

RICHLAND COUNTY
DETENTION CENTER AD HOC
COMMITTEE

AGENDA



THURSDAY NOVEMBER 17, 2022

4:00 PM

COUNCIL CHAMBERS



Richland County Council 2021-2022



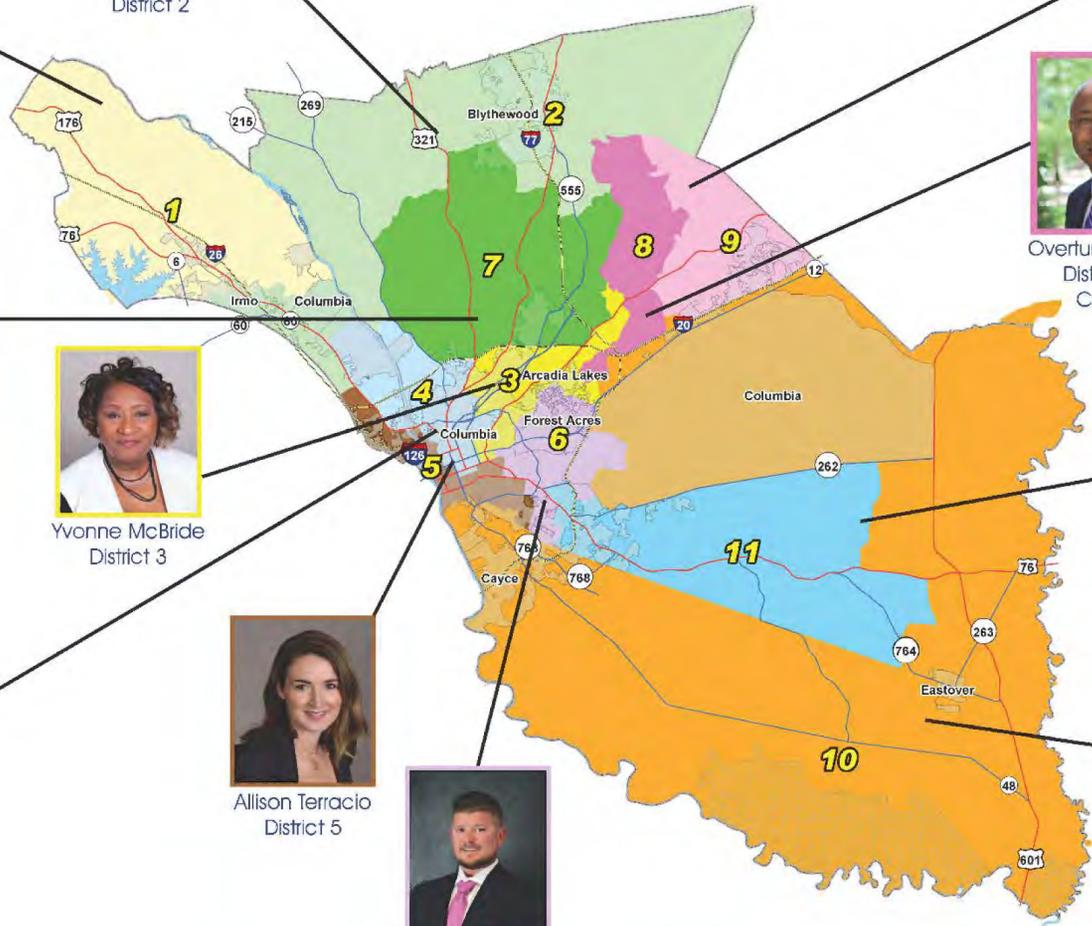
Bill Malinowski
District 1



Derrek Pugh
District 2



Jessica Mackey
District 9
Vice Chair



Overture Walker
District 8
Chair



Gretchen Barron
District 7



Chakisse Newton
District 11



Yvonne McBride
District 3



Paul Livingston
District 4



Allison Terracio
District 5



Cheryl English
District 10



Joe Walker, III
District 6



Detention Center Ad Hoc Committee
AGENDA
 November 17, 2022 – 4:00 PM
 Council Chambers
 2020 Hampton Street, Columbia, SC 29204

The Honorable Yvonne McBride District 3	The Honorable Allison Terracio District 5	The Honorable Cheryl English, Chair District 10
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- 1. **Call to Order** The Honorable Cheryl English
- 2. **Approval of Minutes** The Honorable Cheryl English
 - a. **April 19, 2022 [PAGE 4]**
- 3. **Adoption of Agenda** The Honorable Cheryl English
- 4. **Discussion Items:** The Honorable Cheryl English
 - a. **Alvin S. Glenn Detention Center Overview and Improvement Plan [PAGES 5-30]**
 - 1. **Staffing Updates:**
 - a. **Hiring Initiatives**
 - b. **Personnel Needs Remaining**
 - 2. **Facility Updates:**
 - a. **Medical Provider**
 - i. **Mental Health Initiatives**
 - b. **Food Provider**
 - c. **Telecommunications Provider**
 - d. **Technology Initiatives**
 - e. **Technology Needs Remaining**
 - f. **Officer/Detainee Safety, Security, and Wellness Initiatives**
 - g. **Physical Structure and Enhancements**
 - 3. **Other Updates:**
 - a. **Attorney/Client Visitation Project**
 - b. **ASGDC Per Diem IGA**
- 5. **Adjournment** The Honorable Cheryl English



Richland County
Detention Center Ad Hoc Committee
MINUTES
April 19, 2022 – 3:00 PM
2020 Hampton Street, Columbia, SC 29204

MEMBERS PRESENT: Cheryl English, Chair, Yvonne McBride and Allison Terracio

OTHERS PRESENT: Michelle Onley, Anette Kirylo, Tamar Black, Leonardo Brown, Lori Thomas, John Thompson, Ashiya Myers, Patrick Wright, Brittney Terry-Hoyle and Washava Moye

1. **CALL TO ORDER** – Ms. McBride called the meeting to order at approximately 3:00 PM.

2. **APPROVAL OF MINUTES:**
 - a. **July 20, 2021** – Ms. English moved, seconded by Ms. Terracio, to approve the minutes as distributed.

In Favor: McBride, English and Terracio

The vote in favor was unanimous.

3. **ADOPTION OF AGENDA** – Ms. English moved, seconded by Ms. Terracio, to adopt the agenda as published.

In Favor: McBride, English and Terracio

The vote in favor was unanimous.

4. **ELECTION OF CHAIR** – Ms. Terracio moved, seconded by Ms. McBride, to nominate Ms. English for the position of Chair.

In Favor: McBride, English and Newton

The vote in favor was unanimous.

5. **OTHER ITEMS** – There were no other items.

6. **ADJOURNMENT** – Ms. Terracio moved, seconded by Ms. McBride, to adjourn the meeting.

The meeting adjourned at approximately 3:02PM.

**Detention Center Ad Hoc Committee
April 19, 2022**

-1-



ALVIN S. GLENN OVERVIEW & IMPROVEMENT PLAN

Crayman J Harvey, MS, Interim Director

OVERVIEW

- The Alvin S. Glenn Detention Center (ASGDC) is responsible for the incarceration of adult and juvenile offenders in a fashion that provides for the protection of public and institutional safety as well as the delivery of a constitutional level of service to those incarcerated. ASGDC has approximately 279 employees.
- In light of the several serious security incidents at ASGDC, the department has begun a review and improvement plan of the following key concerns. Significant, swift changes are necessary for the betterment of the employees who work at ASGDC and the detainees at the facility.



KEY CONCERNS

- With resources and support from the County Administrator, Detention Center leadership began an aggressive improvement plan for the following key concerns:
 - Staffing Updates
 - Hiring Initiatives
 - Remaining Personnel Needs
 - Facility Updates
 - Medical Provider
 - Medical Health Initiatives
 - Food Provider
 - Kitchen Enhancements
 - Telecommunications Provider
 - Technology Initiatives
 - Remaining Technology Needs
 - Officer/Detainee Safety, Security and Wellness Initiatives
 - Physical Structure Enhancements (Dormitories)



HIRING INITIATIVES

- To improve the recruiting process for detention officers staff, ASGDC has and is willing to use various tools to attract candidates such as radio ads, job fair participation, employment websites, job placement organizations as well as conducting on-site weekend interviews.
- The County Administrator recognized the importance of retention and recruiting and has implemented the following strategies:
 - Salary increase for entry level officers
 - Referral Bonus
 - Retention Bonus
 - Overtime option remains to ensure appropriate staffing levels



HIRING EVENT

9 a.m. - 4 p.m.
Saturday, Oct. 29

Alvin S. Glenn Detention Center
201 John Mark Dial Drive, Columbia

You must be at least 21 to apply.

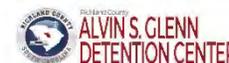
Qualifications include:

- Proof of high school diploma/GED
- S.C. driver's license
- Social Security card
- 10-year driving history
- Drug screening

Interviews will be conducted upon passing a background check.

FOR MORE INFO

Contact the Recruiting Division:
803-576-3216 or 803-576-3231



BONUS PAY

\$10,000*

*FOR NEW HIRES:
\$5,000 PAID OVER 12 MONTHS

- \$1,000 in first payroll
- \$500 after 90 days
- \$1,000 after 6 months
- \$500 after 9 months
- \$2,000 after 12 months (with certification)

*RETENTION:
\$5,000 PAID OVER 12 MONTHS (AFTER SERVICE ANNIVERSARY)

- \$1,000 in first payroll
- \$500 after 90 days
- \$1,000 after 6 months
- \$500 after 9 months
- \$2,000 after 12 months

REFERRAL BONUS ALSO AVAILABLE

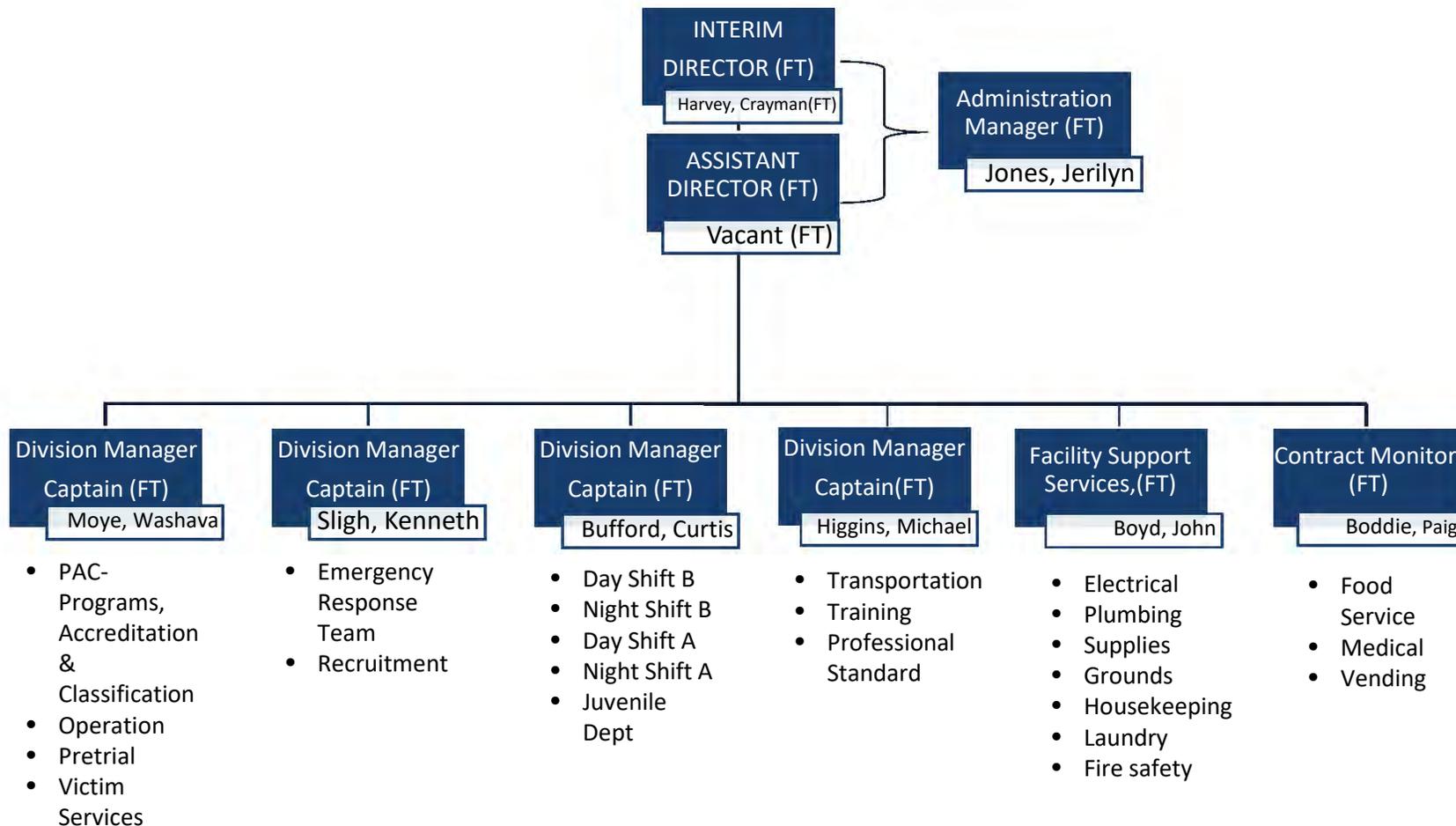
CERTIFIED OFFICERS' MINIMUM SALARY

\$40,000



Alvin S. Glenn Detention Center Organizational Chart

As of: 10/20/2022



STAFFING CHART

INSTITUTION :

Alvin S Glenn Detention Center

DATE :

OCTOBER -20-2022

POST	CURRENT	# OF DAYS POSTED	OFFICERS PER SHIFT					TOTAL STAFF PER 24 HRS	REC RELIEF FACTOR	REQUIRED # OF FTES
			8 HR 1st	8 HR 2nd	8 HR 3rd	12 HR DAY	12 HR NIGHT			
OUTSIDE PERIMETER OFFICER	0	7				1	1	2	2.54	5.08
FRONT LOBBY OFFICER	0	7				2	2	4	2.54	10.16
CONTROL ROOM OFFICER	1	7				1	1	2	2.54	5.08
TRANSPORTATION OFFICER	2	5	24					24	1.00	24.00
PROPERTY CONTROL OFFICER	0	7				1	1	2	2.54	5.08
EDUCATION OFFICER	0	5	1					1	1.00	1.00
PROGRAM OFFICER	0	5	1					1	1.00	1.00
CLASSIFICATION OFFICER	2	7				2	2	4	1.00	4.00
ATTORNEY OFFICER	0	5				1	1	2	1.00	2.00
CAFETERIA OFFICER	0	7				1		1	2.54	2.54
HOUSING UNIT OFFICER (18 UNITS)	82	7				36	36	72	2.54	182.88
SUPERVISORS										
CAPTAIN-DIVISION MANAGER(S)	4	5	4					4	1.00	4.00
LIEUTENANTS-WATCH COMMANDERS	4	7				1	1	2	2.54	5.08
SERGEANT-ASSISTANT WATCH COMMANDERS	20	7				5	5	10	2.54	25.40
LIEUTENANT-TRANSPORTATION	0	7	1					1	1.00	1.00
SERGEANT-TRANSPORTATION	1	7	3					3	2.54	7.62
LIEUTENANT-RECRUITMENT	1	7	1					1	1.00	1.00
SERGEANT-RECRUITMENT	1	5	1					1	1.00	1.00
LIEUTENANT-PROGRAMS/ACCEDICATION	1	5	1					1	1.00	1.00
LIEUTENANT-TRAINING	1	5	1					1	1.00	1.00
LIEUTENANT-PAC	1	5	1					1	1.00	1.00
SERGEANT-PAC	1	7				1	1	2	2.54	5.08
SERGEANT-ATTORNEY	0	7				1	1	2	2.54	5.08
LIEUTENANT-JUVENILE	1	5	1						1.00	1.00
SERGEANT-JUVENILE	2	7				1	1	2	2.54	5.08
TOTAL SECURITY STAFF	125									307.16



MEDICAL PROVIDER

- Following the departure of the former medical provider, WellPath, on June 12, 2022, the department acquired Advance Correctional Healthcare (ACH).
- ACH is a two-fold medical provider that provides medical and mental health services. Such services aid the detention center in ensuring detainees receive the best comprehensive medical care while in custody. The provided mental health service has significantly changed the method and philosophy of how to manage mentally ill detainees.



FOOD PROVIDER

- Summit Food Service has been with the department for 16 years. Most recently, the food service provider was audited by DHEC and received an unsatisfactory grade.
- After implementation of a corrective action plan, the department received a satisfactory grade. During execution of the corrective plan, staff determined the kitchen requires a complete overhaul due to wear and tear.



KITCHEN DOOR REPLACEMENT

Before



After



KITCHEN CURRENT DEFICIENCIES

MISSING CONNECTIONS TO SINK



MISSING TILE



KITCHEN CURRENT DEFICIENCIES CONTINUED

TILE MISSING



OLD EQUIPMENT REMOVAL



KITCHEN CURRENT DEFICIENCIES CONTINUED



Floor in Need of Replacement



KITCHEN CURRENT DEFICIENCIES CONTINUED



TELECOMMUNICATION PROVIDER

- The department switched detainee communication providers from Amtel to ViaPath.
- Compared to the former communication contractor, ViaPath is able to provide tables which offer beneficial services such as:
 - Attorneys can meet with their clients from remote locations
 - Families can meet with detainees from remote locations
 - Detainees can access the Law Library
 - Recreation services (i.e. movies, games, reading materials)



TECHNOLOGY INITIATIVES

- After careful review of the facility's operation, leadership determined technology improvements were required to improve efficiency:
 - Use of a body scanner for all employees before entering the most secure area of the facility.
 - Software to store "PowerDms" (policies & training materials)
- In spite of improvement, two additional key security pieces of technology are required:
 - The current camera system is outdated, and camera coverage is not sufficient.
 - The internally created jail management system cannot support the demands of the department. Necessary data cannot be retrieved to assist with legal matters.



OFFICER/DETAINEE SAFETY, SECURITY WELLNESS INITIATIVES

- To reduce incidents among detainees, assaults, fights, and sexual misconduct, ASGDC strategically evaluated the current population within all housing areas and identified that the classification system needed revision.
- According to state standards, the classification system/plan is designed to properly assign detainee/inmates to classification categories for placement in housing and other detention specific functional situations based upon consideration of sex; age; sentenced/non-sentenced; criminal sophistication; seriousness of crime; assaultive/non-assaultive behavior; medical rules; and other applicable criteria.



OFFICER/DETAINEE SAFETY, SECURITY WELLNESS INITIATIVES

- The revised system along with transitioning detainees to the most appropriate housing area decrease's staff fear and enhances safety.
- Changes include:
 - Established a mental health unit for females & males
 - Previously, males were housed in Special Housing Unit (SHU), and females remained in female general population
 - Established a medical unit
 - Previously, males were housed in SHU
 - Reassigned the vulnerable population (older detainees) to a more stable and safer environment to reduce victimization
 - Established a step-down unit for the most aggressive detainees
 - This unit allows the most violent detainees to receive the same services as other detainees (i.e. recreation and reduction of isolation)
 - Previously, detainees were housed in SHU on “lockdown” status, keeping them in their rooms typically 23 hours a day.
 - Reduced detainee population within the most aggressive phase/units.



OFFICER/DETAINEE SAFETY, SECURITY WELLNESS INITIATIVES

- Emphasis was placed on detainees' improved care via use of jail management best practices.
- Previously, detainees did not have adequate recreation equipment and/or scheduled time periods that allow indoor/outdoor exercise.
- To combat negative behaviors and increase detainee/inmate improved care, management incorporated several tools to aid security staff. Housing units received:
 - Outdoor half-court basketball goals
 - Tablets for recreation (i.e. games, movies) and/or family/attorney visitation
 - Hair clippers
- These tools are incentive based and are available if detainee behavior meets disciplinary criteria
- Staff has consulted with the former SCDC Deputy Director of Programs regarding programs and volunteers for ASGDC



PHYSICAL STRUCTURE ENHANCEMENTS

- Following reassessment of the facility's infrastructure, survey of the facility for potential vulnerabilities, and feedback from security staff and outside constituents, ASGDC leadership is committed to improving the physical security of the facility and ensuring a safe working environment. These changes will include:
 - Remodeling ASGDC Kitchen.
 - Kitchen cooler & freezer door replacement
 - Installation of heavy Lexan break-resistant glass throughout the facility.
 - Utilized for constant detainee observation
 - Installation of service ports (flaps) to general population unit/rooms
 - Utilized for quickly isolating/containing detainees in their designated room
 - Will reduce the usage of a lock down unit, previously known as Special Housing Unit (SHU)
 - Remodeling Special Housing Unit
 - Remodeling All Units (First two units/SHU & Yankee)
 - Units will receive a complete overhaul of up to date standards, i.e. plumbing, painting, installation of correctional equipment (toilets & sinks) & electrical light fixtures.



PHYSICAL STRUCTURE ENHANCEMENTS

- To ensure safety of all employees and detainees, ASGDC strengthened the security practices to eliminate the introduction of contraband into the facility. Practices include:
 - The use of a body scanner for all employees before entering the most secure area of the facility
 - Increased facility “shakedowns”
 - Acquired more security equipment (handcuffs, leg-irons, etc.)
 - Reviewing 364 policies
 - Software to store “PowerDms” (policies & training materials)
 - Created an Accreditation committee with American Correctional Association facility auditors and quality assurance employees who review, update, and ensure best practices are incorporated within the facility.
 - Created a “tip line”
 - Posted signage throughout facility regarding no smoking areas & contraband
 - Increased collaboration with Richland County Sheriff Department



PHYSICAL STRUCTURE ENHANCEMENTS



DORMITORIES SINK/TOILET-REPLACEMENT



SUMMARY

- ASGDC has seen significant improvements and changes these past couple of months. New staff are being added to the ranks of the department which enhances the safety of the facility.
- Though the improvements are significant, challenges still remain. The Richland County Sheriff Department (RCSD) has advised ASGDC it will cease transporting detainees to Magistrate's Court. This significant change adds an additional burden to ASGDC. Security staffing remains low, so this change requires additional resources to manage the demand and/or requirements of the courts. Resources that will allow security staff to safely perform the additional duty include:
 - Additional officers
 - Additional security equipment (i.e. weapons, protective vests)
 - Additional secure vehicles



SUMMARY

- Incorporating best management practices for the juvenile population is another challenge. In contrast to the Department of Juvenile Justice, the current juvenile philosophy coupled with available resources is punitive.
- Though the population is low and fluid, the current philosophy does not fit the national best practice of therapeutic versus punitive juvenile detention. ASGDC, with the aid of the County's Public Defender , is transitioning toward a less restrictive philosophy with its youth.
- Some changes include:
 - Reduction of room confinement
 - Youth are receiving more time outside their rooms
 - Outside Recreation
 - Youth are receiving weekly outside recreation time
 - Indoor recreation will consist of board/video games
 - Tablets
 - Will incorporate opportunities for each youth to watch movies, play games, and/or video chat with family
 - Additional food
 - Youth will receive an extra meal (bagged lunch) after dinner



SUMMARY

- To continue its pursuit of national best practices for its juvenile population, ASGDC needs additional staff and resources:
 - Program manager (to manage day-to-day operations)
 - Social worker (liaison for the youth and outside parties while providing clinical services)
 - Activity therapist (will provide a range of activities and programs under the guideline of improving cognitive, emotional, and social behavior)



CLOSING & THANK YOU

In closing, I would like to thank Mr. Brown and his team for assisting ASGDC with its current improvements and those to follow. As previously stated, the constant support and resources will enhance the detention center.

I would also like to applaud this body of legislation for allowing my team and me to report on the conditions of ASGDC. I believe with the support from the Council and the County Administrator, ASGDC's future will be bright, and the staff will continue to be proud Richland County employees.

