



Richland County  
Detention Center Ad Hoc Committee  
**MINUTES**  
November 17, 2022 – 4:00 PM  
2020 Hampton Street, Columbia, SC 29204

MEMBERS PRESENT: Cheryl English, Chair, Yvonne McBride (via Zoom), and Allison Terracio

OTHERS PRESENT: Paul Livingston, Bill Malinowski, Michelle Onley, Anette Kirylo, Tamar Black, Leonardo Brown, Lori Thomas, John Thompson, Ashiya Myers, Patrick Wright, Brittney Terry-Hoyle, Justin Landy, Angela Weathersby, Kyle Holsclaw, Dwight Hanna, Susan O’Cain, Chelsea Bennett, Bill Peters, Stacey Hamm, Aric Jensen, Abhijit Deshpande, Jennifer Wladischkin, Dale Welch, and Crayman Harvey

1. **CALL TO ORDER** – Ms. English called the meeting to order at approximately 4:00 PM.

2. **APPROVAL OF MINUTES:**

a. April 19, 2022 – Ms. Terracio moved to approve the minutes as distributed, seconded by Ms. English.

In Favor: McBride, English, and Terracio

The vote in favor was unanimous.

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

In Favor: McBride, English, and Terracio

The vote in favor was unanimous.

4. **ALVIN S. GLENN DETENTION CENTER OVERVIEW AND IMPROVEMENT PLAN**

Mr. Brown noted the County had taken steps to develop a pay plan to encourage recruitment and retention for the detention center. In addition, employees are incentivized to obtain additional education/certifications. Furthermore, a temporary stipend has been put in place for salaried employees that work a significant amount of extra hours. Finally, the County has contracted with Allied to provide additional staff.

Ms. Terracio inquired if the employees are paying out-of-pocket to obtain these certifications and/or accreditations or if assistance is available.

Mr. Brown responded the County does have an assistance program. The employee may have to make an initial investment, but there is an opportunity for some reimbursement.

- ♣ 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 and the delivery of a constitutional level of service to those incarcerated with a staff of approximately 279 employees.
- ♣ In light of several serious security incidents, the department has begun a review and improvement plan.

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Significant and swift changes are necessary for the betterment of the facility's employees and detainees.

♣ **Staffing Updates**

**a. Hiring Initiatives**

- ♣ To improve the recruiting process for detention officer staff, AGSDC has and is willing to use various tools to attract candidates (i.e., radio ads, job fairs, employment websites, job placement organizations, as well as conducting on-site weekend interviews).
- ♣ The County Administrator recognizes 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

**b. Personnel Needs Remaining**

**1. Facility Updates:**

**a. Medical Provider**

**i. Mental Health Initiative**

- ♣ Following the departure of the former medical provider, WellPath, in June 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 managing mentally ill detainees.

Mr. Wright and Mr. Brown noted that Administration and the staff of Alvin S. Glenn Detention Center are taking strides to deal with individuals in need of mental health services, which is not the service the detention center is supposed to be providing. Legally, it is not their primary obligation, but they have no other choice because so many detainees have mental health issues.

**b. 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 implementing a corrective action plan, the department received a satisfactory grade. During the execution of the corrective plan, staff determined the kitchen requires a complete overhaul due to wear and tear.

**c. Telecommunications Provider**

- ♣ The department switched detainee communication providers from Amtel to ViaPath
- ♣ Compared to the former communication contractor, ViaPath can provide tablets, 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, and reading materials)

Ms. Terracio inquired about the cost for the detainees to utilize the telecommunications services. Mr. Crayman Harvey, ASGDC Interim Director, replied it is approximately \$0.07/minute.

Ms. Terracio suggested partnering with the library to provide library cards to the detainees so they could utilize the library's online resources.

Mr. Brown noted the cost to the detainee was recently reduced, and the County is bearing any other costs associated with telecommunication services.

**d. Technology Initiatives**

- ♣ After a careful review of the facility's operation, leadership determined technology improvements were required to improve efficiency:
  - Use a body scanner for all employees before entering the most secure area of the facility.
  - Software to store "PowerDms" (policies & training materials)

**e. Technology Needs Remaining**

- ♣ Despite improvements, two additional key security pieces of technology are required:
  - The current camera system is outdated, and camera coverage is insufficient.
  - The internally created jail management system cannot support the department's demands. Necessary data cannot be retrieved to assist with legal matters.

Ms. McBride stated it's her recollection is we appropriated funds for the jail management system approximately two (2) years ago.

Mr. Brown responded when we renegotiated the telecommunication pricing; we had to remove the jail management system upgrade to realize the savings.

**f. Officer/Detainee Safety, Security, and 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 detainees/inmates to classification categories for placement in housing and other detention-specific functional situations based on consideration of sex, age, sentenced/non-sentenced, criminal sophistication, the seriousness of the crime, assaultive/non-assaultive behavior, medical rules, and other applicable criteria.
- ♣ The revised system, along with transitioning detainees to the most appropriate housing area, decreases staff fear and enhances safety.
- ♣ Changes include:
  - Establish a mental health unit for females & males
    - Previously, males were housed in Special Housing Unit (SHU), and females remained in the general female population
  - Establish a medical unit
    - Previously, males were housed in SHU
  - Reassign the vulnerable population (older detainees) to a more stable and safer environment to reduce victimization
  - Establish 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.
  - Reduce the detainee population within the most aggressive phase/units.

- ♣ Emphasis was placed on detainees' improved care via jail management best practices.
- ♣ Previously, detainees did not have adequate recreation equipment and/or scheduled periods that allowed 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

**g. Physical Structure and Enhancements**

- ♣ Following a reassessment of the facility's infrastructure, a survey for potential vulnerabilities, and feedback from security staff and outside constituents, ASGDC leadership is committed to improving the facility's physical security and ensuring a safe working environment. These changes will include the following:
  - 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 units/rooms
    - Utilized for quickly isolating/containing detainees in their designated room
    - Will reduce the usage of a lockdown unit, previously known as the 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)
- ♣ To ensure the 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
  - Increase 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 the facility regarding no smoking areas & contraband
  - Increased collaboration with Richland County Sheriff's Department

**SUMMARY**

- ♣ ASGDC has seen significant improvements and changes in the last few months. The new staff is

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being added to the ranks, enhancing the facility's safety.

- ♣ Though the improvements are significant, challenges remain. The Richland County Sheriff's Department 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 court demands and/or courts requirement. Resources that will allow security staff to perform the additional duty safely include:
  - Additional officers
  - Additional security equipment (i.e., weapons, protective vests)
  - Additional secure vehicles

Ms. McBride inquired about what percentage of the detention center population are serious offenders.

Mr. Harvey responded approximately 60%.

Ms. McBride inquired who is responsible for those individuals suffering from mental illness.

Mr. Wright replied it is the responsibility of the Department of Mental Health. The Department of Mental Health has continuously stated they do not have beds for the detainees at their facilities, so they remain at the local detention centers.

Ms. McBride inquired if the Department of Mental Health provides additional resources to assist the detention center.

Mr. Brown responded there are some opportunities where we have partnered on certain things, but in terms of housing, we have not.

Ms. McBride inquired if the Detention Center personnel know about a "peer review" program.

Mr. Harvey stated he had heard of the program and is unsure if ASGDC had participated. He indicated this is a vision of his.

Ms. McBride inquired if Mr. Harvey was satisfied with the juvenile detainee area.

Mr. Harvey indicated he was not satisfied.

- ♣ 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 video chat with family
  - Additional Food
    - Youth will receive an extra meal (bagged lunch) after dinner

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- ♣ 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)

Ms. English thanked the Detention Center and Administration staff for their continued efforts for the detainees at the ASGDC.

## 2. Other Updates:

### a. Attorney/Client Visitation Project

Mr. Brown noted they have worked with internal staff, the Public Defender's Office, and architects to draw up plans to improve attorney/client visitation at the ASGDC.

In addition, he indicated he has personally reached out to the Department of Health and Environmental Control and the Department of Corrections.

### b. ASGDC Per Diem IGA

Mr. Brown stated; because of the changes being implemented at ASGDC, staff has not moved forward with agreements with the municipalities. Staff wants to ensure the agreements reflect Richland County taxpayers' investment in the facility.

It was noted staff has worked long hours concentrating on the long-term issues that should have been addressed.

Mr. Wright noted the County Attorney's Office had updated the court, particularly Chief Justice Toal. Chief Justice Toal, on the record, stated she is happy and impressed with the dedication of the County Council, the County Administrator, the County Attorney's Office, and the Detention Center staff to improve the Detention Center.

5. **ADJOURNMENT** – Ms. Terracio moved to adjourn the meeting, seconded by Ms. English.

In Favor: McBride, Terracio, and English

The meeting adjourned at approximately 4:59 PM.