

MEMORANDUM

October 13, 2008

Through: Tim Rogers, Budget Analyst

TO: Dan Cooper, Chairman
House Ways and Means Committee

FROM: Jon Ozmint, Director
South Carolina Department of Corrections

RE: Proposed plans for 10% Budget Reduction

Introduction

This administration is not advocating for any of the spending cut proposals put forth in this Memorandum. SCDC's position remains consistent with Governor Sanford's: we believe that Corrections should be held harmless throughout this crisis, which was predicted, avoidable and exacerbated by years of neglect of this agency. Sadly, because the budgetary proposals, advice, and predictions of this administration and others went unheeded, year after year, public safety may be jeopardized and the safety and economic security of state employees may be lost.

We do not advocate for the early release of inmates or the closing of prisons. Likewise, we do not advocate for further cuts in any of the line items listed in option two.

As a direct consequence of the failure to heed warnings and spend and save wisely, legislative budget staff has now asked us to recommend cuts to this agency. For this reason only, we are submitting this response. In doing so, we are compelled to put forth the safest avenue to make the drastic and inherently dangerous cuts that budget writers and lawmakers may force upon this agency. We do so only in response to your request.

These options require the specific legislative relief that we have included. Closing prisons or implementing cuts without the specific legislative tools, protections and relief requested would be so dangerous as to constitute gross negligence or recklessness in violation of our fiduciary duties.

Option one is dangerous and risky for reasons that are self apparent. However, any of the potential cuts listed in Option two are even more dangerous.

Legislative neglect has already created funding and staffing shortages in this agency. Even with no further cuts, budget writers have forced the employees of this agency to accept more risk than 47 other state legislatures.

Even in our security ranks, with hundreds of lost positions, security posts that have long been unmanned and years of legislative refusal to fund adequate technology to plug those holes, we cannot guarantee that we can safely manage the inmate population with further cuts.

Eliminating programming within an already bare-bones system will virtually guarantee bad outcomes as inmate idleness, hopelessness, isolation, and frustration will lead to anger, assaultive behavior, and escapes.

These bad outcomes may go unnoticed by lawmakers and the public.

However, riots, hostage situations, homicides and suicides will likely garner more attention. Similar to the current budget situation, all of these bad outcomes are predictable and avoidable: even now, after years of neglect and cuts, we urge you to follow the Governor's advice and hold this agency harmless.

Let me repeat: these options are inherently dangerous. **We recommend no part of either option.**

Current Budget Conditions

The South Carolina Department of Corrections (SCDC) is currently anticipating a budget deficit of \$23.7 million dollars for FY2008/09. This is an increase over the \$12 – 14 million that was anticipated in June 2008. The increase is due to across-the-board reduction in State appropriation.

By running a deficit, SCDC will only maintain current staffing. This deficit level will only be achieved through the implementation of several cost cutting measures developed and implemented by SCDC, including:

1. Implementation of 304B prescription drug purchase plan. Phased in with HIV and Hepatitis C drugs targeted for FY2008/09, a start date of December 2008 would translate to a savings of \$1,050,000.
2. Redesign of jacket issued to inmates, providing a savings of \$75,038 for 9 months of the current fiscal year.
3. Move inmate record review to intranet from mainframe system for a savings of \$150,000 with an October 1, 2008 start date.
4. Raising Canteen prices by 5% as of January 1, 2009 will bring in \$345,000 in additional revenue this year.
5. Increase Work Release rate by \$5 per person per day, effective January 1, 2009 is expected to bring in \$375,000.
6. Increase Medical co-pay charges to inmates from \$3 to \$5 effective January 1, 2009, bringing in an additional \$180,000

7. Charging SC Department of Mental Health a per diem for food and a flat monthly fee to cover utilities, use of canteen and Cooper Trust, maintenance, and front gate security for the Sexually Violent Predator unit located at the Broad River Correctional Institute is expected to bring in \$123,647.
8. Charge work release inmates for laundry of work clothes at the rate of \$5 per week would bring in \$75,000 with a November 1, 2008 start date.
9. Reduction of necessary medication upon release from 14 days supply to 5 days supply, saving approximately \$300,000.
10. Reduction of stamps for indigent inmates from 4 per month to 2 per month, saving approximately \$160,000.

These measures are expected to result in a total of \$2,627,684 in savings/increased revenue for the balance of this fiscal year and \$4,771,344 on an annualized basis. The SCDC Cost Savings Committee remains active and will continue to provide additional suggestions for savings/increased revenue.

Our inmate population continues to grow and our average daily count is at a record high. Our average daily count for 2008 is currently 23,958. Given the current national and state economic conditions, we anticipate that our growth rate will increase since crime rates escalate during recessionary periods. As we are not adding more staff, our ratio of inmates to staff will continue to rise as well.

Specific Legislative Options

I have held meetings with my executive staff, and we have identified two options for significant budget reductions. Only **Option One** will allow us to protect the public, our staff, and inmates in an acceptable manner. And, only **Option One** would allow us to reduce our spending by 10% or more.

These options are predicated upon action by the legislature to provide authority and relief from existing mandates and from potential litigation. The options that we propose would result in the loss of a large number of jobs across all non-uniformed fields: this would be the only way for us to realize significant savings.

Note that all dollar figures are shown on an annualized basis and that the best SCDC would be able to do this year is to reduce the projected deficit.

Option One

While it is not recommended, the safest option for reducing our spending is closing prisons and releasing inmates in a logical and non-discretionary manner. This has been done in other states, and our state has also experienced early releases in the past. Kentucky's legislature passed similar measures this year in order to release inmates and shave \$30 million off of their correctional budget. Other state legislatures are currently considering this option.

The prison closures and early releases would have to be authorized by a Temporary Emergency Act for Corrections. We have included appropriate language that would be necessary for such releases and closings. This would allow us to implement releases and moth-balling of prisons in the safest, most logical and fairest (non-discretionary) manner.

Essentially, the legislation would require SCDC to release the number of inmates necessary to close enough prisons to reach certain spending reductions. And, the law would limit our release authority to the number of inmates that could be housed in the closed/moth-balled prisons. This would keep us at our current population levels, already in excess of 100%, at our other prisons.

Additionally, we would have no discretion in the process. **The bill would limit SCDC to releasing only inmates who would otherwise be released.** Basically, inmates would be released in the same order, only earlier.

By releasing only those inmates who were otherwise scheduled for release, this proposal would minimize the additional workload on DPPPS, since non-incarcerative portions of sentences would not be affected nor lengthened – those who were facing probation would still face it and those who are “maxing out” would not. However, this proposal would increase the DPPS workload, especially on the ‘front end.’

For example: to reach a 10% reduction level, we would need to close four prisons – one minimum prison, two medium prisons, and one maximum prison. Closing these institutions would account for a reduction of approximately 3,400 inmates.

Again, early inmate releases would be from throughout our system in the order of sentence completion. That is, early release would only affect inmates who were soon to be released.

The FY2008/09 cost of running four such institutions was approximately \$36 million, or 11% of our State appropriation. Four such facilities employ approximately 700 FTEs. Security and food services staff may be allowed to apply for similar vacant positions at the remaining institutions, allowing some employees from closed institutions to continue their State employment and assisting other prisons with security issues arising from growing inmate to staff ratios.

Reducing our average daily count by the maximum capacity of four prisons would require us to release sufficient inmates each month to maintain an average daily census of approximately 21,000 inmates. This number would be maintained until the Temporary Act was rescinded and we were authorized and funded to reopen the closed prisons.

Using this scenario, **releasing 3400 inmates would result in inmates being releases one month to six months earlier than their normal releases.**

This option is flexible, as well: by releasing inmates and closing fewer or more prisons, we could reduce expenditures by as little or as much as the legislature mandates.

We have included language suspending employee bumping and grievance rights, suspending the 35 mile rule, and granting immunity from lawsuits for closings and layoffs. This is vital for three reasons.

First, after the Kentucky legislature passed an early release/furlough bill, the Kentucky Attorney General filed suit to enjoin releases.

Second, we are still involved in costly (and wasteful) court cases from the last time that legislative budget reductions forced us to reduce our workforce: our 2003 Reduction in Force. In that instance we followed OHR instructions for our RIF and yet we are still in state court and before the state employee grievance board for a RIF that was not grievable according to state OHR.

In 2003 it was unfair for the legislative branch to force layoffs and preserve immunity for itself while allowing the judicial branch to subject the executive branch to liability for those budget writing decisions. It would be equally unfair this time.

Third, we have also included language granting SCDC employees personal immunity for these decisions. Recently, three SCDC employees have been sued personally for performing their duties in connection to employee corrective action. In each case, the decision to terminate was mine alone. Yet, two law enforcement agents and a deputy director were sued for simply investigating employee misconduct pursuant to our policy. There was no finding that the employees acted outside of the scope of their duties. While releasing the agency, the courts ruled that the state Tort Claims Act did not protect these state employees from being sued personally for their role in agency decisions.

The state Insurance Reserve Fund refuses to cover such cases.

Agency directors and other state employees cannot be expected to enact reductions in the state workforce if lawmakers are unwilling to protect their homes and personal assets from lawsuits by terminated/RIF'd employees and subsequent judgments imposed by the judicial branch, months or years later.

Again, this administration does not advocate for early releases.

Option Two

The second option is to eliminate some or all programs. This is an even more dangerous proposition that will jeopardize public safety and the safety of our staff and inmates. In addition to the bad outcomes discussed in the Introduction, above, this option would likely lead to federal lawsuits.

Equally important, this more dangerous option does not allow us to reach 10% budget reductions.

Because there are laws and mandates in place over many of these programs, we have included an alternative Temporary Emergency Act for Corrections to release us from legislative and court imposed mandates concerning education, safety and operating a modern and safe correctional system.

The attached table identifies these programs and the cost of each.

While we oppose all such cuts, we have placed these in order of priority.

Again, implementation of most any of these cuts will create inmate idleness, hopelessness and anger. Most of these cuts will decrease the number of employees inside the walls of our prisons. This will result in an increase in inmate assaults on inmates, inmate assaults on employees, escape attempts, homicides, suicides and hostage takings and riots.

These cuts will also increase our recidivism rate. Despite spending less than 48 other states on prisons, the taxpayers of this state currently benefit from a recidivism rate that is below the national average. This will increase as inmates are released with no rehabilitative programming.

We have also included language that would temporarily suspend the operation of SC Code Section 24-1-20, which establishes that the policy of the state shall be the operation of a "modern prison system," and that those sentenced thereto shall "be given opportunity, encouragement, and training in the matter of reformation." Clearly, these cuts would place us in violation of that statute.

Such drastic cuts would also require a release from liability for the agency and for employees. Again, as state courts have now determined that the state Tort Claims Act does not protect employees from personal liability for actions ordered by the agency, even without a finding that they were acting outside of the scope of employment, this immunity is necessary.

Conclusion

For all of these reasons, **Option One** is the safer of these two dangerous alternatives. When faced with this precise option, for decades federal courts and other states have consistently rejected the elimination of all programming and have chosen furloughs and early releases control prison costs.

As Governor Sanford and others are already on the record supporting deficit spending for this agency, we would require legislative direction regarding any spending reductions that will further jeopardize public safety.

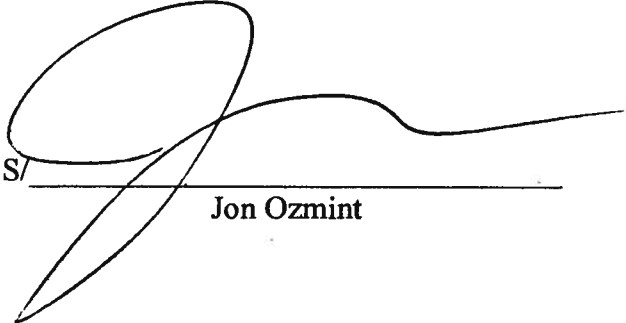
SOUTH CAROLINA DEPARTMENT OF CORRECTIONS

M E M O R A N D U M

THROUGH: Ms. Dianne Carraway, Research Analyst, Senate Finance Committee
TO: The Honorable Hugh K. Leatherman, Sr., Chair, Senate Finance Committee
FROM: Jon Ozmint, Director
SUBJECT: Proposed Plans for 10% Budget Reduction
DATE: October 14, 2008

Attached is information that was submitted to the House Ways and Means Committee.

If you have any questions, please feel free to contact Marsha Kjoller, Director, Office of Budget and Resource Management at 896-1742.

A handwritten signature in black ink, consisting of a large, stylized loop followed by a horizontal line that tapers to the right. The signature is positioned above a horizontal line.

S/ _____
Jon Ozmint

JO:abb

Attachment

cc: Senator Michael L. Fair

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Conclusion

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As Governor Sanford and others are already on the record supporting deficit spending for this agency, we would require legislative direction regarding any spending reductions that will further jeopardize public safety.

Temporary Emergency Act for Corrections

(Option 2)

SECTION § 24-3-2040. Short title.

This article is known and may be cited as the "Temporary Emergency Act for Corrections".

SECTION 24-3-2050. Definitions.

As used in this article:

- (a) "The Department of Corrections" means the South Carolina Department of Corrections.
- (b) "Prisoner" means every person who, at the time of the declaration of a prison system state of emergency, is serving a criminal sentence under commitment to the South Carolina Department of Corrections, including persons serving sentences in local detention facilities designated under the provisions of applicable law and regulations.
- (c) "State of emergency" means an emergency caused by funding shortages/budget shortfalls as recognized by the General Assembly in statute or budget proviso.

SECTION 24-3-2060. Declaration or commencement of prison system funding shortage or budget shortfall state of emergency.

By statute or proviso, the General Assembly may invoke this Act by declaring a state of emergency, thereby authorizing the Director of the Department of Corrections to use the powers granted in this Act. The General Assembly may provide specific guidance to the Director regarding specific budgetary constraints and limits. Once invoked, the powers in this act continue until specifically revoked by proviso or statute.

Upon revocation of the invocation of this Act, the Department shall remain free of the obligations created by regulation, statutes or court orders affected by the invocation of this Act until those activities are funded by the General Assembly.

SECTION § 24-3-2070. Emergency Powers for Corrections

In order for the South Carolina Department of Corrections to reduce spending, and superseding any other provision of law or order of any court, the Director of the South Carolina Department of Corrections shall take the following actions:

- (a) Eliminate all local jail inspections.
- (b) Suspend all payments to the Budget and Control Board for IT services.
- (c) Suspend payment of all Workers Compensation Premiums to the State Accident Fund.
- (d) Eliminate all classroom based programs afforded to prisoners incarcerated with the South Carolina Department of Corrections;
- (e) Eliminate all Self Paced In-Class Education (SPICE) programs.
- (f) Require that all newly arrived prisoners be transported to Kirkland Correctional Institution by the Sheriff's Department of the County of conviction.
- (g) Eliminate all prisoner services, visitation and prisoner banking.
- (h) Eliminate all internal audit functions within the agency and be held harmless for failure to comply with state auditing standards.
- (i) Discontinue providing bus tickets to prisoners upon their release from the South Carolina Department of Corrections.
- (j) Discontinue funding for prisoner law libraries. Require that prisoner legal mail be sent inter-agency mail. Require that all prisoner mail to federal courts be delivered only once a week to the federal courthouse in Columbia, SC.
- (k) Discontinue from providing prisoners with a supply of any prescription medication when they are released from the South Carolina Department of Corrections.
- (l) Discontinue visitation and volunteer access to prisons.
- (m) Eliminate all addiction treatment for prisoners.
- (n) Suspend all transportation to courts, both state and federal.

Teleconferencing may be used by the courts to conduct court hearings

- (o) Eliminate all wellness and recreational programs afforded to prisoners incarcerated with the South Carolina Department of Corrections.
- (p) Eliminate all Chaplains employed by the Department of Corrections, end religious programming for inmates.
- (q) Eliminate any SCDC personnel deemed non-critical to the functioning of the South Carolina Department of Corrections.
- (r) Discontinue any employee drug testing programs.

SECTION § 24-3-2080

Employees discharged from employment by the South Carolina Department of Corrections pursuant to § 24-3-2060 (g) shall not have grievance rights under any applicable South Carolina Department of Corrections policy in relation to such termination and the State Office of Human Resources shall not hear any complaint challenging such discharge. This section supersedes any other applicable law, statute, policy or regulation providing employment remedies for employees of the South Carolina Department of Corrections.

The Department, the Director, and all employees shall be immune from suit or liability for these actions and for all consequences arising in part, or in whole, from the invocation of this Act.

SECTION § 24-3-2090

Upon the enactment of this Act, S.C. Code Ann. § 24-1-20, requiring that the Department operate in a manner consistent with a modern prison system, as well as the requirement that the Department exhibit humane treatment and provides prisoners encouragement and training in the matter of reformation, is suspended upon invocation of this Act.

Temporary Emergency Act for Corrections

(Option 1)

SECTION 24-3-1110. Short title.

This article is known and may be cited as the "Temporary Emergency Act for Corrections".

SECTION 24-3-1120. Definitions.

As used in this article:

- (a) "The Department of Corrections" means the South Carolina Department of Corrections.
- (b) "Prison" means any correctional facility operated by the South Carolina Department of Corrections.
- (c) "Prison system" means the prisons operated by the South Carolina Department of Corrections.
- (d) "Prisoner" means every person who, at the time of the declaration of a prison system overcrowding state of emergency or at any time during the continuation of a state of emergency, is serving a criminal sentence under commitment to the South Carolina Department of Corrections, including persons serving sentences in local detention facilities designated under the provisions of applicable law and regulations.
- (e) "Prison system population" means the total number of prisoners housed in the prisons operated by the South Carolina Department of Corrections.
- (f) "Release date" means the date projected by the South Carolina Department of Corrections on which a prisoner will be released from prison, in accordance with all laws, regulations and policies.
- (g) "State of emergency" means an emergency caused by funding shortages/budget shortfall as recognized by the General Assembly in statute or budget proviso.

(h) "Reduction in force" refers to the reduction or abolishing of positions because of reduced funding, change in workload, or reorganization.

(i) "Bumping" refers to the action taken when an employee subject to lay off is placed in a vacant position or displaces ("bumps") another employee in the same or another job classification.

SECTION 24-3-1130. Declaration or commencement of prison system funding shortage or budget shortfall state of emergency.

By statute or proviso, the General Assembly may invoke this Act by declaring a state of emergency, thereby authorizing the Director of the Department of Corrections to use the powers granted in this Act. The General Assembly may provide specific guidance to the Director regarding specific budgetary constraints and limits. Once invoked, the powers in this act continue until specifically revoked by proviso or statute.

SECTION § 24-3-1140. South Carolina Department of Corrections' authority to implement early releases.

Whenever this Act is invoked by the General Assembly, the Director may release inmates in numbers sufficient to close and/or deactivate a sufficient number of prisons to comply with the requirement of the state appropriations act or to comply with the specific guidance provided in the statute or proviso invoking this Act.

In implementing early releases, the Director shall only release inmates who are certain to be released. And, absent specific limits from the legislature, the Director shall implement early release for a sufficient number of inmates to reduce the prison system population by the number of inmates housed in the prisons to be closed or deactivated. Each month, the Director shall continue early releases to maintain the level of the prison system population after such reductions.

The Director may use any combination of statutorily provided sentence related credits to implement early releases. Inmates shall be released in chronological order consistent with their normally scheduled release dates until the targeted prison system population is reached.

The Director shall maintain the authority to preserve good order, control and discipline. The invocation of this Act shall not affect the Director's ability to administer the prison system and to establish and enforce policy and procedures within the prison system and in accordance with law, including but not limited to the loss of good time and credits for inmates.

SECTION § 24-3-1150. Continued monthly release of prisoners during state of emergency.

During the state of emergency the South Carolina Department of Corrections shall release prisoners each month to maintain the prison system population at a level reduced by the number of inmates formerly housed in the closed or deactivated prisons.

SECTION § 24-3-1160. Duty of Director of the Department of Corrections during state of emergency; termination of state of emergency.

During the continuation of a state of emergency, the Director of the South Carolina Department of Corrections shall provide a monthly certification to the Governor and the Budget and Control Board the prison system population.

SECTION § 24-3-1170. Revocation of conditional advancement.

Revocation of an early release date awarded pursuant to this article is a permissible disciplinary action according to the same procedures governing the forfeiture of credits for good behavior as a prison disciplinary action.

SECTION § 24-3-1180. Policies and procedures for early release; notification of victims; conditions of supervision.

(a) The South Carolina Department of Corrections shall prescribe policies and procedures to implement the objectives of this Act.

(b) Inmates released under the Temporary Emergency Act for Corrections will be deemed by the South Carolina Department of Corrections to have satisfied the incarcerative portion of their sentence. Should the inmate's sentence require further non-incarcerative supervision pursuant to any applicable law or order, the South Carolina Department of Probation, Parole, and Pardon Services shall prescribe conditions of supervision consistent with existing statutes, laws and regulations applicable after release from the jurisdiction of the South Carolina Department of Corrections.

(c) While under the supervision of the South Carolina Department of Probation, Parole, and Pardon Services, under this article, releasees are considered to be in the legal custody of the Board of Probation, Parole, and Pardon Services. Violation after release under this section may be the basis, under the procedures of § 24-21-680, for revocation of release and return of the releasee to the Department of Corrections for imprisonment and to serve his sentence as though he had not been released. No credit on the time of the sentence is given for time elapsing between release and revocation.

SECTION § 24-3-1190 Closing of prisons.

In order to further the purposes of this act, the Director of the South Carolina Department of Corrections may close or deactivate any prisons operated by the South Carolina Department of Corrections. The Director may implement "Reductions in Force" of the employees of those prisons that are closed or deactivated.

SECTION § 24-3-2000 Affected Employees.

This section shall supersede any other applicable regulation or provision of law. There shall be no “bumping” rights for employees or “30 mile radius” limits on the Department during the invocation of this Act.

Superseding any other regulation or provision of law, employees affected by actions taken during the invocation of this Act shall not have grievance rights. The Department, the Director and all employees of the Department shall be immune from suit and liability, officially and personally, for actions taken during the invocation of this Act.

**South Carolina Department of Corrections
Option 2 Proposal for Budget Reduction**

Priority	Description	Consequences	Annual Savings	FTEs Cut
1	Eliminate State and Local inspections (jails, SCDC prisons, Fire Marshall's office)	Requires change in statute (24-9-10, 24-9-30, 24-9-40, 24-9-50).	\$71,676	2
2	Suspend payment of IT bills to Budget and Control Board (mainframe usage)	Reduces revenues to Budget and Control Board (requires Board to tap excess reserves).	\$1,942,692	0
3	Suspend payment of Workers Compensation premiums	Reduces revenues to State Accident Fund.	\$12,230,978	0
4	Eliminate Education Division	Lose additional \$2-3 mil. Federal funds which assist non-Education programs. Violate law mandating education. No ability to certify inmates in vocational programs to assist them getting jobs when released.	\$4,077,200	107
5	Eliminate SPICE, a faith-based program which collaborates with DPPPS and technological schools to provide vocational education to inmates	Collaboration with other state agencies and technical colleges to reintegrate inmates into society will be lost.	\$553,023	4
6	Stop bus runs to Perry, Lieber to pick up incoming inmates	Transfers costs to counties.	\$111,646	0
7	Do not allow voluntary payments by inmates through the EH Cooper Trust	Families will lose monetary support from inmates with jobs.	\$35,613	1
7	Eliminate Internal Audits department	Department audits all institutions, divisions to ensure accounting regulations are followed; ensure audits of fixed assets.	\$112,333	2
7	Stop providing inmates with bus tickets upon release	Inmates would be taken to nearest bus depot and released. Could present problems for local law enforcement.	\$157,843	0

**South Carolina Department of Corrections
Option 2 Proposal for Budget Reduction**

Priority	Description	Consequences	Annual Savings	FTEs Cut
8	Stop updating law libraries at institutions	Would result in litigation from inmates, possibly even a class action suit. There will also be a flood of grievances with appeals to the ALC.	\$51,134	0
8	Eliminate all postage for indigent inmates	Require that all legal mail be delivered to State courts by inter-agency mail and to federal court once a week by SCDC.	\$226,981	0
8	Eliminate all prescription medication upon release from prison	For critically ill inmates, such as inmates with AIDS or certain cardio-vascular conditions this could result in horrible outcomes. Likewise, inmates with serious mental health issues could pose a risk to themselves and others.	\$192,000	0
9	Eliminate all remaining areas of Inmate Services division	Loss of hospice services for inmates. IRC, self-improvement and outside volunteer groups would be eliminated. Revenue would be lost.	\$713,676	17
9	Close central visitation	Closing this function would halt all visitation to inmates.	\$128,554	4
9	Eliminate addictions treatment programs	Parole Board loses a tool to approve parole. Increases recidivism and danger to the community.	\$2,560,266	26
10	Suspend court transports or transfer costs to the Judicial Branch.	Delay access to courts until after the budget crisis. Technology could be used to mitigate this negative consequence. Requires legislative action to allow SCDC to suspend court-ordered transports.	\$2,591,661	0
11	Eliminate recreation	Collaboration with health svc. to implement wellness programs lost, inmates cease to earn funds from hobby craft sales, used to pay restitution to victims.	\$656,522	16

**South Carolina Department of Corrections
Option 2 Proposal for Budget Reduction**

Priority	Description	Consequences	Annual Savings	FTEs Cut
12	Eliminate all Chaplains	SC Code of Law, Section 1-32-10 will have to be amended. Agency would be unable to screen and allow volunteers from hundreds of church groups. Eliminates all religious programs for inmates. Federal lawsuits would result.	\$1,808,475	37
13	Suspend all drug testing of employees - random and pre-employment	SCDC receives a \$200,000 rebate on Worker's Comp premiums due to random drug testing policy. Suspension would also have an effect on safety and security by failing to discover employees involved in criminal behavior. If we eliminate pre-employment testing, we could face liability for negligence in hiring.	\$183,794	1

TOTALS

\$28,406,067

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