30</td>
<td>CORRECTIONAL OFFICER I</td>
<td>1,201</td>
<td>700</td>
<td>507</td>
</tr>
<tr>
<td>1999 JD30</td>
<td>JD30</td>
<td>CORRECTIONAL OFFICER I</td>
<td>1,269</td>
<td>646</td>
<td>474</td>
</tr>
<tr>
<td>2000 JD30</td>
<td>JD30</td>
<td>CORRECTIONAL OFFICER I</td>
<td>1,183</td>
<td>569</td>
<td>407</td>
</tr>
<tr>
<td>2001 JD30</td>
<td>JD30</td>
<td>CORRECTIONAL OFFICER I</td>
<td>923</td>
<td>427</td>
<td>308</td>
</tr>
<tr>
<td>2002 JD30</td>
<td>JD30</td>
<td>CORRECTIONAL OFFICER I</td>
<td>604</td>
<td>299</td>
<td>209</td>
</tr>
<tr>
<td>2003 JD30</td>
<td>JD30</td>
<td>CORRECTIONAL OFFICER I</td>
<td>897</td>
<td>467</td>
<td>315</td>
</tr>
<tr>
<td>2004 JD30</td>
<td>JD30</td>
<td>CORRECTIONAL OFFICER I</td>
<td>921</td>
<td>470</td>
<td>335</td>
</tr>
<tr>
<td>2005 JD30</td>
<td>JD30</td>
<td>CORRECTIONAL OFFICER I</td>
<td>944</td>
<td>473</td>
<td>358</td>
</tr>
<tr>
<td>2006 JD30</td>
<td>JD30</td>
<td>CORRECTIONAL OFFICER I</td>
<td>1,085</td>
<td>548</td>
<td>415</td>
</tr>
<tr>
<td>2007 JD30</td>
<td>JD30</td>
<td>CORRECTIONAL OFFICER I</td>
<td>1,059</td>
<td>559</td>
<td>444</td>
</tr>
<tr>
<td>2008 JD30</td>
<td>JD30</td>
<td>CORRECTIONAL OFFICER I</td>
<td>1,034</td>
<td>518</td>
<td>423</td>
</tr>
<tr>
<td>2009 JD30</td>
<td>JD30</td>
<td>CORRECTIONAL OFFICER I</td>
<td>1,012</td>
<td>560</td>
<td>411</td>
</tr>
<tr>
<td>2010 JD30</td>
<td>JD30</td>
<td>CORRECTIONAL OFFICER I</td>
<td>699</td>
<td>402</td>
<td>298</td>
</tr>
<tr>
<td>2011 JD30</td>
<td>JD30</td>
<td>CORRECTIONAL OFFICER I</td>
<td>838</td>
<td>475</td>
<td>382</td>
</tr>
<tr>
<td>2012 JD30</td>
<td>JD30</td>
<td>CORRECTIONAL OFFICER I</td>
<td>885</td>
<td>435</td>
<td>352</td>
</tr>
<tr>
<td>2013 JD30</td>
<td>JD30</td>
<td>CORRECTIONAL OFFICER I</td>
<td>924</td>
<td>502</td>
<td>365</td>
</tr>
<tr>
<td>2014 JD30</td>
<td>JD30</td>
<td>CORRECTIONAL OFFICER I</td>
<td>818</td>
<td>439</td>
<td>291</td>
</tr>
<tr>
<td>2015 JD30</td>
<td>JD30</td>
<td>CORRECTIONAL OFFICER I</td>
<td>731</td>
<td>369</td>
<td>236</td>
</tr>
<tr>
<td>2016 JD30</td>
<td>JD30</td>
<td>CORRECTIONAL OFFICER I</td>
<td>701</td>
<td>321</td>
<td>222</td>
</tr>
<tr>
<td>2017 JD30</td>
<td>JD30</td>
<td>CORRECTIONAL OFFICER I</td>
<td>1,051</td>
<td>520</td>
<td></td>
</tr>
<tr>
<td>2018 JD30</td>
<td>JD30</td>
<td>CORRECTIONAL OFFICER I</td>
<td>1,053</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Note:** Retention is based on number of years since hire date. Retention for a Fiscal Year is ONLY calculated after n full year(s) has passed from the end of the fiscal year in question. The reason for waiting until the end of subsequent fiscal year(s) to calculate retention is to ensure that employees had enough time to potentially meet a category. For example: If an employee was hired on 5.29.2016 (in FY 2016) and we calculate retention on 1.15.2017 (before FY 2017 has ended) then that employee will not count toward the “1st Year” count. Even if the employee was still employed on 1.15.17 that employee would not count toward the “1st Year” count because at that point it had not been 1 year from the employee’s hire date.
Correctional Officer Job Satisfaction Assessment
September 2013

Factors contributing to turnover
• Low pay and benefits
• Low managerial and supervisory support
• Job dangerousness
• High disease and injury threat
• Low job commitment
• Other more appealing job possibilities

Popular Rival Jobs Identified
• Law enforcement of any kind
• Correctional officer within other institutions
• Probation/Parole
Correctional Officer Job Satisfaction Assessment  
*September 2013*

**Key Findings**

- Primary factors contributing to correctional officers (CO) desire to quit include a need for greater compensation packages (i.e., consisting of higher pay, better retirement benefits and healthcare coverage), along with improved safety measures that reduce the risk of disease and injury.

- Cos also note they are frequently required to conceal their negative emotions about staff, inmates and administration and that if they were provided with emotional outlets to voice their frustrations, this would help alleviate this stress.

- COs desire greater input into decision-making, more career advancement opportunities and additional opportunities to make a difference in other people’s lives.
Correctional Officer Job Satisfaction Assessment

*September 2013*

Key Recommendations

• Develop multi-level compensation packages that include not just pay issues, but consideration of retirement and healthcare benefits. Also some senior employees feel neglected when the focus is centered on hiring new employees.

• Develop a reward and recognition program for all correctional officials. This may be as simple as utilizing the email system more effectively.

• It is important to address work environment issues, and especially those concerning officer safety. Training may be needed to reinforce workplace safety and health risk concerns.

• Provide emotional outlets for officers. Also of stress appears to stem from the suppression of emotions while at work. Programs that target CO stress should include issues of emotional dissonance.
Division of Training and Staff Development
Overview of Division

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

There are no deliverables from the Division of Training and Staff Development specified in law. However, examples of deliverables this division provides are as follows:

• Provides Basic Training for Correctional Officer Certification (Class 2)

• Provides mandatory training for all SCDC staff annually

• Provides the opportunity for all employees to further develop their professional skills and knowledge for advancement of their careers within SCDC
# Deliverables of the Division

<table>
<thead>
<tr>
<th>Number of new correctional officers trained</th>
<th>Calendar Year 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>C/O Certification Training (Basic)</td>
<td>744</td>
</tr>
<tr>
<td>Cadet Basic Training</td>
<td>68</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>812</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of agency employees participating in mandatory annual training</th>
<th>Calendar Year 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-certified</td>
<td>1,772</td>
</tr>
<tr>
<td>Certified</td>
<td>3,581</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5,353</strong></td>
</tr>
</tbody>
</table>
Services in law that SCDC does not utilize
Assist PPP in developing and implementing an adult criminal offender management system

Deliverable 23 (Required by S.C. Code Section 24-22-40)

Components include:

- Do not initiate the offender management system, or enroll inmates into it, unless the program is "appropriately funded" with general funds from the state.
- Utilize the definitions in 24-22-20 when applying laws within the "Offender Management System Act".
- Establish disciplinary procedures for reintegration centers.
- Work with PPP to develop procedures for revocation of offender management system status.
- 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.
- 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).
- Transport inmates enrolled in the offender management system to an SCDC Reintegration Center for evaluation.
- Notify PPP of all victim impact statements which references inmates enrolled in the offender management system.
- 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.
- 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, restitutions centers, public service work programs, substance abuse programs, short term incarceration, and intensive supervision).
- Discipline or remove inmates that are enrolled in the offender management system at Reintegration Centers, pursuant to agency procedures, when necessary.
- Revoke offender management system status if necessary.
- Do not release inmates on the offender management system status on supervised furlough.
- Do not give parole hearings to inmates on the offender management system status.
- 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.
- 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.
- If funds for offender management system are exhausted, terminate the system until "appropriate funding" has been provided from the general funds of the State.
Components of assist PPP with the adult criminal offender management system

**PLEASE NOTE**
S.C. Code Section 24-22-90 needs to be updated because it references another statute (16-1-1550) which no longer exists

<table>
<thead>
<tr>
<th>Components</th>
<th><strong>PLEASE NOTE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Do not initiate the offender management system, or enroll inmates into it, unless the program is &quot;appropriately funded&quot; with general funds from the state Required by S.C. Code Section 24-22-150 (Deliverable 23.1)</td>
<td><strong>PLEASE NOTE</strong></td>
</tr>
<tr>
<td>Utilize the definitions in 24-22-20 when applying laws within the &quot;Offender Management System Act“ Required by S.C. Code Section 24-22-20 (Deliverable 23.2 and 23.3)</td>
<td><strong>PLEASE NOTE</strong></td>
</tr>
<tr>
<td>Establish disciplinary procedures for reintegration centers Required by S.C. Code Section 24-22-120 (Deliverable 23.4)</td>
<td><strong>PLEASE NOTE</strong></td>
</tr>
<tr>
<td>Work with PPP to develop procedures for revocation of offender management system status Required by S.C. Code Section 24-22-80 (Deliverable 23.5)</td>
<td><strong>PLEASE NOTE</strong></td>
</tr>
<tr>
<td>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 Required by S.C. Code Section 24-22-40 (Deliverable 23.6)</td>
<td><strong>PLEASE NOTE</strong></td>
</tr>
</tbody>
</table>
## Components of assist PPP with the adult criminal offender management system (cont.)

<table>
<thead>
<tr>
<th>Components</th>
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</thead>
<tbody>
<tr>
<td>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)</td>
<td>Required by S.C. Code Section 24-22-110 (Deliverable 23.7)</td>
<td></td>
</tr>
<tr>
<td>Transport inmates enrolled in the offender management system to an SCDC Reintegration Center for evaluation</td>
<td>Required by S.C. Code Section 24-22-90 (Deliverable 23.8)</td>
<td></td>
</tr>
<tr>
<td>Notify PPP of all victim impact statements which references inmates enrolled in the offender management system</td>
<td>Required by S.C. Code Section 24-22-90 (Deliverable 23.9)</td>
<td></td>
</tr>
<tr>
<td>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</td>
<td>Required by S.C. Code Section 24-22-60 (Deliverable 23.91)</td>
<td></td>
</tr>
<tr>
<td>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)</td>
<td>Required by S.C. Code Section 24-22-60 (Deliverable 23.92)</td>
<td></td>
</tr>
<tr>
<td>Discipline or remove inmates that are enrolled in the offender management system at Reintegration Centers, pursuant to agency procedures, when necessary</td>
<td>Allowed by S.C. Code Section 24-22-120 (Deliverable 23.93)</td>
<td></td>
</tr>
</tbody>
</table>

**SCDC does not utilize the Adult Offender Management System**
### Components of assist PPP with the adult criminal offender management system (cont.)

<table>
<thead>
<tr>
<th>Components</th>
<th>Required by Code Section 24-22-130 (Deliverable 23.97)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revoke offender management system status if necessary</td>
<td>Allowed by S.C. Code Section 24-22-80 (Deliverable 23.94)</td>
</tr>
<tr>
<td>Do not release inmates on the offender management system status on supervised furlough</td>
<td>Required by S.C. Code Section 24-22-130 (Deliverable 23.95)</td>
</tr>
<tr>
<td>Do not give parole hearings to inmates on the offender management system status</td>
<td>Required by S.C. Code Section 24-22-130 (Deliverable 23.96)</td>
</tr>
<tr>
<td>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</td>
<td>Required by S.C. Code Section 24-22-130 (Deliverable 23.97)</td>
</tr>
<tr>
<td>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</td>
<td>Required by S.C. Code Section 24-22-150 (Deliverable 23.98)</td>
</tr>
<tr>
<td>If funds for offender management system are exhausted, terminate the system until &quot;appropriate funding&quot; has been provided from the general funds of the State.</td>
<td>Required by S.C. Code Section 24-22-150 (Deliverable 23.99)</td>
</tr>
</tbody>
</table>

SCDC does not utilize the Adult Offender Management system
Establish a home detention program
Deliverable 24 (Allowed by S.C. Code Section 24-13-1540)

Components include:
• See next slide
<table>
<thead>
<tr>
<th>Components of establish home detention program</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Components</strong></td>
</tr>
<tr>
<td>Establish regulations for home detention programs, as outlined in this statute, if the agency implements a home detention program</td>
</tr>
<tr>
<td>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</td>
</tr>
<tr>
<td>Allow victims to provide input on an inmate’s home detention sentence</td>
</tr>
<tr>
<td>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</td>
</tr>
<tr>
<td>Notify home detention participants of consequences for violations of program</td>
</tr>
<tr>
<td>Determine which inmates participating in the home detention program must use electronic monitoring devices</td>
</tr>
<tr>
<td>Monitor participant compliance with home detention program regulations</td>
</tr>
<tr>
<td>Receive, from inmates in home detention program, change of residence request and determine whether to approve request</td>
</tr>
</tbody>
</table>

**SCDC does not utilize the Home Detention Program at this time**
Work with PPP to determine terms/conditions of inmate participation in day reporting centers
Deliverable 25 (Required by S.C. Code Section 24-21-1310(A),(B) and -1320)

Components include:

• Take custody of inmates who have day reporting center sentence revoked

SCDC does not utilize the Day Reporting Centers
Transport inmates from court to state prison system
Deliverable 89 (Required by S.C. Code Section 24-3-60)

Components include:

- Collect funds from State Treasurer for transportation of prisoners from court to SCDC

SCDC does not transport;
Counties transport
Questions/Comments
• Website - http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee.php
• Phone Number - 803-212-6810
• Email - HCommLegOv@schouse.gov
• Location - Blatt Building, Room 228
Visual Summary Figure 1 provided by the agency in its Program Evaluation report available online under “Citizens’ Interest,” under “House Legislative Oversight Committee Postings and Reports,” under “Corrections, Department of,” under “Other Reports, Reviews, and Audits,” and under “Oversight Reports,” https://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/Corrections/PER%20Submission%202012819.pdf (accessed February 13, 2019).