



# **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

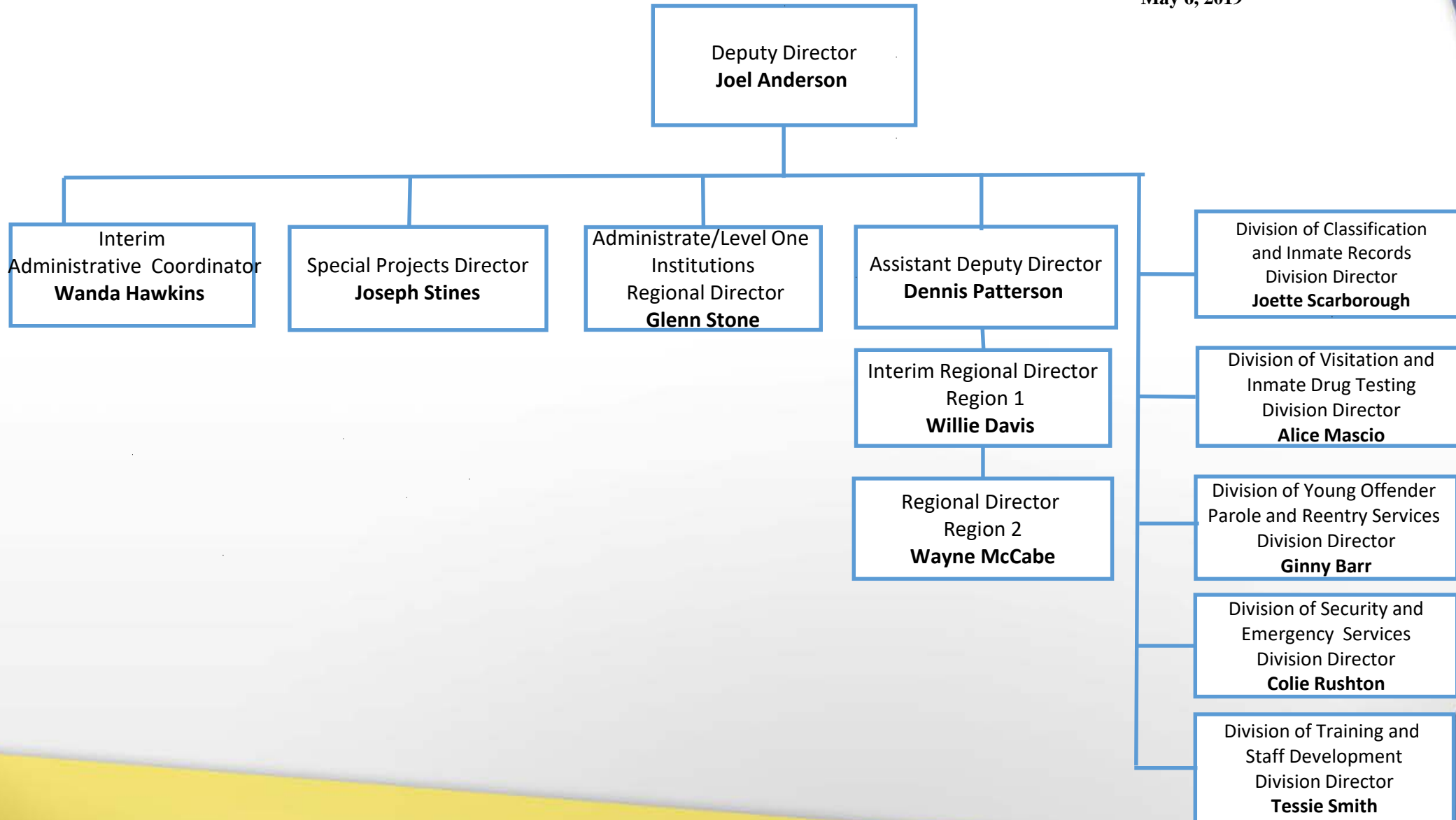
Adhering to the agency's mission statement (Safety, Service, and Stewardship) as a guide, the Deputy Director for Operations oversees the daily operations of the following:

- 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



**DEPUTY DIRECTOR OF  
OPERATIONS**

**May 6, 2019**



# Divisions

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

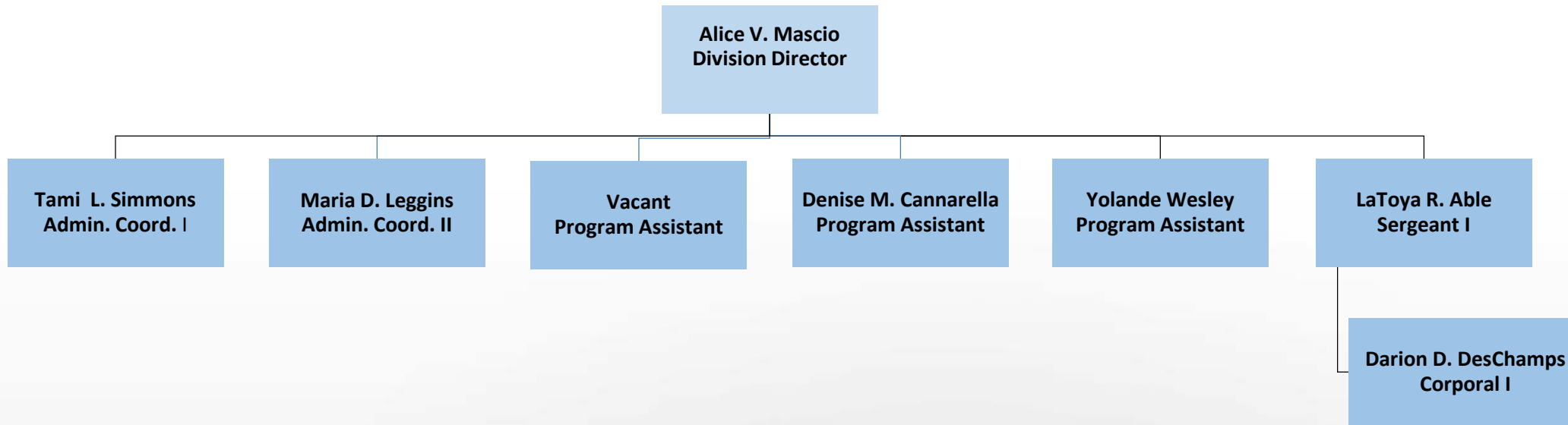
The slides include an organizational flow chart for the division, overview of the division, and deliverables provided by the division.



# Division of Visitation and Inmate Drug Testing



# Division of Visitation and Inmate Drug Testing





# 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



# Deliverables of the Division

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

Required  
2018-19 Proviso 65.19

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

Required  
2018-19 Proviso 65.19

## 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 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



# 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

Allowed  
2018-19 Proviso 65.24

## 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

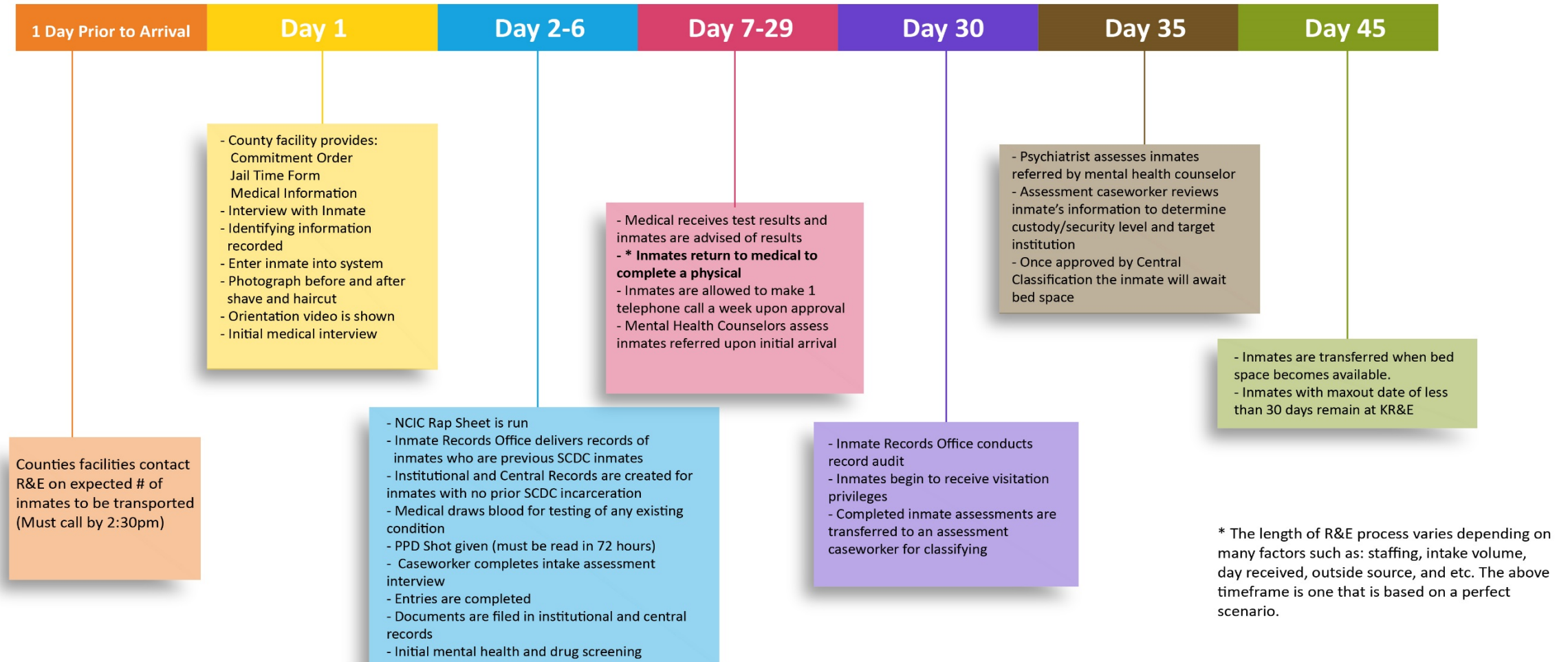
## Costs

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



## Timeline of Kirkland Reception and Evaluation Process

The below times are estimates. Transfer times may vary based on staff shortages, bedspace availability, institutional lockdown, and additional medical/mental health needs.

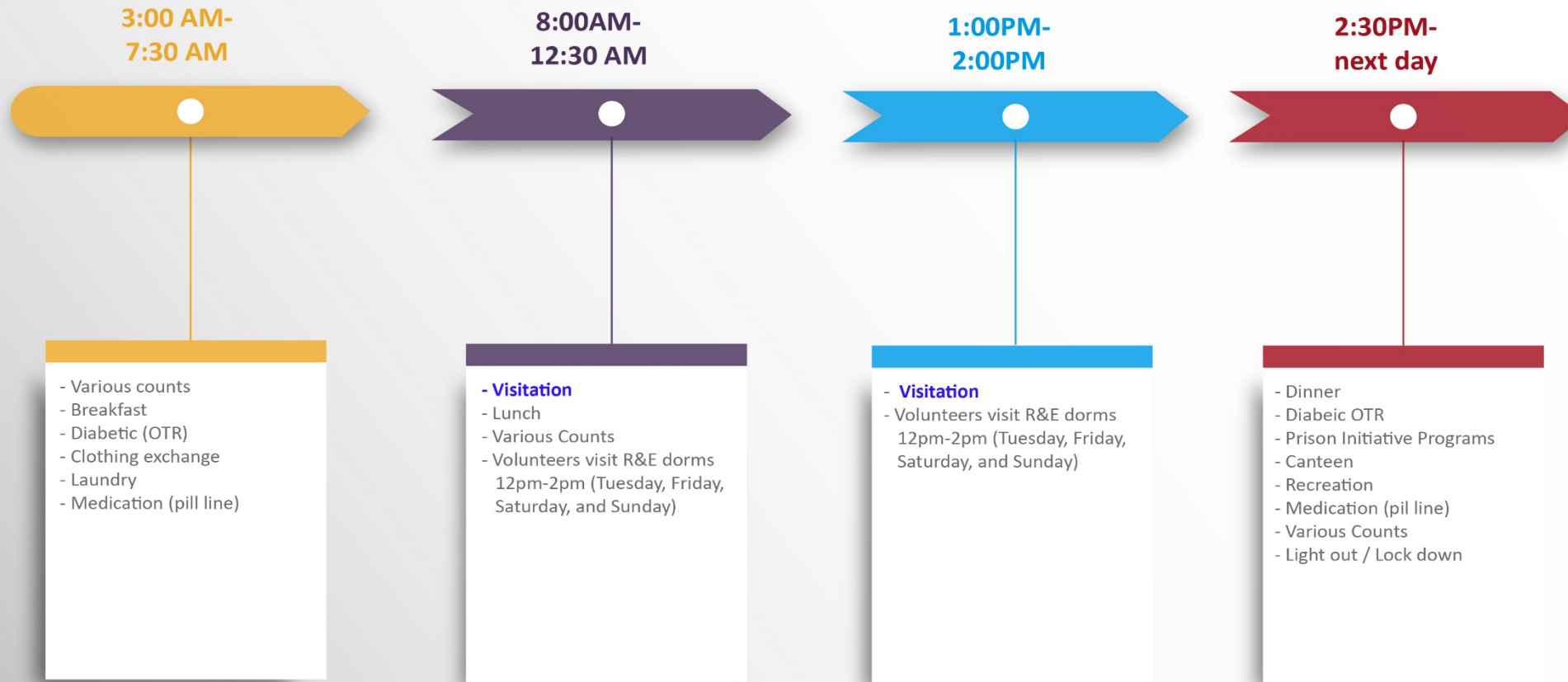




# Timeline of an Inmate Day

## Reception and Evaluation Male Inmates

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



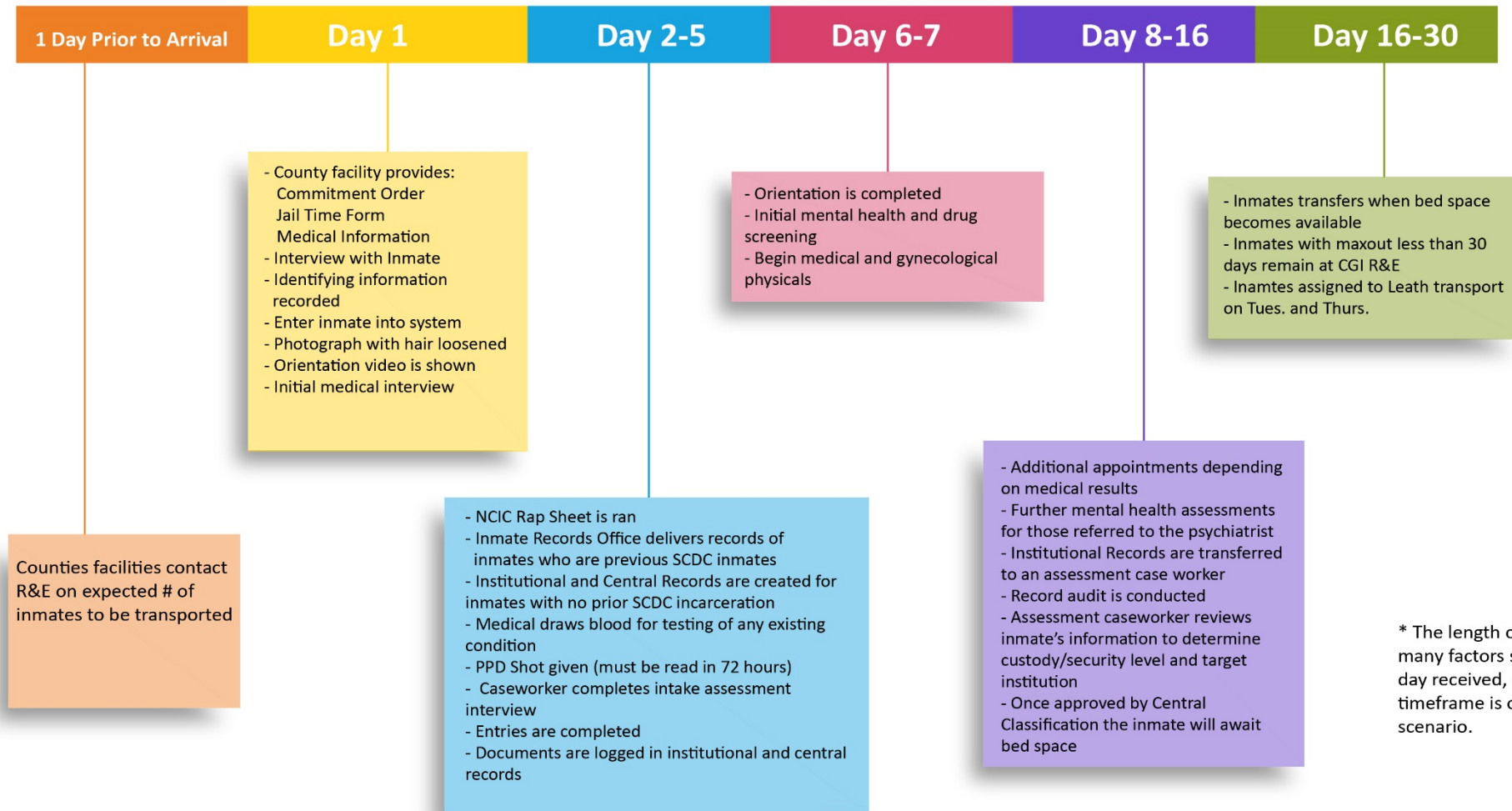
\*visitation is from 12-2pm. R&E inmates are allowed 1 visit every 2 weeks.





## Timeline of Camille-Graham Reception and Evaluation Process

The below times are estimates. Transfer times may vary based on staff shortages, bedspace availability, institutional lockdown, and additional medical/mental health needs.



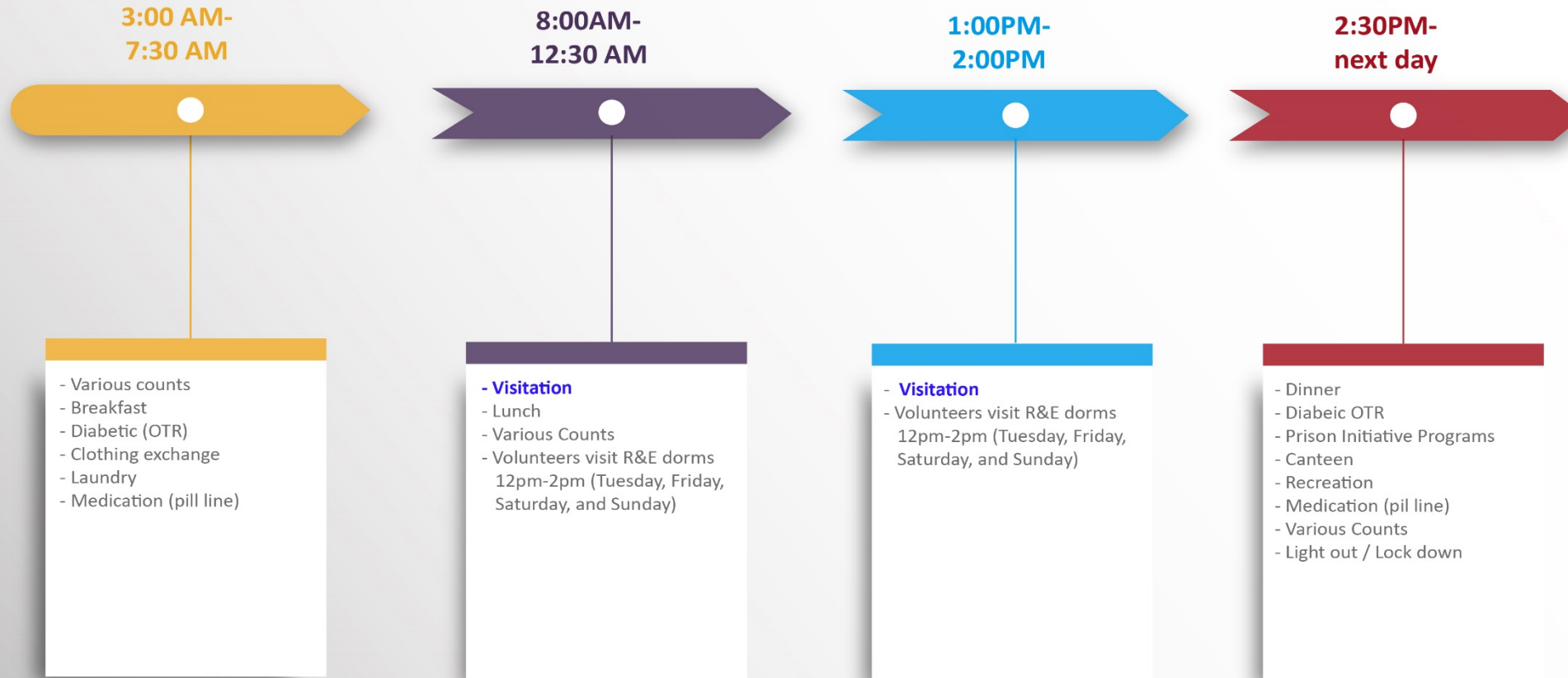
\* The length of R&E process varies depending on many factors such as: staffing, intake volume, day received, outside source, and etc. The above timeframe is one that is based on a perfect scenario.



# 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.



\*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 (tiered)
- 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.**

# Detain inmates when directed to do so

Deliverable 8

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

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

## 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

## Recommendations to General Assembly

## Costs

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

Ensure legislation provides for the Governor to approve these on a case by case basis



# 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
- ✗ Law allows charging customer

# Detain inmates when directed by federal government

Required  
S.C. Code Section 24-3-90

## Customers

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

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

## Costs

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

\*Receive some federal funding (see next slide)

## Greatest potential harm

Failure may endanger public safety

# 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

Required  
2018-19 Proviso 65.4

## 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

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

# 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

Allowed  
S.C. Code Section 24-1-140

## Customers

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

- 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

## Costs

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

## Greatest potential harm

Danger to public from inappropriate inmate placement



# Develop a plan for the implementation of a statewide case classification system which includes all items stated in Code Section 24-23-20

Required  
S.C. Code Section 24-23-10  
and 24-23-20

## Customers

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

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

## Costs

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

## Greatest potential harm

Endanger public safety if inappropriate institutional placement

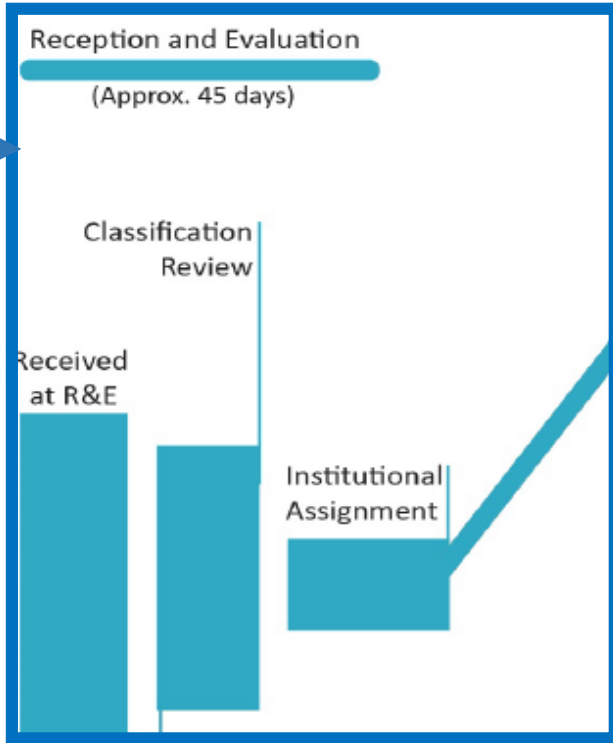


# Timeline of Inmates

## Time Served

Current  
stage of  
timeline

\*Sentenced



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

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.

Incarcerative Time

Reentry Services

(last 6 months)

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

\*Note: List of possible sentences:

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

### Acronyms:

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

# 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

Required  
2018-19 Proviso 65.24

## 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



# 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

Required  
S.C. Code Section  
24-22-160

### Customers

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

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

### Costs

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



# Additional components of establishing, monitoring, and reporting operating capacities of prison system

## Components

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

Allowed by 2018-19 Proviso 65.19 (Deliverable 18.3)

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

Required by 2018-19 Proviso 65.19 (Deliverable 18.4)

## 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

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

## Recommendations to General Assembly

Continue support for the law concerning incarcerated individuals



# Sentence length requirement for housing inmates in state correctional institutes

Sentence Length	Number	States
12 months	10 states	Alabama, Arkansas, Florida, Georgia, Kentucky, Maryland, Mississippi, Tennessee, Virginia, and West Virginia
6 months	1 state	North Carolina
3 months	1 state	South Carolina
Hard labor*	1 state	Louisiana

\*In Louisiana, sentences to imprisonment at hard labor (felonies) go to state prison.



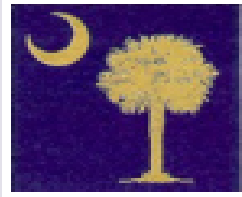


# Inmates released within one month of admission to SCDC

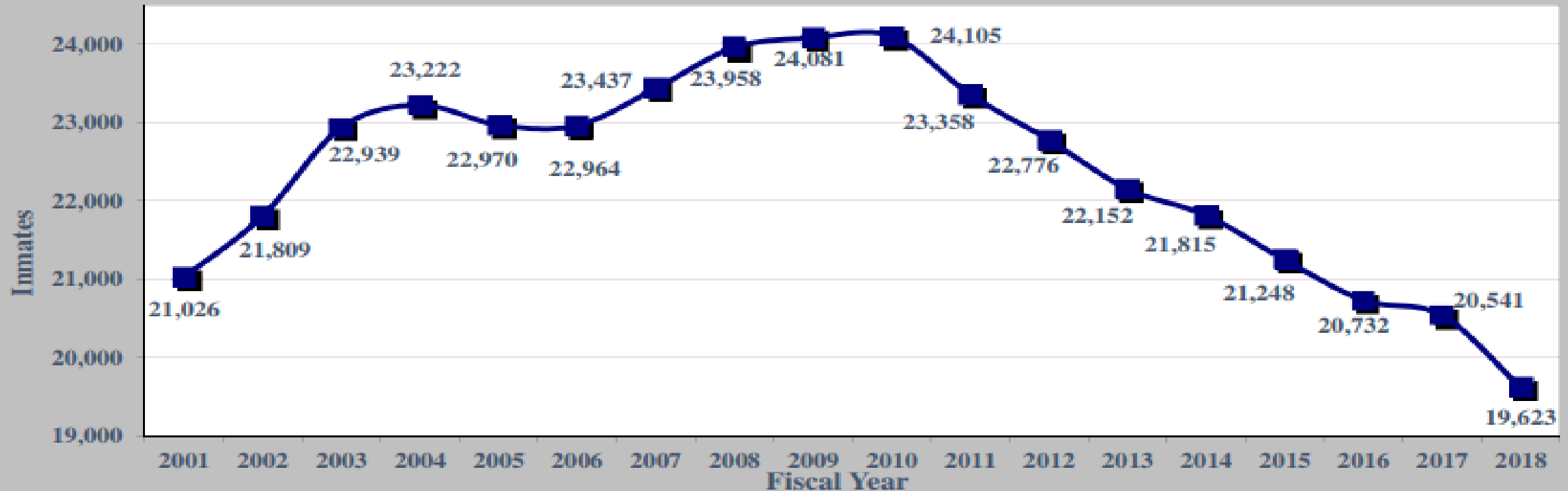
	FY 2018	FY 2017	FY 2016
Admissions to SCDC*	7,539	8,305	8,761
Admitted to SCDC, but released or had an early detainer pickup (prior to actual release) within one month of admission to SCDC	977	1,390	1,229

\*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.





## Average Daily Population Statistics Fiscal Years 2001 - 2018



- 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

2013-14

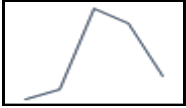
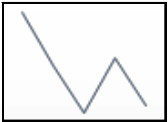

2014-15

2015-16

2016-17

2017-18

2018-19

Item #5	<b>Level 1 (min. security)</b> <u>Trend</u> 	<u>Target:</u>	DNE (Did not exist)	85%	85%	85%	85%	85-95%
		<u>Actual:</u>	78.60%	79.10%	83.40%	82.60%	79.80%	
Item #6	<b>Level 2 (medium)</b> 	<u>Target:</u>	DNE	100%	100%	100%	<95%	85-95%
		<u>Actual:</u>	95.9%	94.4%	93.1%	94.6%	93.3%	
Item #7	<b>Level 3 (maximum)</b> 	<u>Target:</u>	DNE	97%	97%	97%	<95%	85-95%
		<u>Actual:</u>	94.4%	93.2%	89.9%	90.6%	89.9%	

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.

How is it calculated?

Avg. # of filled beds for FY

(divided by)

Average # of operational / functional beds for FY



# Bed Utilization (cont.)

How is it  
calculated?

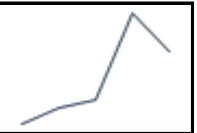
Avg. # of filled  
beds for FY

(divided by)

Average # of  
operational /  
functional  
beds for FY

Agency seeks  
Lower than, or meet, target

2013-14   2014-15   2015-16   2016-17   2017-18   2018-19

Item #8	Female institutions								
	Trend		Target:	DNE (Did not exist)	DNE	DNE	DNE	DNE	85-95%
			Actual:	75.8%	78.3%	79.7%	94.2%	87.8%	

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



# Determine appropriate place of confinement for inmates

Deliverable 13 (Required by S.C. Code Sections 24-3-20 and 24-3-30)

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

# 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

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

## 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



# Transfer designated inmates to other institutions when necessary

Allowed  
S.C. Constitution, Article  
XII, Section 9

## Customers

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

- 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

## 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.)

Required  
S.C. Code Section 24-3-210

## Customers

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

## Greatest potential harm

Bodily injury and/or loss of life of individual inmates

## Costs

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

## Recommendations to General Assembly

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

# Interstate Corrections Compact

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

## Customers

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

## Greatest potential harm

No risk to the public

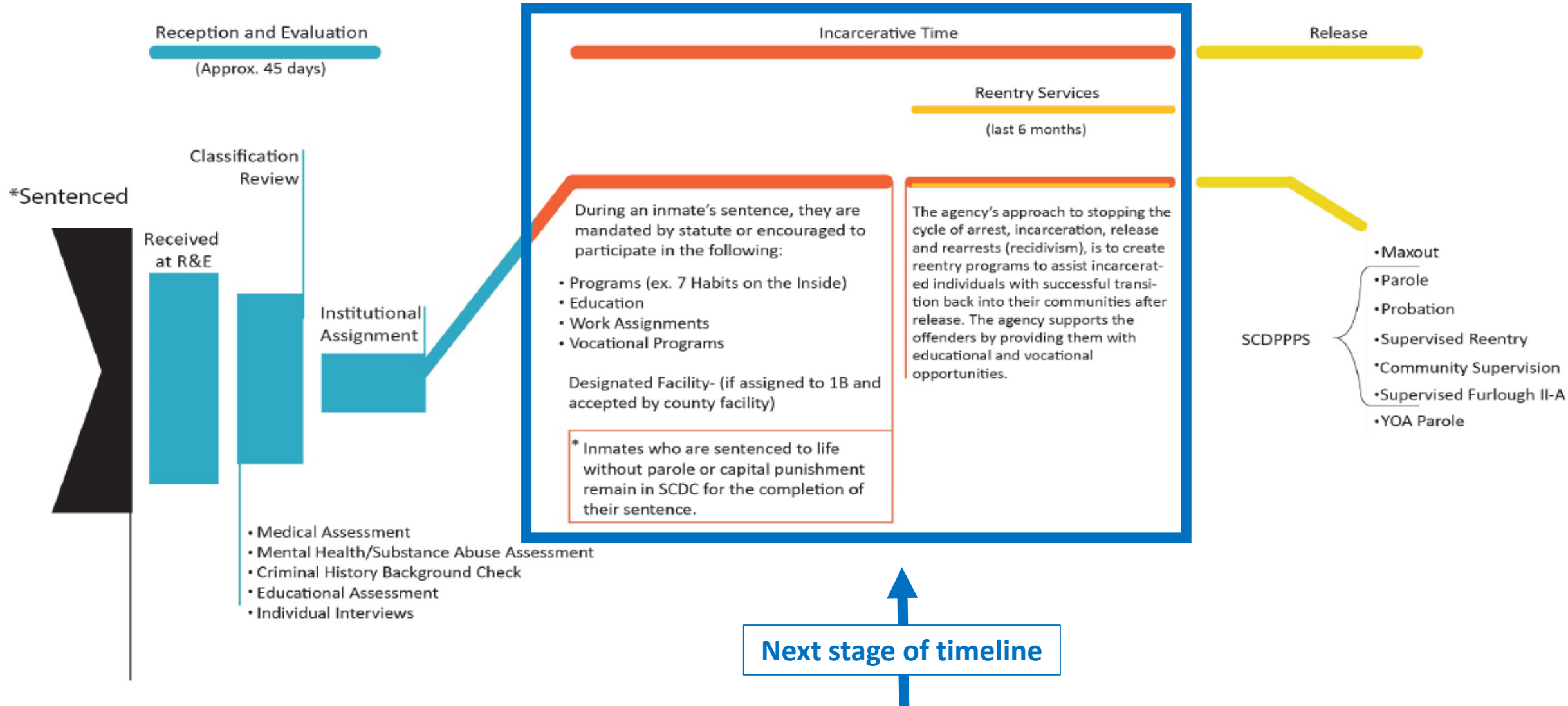
## Costs

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



# Timeline of Inmates

## Time Served



\*Note: List of possible sentences:  
• Day for Day  
• Regular Parolable Offense  
• Capital Punishment  
• YOA Sentence

### Acronyms:

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

# 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



# 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
- ✗ Law allows charging customer

## Greatest potential harm

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



# Recidivism

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

## Work Program

- Work Credits
- Paid employment in the community
- Work Release

## Labor Crew

- Work Credits
- Paid employment in the community
- 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
- Litter control program

## Prison Industries

- Prison Industries-Private sector service business
- Prison Industry program (traditional)





# 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



# Paid employment in the community by inmates

## 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 a inmate for work release
- Deny work release for a inmate based on feedback from victims
- Deny work release for a 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

Allowed  
S.C. Code Section  
24-3-20(B)

## 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

# Paid employment in the community by inmates

## Component

## Greatest Potential Harm

Follow the rules in 24-13-125(A) and 24-13-650 when determining whether an inmate is eligible for work release

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

Placement of inmates that could pose a risk to the public

Notify victims before authorizing a inmate for work release

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

Deny work release for a inmate based on feedback from victims

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

Placement of inmates would pose a risk to the victim

Deny work release for a inmate based on other reasons in 24-3-20(B)

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

Would affect employment opportunities for the 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

Ensure all inmates assigned work detail outside of the jail wear a statewide uniform, except those exempt by the agency director

Required  
S.C. Code Section  
24-13-640

Customers

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

Greatest potential harm

Unable to quickly identify inmates that work on the outside of the institution

Costs

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

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

Allowed  
2018-19 Proviso 65.17

### Customers

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

### Greatest potential harm

SCDC would be solely responsible for transportation

### Costs

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



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

Components	Greatest Potential Harm	Recommendations
<p>Accept applications from state agency, county, municipality, or public service district for use of inmate labor on public improvement or development project court</p> <p>Allowed by S.C. Code 24-3-130(A) (Deliverable 35.1)</p>	<p>Minimal rehabilitative programs for inmates creates higher recidivism rates upon inmate releases.</p>	<p>Released inmate success is based on providing essential skills that will allow them to gain meaningful employment within the community</p>
<p>Establish appropriate contracts for inmate labor on public improvement or development projects</p> <p>Allowed by S.C. Code 24-3-13-130(B) (Deliverable 35.2)</p>		<p>Behavior modification to enhance responsibility entering back into the community.</p>
<p>Determine if state agency, county, municipality, or public service district can properly supervise inmate labor on public improvement or development projects</p> <p>Required by S.C. Code 24-3-131 (Deliverable 35.3)</p>	<p>Inmate must be properly supervised when outside of the fence. Prevents escapes and opportunities to obtain contraband.</p>	<p>Matter of security and safety of the inmate and officers escorting the inmates.</p>

## 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



## Labor on public improvement or development projects by inmates (cont.)

<u>Components</u>	<u>Greatest Potential Harm</u>	<u>Recommendations</u>
Provide correctional officers if state agency, county, municipality, or public service district cannot adequately supervise inmate labor on public improvement or development projects Required by S.C. Code Section 24-3-131 (Deliverable 35.5)	Inmate must be properly supervised when outside of the fence. Prevents escapes and opportunities to obtain contraband.	Matter of security and safety of the inmate and officers escorting the inmates
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 Required by S.C. Code 24-3-131 (Deliverable 35.6)		
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 Allowed by S.C. Code 24-3-210 (Deliverable 35.7)	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



# 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 medial 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

Allowed  
S.C. Code Section  
24-13-660(D)

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
- ✗ Law allows charging customer



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

Required  
S.C. Code Section  
24-13-660(A),(B)

### Customers

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

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

### Costs

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

### Greatest potential harm

Failure to perform this duty will increase risk to the public



# 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

## Costs

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

## Greatest potential harm

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



# 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

# Authorize inmates to participate in training programs in the community

Allowed  
S.C. Code Section  
24-3-20(B)

## 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
- ✗ Law allows charging customer

# 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

Allowed  
S.C. Code Section  
24-13-230(A),(B),(E) and  
24-13-730

## Customers

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

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

## Costs

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

## Greatest potential harm

Failure will violate state law and result in increased prison population

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

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

## Customers

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

Credits are awarded according to inmate custody level and behavior

## Costs

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

## Greatest potential harm

Failure will result in longer prison sentences



# Components of establish credit system to encourage inmates to participate in work programs

## Components

## Greatest Potential Harm

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

Failure will result in incorrect sentence calculations.

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)

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
- ✗ Law allows charging customer



# Work Data: Participation

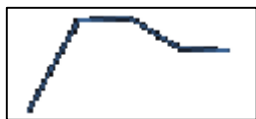
Agency seeks

Higher than, or meet, target

Item #17

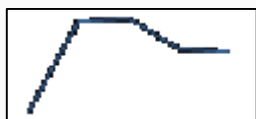
Work program, percentage of inmates participating\*

Trend



Item #18

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



2013-14 2014-15 2015-16 2016-17 2017-18 2018-19

Target: DNE (Did not exist) 78.2% 82.3% 82.5% 82.5% DNE

Actual: 75.2% 79.3% 79.5% 78.1% 77.9%

Target: DNE 78.2% 82.3% 82.5% 82.5% >65%

Actual: 75.2% 79.3% 79.5% 78.1% 77.9%

How is it calculated?

Number of inmates currently earning work credits

Divided by

Total number of inmates in SCDC custody county on June 30th.

\*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.”

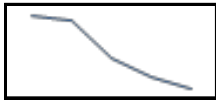


\*\*Note 2: Inmates earn work credits by participating in jobs that earn work credits, work release, labor on public improvement or development, labor for public service work or related activities, labor on public works and ways, Statehouse landscaping, state institutions utilizing inmate labor, and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



# Vocational and Job Training Data: Participation

Agency seeks

Higher than, or meet, target

		<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	
Item #12	<b>Vocational Certificates</b> , number of inmates who earn one through an SCDC program  <div><u>Trend</u> </div>	<u>Target:</u>	DNE (Did not exist)	2,969	2,920	DNE	DNE	2,403
	<u>Actual:</u>	2,883	2,835	2,566	2,429	2,333		
Item #13	<b>On-the-Job Training Certificates</b> , number of inmates earning through an SCDC program  <div></div>	<u>Target:</u>	DNE	1,621	1,708	DNE	DNE	3,030
	<u>Actual:</u>	1,574	1,658	1,658	3,086	2,942		
Item #19	<b>Employability Skills Curriculum*</b>  <div></div>	<u>Target:</u>	DNE	500	500	100	120 (SLC-PUSD)	241.02
	<u>Actual:</u>	DNE	234	151	210	234		

\*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

# Components of establish credit system to encourage inmates to participate in education

## Components

Award education credits to eligible inmates

Required by S.C. Code Sections 24-13-230(A), (B),(E), (F) & 24-13-730 (Deliverable 60.1)

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

Required by S.C. Code Sections 24-13-230( C)-(E) & 24-13-730 (Deliverable 60.2)

## Greatest potential harm

Inmate would be retained longer in the system thus resulting in an increased cost to the taxpayer

## Recommendations to General Assembly

Amend legislation to allow more inmates to be awarded credit for participation in education

S.C. Code Sections 24-13-230 A,D,E,F; 24-13-730

## 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



## Revoke education credits when necessary

### Customers

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

Note: Statutes which allow the court to recommend reductions in a 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

### Costs

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

### Allowed

S.C. Code Section  
24-13-230(C)-(E);  
24-13-150(B);  
24-13-730;  
24-27-220;

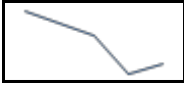
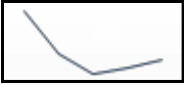

# Education Data: Participation

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

Agency seeks

Higher than, or meet, target

		<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>
Item #16	<b>Academic program</b> , number of inmates enrolled	<u>Target:</u> DNE (Did not exist)	DNE	DNE	DNE	DNE	5.00%
	<u>Trend</u> 	<u>Actual:</u> 10.18%	9.59%	9.00%	7.25%	7.70%	
Item #15	<b>GEDs/High School Diplomas</b> , number of inmates earning through SCDC program	<u>Target:</u> DNE	818	396	DNE	DNE	334
		<u>Actual:</u> 794	384	192	256	324	
Item #14	<b>WorkKeys</b> , number of inmates who earn it through SCDC program	<u>Target:</u> DNE	DNE	DNE	DNE	DNE	645
		<u>Actual:</u> 1,080	920	916	938	626	



# Outcomes of Work and Education → Impact on Recidivism

The next slide categorizes different inmate work and other programs for purposes of tracking their impact on inmate recidivism.

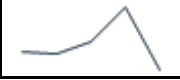
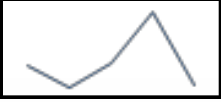

Below are the deliverables that fall within each category of work:

<u>Work Program</u>	<u>Labor Crew</u>	<u>Prison Industries</u>
<ul style="list-style-type: none"><li>• Work Credits</li><li>• Paid employment in the community</li><li>• Work Release</li></ul>	<ul style="list-style-type: none"><li>• Work Credits</li><li>• Paid employment in the community</li><li>• Labor on Public improvement or development</li><li>• Labor for public service work or related activities</li><li>• Labor on public works and ways</li><li>• Statehouse landscaping</li><li>• State institutions utilizing inmate labor</li><li>• Litter control program</li></ul>	<ul style="list-style-type: none"><li>• Prison Industries-Private sector service business</li><li>• Prison Industry program (traditional)</li></ul>

# Outcomes of Work: Recidivism Data

Agency seeks

Lower than, or meet, target

		<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>
Item #23	<b>Work program</b> inmates, recidivism rate	<u>Target:</u> DNE (Did not exist)	DNE	DNE	DNE	DNE	<25%
	<u>Trend</u> 	<u>Actual:</u> 18.1%	17.9%	19.1%	22.6%	16.3%	
Item #24	<b>Labor crew</b> inmates, recidivism rate	<u>Target:</u> DNE	DNE	DNE	DNE	DNE	<25%
		<u>Actual:</u> 19%	17.8%	19.1%	21.9%	18%	
Item #25	<b>Prison industries</b> inmates, recidivism rate	<u>Target:</u> DNE	DNE	DNE	DNE	DNE	<25%
		<u>Actual:</u> 17.3%	14.6%	13.5%	12.5%	13.4%	

How is it calculated?

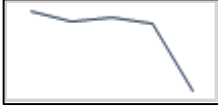
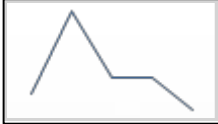

For each respective measures, the number of inmates who were assigned to a work release program (work program measure), placed on a labor crew (labor crew measure), or paid for a prison industry job (prison industries measure), at any time during their "releasing" incarceration that return to SCDC custody 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

Agency seeks

Lower than, or meet, target

		<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>
Item #26	Inmates who <b>earn GED</b> in SCDC program, recidivism rate 	<u>Target:</u>	DNE (Did not exist)	DNE	DNE	DNE	<25%
		<u>Actual:</u>	22.1%	21.4%	21.7%	21.3%	17.3%
Item #22	Inmates involved in a <b>pre-release program</b> , recidivism rate 	<u>Target:</u>	DNE	DNE	DNE	DNE	<25%
		<u>Actual:</u>	20.6%	21.6%	20.8%	20.8%	20.4%
Item #21	<b>Overall</b> , recidivism rate 	<u>Target:</u>	DNE	DNE	DNE	25%	<25%
		<u>Actual:</u>	23.4%	22.4%	23.1%	22.7%	22.3%

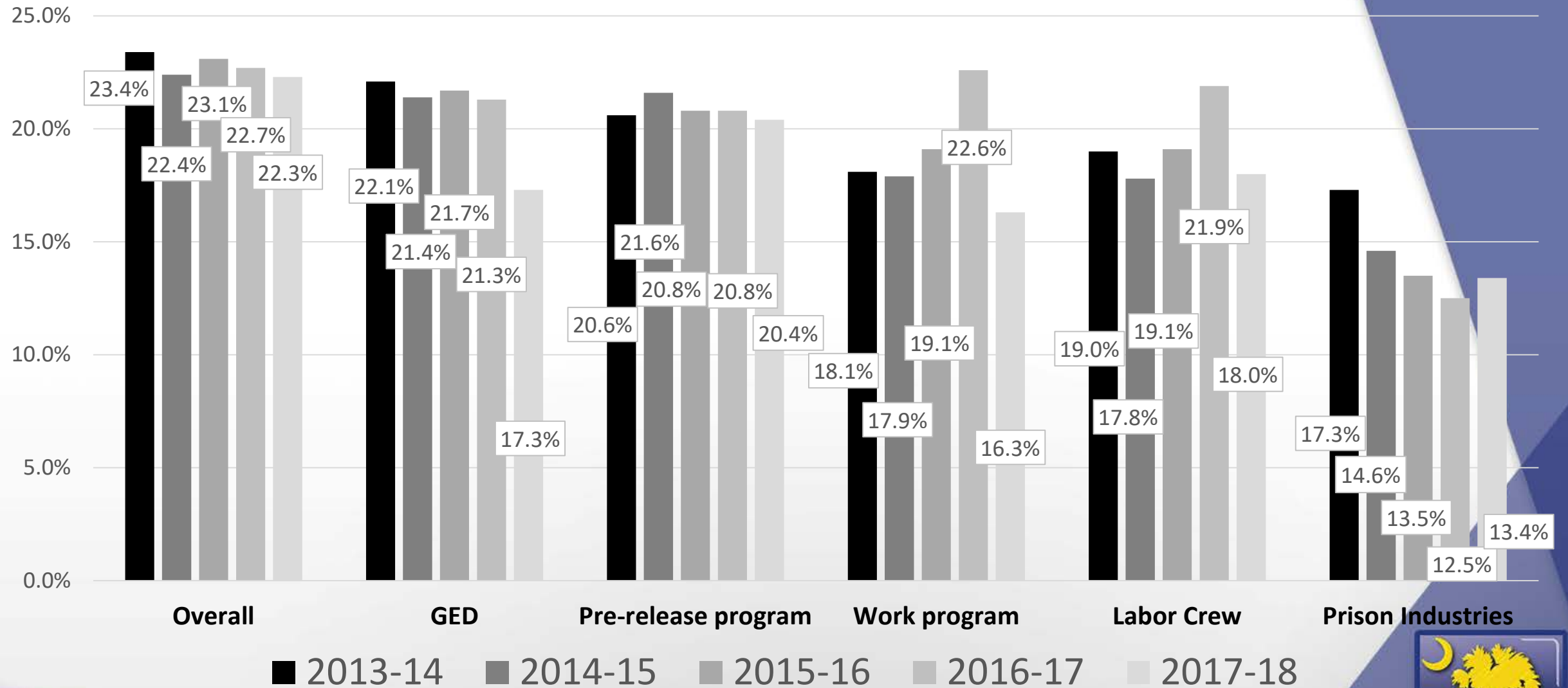
How is it calculated?

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





# 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

Required  
S.C. Code Section  
24-21-70

### Customers

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

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

### Costs

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

# Records Management

Agency seeks

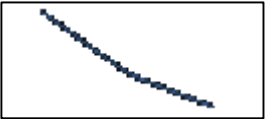
Meet target exactly

2013-14    2014-15    2015-16    2016-17    2017-18    2018-19

Item  
#38

Records management audits,  
number conducted

Trend



Target:

DNE  
(Did not exist)

DNE

48

22

22

22

Actual:

DNE

DNE

23

12

6



# 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:

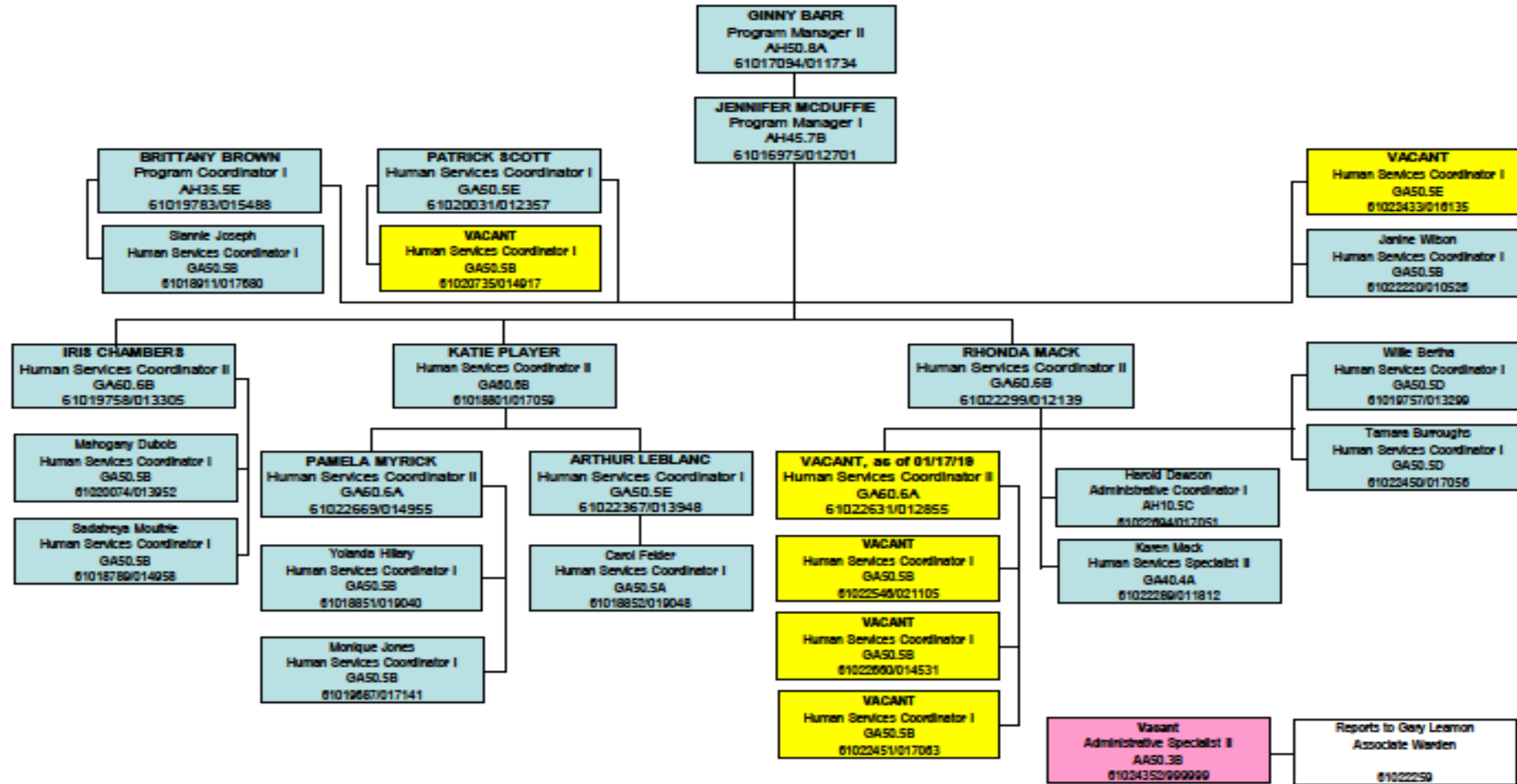
- be less than 25 years of age at the time of conviction,
- have no previous YOA convictions, and
- be convicted of one of the following:
  - Non-violent type offense,
  - Class D felonies or lesser offenses punishable by 15 years of imprisonment or less, with two exceptions: second-degree burglary, 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

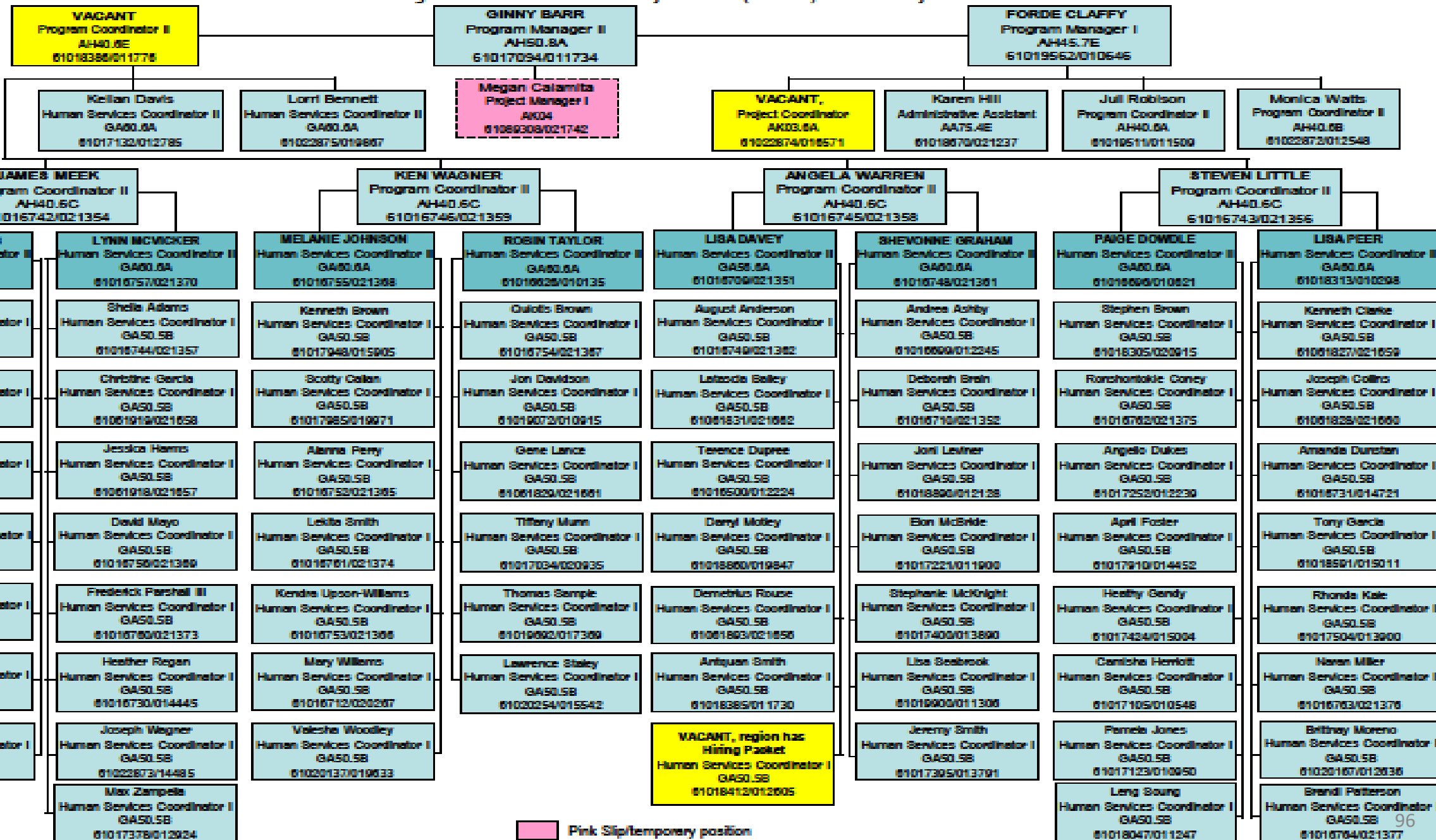


South Carolina Department of Corrections  
Office of the Deputy Director for Operations  
Division of Young Offender Parole and Reentry Services (YOPRS) – Institutional Services



Pink Slip/temporary position

South Carolina Department of Corrections  
Office of the Deputy Director for Operations  
Division of Young Offender Parole and Reentry Services (YOPRS) – Community Services





# 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

Required  
S.C. Code Section  
24-19-10, 24-19-20  
and 24-19-70

## Customers

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

## Greatest potential harm

Inability to provide young adults sentenced under YOA appropriate services thereby increasing potential recidivism for this population

## Costs

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



## 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)

Required  
S.C. Code Section  
24-19-30

### 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

Youthful offender may not be appropriately prepared for successful reentry

### Recommendations to General Assembly

Support updated YOA legislation

# Make recommendations for general treatment and correction policies and procedures for youthful offender program

Required  
S.C. Code Section  
24-19-30

## Customers

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

## Greatest potential harm

Youthful offender would not be prepared for successful reentry

## Costs

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

# Components of establish Youthful Offender Division

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

## 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

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

Required  
S.C. Code Section  
24-19-60

### Customers

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

This may not be a minimum security institution

### Greatest potential harm

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

### Costs

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

### 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

Required  
S.C. Code Section  
24-19-60

## 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 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





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

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

## 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

# Components of establish a Youthful Offender Division

## Components

Transfer youthful offenders between facilities if needed

Allowed by S.C. Code 24-19-100 (Deliverable 21.9)

Take youthful offenders into custody for treatment and supervisions, as ordered by the court

Required by S.C. Code 24-19-50 (3-5) (Deliverable 21.91)

Evaluate and observe youthful offenders at Reception and Evaluation Centers as ordered by the court

Required by S.C. Code 24-19-50(1-2) (Deliverable 21.92)

## Greatest Potential Harm

Inappropriate institution assignments could lead to increased potential for escapes and impede services

Would not be able to carry out the sentence awarded by the court

Would not be able to appropriately assign youthful offenders to an appropriate institution for treatment and services

## 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

Allowed  
S.C. Code Section 24-19-60

## Customers

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

\*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

## Greatest potential harm

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

## Costs

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

## Recommendations to General Assembly

Support updated YOA legislation



# 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)

Required  
S.C. Code Section  
24-19-80

## 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 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**

## Greatest potential harm

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

## Recommendations to General Assembly

Support updated YOA legislation

# Components of establish a Youthful Offender Division

Components	Greatest Potential Harm
Interview youthful offenders, review all reports applicable to offender, and make necessary recommendations as soon as practicable after offender is committed <small>Required by S.C. Code 24-19-80 (Deliverable 21.96)</small>	Recidivism rate could increase for youthful offenders
Report findings of study of committed youthful offender and recommendations for the individual offender <small>Required by S.C. Code 24-19-80 (Deliverable 21.97)</small>	If not properly evaluated, offenders will not receive appropriate programming and be prepared for reentry to society
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.) <small>Allowed by S.C. Code 24-19-90 (Deliverable 21.98)</small>	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.
Report findings and recommendations for sentencing youthful offenders evaluated <small>Required by S.C. Code 24-19-50(1-2) (Deliverable 21.99)</small>	If not properly sentenced could remain in the community to commit further criminal acts

## 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



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

Required  
S.C. Code Section  
24-91-30 and 24-19-120(A)

### 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

- 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.

### 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





# 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
- ✗ Law allows charging customer

## Greatest potential harm

Potential for re-victimization





# Components of establish a Youthful Offender Division

## Components

## Greatest Potential Harm

Re-victimization through premature release

Allowed by S.C. Code 24-19-11(D) (Deliverable 21.995)

Re-victimization through  
premature release

Release a youthful offender conditionally under supervision on or before the expiration of four years from the date of his conviction

Required by S.C. Code 24-19-120(A) (Deliverable 21.996)

Increased risk to public safety,  
increased crime, and misuse of  
correctional resources

Utilize conditional supervised release of youthful offender to reduce recidivism

Required by S.C. Code 24-19-110(A) (Deliverable 21.997)

Increased risk to public safety  
and potential for recidivism

Report and recommend a youthful offender be released conditionally under supervision (SCDC director to SCDC youthful offender division)

Required by S.C. Code 24-19-50(1-2) (Deliverable 21.998)

Increased risk to public safety,  
increased crime, and misuse of  
correctional resources

## 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

# 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
- ✗ Law allows charging customer

## Greatest potential harm

Potential for re-victimization



# Components of establish a Youthful Offender Division

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

## 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



# Regularly charge the youthful offender the cost of his/her supervision when the youthful offender is on conditional supervised release

Allowed  
S.C. Code Section  
24-19-110 (B)

## Customers

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

SCDC does not charge supervision costs to youthful offenders

## Costs

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

# Components of establish a Youthful Offender Division

## Components

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

Required by S.C. Code 24-19-130 (Deliverable 21.9997)

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

Allowed by S.C. Code 24-19-130 (Deliverable 21.9998)

Discharge a committed youthful offender unconditionally at the expiration of one year from the date of conditional release

Allowed by S.C. Code 24-19-110(C) (Deliverable 21.9999)

## Greatest Potential Harm

Increased crime from youthful offenders on supervised release

## 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

Required  
S.C. Code Section  
24-19-140

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
- X Law allows charging customer

## Greatest potential harm

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

# 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

Component
<p>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</p> <p>Required by SC Code Section 24-13-1320(A) (Deliverable 30.1)</p>
<p>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</p> <p>Required by SC Code Section 24-13-1320(B) (Deliverable 30.2)</p>
<p>Receive into custody inmates the court sentences to the shock incarceration program</p> <p>Required by SC Code Section 24-13-1330(A) (Deliverable 30.3)</p>

## 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

Cost, public safety risk, and increased criminal activity by young adults convicted of non-violent, first offense

## Recommendations to General Assembly

Provide Intensive Supervision Services in the community for this population



# Components of establish a shock incarceration program

Component	Greatest Potential Harm
<p>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</p> <p>Required by SC Code Section 24-13-1330(A) (Deliverable 30.4)</p>	<p>Eligibility restrictions may be interpreted as discriminatory in nature</p>
<p>Follow the rules in this statute in determining what inmates are eligible for Shock Incarceration Program</p> <p>Required by SC Code Section 24-13-1310(A) (Deliverable 30.5)</p>	
<p>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</p> <p>Required by SC Code Section 24-13-1330(D) (Deliverable 30.6)</p>	<p>Cost, public safety risk, and increased criminal activity by young adults convicted of non-violent, first offense</p>
<p>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</p> <p>Required by SC Code Section 24-13-1330(C) (Deliverable 30.7)</p>	

## 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

## Component

Provide inmates that successfully complete the shock incarceration program with a certificate of earned eligibility for parole

Allowed by SC Code Section 24-13-1330(E) (Deliverable 30.8)

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)

Required by SC Code Section 24-13-1330(D),(E) (Deliverable 30.9)

Study and report the impact of the shock incarceration program AND whether objectives are program are being met

Required by SC Code Section 24-13-1320(C) (Deliverable 30.91)

## 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

Cost, public safety risk, and increased criminal activity by young adults convicted of non-violent, first offense



# Components of establish a shock incarceration program

## Component

Provide inmates that successfully complete the shock incarceration program with a certificate of earned eligibility for parole

Allowed by SC Code Section 24-13-1330(E) (Deliverable 30.8)

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)

Required by SC Code Section 24-13-1330(D),(E) (Deliverable 30.9)

Study and report the impact of the shock incarceration program AND whether objectives are program are being met

Required by SC Code Section 24-13-1320(C) (Deliverable 30.91)

## 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

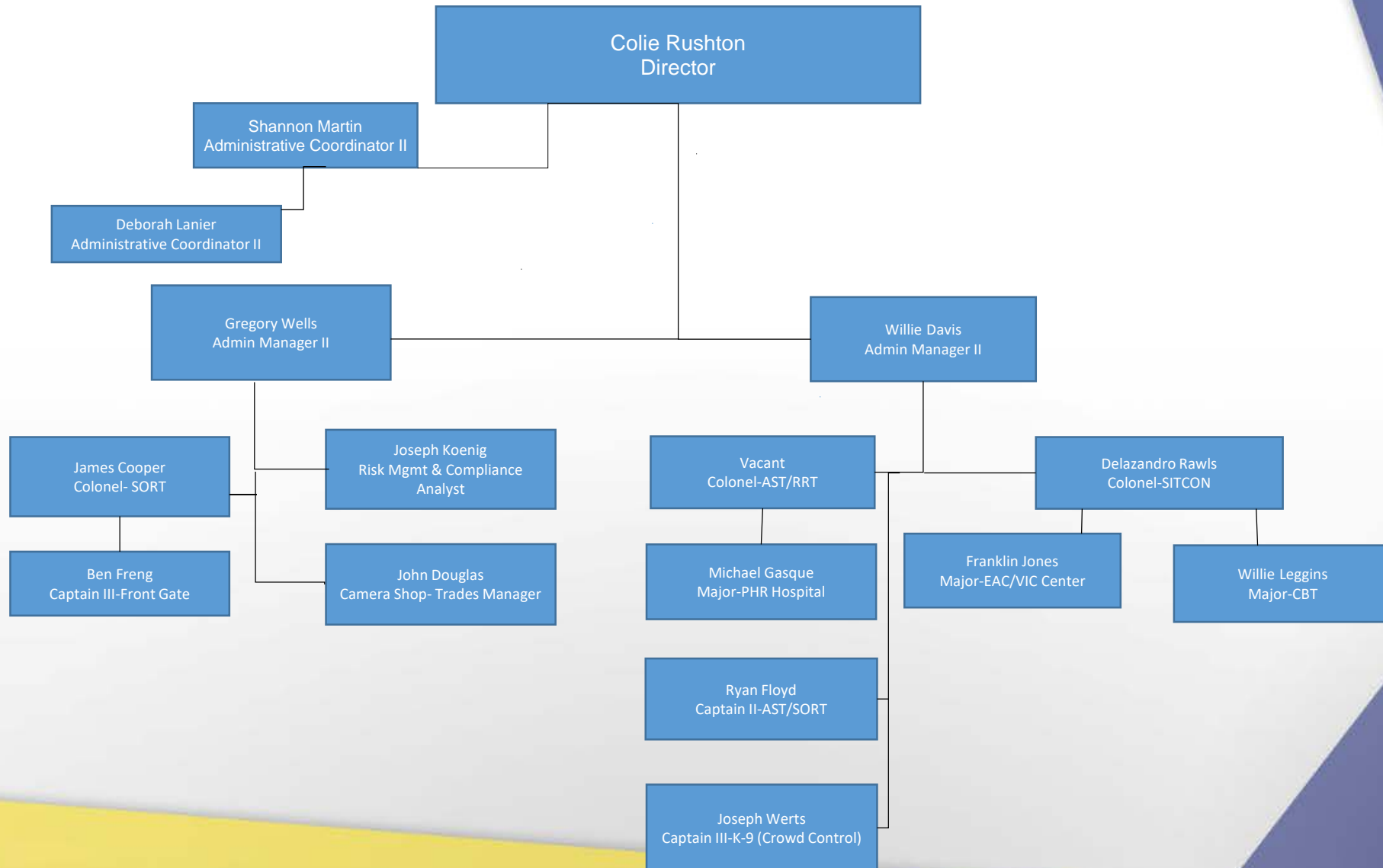
Cost, public safety risk, and increased criminal activity by young adults convicted of non-violent, first offense



# Division of Security and Emergency Services



# Division of Security and Emergency Operations



# 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





# Division of Operations

## Organizational Chart



**Joel Anderson**  
Deputy Director  
Operations



**Dennis Patterson**  
Assistant Deputy Director



**Wanda Hawkins**  
Interim Administrative  
Coordinator

Level 1's

Region 1

Region 2



**Joseph Stines**  
Director of Special  
Projects



**Glenn Stone**  
Administrative  
Regional Director



**Willie Davis**  
Regional Director



**Wayne McCabe**  
Regional Director



**Goodman**  
Jannita Gaston  
Warden



**Livesay**  
George Dodkin  
Warden



**Palmer**  
Joseph McFadden  
Warden



**Evans**  
Donnie Stonebreaker  
Warden



**Kirkland**  
Terrie Wallace  
Warden



**Lee**  
Kenneth Nelsen  
Warden



**Lieber**  
Randall Williams  
Warden



**MacDougall**  
Edsel Taylor  
Warden



**McCormick**  
Charles Williams  
Warden



**Ridgeland**  
LeVern Cohen  
Warden



**Turbeville**  
Richard Cothran  
Warden



**Wateree**  
Donald Beckwith, Jr.  
Warden



**Allendale**  
McKendley Newton  
Warden



**Camille**  
Marian Boulware  
Warden



**Broad River**  
Michael Stephan  
Warden



**Kershaw**  
Donald Beckwith, Jr.  
Interim Warden



**Manning**  
Lisa Engram  
Warden



**Trenton**  
Evonne Willingham  
Warden



**Leath**  
Patricia Yeldell  
Warden



**Perry**  
Scott Lewis  
Warden



**Tyger River**  
Barry Tucker  
Warden

# 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

Allowed  
S.C. Code Section  
24-1-140

## 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
- ✗ Law allows charging customer



# Prosecute all individuals that mistreat inmates in violation of the law

Required  
S.C. Code Section  
24-1-210 and 24-1-220

## 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
- ✗ Law allows charging customer

## Greatest potential harm

Bodily injury and/or loss of life of individual inmates



# 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

### Customers

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

### Greatest potential harm

Dangerous environment for the institutional staff and the inmate population

### Costs

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

## Feed inmates

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

- 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 Standards (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

### Customers

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

### Greatest potential harm

Increased risk to staff and inmates and public

### Costs

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



# Components of allow inmates to make pay phone calls in prison facilities

## Components

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

Allowed by Proviso 65.25 (2018-19 Appropriations Bill H 4950) (Deliverable 78.1)

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

Required by Proviso 65.25 (2018-19 Appropriations Bill H 4950) (Deliverable 78.2)

Collect inmate phone call surcharge fees from telephone vendors monthly

Required by Proviso 65.25 (2018-19 Appropriations Bill H 4950) (Deliverable 78.3)

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.

Required by Proviso 65.25 (2018-19 Appropriations Bill H 4950) (Deliverable 78.4)

Carry forward any balance of funds from inmate phone call surcharges

Allowed by Proviso 65.25 (2018-19 Appropriations Bill H 4950) (Deliverable 78.5)

## 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)

## 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 staff and inmates and public

# 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

## Components

Establish rules and regulations for discipline of inmates

Allowed by S.C. Code Section 24-1-140 (Deliverable 71.1)

Determine and execute suitable punishment for prison system misconduct

Allowed by S.C. Code Section 24-3-710 (Deliverable 71.4)

## 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

Required  
2018-19 Proviso 118.15

## 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

## Costs

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

## 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)

# 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

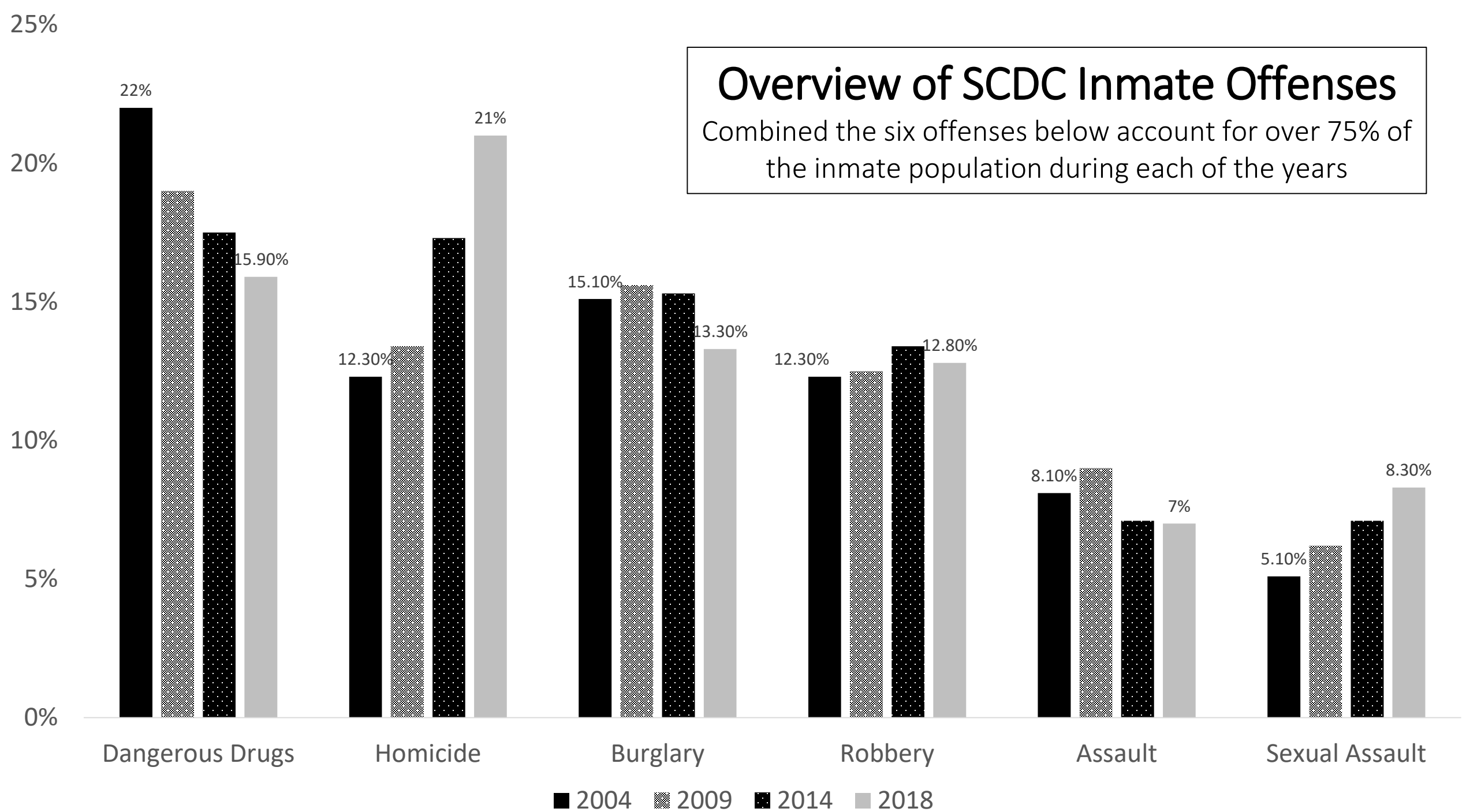
## Benefits and Risks Avoided through updates

- 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

## Components

Designate the items in Regulation 33-1 as contraband

Required by S.C. Regulation 33-1 (Deliverable 68.1)

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

Required by S.C. State Code Sections 24-3-951 (Deliverable 68.2)

Deposit seized contraband money into the specified drug intervention fund

Required by S.C. State Code Section 24-3-960 (Deliverable 68.3)

Utilize contraband (monies or contraband things of value used as monies) as reward for those who present information about escaped inmates

Allowed by S.C. State Code Section 24-3-920 (Deliverable 68.4)

## 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 staff and inmates housed in SCDC institutions

# 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

Required  
S.C. Code Section  
24-1-270

## 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

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.

## 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

Required  
S.C. Code Section  
24-1-220 and 24-1-270

### Customers

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

### Greatest potential harm

Trespassers are a threat to the security of the institutions which in turn is a threat to the safety of the public

### Costs

- ✗ Know cost per unit to provide
- ✗ 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

# 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

## Costs

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

## Greatest potential harm

Increased risk to staff and inmates housed in SCDC institutions



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
- ✗ 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

# 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

## Components

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

Allowed by S.C. Code Section 24-13-410; 24-13-450 (Deliverable 72.1)

Utilize force to maintain order and discipline in all facilities

Allowed by S.C. Code Section 24-13-30 (Deliverable 72.2)

## 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
- ✗ Law allows charging customer

## Utilize citizen assistance to suppress disorder among inmates

Allowed  
S.C. Code Section  
24-3-720 and 24-3-760

*SCDC does not utilize citizens to suppress disorders*



# Utilize force to prevent inmate escapes

Allowed  
S.C. Code Section  
24-13-30

## 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
- ✗ Law allows charging customer



# 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



# Establish credit system to reward inmates who follow the rules

Required  
S.C. Code Section  
24-13-210(A),(B),(C),(F)  
and 24-13-220

## Customers

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

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

## Costs

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

## 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

## Components

Determine inmates eligible for good conduct credits

Required by S.C. Code Sections 24-13-210(A), (B),(C), (F) and 24-13-220 (Deliverable 66.1)

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

Required by S.C. Code Sections 24-13-210(A), (B),(C), (F) and 24-13-220 (Deliverable 66.2)

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

Required by S.C. Code Sections 24-13-210(A), (B),(C), (F) and 24-13-220 (Deliverable 66.3)

Revoke good conduct credits if necessary

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)

## Greatest Potential Harm

Failure will result in incorrect sentence calculations

## Customers

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

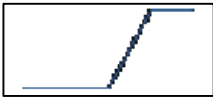

## Costs

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

# Escapes

Agency seeks

Lower than, or meet, target

		<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>
Item #9	<b>Escapes from Level 3 (max security)*</b>						
	<u>Trend</u> 	<u>Target:</u> DNE (Did not exist)	0	0	0	DNE	DNE
		<u>Actual:</u>	0	0	0	1	1
Item #10	<b>Escapes from Level 2 (medium security) and Level 3 (max security)</b>						
		<u>Target:</u>	DNE	DNE	DNE	DNE	0
		<u>Actual:</u>	0	1	0	1	1

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.

## 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.



# Assaults

Agency seeks

Lower than, or meet, target

		<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>
Item #1	<b>Inmate on Inmate Assaults</b> (serious injury) 	<u>Target:</u> DNE (Did not exist)	65	49	<88	<88	Less than 1 assault for every 200 inmates in ADP
		<u>Actual:</u> 68	52	88	134	117	
Item #2	<b>Inmate on Staff Assaults*</b> (serious injury) 	<u>Target:</u> DNE	14	11	<19	<30	Less than 1 assault for every 600 inmates in ADP
		<u>Actual:</u> 24 (Source = WC)	21 (Source = WC)	33 (Source = WC)	37 (source = WC)	46 (source = WC)	

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

How is it  
calculated?

# of medical  
encounters for  
FY

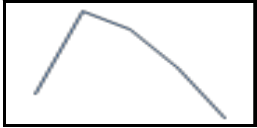
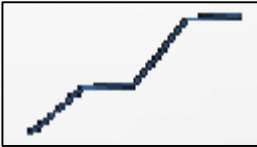
(divided by)

Average daily  
inmate  
population for  
FY

Agency seeks

Lower than, or meet, target

2013-14   2014-15   2015-16   2016-17   2017-18   2018-19

Item #3	<b>Medical encounters per inmate*</b> 	<u>Target:</u> DNE (Did not exist)	DNE	DNE	DNE	DNE	20-25
		<u>Actual:</u>	27.11	29.47	28.91	27.88	26.44
Item #37	<b>Workers' compensation claims, number of</b> 	<u>Target:</u>	DNE	197	197	197	<275   <300
		<u>Actual:</u>	203	240	242	292	296

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



# 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

## Components

## Greatest Potential Harm

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:

Bear costs of necessary execution equipment

Required by S.C. Code Section 24-3-540 (Deliverable 93.4)

Ensure legislation for compounding pharmacies making execution drugs remain nameless

Pass legislation for alternative means for execution

## 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

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.)

### Components

Ensure necessary individuals are present at execution

Required by S.C. Code Section 24-3-550(A-B) (Deliverable 93.6)

### Greatest Potential Harm

Would not be able to carry out the execution sentence

Prohibit witness use of electronic equipment at executions

Required by S.C. Code Section 24-3-550(D) (Deliverable 93.7)

Prohibit witness use of electronic equipment at executions

### 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

Allowed  
S.C. Code Section  
24-3-550(E)

## Customers

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

## Greatest potential harm

Disruptive environment at the execution chamber

## Costs

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

## 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

Required  
S.C. Code Section  
24-3-580

## 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

Putting employees involved in harms way for potential retaliatory threats of violence

## Recommendations to General Assembly

Ensure legislation is in place to keep executioners' information confidential

## Transport executed inmate's body to family members or dispose of it properly and bear related transportation or disposal costs

Required  
S.C. Code Section  
24-3-570

### Customers

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

### Greatest potential harm

Agency viewed as insensitive to family of executed inmate

### Costs

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

# 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

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

Allowed  
S.C. Code Section  
24-21-715(B)

### Customers

- ✗ Know # of potential customers
- ✓ Know # of customers served
- ✗ 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
- ✗ Law allows charging customer

# 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.
  - Required by S.C. Code Section 17-7-10
- Coroner determines cause of death and provides SCDC a copy of the autopsy report.
  - 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.
  - 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

\*The cause of death categories are from the Bureau of Statistics

Cause of death*	Total	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Trends	2019 (Jan. - March)
Total	745	51	70	56	58	66	66	76	79	105	100		18
Natural Cause	617	47	61	51	53	62	58	64	64	85	72		8
Suicide	47	0	6	2	4	3	5	5	5	6	11		0
Homicide	39	2	3	2	0	1	2	3	5	12	9		1
Autopsy Pending	4	0	0	0	0	0	0	0	0	0	4		9
Accidental	8	0	0	0	1	0	1	2	1	1	2		0
Alcohol/Drug	8	0	0	0	0	0	0	2	3	1	2		0
Execution	3	2	0	1	0	0	0	0	0	0	0		0
Other Cause	1	0	0	0	0	0	0	0	1	0	0		0

# Number of Inmate Deaths\*

South Carolina compared to other states in 2005 through 2014

	Inmate Deaths	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	Total
1	Texas	351	443	435	469	426	375	417	462	438	409	4,225
2	California	366	424	395	369	395	414	388	368	366	317	3,802
3	Florida	244	261	249	291	278	275	297	324	305	346	2,870
4	Pennsylvania	149	124	150	145	165	141	157	157	157	145	1,490
5	New York	170	131	148	133	142	124	117	115	142	123	1,345
6	Michigan	140	138	117	99	148	93	119	124	124	121	1,223
7	Georgia	122	103	143	128	125	112	123	103	122	120	1,201
8	Ohio	121	106	123	101	120	116	111	126	124	111	1,159
9	Louisiana	89	72	82	117	108	100	108	116	118	118	1,028
10	Virginia	84	78	103	86	87	94	99	86	82	90	889
11	North Carolina	69	90	99	117	86	87	71	79	81	94	873
12	Illinois	72	94	104	71	75	94	97	85	78	88	858
13	Oklahoma	74	80	98	88	79	60	85	79	87	107	837
14	Arizona	78	72	61	77	85	85	86	87	95	99	825
15	Missouri	68	66	78	87	81	88	74	71	92	97	802
16	Alabama	66	61	54	75	80	66	104	86	107	102	801
17	Tennessee	76	84	73	74	69	74	59	84	82	83	758
18	Indiana	45	70	54	70	91	69	74	59	66	70	668
19	South Carolina	75	65	72	83	49	70	55	58	66	66	659

\*Excludes executions; Source: Bureau of Justice Statistics, Deaths in Custody Reporting Program, 2001 and 2005–2014; National Prisoner Statistics, 2001 and 2005–2014; and Federal Bureau of Prisons, 2001 and 2005–2014. *This is the most recent report from BJS.*



## 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:

[https://www.slcatlanta.org/Publications/cdrs/2018/CDR\\_AdultCorrections\\_2018.pdf](https://www.slcatlanta.org/Publications/cdrs/2018/CDR_AdultCorrections_2018.pdf)

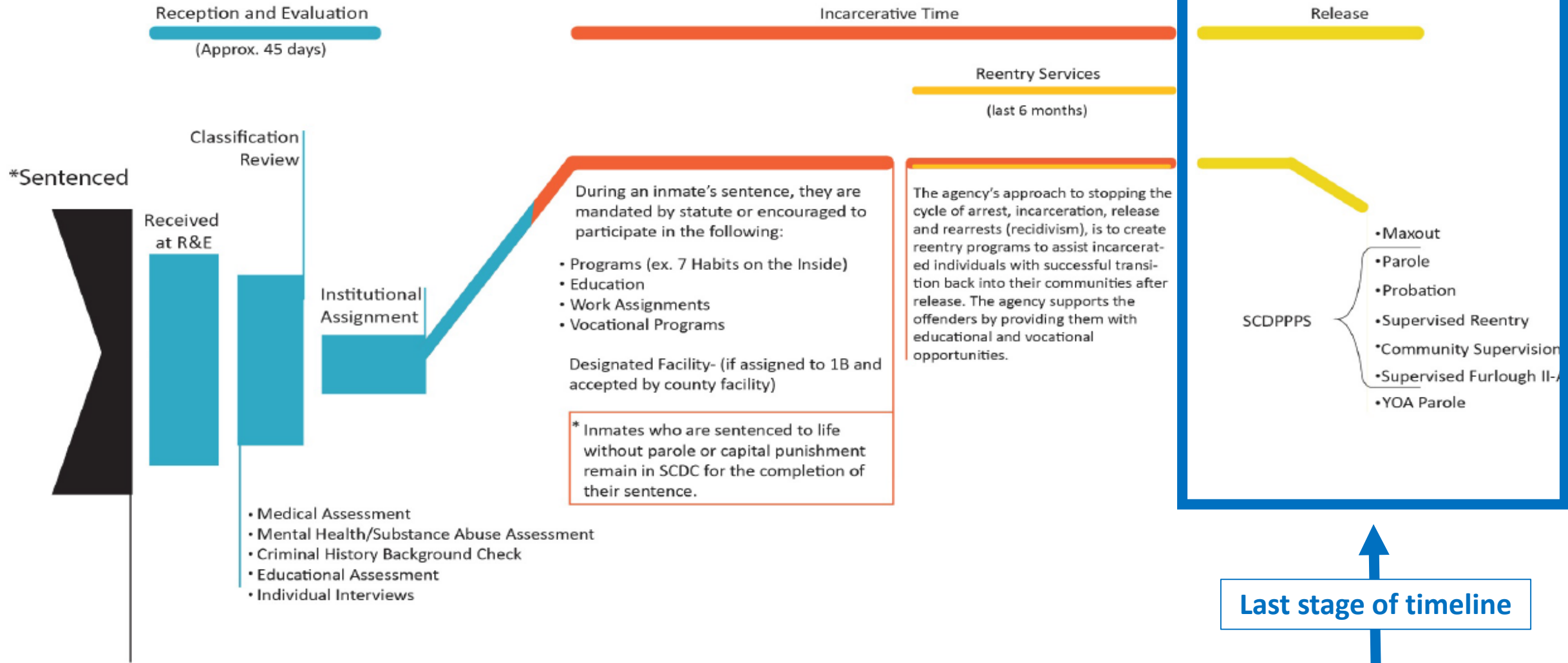
- This presentation does not include all information from the report, due to the number of footnotes in the report which explain the differences in how states define terms and calculate totals.





# Timeline of Inmates

## Time Served



\*Note: List of possible sentences:

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

### Acronyms:

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

# 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

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

## 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 the supervised furlough program

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

## Components

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)

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)

Required by S.C. Code Section 24-13-710 (Deliverable 26.4)

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)

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)

Required by S.C. Code Section 24-13-710 (Deliverable 26.7)

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)

# 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)

Required  
S.C. Code Section  
24-13-150(A)

### Customers

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

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

### Costs

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

### Greatest potential harm

Failure will cause delays in the release process

# 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 a inmate

Required  
S.C. Code Section  
24-13-40 and 24-13-175

## Customers

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

## Greatest potential harm

Danger to public from miscalculation of time served and releasing inmate too soon.

Danger to inmate from miscalculation of time served and keeping inmate detained too long.

## Costs

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

## Recommendations to General Assembly

Ensure that criminal penalties are clearly defined

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)

Allowed  
2018-19 Proviso 65.13

### 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



# Components for determining if an inmate is eligible for discharge on the basis of serving the entire sentenced term

## Components

Provide clothing to newly released

Required by S.C. Code 24-3-180 & 24-1-130 (Deliverable 17.3)

Collect funds from State Treasurer for clothing to newly released inmates

Required by S.C. Code Section 24-3-180 (Deliverable 17.4)

Provide transportation to newly released inmates

Required by S.C. Code Section 24-3-180 (Deliverable 17.5)

Collect funds from State Treasurer for transportation to newly released inmates

Required by S.C. Code Section 24-3-180 (Deliverable 17.6)

## Greatest potential harm

Inmate dignity is compromised entering back into the community

## 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

## Recommendations to General Assembly

Allow SCDC to continue to accept clothing for inmate release through the community religious and charitable entities



# DISTRIBUTION OF TIME SERVED BY SCDC INMATES RELEASED IN FY 2018

TIME SERVED	BLACK MALES		BLACK FEMALES		WHITE MALES		WHITE FEMALES		OTHER MALES		OTHER FEMALES		TOTAL	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
3 Months or Less	213	5.2%	26	9.8%	186	5.8%	69	8.4%	6	3.8%	1	7.7%	501	5.8%
3 Months 1 Day-6 Months	389	9.5%	30	11.3%	342	10.6%	104	12.7%	15	9.4%	2	15.4%	882	10.3%
6 Months 1 Day-9 Months	397	9.7%	27	10.2%	379	11.8%	126	15.4%	12	7.5%	0	0.0%	941	11.0%
9 Months 1 Day-1 Year	341	8.3%	25	9.4%	308	9.6%	91	11.1%	11	6.9%	1	7.7%	777	9.1%
1 Year 1 Day-2 Years	1,018	24.8%	82	30.9%	969	30.1%	299	36.6%	40	25.0%	5	38.5%	2,413	28.1%
2 Years 1 Day-3 Years	511	12.4%	36	13.6%	418	13.0%	65	8.0%	13	8.1%	2	15.4%	1,045	12.2%
3 Years 1 Day-4 Years	271	6.6%	5	1.9%	162	5.0%	21	2.6%	7	4.4%	1	7.7%	467	5.4%
4 Years 1 Day-5 Years	165	4.0%	7	2.6%	98	3.0%	12	1.5%	7	4.4%	0	0.0%	289	3.4%
5 Years 1 Day-6 Years	140	3.4%	4	1.5%	80	2.5%	8	1.0%	8	5.0%	0	0.0%	240	2.8%
6 Years 1 Day-7 Years	101	2.5%	5	1.9%	33	1.0%	3	0.4%	8	5.0%	0	0.0%	150	1.7%
7 Years 1 Day-8 Years	47	1.1%	0	0.0%	23	0.7%	3	0.4%	3	1.9%	0	0.0%	76	0.9%
8 Years 1 Day-9 Years	134	3.3%	7	2.6%	53	1.6%	3	0.4%	13	8.1%	0	0.0%	210	2.4%
9 Years 1 Day-10 Years	49	1.2%	2	0.8%	8	0.2%	2	0.2%	0	0.0%	0	0.0%	61	0.7%
10 Years 1 Day-15 Years	156	3.8%	4	1.5%	78	2.4%	4	0.5%	11	6.9%	1	7.7%	254	3.0%
15 Years 1 Day-20 Years	84	2.0%	1	0.4%	41	1.3%	3	0.4%	6	3.8%	0	0.0%	135	1.6%
20 Years 1 Day-25 Years	38	0.9%	2	0.8%	22	0.7%	1	0.1%	0	0.0%	0	0.0%	63	0.7%
25 Years 1 Day-30 Years	18	0.4%	1	0.4%	6	0.2%	2	0.2%	0	0.0%	0	0.0%	27	0.3%
Over 30 Years	34	0.8%	1	0.4%	18	0.6%	1	0.1%	0	0.0%	0	0.0%	54	0.6%
<b>TOTAL</b>	<b>4,106</b>	<b>100.0%</b>	<b>265</b>	<b>100.0%</b>	<b>3,224</b>	<b>100.0%</b>	<b>817</b>	<b>100.0%</b>	<b>160</b>	<b>100.0%</b>	<b>13</b>	<b>100.0%</b>	<b>8,585</b>	<b>100.0%</b>
<b>AVERAGE TIME SERVED*</b>	<b>3 Years 3 Months</b>		<b>2 Year 0 Months</b>		<b>2 Years 4 Months</b>		<b>1 Year 5 Months</b>		<b>4 Years 2 Months</b>		<b>2 Years 8 Months</b>		<b>2 Years 8 Months</b>	

\* 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.

## Time to Maxout for FY 2018 Admissions by Gender

### (Percentages by Gender)

TIME TO MAXOUT *	MALES		FEMALES		TOTAL	
	#	Male%	#	Female%	#	%
5 Years or Less	5,633	85.65%	943	94.30%	6,576	86.79%
5 Years, 1 Day to 10 Years	466	7.09%	33	3.30%	499	6.59%
Over 10 Years **	478	7.27%	24	2.40%	502	6.63%
<b>TOTAL</b>	<b>6,577</b>	<b>100.00%</b>	<b>1,000</b>	<b>100.00%</b>	<b>7,577</b>	<b>100.00%</b>

\* Maxout date stored as calculated in July 2018.

\*\* Includes life sentences.

# State Expenditures per Inmate

Agency seeks

Lower than, or meet, target

2013-14

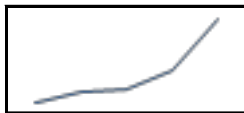
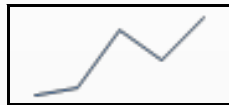
2014-15

2015-16

2016-17

2017-18

2018-19

Item #27	<div>Total cost per inmate per year</div> <div>Trend</div> <div></div>	<div>Target:</div> <div>DNE (Did not exist)</div> <div>DNE</div> <div>DNE</div> <div>DNE</div> <div>DNE</div> <div>&lt;\$24,090.96</div>
	<div>Actual:</div> <div>\$19,136.90</div> <div>\$19,727.60</div> <div>\$19,935.07</div> <div>\$20,924.75</div> <div>\$23,711.57</div>	
Item #29	<div>Food cost per inmate per year</div> <div></div> <div></div>	<div>Target:</div> <div>DNE</div> <div>DNE</div> <div>DNE</div> <div>DNE</div> <div>DNE</div> <div>&lt;\$789.11</div>
	<div>Actual:</div> <div>\$667.95</div> <div>\$678.90</div> <div>\$757.62</div> <div>\$715.40</div> <div>\$777.45</div>	

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)

State	Rank	Per Inmate
North Carolina	1	\$42,555
Virginia	2	\$31,734
Tennessee	3	\$30,124
West Virginia	4	\$25,945
Missouri	5	\$24,132
Florida	6	\$23,904
Texas	7	\$23,873
Georgia	8	\$22,215
Oklahoma	9	\$20,473
Arkansas	10	\$20,105
South Carolina	11	\$19,083
Alabama	12	\$19,066
Mississippi	13	\$18,149
Louisiana	14	\$14,188
Kentucky	15	\$9,266
Total		\$23,755

State	Rank	Per Capita
North Carolina	1	\$150.91
Virginia	2	\$141.41
Oklahoma	3	\$138.41
Tennessee	4	\$137.91
Missouri	5	\$129.49
Texas	6	\$123.22
Georgia	7	\$118.11
Arkansas	8	\$117.33
Mississippi	9	\$113.04
Florida	10	\$111.40
Louisiana	11	\$110.98
West Virginia	12	\$101.19
Alabama	13	\$94.02
South Carolina	14	\$77.15
Kentucky	15	\$49.24
Total		\$119.00

Note: Expenditures are total operating expenditures for adult corrections

Source: Adult Correctional Systems - A report submitted to the Fiscal Affairs and Government Operations Committee of the Southern Legislative Conference Council of State Governments (2017), in particular, page 30, Table 11. Adult Corrections Expenditures for SLC States, available at [https://www.slcatlanta.org/Publications/cdrs/2018/CDR\\_AdultCorrections\\_2018.pdf](https://www.slcatlanta.org/Publications/cdrs/2018/CDR_AdultCorrections_2018.pdf) (accessed May 1, 2019)



# 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

# Provide meals to employees meals during emergencies or emergency simulation exercises

Allowed  
2018-19 Proviso 65.27

## 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
- ✗ Law allows charging customer

## Recommendations to General Assembly

Allow SCDC to continue to support the mission of our emergency teams



# Hiring Process and Applicants Remaining at Each Stage

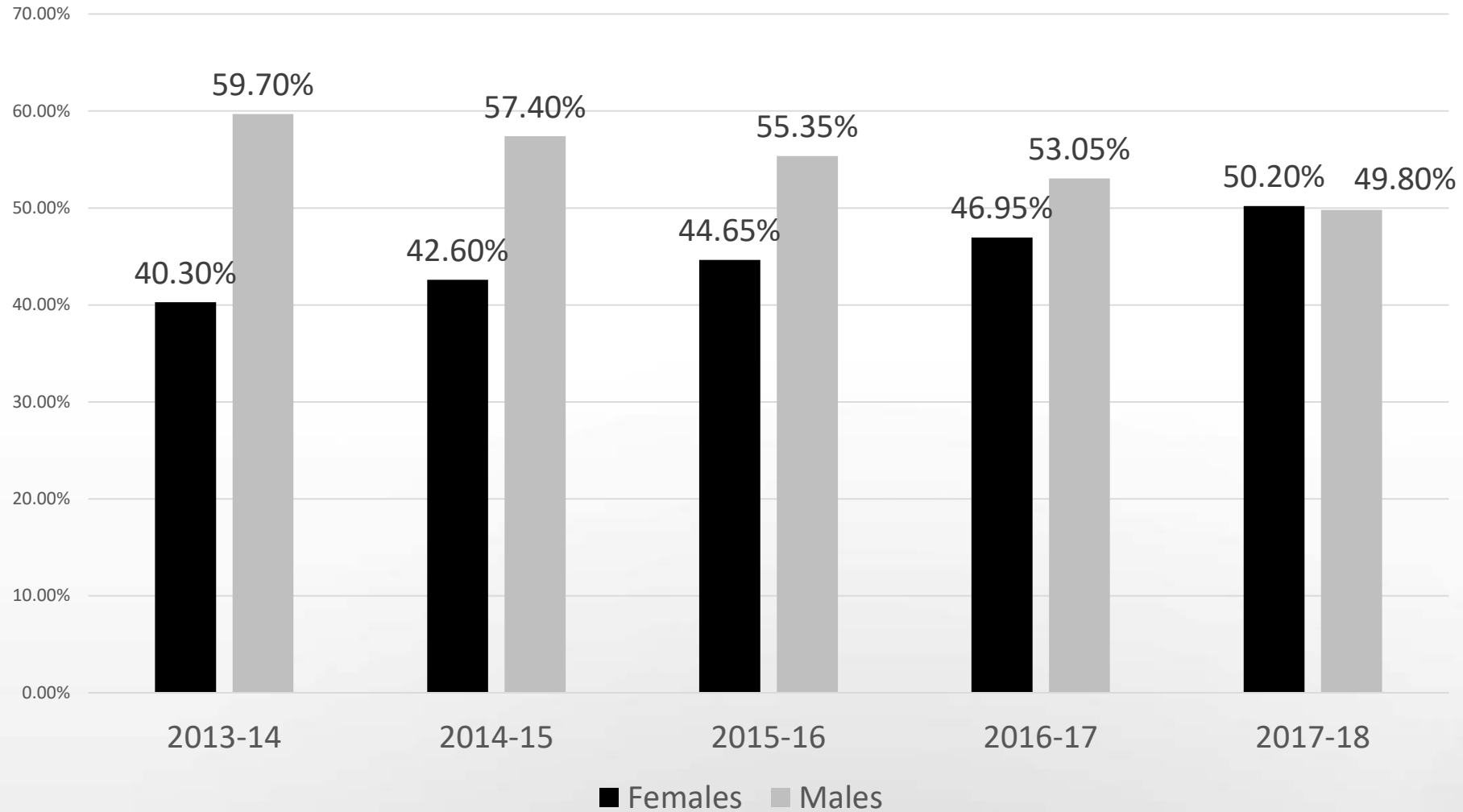
*Current as of March 1, 2019*

Hiring Process for Security and Announced Positions	2015-16	2016-17	2017-18	2018-19 (thru Feb. 2019)
<b>Total Applications Received</b>	<b>3,243</b>	<b>4,071</b>	<b>4,732</b>	<b>2,934</b>
Application Processed (first screen on minimum qualifications) <i>Number reflects applicants who did not advance</i>	263	300	354	235
Application Review (Recruitment Branch / Selecting Officials / HR Manager) <i>Number reflects applicants who did not advance</i>	221	510	725	364
Verensics Testing (reliability, integrity assessment) -implemented on 12/1/2018 <i>Number reflects applicants who did not advance</i>	N/A	N/A	N/A	28
Personal Interview/Panel Interview for announced / promotions <i>Number reflects applicants who did not advance</i>	671	404	564	495
Background Check <i>Number reflects applicants who did not advance</i>	295	499	615	334
Drug Screen/Medical <i>Number reflects applicants who did not advance</i>	45	65	60	25
Pre-Process/Onboarding (Day 1) <i>Number reflects applicants who did not advance</i>	501	582	661	436
Physical Agility Test <i>Number reflects applicants who did not advance</i>	88	31	80	34
<b>Total Hired</b>	<b>1,159</b>	<b>1,680</b>	<b>1,673</b>	<b>983</b>

SCDC will discuss in more detail during presentation of its Administration Unit



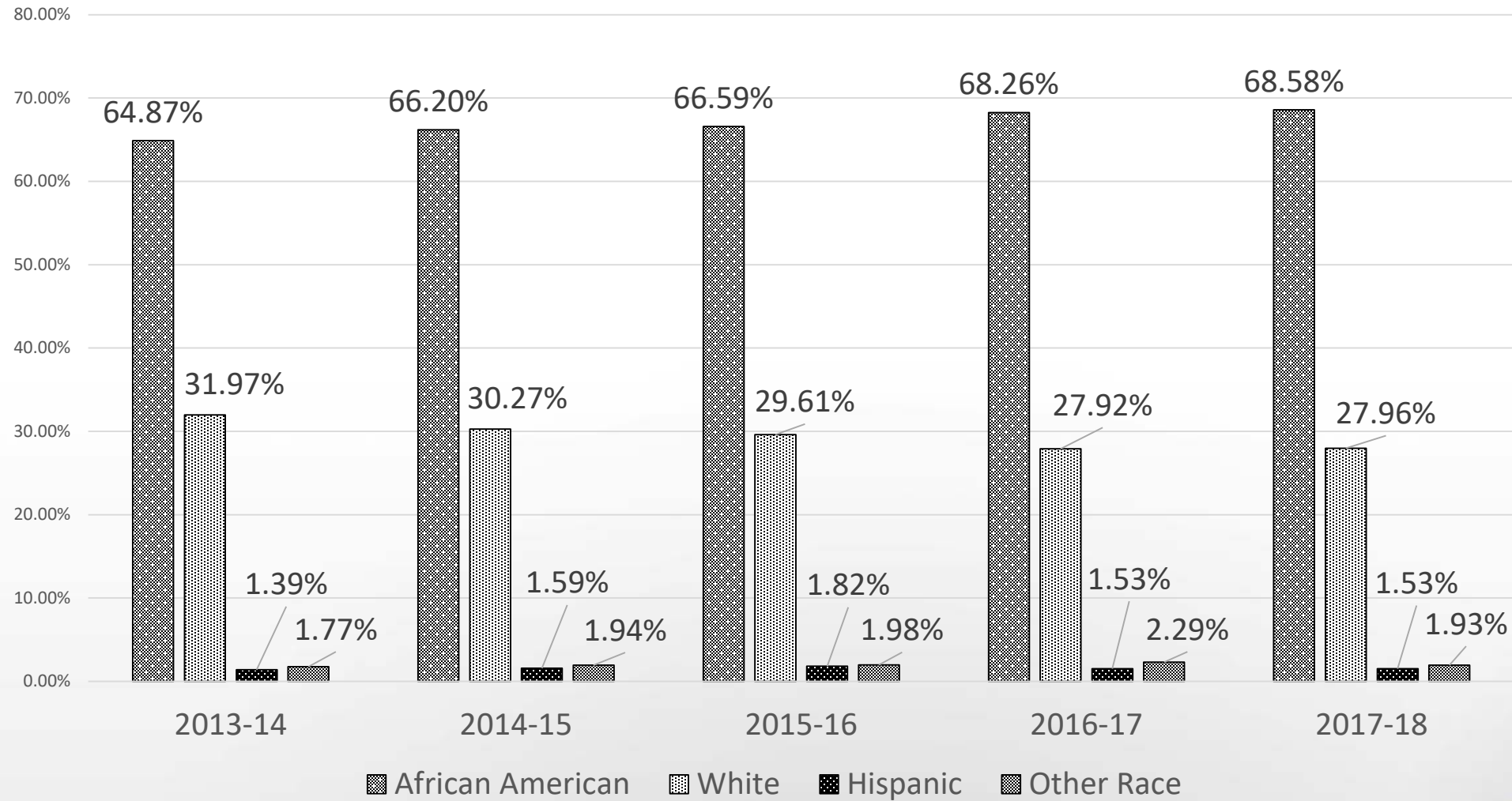
## Security Positions Held, by Sex



Performance Measure Item #31



## Security Positions Held, by Race



Performance Measure Items  
#32, 33, 34, and 35

# Security Positions Filled and Retained

Agency seeks

Higher than, or meet, target

2013-14

2014-15

2015-16

2016-17

2017-18

2018-19

Item  
#30

**Total filled, security  
positions**

Trend

*Not enough data  
for trend line*

Target:

DNE  
(Did not exist)

DNE

DNE

DNE

DNE

90%

Actual:

DNE

DNE

DNE

DNE

87.83%

Item  
#36

**One year retention  
rate for new hire  
security staff**

Trend



Target:

DNE

DNE

DNE

DNE

DNE

50%

Actual:

54.33%

53.67%

50.48%

45.79%

49.00%

How is it  
calculated?

# of filled  
security  
positions

(divided by)

# of funded  
security  
positions



# Correctional Officer New Hire Retention Numbers and Rates

FY 1997 – FY 2018

Fiscal Year	Job Class	Position	Number Hired	Number of Hires Retained After...					Percent of Hires Retained After...				
				1st Year	2nd Year	3rd Year	4th Year	5th Year	1st Year	2nd Year	3rd Year	4th Year	5th Year
1997	JD30	CORRECTIONAL OFFICER I	918	547	382	274	220	186	60%	42%	30%	24%	20%
1998	JD30	CORRECTIONAL OFFICER I	1,201	700	507	387	312	264	58%	42%	32%	26%	22%
1999	JD30	CORRECTIONAL OFFICER I	1,269	646	474	358	288	253	51%	37%	28%	23%	20%
2000	JD30	CORRECTIONAL OFFICER I	1,183	569	407	320	260	223	48%	34%	27%	22%	19%
2001	JD30	CORRECTIONAL OFFICER I	923	427	308	240	197	167	46%	33%	26%	21%	18%
2002	JD30	CORRECTIONAL OFFICER I	604	299	209	155	115	94	50%	35%	26%	19%	16%
2003	JD30	CORRECTIONAL OFFICER I	897	467	315	255	222	193	52%	35%	28%	25%	22%
2004	JD30	CORRECTIONAL OFFICER I	921	470	335	268	222	194	51%	36%	29%	24%	21%
2005	JD30	CORRECTIONAL OFFICER I	944	473	358	290	250	216	50%	38%	31%	26%	23%
2006	JD30	CORRECTIONAL OFFICER I	1,085	548	415	338	291	261	51%	38%	31%	27%	24%
2007	JD30	CORRECTIONAL OFFICER I	1,059	559	444	369	300	251	53%	42%	35%	28%	24%
2008	JD30	CORRECTIONAL OFFICER I	1,034	518	423	340	271	231	50%	41%	33%	26%	22%
2009	JD30	CORRECTIONAL OFFICER I	1,012	560	411	311	247	214	55%	41%	31%	24%	21%
2010	JD30	CORRECTIONAL OFFICER I	699	402	298	223	181	159	58%	43%	32%	26%	23%
2011	JD30	CORRECTIONAL OFFICER I	838	475	382	301	235	195	57%	46%	36%	28%	23%
2012	JD30	CORRECTIONAL OFFICER I	885	435	352	267	210	174	49%	40%	30%	24%	20%
2013	JD30	CORRECTIONAL OFFICER I	924	502	365	267	188	149	54%	40%	29%	20%	16%
2014	JD30	CORRECTIONAL OFFICER I	818	439	291	200	154		54%	36%	24%	19%	
2015	JD30	CORRECTIONAL OFFICER I	731	369	236	172			50%	32%	24%		
2016	JD30	CORRECTIONAL OFFICER I	701	321	222				46%	32%			
2017	JD30	CORRECTIONAL OFFICER I	1,051	520					49%				
2018	JD30	CORRECTIONAL OFFICER I	1,053										

**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 “1<sup>st</sup> Year” count. Even if the employee was still employed on 1.15.17 that employee would not count toward the “1<sup>st</sup> 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.

Complete  
Satisfaction  
Assessment  
Report  
included in  
SCDC's  
3.20.19  
letter to LOC





# 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.

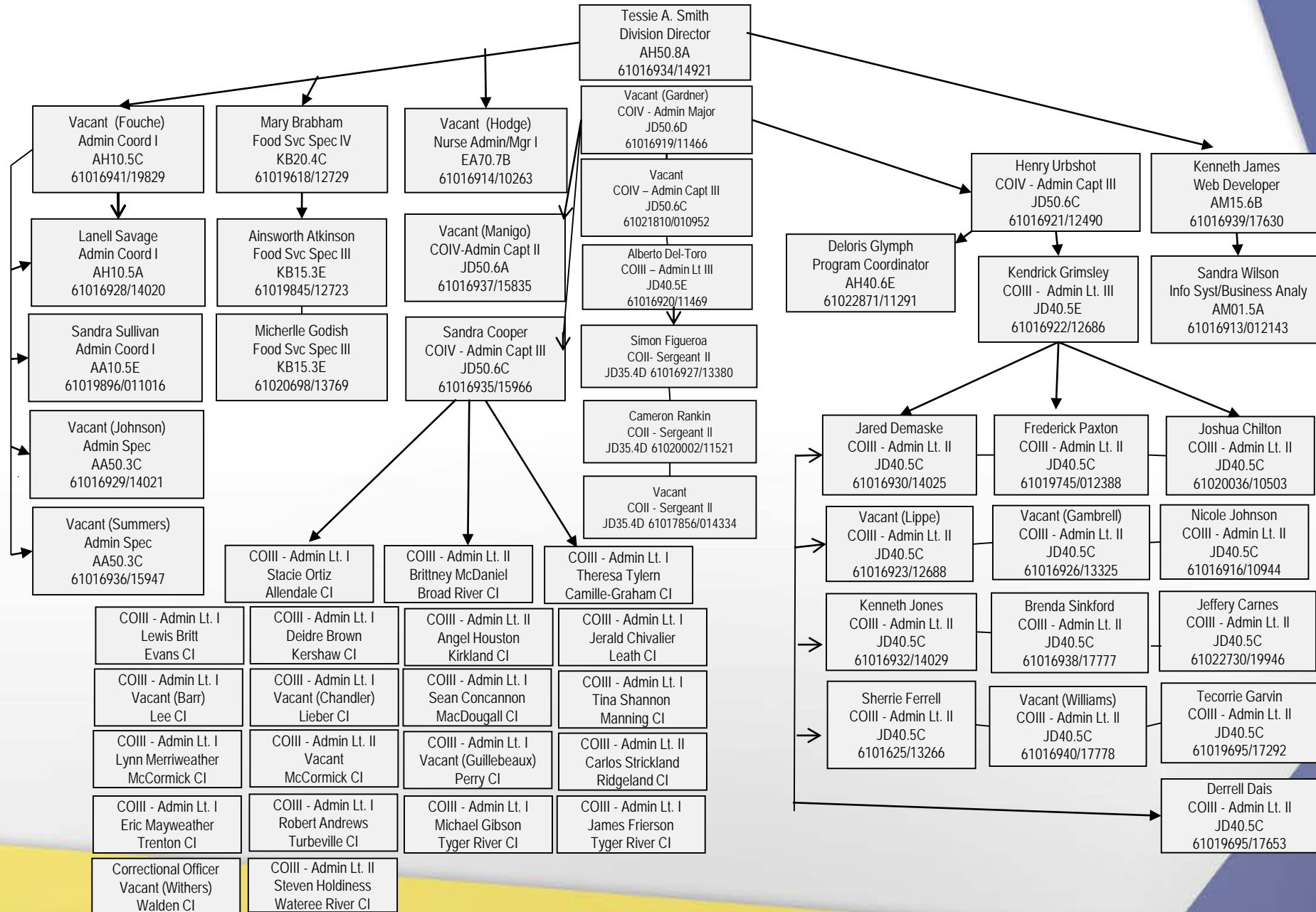
Complete  
Satisfaction  
Assessment  
Report  
included in  
SCDC's  
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# Division of Training and Staff Development



# DIVISION OF TRAINING AND STAFF DEVELOPMENT AS OF FEBRUARY 20, 2019



# 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

Number of new correctional officers trained	Calendar Year 2018
C/O Certification Training (Basic)	744
Cadet Basic Training	68
Total	812

Number of agency employees participating in mandatory annual training	Calendar Year 2018
Non-certified	1,772
Certified	3,581
Total	5,353



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, restitution 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

**SCDC does not utilize the Adult Offender Management system**

## Components

Do not initiate the offender management system, or enroll inmates into it, unless the program is "appropriately funded" with general funds from the state

Required by S.C. Code Section 24-22-150 (Deliverable 23.1)

Utilize the definitions in 24-22-20 when applying laws within the "Offender Management System Act"

Required by S.C. Code Section 24-22-20 (Deliverable 23.2 and 23.3)

Establish disciplinary procedures for reintegration centers

Required by S.C. Code Section 24-22-120 (Deliverable 23.4)

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)

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)

**\*\*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



# Components of assist PPP with the adult criminal offender management system (cont.)

**SCDC does not utilize the Adult Offender Management system**

## Components

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)

Required by S.C. Code Section 24-22-110 (Deliverable 23.7)

Transport inmates enrolled in the offender management system to an SCDC Reintegration Center for evaluation

Required by S.C. Code Section 24-22-90 (Deliverable 23.8)

Notify PPP of all victim impact statements which references inmates enrolled in the offender management system

Required by S.C. Code Section 24-22-90 (Deliverable 23.9)

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

Required by S.C. Code Section 24-22-60 (Deliverable 23.91)

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)

Required by S.C. Code Section 24-22-60 (Deliverable 23.92)

Discipline or remove inmates that are enrolled in the offender management system at Reintegration Centers, pursuant to agency procedures, when necessary

Allowed by S.C. Code Section 24-22-120 (Deliverable 23.93)



# Components of assist PPP with the adult criminal offender management system (cont.)

**SCDC does not utilize the Adult Offender Management system**

## Components

Revoke offender management system status if necessary

Allowed by S.C. Code Section 24-22-80 (Deliverable 23.94)

Do not release inmates on the offender management system status on supervised furlough

Required by S.C. Code Section 24-22-130 (Deliverable 23.95)

Do not give parole hearings to inmates on the offender management system status

Required by S.C. Code Section 24-22-130 (Deliverable 23.96)

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

Required by S.C. Code Section 24-22-130 (Deliverable 23.97)

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

Required by S.C. Code Section 24-22-150 (Deliverable 23.98)

If funds for offender management system are exhausted, terminate the system until "appropriate funding" has been provided from the general funds of the State.

Required by S.C. Code Section 24-22-150 (Deliverable 23.99)



# Establish a home detention program

Deliverable 24 (Allowed by S.C. Code Section 24-13-1540)

Components include:

- See next slide



# Components of establish home detention program

**SCDC does not utilize the Home Detention Program at this time**

## Components

Establish regulations for home detention programs, as outlined in this statute, if the agency implements a home detention program

Required by S.C. Code Section 24-13-1540 (Deliverable 24.1)

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

Required by S.C. Code Section 24-13-1520 and -1530 (Deliverable 24.2)

Allow victims to provide input on an inmates home detention sentence

Required by S.C. Code Section 24-13-1570(D) (Deliverable 24.3)

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

Allowed by S.C. Code Section 24-13-1580 (Deliverable 24.4)

Notify home detention participants of consequences for violations of program

Required by S.C. Code Section 24-13-1570(B),(C) (Deliverable 24.5)

Determine which inmates participating in the home detention program must use electronic monitoring devices

Required by S.C. Code Section 24-13-1560 (Deliverable 24.6)

Monitor participant compliance with home detention program regulations

Required by S.C. Code Section 24-13-1550 (Deliverable 24.7)

Receive, from inmates in home detention program, change of residence request and determine whether to approve request

Required by S.C. Code Section 24-13-1570(A) (Deliverable 24.8)





# 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

