

# Annual retention rates by budget unit (CY 2014-2018)

Included in the Department of Corrections' (SCDC) March 20, 2019 letter to the House Legislative Oversight Committee (LOC). This information was provided in response to the following question in LOC's February 25, 2019, letter to the Department of Corrections: "14 - What type of performance data related to hiring and retention does the agency track?"

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

For hiring we monitor the following performance data measures:

- Qualified Candidates - Provides a strong indicator of how close our team is to achieving the hiring goal for a given period. We calculate this by (qualified candidates = total candidates per opening who move past the phone screen stage)
- Time to Fill - Adds up the total number of days an open job goes unfilled, and the average time to fill looks at all unfilled positions over a set time period. (We measure this by: Total number of days job is available and unfilled)
- EEO Reporting
- Sourcing channel - To optimize our hiring process, we have to know where candidates are coming from and which sources provide the most qualified candidates.

The statistical reports attached, reflect a snapshot of historical data that paints the picture on some of the struggles in filling cadet and correctional officer positions. (Note: JD30 positions in the attached documents are front-line entry-level cadets and correctional officers (CO1-CO3)).

Nationally, correctional agencies are having a hard time filling vacancies in prisons. This is partially due to the fact that facilities were historically placed in rural areas and the employable population has dwindled through the years.

In South Carolina, 14 of our 21 institutions are in counties with continuously decreasing labor pools due to relocating to more metropolitan areas.

**SCDC Annual Retention Rates  
by Budget Unit  
CY 2014 - CY 2018**

| Code  | Budget Unit<br>Description             | 2014     |                          |                   | 2015     |                          |                   | 2016     |                          |                   | 2017     |                          |                   | 2018     |                          |                   |
|-------|----------------------------------------|----------|--------------------------|-------------------|----------|--------------------------|-------------------|----------|--------------------------|-------------------|----------|--------------------------|-------------------|----------|--------------------------|-------------------|
|       |                                        | Jan. 1st | # Remaining<br>Dec. 31st | Retention<br>Rate | Jan. 1st | # Remaining<br>Dec. 31st | Retention<br>Rate | Jan. 1st | # Remaining<br>Dec. 31st | Retention<br>Rate | Jan. 1st | # Remaining<br>Dec. 31st | Retention<br>Rate | Jan. 1st | # Remaining<br>Dec. 31st | Retention<br>Rate |
| 10101 | AGENCY DIRECTOR                        | 3        | 2                        | 66.67%            | 3        | 3                        | 100.00%           | 3        | 2                        | 66.67%            | 3        | 2                        | 66.67%            | 2        | 2                        | 100.00%           |
| 10202 | COMMUNICATIONS                         | 3        | 2                        | 66.67%            | 3        | 1                        | 33.33%            | 1        | 0                        | 0.00%             |          |                          |                   | 2        | 1                        | 50.00%            |
| 10301 | OFFICE OF INSPECTOR GENERAL            | 20       | 14                       | 70.00%            | 18       | 3                        | 16.67%            | 5        | 3                        | 60.00%            | 3        | 3                        | 100.00%           | 4        | 3                        | 75.00%            |
| 10305 | DIVISION OF VISITATION & IM DRUG TEST  |          |                          |                   |          |                          |                   | 7        | 7                        | 100.00%           | 7        | 7                        | 100.00%           | 7        | 6                        | 85.71%            |
| 10701 | OPERATIONS                             | 19       | 17                       | 89.47%            | 20       | 16                       | 80.00%            | 20       | 17                       | 85.00%            | 24       | 19                       | 79.17%            | 28       | 19                       | 67.86%            |
| 10702 | INSTITUTIONAL RETENTION LT LEVEL II    |          |                          |                   |          |                          |                   |          |                          |                   |          |                          |                   | 6        | 5                        | 83.33%            |
| 10703 | INSTITUTIONAL RETENTION LT LEVEL III   |          |                          |                   |          |                          |                   |          |                          |                   |          |                          |                   | 5        | 3                        | 60.00%            |
| 10901 | VICTIM SERVICES                        | 7        | 5                        | 71.43%            | 7        | 7                        | 100.00%           | 9        | 7                        | 77.78%            | 9        | 7                        | 77.78%            | 8        | 7                        | 87.50%            |
| 11101 | SUBSTANCE ABUSE SERVICES DIVISION      | 8        | 6                        | 75.00%            | 7        | 7                        | 100.00%           | 7        | 6                        | 85.71%            | 6        | 5                        | 83.33%            | 5        | 0                        | 0.00%             |
| 14101 | OFFICE OF GENERAL COUNSEL              | 11       | 10                       | 90.91%            | 15       | 10                       | 66.67%            | 15       | 10                       | 66.67%            | 14       | 12                       | 85.71%            | 19       | 14                       | 73.68%            |
| 14102 | LEGISLATIVE LIAISON                    | 1        | 1                        | 100.00%           | 1        | 0                        | 0.00%             |          |                          |                   |          |                          |                   |          |                          |                   |
| 14201 | POLICY DEVELOPMENT                     | 3        | 2                        | 66.67%            | 2        | 2                        | 100.00%           | 2        | 2                        | 100.00%           | 2        | 2                        | 100.00%           | 2        | 2                        | 100.00%           |
| 14301 | INMATE GRIEVANCE                       | 6        | 3                        | 50.00%            | 5        | 4                        | 80.00%            | 6        | 4                        | 66.67%            | 6        | 6                        | 100.00%           | 6        | 6                        | 100.00%           |
| 15101 | DIV OF COMPLIANCE, STANDARDS & INSPEC  | 1        | 1                        | 100.00%           | 2        | 1                        | 50.00%            | 2        | 2                        | 100.00%           | 2        | 2                        | 100.00%           | 2        | 2                        | 100.00%           |
| 15501 | STATE & LOCAL INSPECTIONS              | 2        | 2                        | 100.00%           | 2        | 2                        | 100.00%           | 2        | 2                        | 100.00%           | 2        | 2                        | 100.00%           | 2        | 2                        | 100.00%           |
| 17101 | POLICE SERVICES                        | 19       | 13                       | 68.42%            | 16       | 15                       | 93.75%            | 35       | 22                       | 62.86%            | 30       | 24                       | 80.00%            | 48       | 37                       | 77.08%            |
| 20101 | ADMINISTRATION                         | 2        | 0                        | 0.00%             | 2        | 2                        | 100.00%           | 3        | 3                        | 100.00%           | 5        | 2                        | 40.00%            | 6        | 3                        | 50.00%            |
| 20104 | MAIL/SUPPLY ROOM                       | 4        | 2                        | 50.00%            | 4        | 4                        | 100.00%           | 4        | 4                        | 100.00%           | 4        | 3                        | 75.00%            | 3        | 3                        | 100.00%           |
| 20105 | IT SECURITY                            |          |                          |                   | 1        | 1                        | 100.00%           | 1        | 1                        | 100.00%           | 1        | 1                        | 100.00%           | 1        | 1                        | 100.00%           |
| 20201 | BUDGET/FINANCE                         | 3        | 2                        | 66.67%            | 3        | 3                        | 100.00%           | 3        | 3                        | 100.00%           | 3        | 2                        | 66.67%            | 3        | 3                        | 100.00%           |
| 20401 | PURCHASING                             | 9        | 8                        | 88.89%            | 10       | 7                        | 70.00%            | 10       | 5                        | 50.00%            | 11       | 10                       | 90.91%            | 11       | 11                       | 100.00%           |
| 21101 | RESOURCE & INFORMATION MGMT - ADMINIST | 7        | 6                        | 85.71%            | 7        | 5                        | 71.43%            | 10       | 8                        | 80.00%            | 11       | 11                       | 100.00%           | 12       | 11                       | 91.67%            |
| 21201 | SYSTEM DEVELOPMENT/SUPPORT             | 13       | 12                       | 92.31%            | 12       | 10                       | 83.33%            | 14       | 13                       | 92.86%            | 14       | 14                       | 100.00%           | 15       | 13                       | 86.67%            |
| 21301 | FINANCIAL ACCOUNTING                   | 24       | 22                       | 91.67%            | 24       | 20                       | 83.33%            | 22       | 19                       | 86.36%            | 22       | 15                       | 68.18%            | 22       | 18                       | 81.82%            |
| 21401 | OFFENDER INFORMATION MANAGEMENT H      | 3        | 3                        | 100.00%           | 4        | 3                        | 75.00%            | 3        | 3                        | 100.00%           | 4        | 3                        | 75.00%            | 4        | 3                        | 75.00%            |
| 21501 | NETWORK AND TELECOMMUNICATIONS         | 10       | 8                        | 80.00%            | 9        | 6                        | 66.67%            | 8        | 7                        | 87.50%            | 10       | 7                        | 70.00%            | 8        | 8                        | 100.00%           |
| 21701 | SYSTEMS OPERATION AND SUPPORT          | 6        | 6                        | 100.00%           | 6        | 1                        | 16.67%            | 1        | 0                        | 0.00%             |          |                          |                   |          |                          |                   |
| 22101 | HUMAN RESOURCES ADMINISTRATION         | 5        | 5                        | 100.00%           | 6        | 4                        | 66.67%            | 6        | 3                        | 50.00%            | 4        | 2                        | 50.00%            | 7        | 6                        | 85.71%            |
| 22102 | BENEFITS                               | 5        | 4                        | 80.00%            | 5        | 3                        | 60.00%            | 4        | 3                        | 75.00%            | 5        | 2                        | 40.00%            | 4        | 4                        | 100.00%           |
| 22103 | CLASSIFICATION AND COMPENSATION        | 5        | 2                        | 40.00%            | 4        | 3                        | 75.00%            | 5        | 2                        | 40.00%            | 5        | 3                        | 60.00%            | 5        | 5                        | 100.00%           |
| 22104 | DRUG TESTING                           | 1        | 0                        | 0.00%             | 1        | 1                        | 100.00%           | 1        | 1                        | 100.00%           | 1        | 1                        | 100.00%           | 1        | 1                        | 100.00%           |
| 22105 | EMPLOYEE RELATIONS                     | 3        | 3                        | 100.00%           | 4        | 3                        | 75.00%            | 4        | 4                        | 100.00%           | 4        | 3                        | 75.00%            | 4        | 2                        | 50.00%            |
| 22106 | PAYROLL & LEAVE                        | 7        | 5                        | 71.43%            | 6        | 4                        | 66.67%            | 7        | 5                        | 71.43%            | 7        | 6                        | 85.71%            | 6        | 6                        | 100.00%           |
| 22301 | RECRUITING & EMPLOYMENT SERVICES       | 4        | 3                        | 75.00%            | 3        | 2                        | 66.67%            | 4        | 0                        | 0.00%             | 8        | 4                        | 50.00%            | 15       | 9                        | 60.00%            |
| 22302 | ANNOUNCED POSITIONS                    | 3        | 3                        | 100.00%           | 3        | 2                        | 66.67%            | 3        | 1                        | 33.33%            | 4        | 1                        | 25.00%            | 3        | 2                        | 66.67%            |
| 22303 | RECRUITING                             | 5        | 5                        | 100.00%           | 5        | 5                        | 100.00%           | 5        | 3                        | 60.00%            | 7        | 5                        | 71.43%            | 5        | 5                        | 100.00%           |
| 23101 | INDUSTRIES ADMINISTRATION NN           | 38       | 35                       | 92.11%            | 35       | 30                       | 85.71%            | 34       | 30                       | 88.24%            | 36       | 31                       | 86.11%            | 35       | 27                       | 77.14%            |
| 24101 | SUPPORT SERVICES ADMINISTRATION        | 6        | 4                        | 66.67%            | 5        | 4                        | 80.00%            | 5        | 5                        | 100.00%           | 6        | 6                        | 100.00%           | 7        | 5                        | 71.43%            |
| 24201 | CANTEEN WHSE INVENTORY/DISTRIBUTION    | 15       | 15                       | 100.00%           | 18       | 15                       | 83.33%            | 16       | 15                       | 93.75%            | 16       | 11                       | 68.75%            | 18       | 14                       | 77.78%            |
| 24301 | COMMISSARY WHSE INVENTORY/DISTRIBUTION | 13       | 13                       | 100.00%           | 13       | 13                       | 100.00%           | 13       | 8                        | 61.54%            | 13       | 12                       | 92.31%            | 13       | 9                        | 69.23%            |
| 24311 | RECYCLING OPERATION                    | 7        | 6                        | 85.71%            | 7        | 6                        | 85.71%            | 6        | 5                        | 83.33%            | 5        | 4                        | 80.00%            | 6        | 3                        | 50.00%            |
| 24501 | FOOD SERVICES ADMINISTRATION           | 4        | 4                        | 100.00%           | 5        | 4                        | 80.00%            | 4        | 3                        | 75.00%            | 5        | 5                        | 100.00%           | 5        | 5                        | 100.00%           |
| 24502 | FOOD SER WHSE INVENTORY/DISTRIBUTION   | 15       | 8                        | 53.33%            | 16       | 11                       | 68.75%            | 16       | 10                       | 62.50%            | 15       | 12                       | 80.00%            | 15       | 10                       | 66.67%            |
| 24601 | AGRICULTURE SERVICES                   | 4        | 3                        | 75.00%            | 4        | 2                        | 50.00%            | 3        | 2                        | 66.67%            | 4        | 3                        | 75.00%            | 4        | 4                        | 100.00%           |
| 24602 | WATEREE FARM OPERATIONS                | 19       | 18                       | 94.74%            | 20       | 16                       | 80.00%            | 19       | 7                        | 36.84%            | 15       | 13                       | 86.67%            | 21       | 14                       | 66.67%            |

| Budget Unit |                                        | 2014     |                          |                   | 2015     |                          |                   | 2016     |                          |                   | 2017     |                          |                   | 2018     |                          |                   |
|-------------|----------------------------------------|----------|--------------------------|-------------------|----------|--------------------------|-------------------|----------|--------------------------|-------------------|----------|--------------------------|-------------------|----------|--------------------------|-------------------|
| Code        | Description                            | Jan. 1st | # Remaining<br>Dec. 31st | Retention<br>Rate | Jan. 1st | # Remaining<br>Dec. 31st | Retention<br>Rate | Jan. 1st | # Remaining<br>Dec. 31st | Retention<br>Rate | Jan. 1st | # Remaining<br>Dec. 31st | Retention<br>Rate | Jan. 1st | # Remaining<br>Dec. 31st | Retention<br>Rate |
| 24603       | WALDEN FARM OPER                       | 3        | 2                        | 66.67%            | 3        | 3                        | 100.00%           | 3        | 2                        | 66.67%            | 3        | 3                        | 100.00%           | 3        | 2                        | 66.67%            |
| 24604       | MAC DOUGALL FARM OPER                  | 2        | 2                        | 100.00%           | 4        | 4                        | 100.00%           | 4        | 3                        | 75.00%            | 3        | 3                        | 100.00%           | 4        | 3                        | 75.00%            |
| 25101       | TRAINING                               | 31       | 27                       | 87.10%            | 28       | 16                       | 57.14%            | 24       | 21                       | 87.50%            | 30       | 21                       | 70.00%            | 28       | 17                       | 60.71%            |
| 25301       | OCCUPATIONAL SAFETY AND WORKERS' COMP  | 5        | 5                        | 100.00%           | 5        | 5                        | 100.00%           | 5        | 4                        | 80.00%            | 4        | 4                        | 100.00%           | 4        | 4                        | 100.00%           |
| 30301       | DIV. OF CLASSIFICATION & INMATE RECORD | 46       | 39                       | 84.78%            | 45       | 33                       | 73.33%            | 42       | 39                       | 92.86%            | 49       | 37                       | 75.51%            | 46       | 36                       | 78.26%            |
| 30501       | SECURITY                               | 63       | 51                       | 80.95%            | 81       | 15                       | 18.52%            | 16       | 6                        | 37.50%            | 8        | 5                        | 62.50%            | 5        | 4                        | 80.00%            |
| 30502       | INMATE BUS TERMINAL                    | 42       | 37                       | 88.10%            | 43       | 40                       | 93.02%            | 43       | 29                       | 67.44%            | 41       | 33                       | 80.49%            | 38       | 30                       | 78.95%            |
| 30503       | EMERGENCY ACTION CENTER                |          |                          |                   |          |                          |                   |          |                          |                   | 8        | 6                        | 75.00%            | 8        | 7                        | 87.50%            |
| 30504       | BRR SECURITY FRONT GATE                |          |                          |                   |          |                          |                   | 21       | 9                        | 42.86%            | 18       | 10                       | 55.56%            | 20       | 10                       | 50.00%            |
| 30505       | HOSPITAL SECURITY TEAM                 |          |                          |                   |          |                          |                   | 8        | 6                        | 75.00%            | 8        | 7                        | 87.50%            | 8        | 7                        | 87.50%            |
| 30507       | AGENCY SEARCH TEAM                     |          |                          |                   |          |                          |                   | 29       | 18                       | 62.07%            | 26       | 11                       | 42.31%            | 29       | 22                       | 75.86%            |
| 30701       | VEHICLE MANAGEMENT                     | 14       | 12                       | 85.71%            | 13       | 11                       | 84.62%            | 13       | 10                       | 76.92%            | 13       | 11                       | 84.62%            | 12       | 11                       | 91.67%            |
| 30702       | VEHICLE MAINTENANCE                    | 13       | 12                       | 92.31%            | 12       | 11                       | 91.67%            | 12       | 11                       | 91.67%            | 13       | 12                       | 92.31%            | 12       | 9                        | 75.00%            |
| 30704       | CAR WASH                               | 1        | 1                        | 100.00%           | 1        | 1                        | 100.00%           | 1        | 1                        | 100.00%           | 1        | 1                        | 100.00%           | 1        | 1                        | 100.00%           |
| 31123       | CATAWBA PRE-RELEASE CENTER             | 34       | 26                       | 76.47%            | 34       | 30                       | 88.24%            | 35       | 31                       | 88.57%            | 36       | 1                        | 2.78%             | 1        | 1                        | 100.00%           |
| 31161       | TYGER RIVER CORRECTIONAL INSTITUTION   | 268      | 208                      | 77.61%            | 259      | 198                      | 76.45%            | 242      | 175                      | 72.31%            | 210      | 168                      | 80.00%            | 224      | 176                      | 78.57%            |
| 31171       | LEATH CORR INSTIT (WOMEN)              | 141      | 115                      | 81.56%            | 134      | 112                      | 83.58%            | 130      | 100                      | 76.92%            | 125      | 104                      | 83.20%            | 128      | 103                      | 80.47%            |
| 31173       | LIVESAY CORRECTIONAL INSTITUTION       | 99       | 75                       | 75.76%            | 108      | 74                       | 68.52%            | 93       | 70                       | 75.27%            | 100      | 69                       | 69.00%            | 92       | 64                       | 69.57%            |
| 31181       | MCCORMICK CORRECTIONAL INSTITUTION     | 212      | 181                      | 85.38%            | 214      | 167                      | 78.04%            | 186      | 134                      | 72.04%            | 159      | 106                      | 66.67%            | 153      | 119                      | 77.78%            |
| 31191       | PERRY CORRECTIONAL INSTITUTION         | 257      | 187                      | 72.76%            | 253      | 197                      | 77.87%            | 239      | 151                      | 63.18%            | 203      | 147                      | 72.41%            | 207      | 153                      | 73.91%            |
| 32211       | BROAD RIVER CORRECTIONAL INSTITUTION   | 323      | 241                      | 74.61%            | 324      | 233                      | 71.91%            | 288      | 153                      | 53.13%            | 294      | 172                      | 58.50%            | 290      | 186                      | 64.14%            |
| 32222       | TRENTON CORRECTIONAL INSTITUTION       | 150      | 124                      | 82.67%            | 158      | 117                      | 74.05%            | 142      | 101                      | 71.13%            | 159      | 112                      | 70.44%            | 159      | 123                      | 77.36%            |
| 32223       | CAMPBELL PRE-RELEASE CENTER            | 43       | 0                        | 0.00%             |          |                          |                   |          |                          |                   |          |                          |                   |          |                          |                   |
| 32232       | GOODMAN CORRECTIONAL INSTITUTION       | 86       | 62                       | 72.09%            | 78       | 49                       | 62.82%            | 71       | 4                        | 5.63%             | 98       | 69                       | 70.41%            | 106      | 71                       | 66.98%            |
| 32241       | KIRKLAND CORRECTIONAL INSTITUTION      | 427      | 332                      | 77.75%            | 441      | 317                      | 71.88%            | 396      | 287                      | 72.48%            | 384      | 287                      | 74.74%            | 420      | 311                      | 74.05%            |
| 32243       | LOWER SAVANNAH PRE-RELEASE CENTER      | 49       | 41                       | 83.67%            | 45       | 36                       | 80.00%            | 45       | 1                        | 2.22%             | 1        | 0                        | 0.00%             |          |                          |                   |
| 32251       | MANNING REENTRY/WORK RELEASE CENTER    | 149      | 114                      | 76.51%            | 161      | 106                      | 65.84%            | 151      | 112                      | 74.17%            | 152      | 96                       | 63.16%            | 162      | 116                      | 71.61%            |
| 32292       | STEVENSON CORRECTIONAL INSTITUTION     | 1        | 0                        | 0.00%             |          |                          |                   |          |                          |                   |          |                          |                   |          |                          |                   |
| 32302       | WALDEN CORRECTIONAL INSTITUTION        | 108      | 71                       | 65.74%            | 108      | 65                       | 60.19%            | 100      | 0                        | 0.00%             |          |                          |                   |          |                          |                   |
| 32331       | CAMILLE GRAHAM CORRECTIONAL INST.      | 192      | 140                      | 72.92%            | 188      | 142                      | 75.53%            | 182      | 131                      | 71.98%            | 225      | 141                      | 62.67%            | 221      | 150                      | 67.87%            |
| 33411       | ALLENDALE CORRECTIONAL INSTITUTION     | 195      | 161                      | 82.56%            | 194      | 157                      | 80.93%            | 176      | 144                      | 81.82%            | 192      | 160                      | 83.33%            | 197      | 154                      | 78.17%            |
| 33413       | COASTAL PRE-RELEASE CENTER             | 41       | 25                       | 60.98%            | 40       | 0                        | 0.00%             |          |                          |                   |          |                          |                   |          |                          |                   |
| 33421       | LIEBER CORRECTIONAL INSTITUTION        | 289      | 222                      | 76.82%            | 275      | 189                      | 68.73%            | 239      | 157                      | 65.69%            | 214      | 157                      | 73.36%            | 229      | 141                      | 61.57%            |
| 33422       | MACDOUGALL CORRECTIONAL INST.          | 136      | 109                      | 80.15%            | 131      | 109                      | 83.21%            | 156      | 126                      | 80.77%            | 161      | 132                      | 81.99%            | 164      | 136                      | 82.93%            |
| 33442       | RIDGELAND CORR INSTITUTION             | 201      | 156                      | 77.61%            | 196      | 157                      | 80.10%            | 187      | 125                      | 66.85%            | 175      | 128                      | 73.14%            | 169      | 132                      | 78.11%            |
| 34531       | EVANS CORRECTIONAL INSTITUTION         | 240      | 205                      | 85.42%            | 241      | 197                      | 81.74%            | 228      | 171                      | 75.00%            | 202      | 139                      | 68.81%            | 180      | 124                      | 68.89%            |
| 34541       | KERSHAW CORRECTIONAL INSTITUTION       | 257      | 195                      | 75.88%            | 236      | 190                      | 80.51%            | 229      | 174                      | 75.98%            | 215      | 147                      | 68.37%            | 211      | 147                      | 69.67%            |
| 34551       | LEE CORRECTIONAL INSTITUTION           | 341      | 256                      | 75.07%            | 335      | 243                      | 72.54%            | 308      | 207                      | 67.21%            | 269      | 189                      | 70.26%            | 279      | 189                      | 67.74%            |
| 34563       | PALMER PRE-RELEASE CENTER              | 47       | 37                       | 78.72%            | 46       | 41                       | 89.13%            | 46       | 40                       | 86.96%            | 47       | 37                       | 78.72%            | 45       | 33                       | 73.33%            |
| 34571       | TURBEVILLE CORRECTIONAL INSTITUTION    | 282      | 207                      | 73.40%            | 259      | 191                      | 73.75%            | 263      | 193                      | 73.38%            | 254      | 181                      | 71.26%            | 267      | 193                      | 72.29%            |
| 34582       | WATEREE RIVER CORRECTIONAL INSTITUTION | 207      | 172                      | 83.09%            | 195      | 133                      | 68.21%            | 155      | 133                      | 85.81%            | 165      | 131                      | 79.39%            | 167      | 144                      | 86.23%            |
| 35101       | FACILITIES MANAGEMENT                  | 8        | 8                        | 100.00%           | 10       | 9                        | 90.00%            | 9        | 5                        | 55.56%            | 9        | 4                        | 44.44%            | 9        | 5                        | 55.56%            |
| 35103       | HEADQUARTERS COMPLEX-GROUNDS MAINT     | 4        | 4                        | 100.00%           | 5        | 4                        | 80.00%            | 5        | 4                        | 80.00%            | 6        | 5                        | 83.33%            | 7        | 5                        | 71.43%            |
| 35104       | DETENTION SVCS                         | 3        | 2                        | 66.67%            | 3        | 3                        | 100.00%           | 3        | 3                        | 100.00%           | 3        | 3                        | 100.00%           | 5        | 4                        | 80.00%            |
| 35105       | ELECTRICAL                             | 14       | 13                       | 92.86%            | 16       | 15                       | 93.75%            | 18       | 15                       | 83.33%            | 21       | 17                       | 80.95%            | 23       | 19                       | 82.61%            |
| 35106       | FACILITIES SUPPORT                     | 8        | 5                        | 62.50%            | 7        | 7                        | 100.00%           | 8        | 5                        | 62.50%            | 7        | 4                        | 57.14%            | 6        | 3                        | 50.00%            |
| 35107       | HVAC/KITCHEN                           | 10       | 9                        | 90.00%            | 10       | 9                        | 90.00%            | 10       | 9                        | 90.00%            | 11       | 11                       | 100.00%           | 13       | 12                       | 92.31%            |
| 35108       | INMATE CONSTRUCTION                    | 13       | 10                       | 76.92%            | 12       | 10                       | 83.33%            | 12       | 11                       | 91.67%            | 11       | 7                        | 63.64%            | 12       | 8                        | 66.67%            |
| 35110       | METALS/ROOFING/FIRE PROTECTION         | 7        | 5                        | 71.43%            | 5        | 4                        | 80.00%            | 6        | 5                        | 83.33%            | 9        | 8                        | 88.89%            | 14       | 10                       | 71.43%            |

| Budget Unit |                                     | 2014     |                          |                   | 2015     |                          |                   | 2016     |                          |                   | 2017     |                          |                   | 2018     |                          |                   |
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| Code        | Description                         | Jan. 1st | # Remaining<br>Dec. 31st | Retention<br>Rate | Jan. 1st | # Remaining<br>Dec. 31st | Retention<br>Rate | Jan. 1st | # Remaining<br>Dec. 31st | Retention<br>Rate | Jan. 1st | # Remaining<br>Dec. 31st | Retention<br>Rate | Jan. 1st | # Remaining<br>Dec. 31st | Retention<br>Rate |
| 35112       | PHYSICAL PLANT                      | 2        | 2                        | 100.00%           | 2        | 2                        | 100.00%           | 2        | 2                        | 100.00%           | 2        | 1                        | 50.00%            | 2        | 1                        | 50.00%            |
| 35113       | PLUMBING                            | 4        | 4                        | 100.00%           | 6        | 6                        | 100.00%           | 6        | 6                        | 100.00%           | 6        | 5                        | 83.33%            | 6        | 6                        | 100.00%           |
| 35114       | FACILITIES ARCHITECH & ENGINEERING  | 6        | 5                        | 83.33%            | 6        | 5                        | 83.33%            | 6        | 5                        | 83.33%            | 6        | 6                        | 100.00%           | 6        | 5                        | 83.33%            |
| 37990       | CIV LABOR POOL 9511                 | 4        | 3                        | 75.00%            | 3        | 3                        | 100.00%           | 4        | 1                        | 25.00%            | 3        | 3                        | 100.00%           | 3        | 3                        | 100.00%           |
| 40101       | PROGRAMS & SERVICES                 | 5        | 2                        | 40.00%            | 5        | 5                        | 100.00%           | 8        | 5                        | 62.50%            | 5        | 4                        | 80.00%            | 6        | 4                        | 66.67%            |
| 42101       | INMATE SERVICES                     | 8        | 5                        | 62.50%            | 7        | 5                        | 71.43%            | 6        | 5                        | 83.33%            | 6        | 6                        | 100.00%           | 7        | 5                        | 71.43%            |
| 44401       | PALMETTO UNIFIED SCHOOL DISTRICT #1 | 10       | 9                        | 90.00%            | 10       | 7                        | 70.00%            | 11       | 11                       | 100.00%           | 12       | 9                        | 75.00%            | 11       | 6                        | 54.55%            |
| 45101       | MENTAL HEALTH                       | 67       | 53                       | 79.10%            | 82       | 65                       | 79.27%            | 84       | 60                       | 71.43%            | 77       | 59                       | 76.62%            | 101      | 10                       | 9.90%             |
| 47101       | PUBLIC AWARENESS                    |          |                          |                   |          |                          |                   | 2        | 2                        | 100.00%           | 2        | 2                        | 100.00%           | 2        | 2                        | 100.00%           |
| 48201       | YOPRS(COLUMBIA)                     | 6        | 5                        | 83.33%            | 7        | 6                        | 85.71%            | 9        | 8                        | 88.89%            | 9        | 9                        | 100.00%           | 10       | 9                        | 90.00%            |
| 48211       | ISS PEE DEE REGION                  | 15       | 11                       | 73.33%            | 12       | 10                       | 83.33%            | 16       | 14                       | 87.50%            | 16       | 13                       | 81.25%            | 17       | 15                       | 88.24%            |
| 48212       | ISS MIDLANDS REGION                 | 13       | 10                       | 76.92%            | 14       | 11                       | 78.57%            | 17       | 17                       | 100.00%           | 18       | 10                       | 55.56%            | 15       | 11                       | 73.33%            |
| 48213       | ISS UPSTATE REGION                  | 12       | 9                        | 75.00%            | 14       | 13                       | 92.86%            | 17       | 15                       | 88.24%            | 18       | 13                       | 72.22%            | 17       | 17                       | 100.00%           |
| 48214       | ISS LOW COUNTRY REGION              | 15       | 15                       | 100.00%           | 15       | 9                        | 60.00%            | 15       | 13                       | 86.67%            | 16       | 15                       | 93.75%            | 17       | 15                       | 88.24%            |
| 50101       | HEALTH SERVICES                     | 13       | 10                       | 76.92%            | 17       | 14                       | 82.35%            | 22       | 13                       | 59.09%            | 21       | 13                       | 61.91%            | 18       | 11                       | 61.11%            |
| 50401       | LABORATORY                          |          |                          |                   |          |                          |                   |          |                          |                   |          |                          |                   | 1        | 0                        | 0.00%             |
| 53101       | MEDICAL SUPPORT                     | 10       | 8                        | 80.00%            | 11       | 9                        | 81.82%            | 13       | 11                       | 84.62%            | 12       | 10                       | 83.33%            | 26       | 23                       | 88.46%            |
| 60601       | CHIEF LEGAL AND COMPLIANCE OFFICE   |          |                          |                   |          |                          |                   |          |                          |                   | 12       | 7                        | 58.33%            | 13       | 9                        | 69.23%            |