



## South Carolina Department of Corrections

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For immediate release

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**COLUMBIA, S.C.** – The Correctional Leaders Association honored SCDC Director Bryan Stirling Saturday with its Tom Clements Award, which recognizes innovation and achievement in incarceration and reentry programming.

Stirling was nominated for this prestigious national award by former SCDC Director Jon Ozmint and received it at the CLA annual meeting in Phoenix. It is the first time a director from South Carolina has been awarded this honor.

In accepting the award, Stirling said he was deeply honored and thanked the association, lawmakers, advocates and his staff. He talked about the importance of working to improve the lives of inmates before they return to society, which was a passion of Tom Clements, who the award honors.

“Why do prisons matter?” he asked. “They matter because 85 percent of the folks that come get out within five years. These are going to be our neighbors, they’re going to be sometimes our loved ones, and don’t we want them better than when they came in?”

In the nomination, Ozmint said Stirling has made a host of “courageous, innovative and systemic changes” after inheriting an agency that ranked in the bottom five nationally in funding.

Ozmint’s nomination said Stirling is most deserving of the award “for developing, trying and implementing new ideas and new approaches to old problems, for leading CLA and corrections-at-large to a position of hope and breakthrough on the long-standing stalemate over illegal cell-phones, for leveraging technology and data to make us safer, for transforming his agency and leading his entire state’s body politic to a new awareness and appreciation for corrections, for making his agency and his state a national leader in important outcomes and in new initiatives, and

for his contributions, service, and personal sacrifice to CLA and the greater community – all while persevering and overcoming significant personal challenges and loss.”

The nomination included letters from political and law enforcement leaders across the state.

“South Carolina is a safer place because of Director Stirling’s strong leadership and collaborative efforts,” Gov. Henry McMaster said in a nomination letter to the group.

Sen. Dick Harpootlian said Stirling has transcended partisan politics to build relationships and raise awareness to the department’s needs. “This is the real key to Bryan’s success: his character and transparency. Bryan has the trust and confidence of statehouse leaders across party lines.”

SCDC Director of Operations Joel Anderson included an impressive list of accomplishments during Stirling’s time as director.

“Director Stirling recognizes the responsibility of the State Department of Corrections to not only provide community protection from incarcerated offenders, but to use the opportunity of their incarceration to provide a chance at a reformed life during their sentence and after their release,” Anderson said.

SLED Chief Mark Keel praised Stirling’s progressive, innovative leadership. “Director Stirling works closely with local and national correctional partners as well as state and local law enforcement partners to ensure the safety and security of the correctional facilities in South Carolina,” Keel said.

Sen. Shane Martin, who chairs the S.C. Senate’s Corrections and Penology committee, noted Stirling’s focus on improving medical and mental health services, along with programs that help inmates successfully re-enter society.

“Bryan successfully advocates for necessary improvements for staff and inmates alike while keeping them safe,” Martin said.

Attorney General Alan Wilson described Stirling’s work to increase standards for law enforcement officers, hold criminals accountable and stop illegal cellphone signals, in addition to preparing inmates to succeed after they leave prison.

“As the state’s top prosecutor, I appreciate Director Stirling’s long-term commitment to addressing the recidivism rate of the prison population,” Attorney General Alan Wilson said.

The Clements award was created in 2015 to honor the memory of Tom Clements, Executive Director of the Colorado Department of Corrections, who was assassinated in the line of duty in March 2013. This award was established to identify CLA members who display innovation and achievement, two of the qualities Clements himself was known for.

This list of Stirling's innovations and achievements was submitted by Anderson in the nomination:

1. Brought South Carolina recidivism rate to lowest in the nation.
2. Worked with General Assembly to secure \$93 million for capital improvements for aging prisons.
3. Increased correctional officer starting salaries \$10,000 over eight years.
4. Secured bonuses for institutional staff for their tireless work during the COVID-19 Pandemic.
5. Increased nursing and other medical salaries 25 percent to bring in line with marketplace and make SCDC competitive in the job market and better able to secure a necessary and competent healthcare workforce.
6. Opened extensive reentry programs for all custody levels.
7. Created partnerships with Claflin University and the state technical colleges for inmates to obtain two- and four-year degrees.
8. Created partnerships with other state agencies (i.e. SCDEW, SCDHEC, SCDMV, SCDAODAS and SCDMH) to aid in providing pre and post-release services to inmates.
9. Increased drug addiction programming to help inmates recover and created peer support training programs for inmates to help each other recover from drug addiction.
10. Created programs and leadership to reduce prison violence, including new Operations leadership, and the use of predictive analytics to anticipate violence.
11. Established the Academy of Hope and Step-down programs at Lee and Perry Correctional Institution to focus on inmates with long histories of disciplinary problems and violence and decrease the need for restrictive housing.
12. Increased community partnerships for reentry services (i.e. Turning Leaf, JumpStart, Fresh Start, etc.)
13. Leader in national effort to block cellphone signals inside prisons. Chosen to test jamming technology for national research effort.
14. Forged partnership with the State medical university to create prison hospital unit for male inmates and female inmates, as well as a mental health inpatient unit for female inmates.
15. Worked with economic leaders in South Carolina to identify and create Second Chance training for inmates to enter the workforce. Also helped create a job pipeline for companies to hire formerly incarcerated workers.
16. Created partnerships for telehealth and telepsych appointments after leading the change from paper to electronic medical records.
17. Developed an innovative dynamic model to analyze historical inmate characteristics and triggers that may lead to violent behavior (assaults.) With this information, a weekly report is produced that calculates probabilities of each inmate's likelihood of committing a violent act (assault.) Inmates with the highest probabilities at institutions are engaged by staff in order to interrupt these violent acts (assaults.) SCDC has reduced assaults since implementation by 20 percent.
18. Established the Office of Programs, Re-entry and Rehabilitative Services, as well as the Office of Behavioral Health Services to provide greater leadership, accountability and innovation in the delivery of these services to the inmate population.



## 2021 Clements and Francke Award Nominations

### 1. Overview

#### Francke and Clements Awards

Each year, one CLA member is chosen to receive the Michael Francke Career Achievement Award and another member receives the Tom Clements Innovation and Achievement Award. This survey has been created to accept nominations for both of these awards. It is important that you read the bios of Francke and Clements to understand who these men were and what they stood for. All nominees should exemplify their outstanding service and commitment to their work. Nominations for either of these awards may be made by current CLA Members, Associates, or the nominee's subordinates. All Nominations must be submitted by EOD on December 15, 2021.

If you have any questions, please contact Jill Stewart at [jstewart@correctionalleaders.com](mailto:jstewart@correctionalleaders.com)

\* 1. Please fill out your contact information below:

Name:	<input type="text" value="Jon Ozmint"/>
Title (optional):	<input type="text" value="Associate"/>
Email:	<input type="text" value="jon@ozmint.com"/>

### 2. Which award are you nominating this member for?

If you are wanting to make nominations for more than 1 of the following awards, just click NEXT.

- Michael Francke Career Achievement Award (PAGE 2)
- Tom Clements Innovation and Achievement Award (PAGE 3)



## 2021 Clements and Francke Award Nominations

### 2. Francke Nominations

**James Michael Francke, known as Mike to friends and family, was an exceptional man and an avant-garde leader in the corrections field in the 1980s. His work as a correctional professional helped shape the penal system in New Mexico and Oregon. At the time of his death in 1989, he was the secretary for the Oregon Department of Corrections, where he crafted and oversaw the largest expansion and modernization in the state's correctional history. He was a progressive leader whose legacy will forever influence future generations of correctional administrators striving to make a difference. Read Francke Award Summary and BIO [here](#).**

**The Francke Award distinguishes a member who has given outstanding service to the agency(ies) in which he/she has served.**

**Nominees for this award must have been in their position for at least 2 years and have a lengthy and productive corrections career, especially in his/her role as director, which should include active participation and contribution to Correctional Leaders Association (CLA) events and/or projects.**

**Nominations for this award may be submitted by CLA Members, Associates, or the nominee's staff.**

1. Please choose which CLA Member you would like to nominate for the Francke Award from the list of eligible candidates below. (Eligibility based on 2 or more years in their position).

- Tony Annucci- New York State DOCCS
- Quincy Booth- D.C. Department of Corrections
- Blanche Carney- Philadelphia Prison System
- Kevin Carr- Wisconsin Department of Corrections
- Robert Carter- Indiana Department of Correction
- Annette Chambers-Smith- Ohio Department of Rehabilitation and Correction
- Bryan Collier- Texas Department of Criminal Justice
- Patricia Coyne-Fague- Rhode Island Department of Corrections
- Nancy Dahlstrom- Alaska Department of Corrections
- Scott Frakes- Nebraska Department of Correctional Services
- Robert Green- Maryland Department of Public Safety & Correctional Services
- Helen Hanks- New Hampshire Department of Corrections
- Mark Inch- Florida Department of Corrections
- Todd Ishee- North Carolina Department of Public Safety
- Rob Jeffreys- Illinois Department of Corrections
- Betsy Jividen- West Virginia Division of Corrections
- Jimmy Le Blanc- Louisiana DPSC
- Randall Liberty- Maine Department of Corrections
- Carol Mici- Massachusetts Department of Correction
- Tony Parker- Tennessee Department of Correction
- Anne Precythe- Missouri Department of Corrections
- Paul Schnell- Minnesota Department of Corrections
- Dr. Beth Skinner- Iowa Department of Corrections
- Bryan Stirling- South Carolina Department of Correction
- Gregory Stroebel- U.S. Army Corrections Command
- Alisha Tafoya Lucero- New Mexico Corrections Department
- Josh Tewalt- Idaho Department of Correction
- Timothy Ward- Georgia Department of Corrections
- Heidi Washington- Michigan Department of Corrections
- Dean Williams- Colorado Department of Corrections

2. Please briefly describe why you feel this nominee should receive the Francke Award.

See attached

3. Please tell us a little bit about the nominee's corrections career:

See attached

4. What impact has his/her leadership had on the agencies in which they have served?

See attached

5. What contributions have they made to CLA? This can include

- Attendance at and support of CLA meetings and functions
- Committee membership, participation, and chairmanship; and
- Leadership in CLA either as an officer, regional chairman, executive committee member, or perceived leader.

See attached

## **Clements and Francke Nomination of Director Bryan Stirling, response to Questions 2 through 5.**

It is an honor to recommend and nominate South Carolina Department of Corrections (SCDC) Director, Bryan Stirling, for the 2021 Francke and Clements Awards.

Bryan has now served in his position for more than eight years and his service and accomplishments qualify him for both prestigious awards as his service to SCDC, CLA, and the greater corrections community will have lasting influence and he has implemented multiple progressive innovations and changes that have forever changed corrections in South Carolina and beyond.

### **RELEVANT CAREER AND CONTEXTUAL BACKGROUND**

The Francke Award includes reference to “Career Achievement” and has historically been awarded to those who have served, almost exclusively, in corrections. Great correctional leaders, and great correctional impact are not always synonymous with longevity in corrections. Great leaders leverage their unique experiences to confront and transform the challenges of their time and the organizations they lead. Over the past two decades, more governors are choosing correctional leaders who did not “grow up in corrections.” Like so many CLA members and associates, Director Stirling came to corrections at the call of a governor who was more concerned with appointing the right leader than with appointing the next leader with a career limited to corrections. No CLA member or associate can control the time and place of their call to “corrections.” Moreover, artificially defining Director Stirling’s corrections career as the eight-plus years he has served as Director of SCDC is an artificial construct for a leader who served in the White House under President George W. Bush, as assistant attorney general, as Chief Deputy Attorney General of South Carolina (Chief of Staff), and as Chief of Staff to then Governor Nikki Haley. Long before he came to SCDC, Director Stirling was a leader making an impact on criminal justice policy across our state and nation. His career prepared him and gave him the experience, influence, and credibility that arguably could not have been gleaned from a career limited to the corrections arm of our criminal justice system. It is precisely that career that has enabled him to leverage the past eight years to achieve never-before things in and for our state and our greater corrections community.

As a contextual starting point, Director Stirling inherited an agency that ranked perpetually in the bottom five state DOCs in the nation in funding, whether measured as a percentage of state budget, spending per capita or spending per inmate. Turnover was dangerously high, especially for correctional officers, among whom the two-year turnover rate averaged 36%. Quite simply stated, SCDC was the perpetual whipping boy of the body politic in South Carolina.

Part of the historical challenge is that South Carolina has several different sentencing structures, which can be roughly divided into three groups. Inmates sentenced for offenses (mostly violent) carrying sentences of at least 20 years must serve 85% of their sentences, with little to no incentive to behave or program as they cannot earn parole, good time, work, or educational credits. The second group, including many violent offenders, may only serve 65% of their sentence and are eligible for all incentives. Then, the final group are those sentenced for non-violent offenses who may max out their sentences at 50% after all incentives, if they are not paroled earlier.

As Director Stirling took over, South Carolina's first ever Sentencing Reform Law, effective as of July 1, 2011, was decreasing the numbers, and positive impact, of thousands of non-violent inmates as new sentencing laws placed them on community-based sentences. Beginning in 2011, the average daily count in SCDC began dropping, from over 25,000 in the years before Sentencing Reform to over 21,000 when Director Stirling took over on October 1, 2013. Unfortunately, the SCDC leadership team that he replaced had ignored this enterprise altering reform, seemingly oblivious to the monumental changes occurring in the aftermath of the first and largest sentencing reforms in the history of the state. Programming opportunities were far too sparse and were focused on institutions and inmates who now made up a small minority of the SCDC inmate population.

With over a dozen work release and minimum-security facilities, where most programming opportunities were located, SCDC was facing a population suddenly comprised overwhelmingly of 85% inmates serving no-parole sentences who could not be housed in such settings in accordance with state law. So, while the inmate population was dropping, eventually to 16,000, it was also becoming more difficult to manage.

SCDC had long been steeped in the use of administrative segregation in both medium and maximum facilities. When Director Stirling took over in 2013, two years into sentencing reform,

little had been done to conform the system to the new, more dangerous composition of the inmate population. Few changes had been made to impact the over-use of ad seg. In 2014, an average of over 1600 inmates were housed in administrative segregation, over 13% of the inmate population; many were segregated for years. The over-use of ad seg was part of the culture in SCDC.

With that as a back-drop, over his eight years at SCDC, Director Stirling made a host of courageous, innovative, and systemic changes, including several with national impact.

## **OPERATIONAL LEADERSHIP AND CHANGES**

First, as the numbers of minimum-security-eligible inmates dropped due to sentencing reform, he made the tough but necessary decision to close five pre-release and work release centers, refocusing those resources on adding programming opportunities for the growing, longer-term, more violent inmate population.

### **Hope, Fairness, and Balance**

To restore hope and incentive to the inmate population, he revised the disciplinary system, creating more incentives, programming and “paths out” for those in ad seg. He placed strict limits on length of stay, use, and justification for ad seg, ultimately reducing the average daily count in ad seg by 68%, from 1658 in 2014 to 529 in short term disciplinary detention or other, reformed restrictive housing in 2021. Today in SCDC, many former ad seg units have been repurposed for special needs, programming space, or character and faith units. The use of short-term disciplinary detention now focuses on the root causes of serious behavioral non-compliance and every new officer working in these units, now known as restrictive housing unit, receives Disciplinary Detention Officer training aimed at changing the culture in restrictive housing units. Director Stirling and his team also implemented Crisis Intervention Training for front line staff to improve their ability to diffuse situations in restrictive housing units. Finally, Director Stirling was among the first in the nation to implement Academy of Hope, to help known security threat group influencers to redirect their focus from violence to peaceful and productive pursuits.

Finally, against significant internal opposition and some external opposition from the victim’s community, Director Stirling demanded and implemented a wholesale replacement of SCDC’s classification system, scrapping a three-decades-old system that was dependent on subjective

criteria and replete with “overrides” and implementing a validated system that relies on objective, criminogenically predictive factors, unless otherwise required by state law. This new system incentivizes good behavior, enabling more advancement to lower custody levels and allowing more consistent access to programming specific to individual needs.

### **Boldly challenging the Status Quo, Admitting and Correcting Problems**

Upon his arrival at SCDC October 1, 2013, South Carolina’s death row had long been housed at a maximum-security facility located in a rural region of our state. Recognizing that staffing SCDC’s rural facilities was a continuing and growing challenge and tracking decreasing use of the death penalty and a shrinking death row, Director Stirling did the unthinkable. Under the guise of creating another new Faith and Character Dorm, Director Stirling and his team renovated and upfitted a secure unit - vacant due to his reduction in the use of ad seg – to be used as a more modern and better death row, with more programming space, at a facility in a metropolitan area, where staffing challenges are less severe. Remarkably, and much to the chagrin of a statewide media always hungry to create controversy around corrections, the entire state woke up on September 126, 2017, to find that death row had been safely moved during the night. Other than the governor and a few members of SCDC’s senior leadership team, the entire plan was never leaked, minimizing the risk to all involved and to the public at large. Long term, death row will not be plagued by short staffing and a lack of programming space, as it was for years.

When Director Stirling took over, SCDC was fighting a decade-old class action against the agency alleging inadequate mental health care. The lawsuit was crippling the agency, costing millions in fees, exposing the agency to constant negative publicity, and creating immeasurable long-term liabilities. At his first opportunity, after the trial court issued a ruling against the agency, Director Stirling identified the legitimate short-comings and deficiencies of SCDC’s mental health care system, mapped out a path forward to correct those deficiencies, and instructed his legal team to attempt to settle the case within those parameters. The case was settled, and Director Stirling worked with the legislative branch and the executive branch to increase funding and other resources in compliance with the settlement agreement. He increased SCDC mental health funding from \$8.3 million in 2014 to over \$20 million, today. Now, every correctional officer receives training in mental health protocols, SCDC is leveraging tele-

medicine and is using electronic medical records for the first time in history, and SCDC has multiple units dedicated to meeting the needs of inmates requiring varying levels of care and intervention.

### **Corrections 101: Improving the Basics**

Even as he was leading the national effort to battle contraband cell phones (see below) Director Stirling was taking steps to make SCDC prisons safer from contraband and the resulting violence and convincing lawmakers to fund these initiatives. He installed high netting around medium and maximum facilities, installed a managed access system at his largest maximum facility, added body scanners at all facility entrances, tripled the number of cameras in facilities, and installed drone detection and motion detection technology around his secure facilities. He has worked with other state and local law enforcement agencies and the SC National Guard to supplement perimeter security. Contraband seizures and related violence are down and the price of a single cell phone or SIM card in SCDC has more than tripled from \$500.00 in 2014 to almost \$2,000.00 today.

## **PROGRAMMATIC CHANGES**

### **Rebuilding to Reach a Changing Population**

Faced with a smaller but more violent population serving longer sentences, Director Stirling converted his largest minimum-security institution into a re-entry center for violent, 85% inmates who are statutorily prohibited from being housed in pre-release centers. Using the savings from closing five work release and pre-release centers, he upfitted and staffed the facility for intensive pre-release programming. Now, thousands of inmates - the overwhelming majority of post sentencing reform SCDC inmates - otherwise ineligible for placement in traditional work-release and pre-release centers - are transferred to Manning Correctional six months before release, where they receive intensive pre-release programming and transition assistance until they are released.

As part of this focus on re-entry, Director Stirling increased funding and capacity for addictions treatment, instituted peer support groups in every facility, and created and strengthened partnerships with sister agencies such as the Department of Alcohol and other Drug Abuse

Services, the Department of Employment and Workforce, and the Department of Motor Vehicles (ensuring that every inmate has access to treatment, job opportunities, and official state ID upon release). He forged Second Chance partnerships with large South Carolina industries, via our Department of Commerce, creating job training and pipelines for inmates, leveraging existing SCDC vocational and apprenticeship training programs. SCDC became one of the first states in the nation to implement a coding program through the CLA featured non-profit, Persevere. Working with our Department of Mental Health, SCDC won two grants, including one that provides reentry discharge planning for inmates at high risk of homelessness due to serious mental illness and one using gender-responsive, trauma-informed care to prepare inmate-mothers for re-entry and motherhood.

Even before national focus shifted to renewing higher educational opportunities for inmates, Director Stirling saw the need and created partnerships with technical colleges and with Claflin College, (an Historically Black College or University) expanding two year and four-year degree opportunities for inmates.

## **NATIONAL LEADERSHIP**

Long before COVID -19 hit our nation, Director Stirling was among the first directors in the nation to deploy tablet technology for all inmates. The courage required to lead on this issue in the conservative political environment of South Carolina cannot be overstated. His leadership on leveraging tablet technology paid-off when COVID -19 forced operational limitations on prisons across the country; South Carolina inmates were among the first in the nation to use tablets to stay connected via email, phone calls, and visits using tablet technology. Educational and other programming continued in SCDC via the use of tablets. In fact, the entire SCDC inmate request to staff system is now automated via the use of tablet technology, resulting in quicker, more consistent response times as supervisors are now able to track these “chits” and ensure timely responses. The overall impact on inmate and staff safety and morale during those difficult months were immeasurably positive.

As cell phones continued to plague correctional systems across the nation, Director Stirling led the efforts of CLA and others, leveraging his political influence and wisdom to enlist the aid of national leaders in Congress, the U.S. Department of Justice (USDOJ), and the Federal

Communication Commission to authorize testing of jamming technology in the Bureau of Prisons, SCDC and several other states. SCDC tested several new technologies. Despite years of engagement by members and associates on this issue, CLA had never been able to generate meaningful interest and action by the USDOJ. Director Stirling's years and experience as Chief of Staff to a two-term SC Attorney General changed that dynamic, as he ensured that CLA engaged at the highest levels in the USDOJ, raising CLA's credibility on this issue and bringing pressure on other interested constituencies. Ultimately, Director Stirling's efforts resulted in a recent rule-making that is intended to require wireless carriers to quickly disable unauthorized phones at the request of any correctional facility.

Also focused on inmate and staff safety was the Violence Indicator System (VIS) - an innovative dynamic model to analyze historical inmate characteristics and triggers that may lead to violent behavior (assaults). Developed for SCDC, this system produces a weekly report that calculates probabilities of each inmate's likelihood of committing a violent act (assault). Inmates with the highest probabilities at institutions are engaged by staff in order to interrupt these violent acts (assaults). Simultaneously, Director Stirling leveraged his partnership with CLA partners to create a Criminal Analytics Team (CAT), focused on monitoring social media, extracting data from recovered cell phones, inside and outside of SCDC, and maintaining and monitoring Security Threat Group data and activity. VIS and CAT have been overwhelmingly successful, reducing violent assaults by 44% and both models have been shared with systems across the nation via presentations at CLA and other national organizations and by direct agency-to-agency interaction.

Finally, using graduates from SCDC's nationally renowned inmate seminary program, the Columbia International University Prison Initiative (CIUPI), Director Stirling and his team brought in mental health leaders from outside of SCDC and outside of South Carolina to develop a peer mentoring and intervention program. The program trains and equips CIUPI graduates and select other inmates to serve as mentors, peer counselors, and self-harm intervenors in crisis management and other units. The Certified Peer Support Specialist Training was developed in collaboration with the South Carolina Department of Alcohol and other Drug Abuse Services. The results have been an overwhelming success, with other jurisdictions and even CLA partners studying and replicating the program.

## **LEADING ON THE EXTERNALS – TRANSFORMATIVE, GENERATIONAL CHANGE**

As correctional leaders know, when the US economy is good, hiring and retention in corrections gets tougher. Director Stirling has been tireless in his advocacy for better pay for SCDC employees. As a result of his efforts, during his tenure starting salaries for correctional officers have been increased by \$10,000.00, an increase of almost 50%, from \$26,826 with no ability to earn overtime in 2014 to over \$36,000, before earning overtime today. He has secured retention bonuses, recruiting bonuses, and even annual bonuses for security staff and he even implemented an on-site telemedicine program so that staff do not have to take a day off to see a doctor and get appropriate care.

Likewise, as medical staffing became more challenging, Director Stirling secured funding to increase nursing salaries by 25%, across the board. Leveraging technology and partnerships with sister agencies and providers, he expanded access to care via telemedicine. These steps also contributed to his settlement of the crippling class action mental health lawsuit (see above).

Finally, Director Stirling has worked with legislative leaders to secure recurring funding that has pulled SCDC out of the nation's cellar (bottom five states in the nation) in correctional funding for the first time in our state's modern history.

Even this year, he secured \$93 million in capital projects funding to replace aging infrastructure, including replacing manual locks and failing automatic locking systems. In a highly partisan state in the deep south, he is respected and trusted by political leaders and policy advocates on both sides of the aisle.<sup>1</sup> He has changed the collective attitude of the body politic in our state on matters related to SCDC and corrections at large.

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<sup>1</sup> State Senator Dick Harpootlian is a former elected prosecutor from our largest judicial circuit, former Democratic Party Nominee for the Office of Attorney General, and former Chairman of the South Carolina Democratic Party. He is perhaps most famous for convicting (twice) and ensuring the execution of the most unapologetic and notorious serial killer in the history of our state, Donald "Pee Wee" Gaskins. In fact, Mr. Harpootlian lost the Attorney General's race to Director Stirling's former boss, former Attorney General and current Governor, Henry McMaster. Senator Harpootlian is one of our state's most influential lawyers and is the intellectual leader of his party. Despite his deep roots in Democratic politics, here is Senator Harpootlian's recent take on Director Stirling: "If a mistake has been made, Bryan Stirling will correct it. I think he's the best director they've had there in 50 years." That 50 years includes several democratic administrations. As an aside, as one of those directors in the last

As we all know, recurring personnel budgets, salaries, and funding levels become part of the culture of any agency and any state. SCDC staff are gaining ground and respect in the law enforcement community. Indeed, these spending levels are measured for comparison by policy makers and budget writers in other states and across the nation. Generations of correctional staff in South Carolina and sister states will benefit from Bryan Stirling's transformational successes on these issues.

## SUMMARY

### The Big Picture

Facing systemic sea changes that were already dangerously ahead of the agency, Director Stirling has steered SCDC through stormy waters into positions of national leadership seldom seen in our state.

He has tried new approaches resulting in innovations that have produced successful systems and programs, impacting our national correctional community. He has leveraged his criminal justice career, his past experiences and relationships, for the benefit of CLA and our greater correctional community on the issues of cell phones, contraband control, post-secondary education for inmates, the use of technology and data to reduce violence, and other policy issues. And he forced SCDC to lead the way on the expanded use of tablets, standing up to criticism from both ends of the political spectrum and setting the example for other states in the conservative Southern Region of CLA and beyond.

Perhaps most importantly, Director Stirling **has done what every previous SCDC Director has attempted, but no previous SCDC director has ever been able to achieve: he has built legislative relationships in our legislatively dominated southern state and convinced lawmakers to fund corrections such that we are no longer in the bottom five states for per inmate funding, for the first time in South Carolina history!** Our officers and staff are no longer the lowest paid of their southern peers. Such a legacy will pay dividends for generations of future leaders of SCDC and beyond.

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50 years, I take solace in the hope that perhaps I am in second place. Regardless, Senator Harpootlian is correct about Director Stirling's place in our state's correctional history.

Comparing outcomes and achievements is often a difficult and controversial task. Our own association has failed, for decades, to reach consensus on such measures. However, over the decades, one measure has remained relevant for most of our member jurisdictions: three-year recidivism as measured by new admissions. By that measure, consider this: **eight years ago, Director Stirling took over an agency whose three-year recidivism rate was over 33% and rising, seemingly hopelessly, as the composition of the inmate population changed and became more violent due to Sentencing Reform. Today, that recidivism rate has been reduced to 22%, among the lowest, if not the lowest, in the nation. And, by renewing SCDC's emphasis on the basics of re-entry, more inmates are earning their GED's in SCDC and the three-year recidivism rate for those inmates stands at 17%! South Carolina is now a national leader in multiple correctional statistics that really matter.**

### **Hardship, Character, and Kindness**

While Director Stirling's accomplishments alone are worthy of recognition, they are even more remarkable when considered in the context of his character and willingness to help others in this profession. Roughly midway into his service at SCDC, Bryan's life was turned upside down when his beautiful wife, Jenny, became pregnant with twins. The pregnancy was difficult, and she gave birth to fraternal twins, Grace and Davis, at 24 weeks on August 18, 2018. This precious pair spent the first three months of their lives in the neo-natal ICU and were in and out of the hospital for many months thereafter. At the same time, Bryan learned that his father's cancer had returned and metastasized. Even as he and Jenny were spending sleepless nights, as the only child, Bryan became the first-option caregiver for his terminally ill father and his grieving mother. Yet, Bryan and his team pressed forward, transforming SCDC and, remarkably, at every opportunity attending and contributing to CLA as a member, a presenter, a mentor, a leader, and as the always frank, honest, and transparent voice about the good, the bad, and the ugly of service in these demanding roles. On many occasions, he has attended CLA events even as he was needed on the home front. Few others have given as much, as often, when facing such personal challenges and heartbreak. As a senior member of the Southern Region, only Bryan's respect and friendship with his brother commissioner from Alabama has constrained Bryan from seeking – and likely winning – the chair of that CLA region.

For developing, trying, and implementing new ideas and new approaches to old problems, for leading CLA and corrections-at-large to a position of hope and breakthrough on the long-standing stalemate over illegal cell-phones, for leveraging technology and data to make us safer, for transforming his agency and leading his entire state's body politic to a new awareness and appreciation for corrections, for making his agency and his state a national leader in important outcomes and in new initiatives, and for his contributions, service, and personal sacrifice to CLA and the greater correctional community – all while persevering and overcoming significant personal challenges and loss – Bryan has served in a manner consistent with the highest ideals of Michael Francke and Tom Clements. I am proud to nominate Bryan Stirling for either of these two prestigious awards. He is most deserving.



**HENRY McMASTER**  
GOVERNOR

December 13, 2021

Correctional Leaders Association (CLA) Francke and Clements Awards Committees  
c/o Jill Stewart  
Post Office Box 102  
Iona, ID 83427

Dear Committee Members:

It is with honor that I recommend Director Bryan Stirling of Columbia, South Carolina, for consideration of the Michael Francke Career Achievement Award and the Tom Clements Innovation and Achievement award. I have had the pleasure of working with and calling Mr. Stirling a colleague and friend for twenty-five years. I am confident his service will continue to drive key law enforcement initiatives to help ensure protection for our people and abundant prosperity for our state and great nation.

Director Stirling is uniquely qualified and experienced for this recognition. From early in his legal career, Mr. Stirling had a passion to serve his community and state acting as a volunteer criminal domestic violence prosecutor and, later, as Deputy Attorney General during my eight years as Attorney General. In the last eight years, he has served as director of the South Carolina Department of Corrections (SCDC) and is recognized as the most innovative and effective director to lead our state corrections system.

South Carolina is a safer place because of Director Stirling's strong leadership and collaborative efforts. He has revised the disciplinary system, effectively restoring hope and incentive to the inmate population with innovative programming. South Carolina was among the first in the nation to implement an Academy of Hope to help known security threats redirect their focus to more productive pursuits. The agency has also developed a successful peer mentoring and intervention program through the nationally renowned inmate seminary program. Director Stirling has also been a national leader in his efforts to give states the ability to block contraband cell phone signals in prisons.

Correctional Leaders Association (CLA) Francke and Clements Awards Committees  
c/o Jill Stewart  
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December 13, 2021

Under Director Stirling's leadership, SCDC has partnered with the South Carolina Department of Employment and Workforce and other state and private partners to bolster pre-release programs to enhance inmates' opportunities for successful re-entry into the community. His focus on workforce readiness among inmates has resulted in South Carolina having the lowest recidivism rate in the country at 21.9% and more former inmates are re-entering their communities with a job than ever before. During his time at SCDC, Director Stirling has increased the average salary for correctional officers by 35 %, from \$26,826 to \$36,241, plus added the ability for officers to earn overtime.

My years of experience and firsthand observation of Director Bryan Stirling's strong work ethic, innovative leadership, and compassionate service allow me to proudly recommend him for the Michael Francke Career Achievement Award and the Tom Clements Innovation and Achievement Award with the highest confidence.

Yours very truly,



Henry McMaster

HM/II



ALAN WILSON  
ATTORNEY GENERAL

November 22, 2021

CLA Francke and Clements Awards Committee  
c/o Jill Stewart  
PO Box 102  
Iona, Idaho 83427

**RE: Nomination of Bryan Stirling for National Awards**

I am pleased to support Director Bryan Stirling's nomination for the Michael Francke Award and the Tom Clements Award. I can speak to his nomination in both a personal and professional capacity. During my first term, Bryan Stirling served as Deputy Attorney General for Government Affairs and today I serve with him on the Law Enforcement Training Council (LETC).

In 2011, Bryan was pivotal in my transition from private practice to the head of an agency of 250 government employees. I assumed office after the state legislature had already convened, and Bryan's efforts allowed this office to be successful in my first few months in office. I learned very quickly of Bryan's innovation and dedication to the criminal justice system. Bryan was being groomed to my Chief Deputy. However, Governor Nikki Haley requested him to serve as her Chief of Staff.

The Governor's selection of Bryan may have taken him from our office, however, this did not end our close association. I worked with him on several issues dealing with criminal justice during his time with the Governor. Governor Haley's selection of him to reform the Department of Corrections (DOC) formalized our collaboration for the next 8 years.

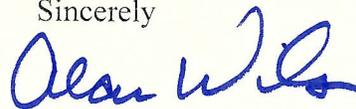
As Bryan became the Director of the Department of Corrections, he inherited a very difficult situation. South Carolina was just coming out of federal oversight due to overcrowding. And there was a large federal lawsuit against the state for mental health treatment. These issues have been resolved during Director Stirling's tenure. He has been incredibly proactive in dealing with issues when they arise. For instance, within my agency, the State Grand Jury worked with his senior staff to break up a long time and highly organized drug ring within the prison system. We have also been working with Director Stirling amending federal regulations to jam illicit cell phone reception within the prisons.

As the chief legal officer for the state I must comment on the recidivism rate during Director Stirling's tenure. While there have been fluctuations in this rate from 33% to 25% in the 20 years before his tenure, Director Stirling's programs and initiatives have had a dramatic result. It has curbed the fluctuation within that unacceptable range. The rates have continually declined every year since 2013 to the current low of 21%. As the state's top prosecutor, I appreciate Director Stirling's long-term commitment to addressing the recidivism rate of the prison population.

Director Stirling and I continue to serve on the LETC for the last 8 years. We are charged with establishing standards for training, approving procedures, and certification for the state's law enforcement community. Even while he has been trying to rebuild the Department of Corrections work force shortage he inherited, he has opposed efforts to reduce standards as a labor solution. This influences his own uniformed corrections staff, and he has been a leader to increase professional standards. Director Stirling has also been consistent for accountability for certification for law enforcement officers. His impact on the professionalism of corrections staff is not limited to on his own corrections officers, but also impacts those in the county jails across the state.

On a personal note, Bryan has become a confidant and a dear friend. He is widely respected by leadership in the law enforcement community as well as legislators regardless of political party. I can think of no one more deserving of thi recognition than Director Bryan Stirling.

Sincerely



Alan Wilson

**Shane Martin**  
South Carolina Senate District 13  
Greenville, Spartanburg and Union Counties



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**Committees**

Corrections and Penology, Chairman

Finance

- Criminal Justice Subcommittee, Chairman

Medical Affairs

Rules

November 19, 2021

**CLA Francke and Clements Awards Committees**  
c/o Jill Stewart  
P. O. Box 102  
Iona, Idaho 83427

To the CLA Nominating Committee:

Please accept this letter of recommendation for a remarkable leader, Bryan Stirling, Director of SC Dept. of Corrections who deserves to be awarded for his accomplishments. Bryan works tirelessly for the betterment of the penal system as it pertains to South Carolina's correctional institutions, for its staff, and the inmates they house. He competently oversees South Carolina's twenty-one institutions.

Bryan successfully advocates for necessary improvements to benefit staff and inmates alike while keeping them safe. He implemented and continues to advocate for improved and expanded medical assisted treatments, and assessment tools. He prioritizes assisting inmates plan for reentry into society, especially for those who are mentally ill and mentally challenged. He knows the importance of proper nursing care for those in need and advocates for them. He strives to educate and train inmates by forming successful working relationships with educational facilities and businesses to provide inmates with the tools to be successful in life after incarceration. Bryan knows the importance of family relationships to boost the morale of inmates and to help reduce recidivism. While the pandemic has warranted unpopular but necessary safety procedures, Bryan has worked tirelessly to improve internet access for education, health treatments, and video visitation for inmates. Bryan has aggressively addressed staffing shortages and made sound decisions in the face of these shortages while rewarding and retaining his dedicated staff. All that Bryan does to run successful institutions is admirable and not limited to the few areas listed.

Therefore, I strongly recommend Bryan for the Michael Francke Award and the Tom Clements Award. His leadership, dedication, and accomplishments too numerous to mention makes him truly deserving of these awards. Thank you for your favorable consideration in this matter.

Sincerely,

A handwritten signature in blue ink, appearing to read "Shane Martin", is written over a faint, larger version of the same signature.

Shane Martin, Senator  
District 13

SM:ph

RICHARD A. HARPOOTLIAN  
SENATOR, LEXINGTON AND RICHLAND COUNTIES  
SENATORIAL DISTRICT NO. 20

COMMITTEES:  
JUDICIARY  
AGRICULTURE & NATURAL RESOURCES  
CORRECTIONS & PENOLOGY  
FAMILY & VETERANS' SERVICES  
RULES



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December 7, 2021

CLA Francke and Clements Awards Committee  
c/o Jill Steward  
PO Box 102  
Iona, ID 83427

**RE: Support for Bryan Stirling for Francke and Clements Awards**

Dear Committee Members:

I am pleased and honored to support Director Bryan Stirling's nomination for these two national awards. As background, I have served our state in a host of capacities for several decades, beginning my career as a Deputy Solicitor in the Fifth Judicial Circuit (district attorney) in 1975, before serving on Richland County Council in 1987, and being elected Solicitor of the Fifth Judicial Circuit in 1991. I served as Chairman of the SC Democratic Party from 1998 through 2013 and again from 2011 through 2013, and I was honored to be elected to the SC Senate in 2018, where I continue to serve on both the Corrections and Penology Committee and the Judiciary Committee.

I have reviewed the background and criteria for these two awards, and I am convinced that Director Stirling satisfies the criteria and is uniquely deserving of either of these awards by his eight years of service as Director of our Department of Corrections (SCDC). I have known and observed Bryan for nearly two decades and his outstanding performance at SCDC came as no surprise to me.

Bryan took over SCDC at time of great transition in our state, shortly after historic sentencing reform legislation had become law and was beginning to impact our entire criminal justice system. In short order, Bryan developed a plan to ensure that the new, more violent, SCDC population would be prepared for successful re-entry. This required firm but fair leadership of SCDC employees as old methods, programs, and objectives had to give way to new approaches. He closed and repurposed facilities and tackled the herculean task of implementing a new inmate classification and disciplinary system to better incentivize good outcomes for a

smaller but more violent inmate population and to reduce the overuse of long-term segregation. Our entire state has benefitted from his leadership as we now have the lowest three-year recidivism rate in the nation, at 22%.

During my career I put two murderers on death row. Bryan's decision to move death row and his flawless execution of that plan was a textbook example of effective, principled, determined leadership, making our state safer for generations.

Bryan's balanced approach has paid dividends for our inmate population. As a former prosecutor and a criminal defense attorney, I am aware that judges and lawyers alike are grateful that Bryan's changes have resulted in a system that provides more hope and opportunity for inmates and better pay and working conditions for SCDC employees. From Faith and Character Dorms to the Academy of Hope to tablet technology to video visitation to improved mental health care, Bryan's changes are changing lives for the better, every day. Over his eight years at SCDC, Bryan has normalized targeted bonus pay for SCDC employees and starting pay for correctional officers has risen from \$26,000 to over \$36,000, today. His national leadership on the issue of illegal cell phones, his Violence Indicator System, and his Crisis Intervention Training for front line officers have improved the culture and working conditions for all SCDC employees.

Bryan has transcended partisan politics. Working transparently with legislative leaders from both parties, he has raised awareness of SCDC needs and has secured long-need increases in funding for corrections, including recurring mental health funding, pay-raises, and funding for long deferred maintenance and infrastructure projects. He builds and leverages relationships with other state agencies to assist in preparing inmates for re-entry and to provide resources to ensure success upon re-entry.

Our lowest in the nation recidivism is a big deal to a state that is too often first in measures where we want to be last. He has brought generational change to his agency and to our state. And his impact has reached beyond South Carolina as several of his initiatives are being replicated in other states.

I have referenced but a few of the specific innovations and changes that Bryan has brought to SCDC. Neither these nor the long list of other innovations and changes came easily to an agency that was long neglected by both elected branches of government in our state. That context is important to understanding why I have stated publicly that Bryan Stirling is the best corrections director in our state during my lifetime. If Bryan or SCDC makes a mistake, he will admit it and move forward to fix it. **This is the real key to Bryan's success: his character and transparency. Bryan has the trust and confidence of statehouse leaders across party lines. He has leveraged that trust and confidence to create respect and admiration for those who work in SCDC and to create a new awareness of our state's obligation to properly resource and oversee that agency.**

For these reasons and more, Bryan has my strongest recommendation for these two prestigious awards.

With warm personal regards, I am

Sincerely,



Richard A. Harpootlian

RAH:hm



## South Carolina Law Enforcement Division

P.O. Box 21398  
Columbia, South Carolina  
29221-1398

*Henry D. McMaster, Governor*

*Mark A. Keel, Chief*

*Tel: (803) 737-9000*

December 9, 2021

CLA Francke and Clements Awards Committees  
c/o Jill Stewart  
Post Office Box 102  
Iona, Idaho 83427

RE: Director Bryan Stirling

Dear Awards Committee Members:

It is my distinct honor to support the nomination of South Carolina Department of Corrections Director Bryan Stirling for the Michael Francke Career Achievement Award or Tom Clements Innovation and Achievement Award. He is most deserving of either.

Bryan Stirling was appointed Director of the South Carolina Department of Corrections in 2013 by then Governor Nikki Haley. As one of Governor Haley's most trusted advisors, he was tasked with leading and transforming the Department. Over the last 8 years, Director Stirling has done just that.

Director Stirling took over an agency that consistently ranked in the bottom 10% of state correctional agencies in the country in funding. Correctional officers average starting salary in 2014 was \$26,826 and turnover amongst the ranks was dangerously high. At the time, correctional officers could not earn overtime and morale was incredibly low throughout the agency. During his tenure, Director Stirling has made unprecedented strides in obtaining funding for SCDC which has allowed him to increase the starting salary of correctional officers to more than \$36,000 before overtime pay and lifting the agency out of the bottom five lowest funded correctional agencies in the country. These positive changes will pay dividends for the Department and correctional officers for years to come.

In an effort to decrease violence both inside and outside the institutions, Director Stirling led the national effort to jam contraband cell phones within correctional facilities across the country. Even when presented with roadblocks in Congress, he forged ahead with innovative security measures by installing high netting and body scanners at South Carolina's most secure facilities. Director Stirling and former Director Ozmint took this fight personally as SCDC Captain Robert Johnson nearly lost his life in 2010 when he was shot six times at his home. The hit was ordered by an inmate utilizing a contraband cell phone within Lee Correctional Institution. Ultimately, in July of 2021, the Federal Communication Commission required wireless carriers across the United States to render useless unauthorized cell phones upon the request of any correctional facility.



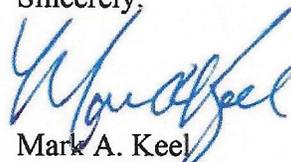
*An Accredited Law Enforcement Agency*



Director Stirling works closely with local and national correctional partners as well as state and local law enforcement partners to ensure the safety and security of the correctional facilities in South Carolina. Director Stirling and I maintain an open line of communication and meet regularly to discuss assistance we can provide to our partner agencies. During civil unrest in South Carolina in 2020, Director Stirling was a valuable law enforcement partner, sending one of his elite units to assist in maintaining order. Director Stirling regularly speaks to and meets with South Carolina sheriffs to provide guidance on issues local detention facilities are facing. Director Stirling's coalition building approach further exemplifies his devotion to the corrections profession.

For his progressive, innovative leadership, I enthusiastically support the nomination of South Carolina Department of Corrections Director Bryan Stirling for the Michael Francke Career Achievement Award or Tom Clements Innovation and Achievement Award.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Mark A. Keel', written over a faint, larger version of the same signature.

Mark A. Keel  
Chief of SLED

**The Clements Award distinguishes a member who has initiated an outstanding innovation or achievement that embodies the vision of corrections reform embraced by Executive Director Clements. This vision includes but is not limited to reforms in the area of administrative segregation, recidivism, parole supervision, prison programming, and other successful reform which is progressive in nature.**

**Please briefly describe why you feel this nominee should receive the Clements Award:**

Under the leadership of Director Bryan Stirling, the South Carolina Department of Corrections (SCDC) has become the nation's leader in reducing the recidivism of incarcerated offenders. By increasing access to evidence-based programs, instituting critical training, reconnecting inmates to the community and lining up housing, SC has reduced its recidivism rate to 22%. Through his innovative command of the agency he has placed an emphasis on inmate rehabilitation to aid them in successfully returning to the community and remaining crime free. Bryan Stirling has effectively transformed the agency in this regard, and has focused on establishing prison-based programming for both general and special population inmates (such as the mentally ill and the chemically addicted). Director Stirling recognizes the responsibility of the State Department of Corrections to not only provide community protection from incarcerated offenders, but to use the opportunity of their incarceration to provide a chance at a reformed life during their sentence and after release. He has placed an emphasis on the creation and implementation of programming through community partnerships with other government agencies, non-profit entities and the private sector. This has included multiagency collaborations, as well as the consideration for the use of innovators and entrepreneurs. He is a catalyst for community connections that bridge the gap of reentry for job skills, training, employment, housing and therapeutic services that lead to personal sustainability. Director Stirling has also made our prisons safer for staff and inmates, expanding security measures to halt the onslaught of contraband entering our institutions. He has been a national leader in the fight to allow state prisons to jam cell phone signals, spearheading the effort to get legislation passed that would make cell phones inoperable behind bars. He serves on the CTIA Taskforce and has become a national spokesperson on the issue. At the same time, he has championed the importance of healthy supports and family and community reengagement that promotes a crime free life. During the COVID-19 pandemic he has placed an emphasis on quickly implementing virtual visitation and continues to entertain new technology to help inmates stay connected to loved ones and supports during their incarceration. Director Stirling demands that the agency have respect for the concerns of inmates and their families, to admit agency errors and make corrections when concerns arise. A state senator, who was a former prosecutor and criminal defense attorney, sums it up this way: "If a mistake has been made, Bryan Stirling will correct it. I think he's the best director they've had in 50 years." Director Stirling has also placed an importance on nursing staff, as well as the healthcare needs of the inmate population. In this regard he has been able to secure raises for nursing staff and make SCDC more competitive in hiring much needed staff for the continuous healthcare needs of an aging and medically compromised population. Bryan Stirling recognizes the unique and challenging environment that corrections presents for all of his employees and deeply appreciates the dedication of his staff, and the recruitment and retention issues posed regardless of discipline. He shows his commitment to his agency staff through his frequent site visits to institutions, his presence at class graduations, by highlighting positive employee performance, and through granting spot bonuses himself for staff recognition.

**Please tell us a little bit about the nominee's corrections career:**

Bryan P. Stirling was confirmed as the Director of the South Carolina Department of Corrections by the South Carolina Senate on February 19, 2014 and has tirelessly served in this role for nearly 8 years. With a staff of 5,000, Stirling is also responsible for roughly 15,500 inmates currently serving time in one of the 21 penal institutions across the state.

Upon assuming office, Director Stirling oversees an agency that has undergone officer shortages and media scrutiny. Under Stirling's leadership, the agency has closed six institutions. The inmate population has declined due to a reduction in the recidivism rates, sentencing reform, successful programs and services within the institutions. Stirling settled a decade old mental health lawsuit that plagued the agency and its leadership and has continued to make strides in securing compliance with the components of this agreement by improving mental health services at all levels of care, reducing the need for using force, and diminishing the use of restricted housing.

Stirling has been recognized for his passion and dedication to improving public safety, as well as, making each institution a safe, secure and productive environment where offenders are given the skills and resources needed for a future that spans far beyond their prison cell.

In 2016, Stirling received the Stephen G. Morris Nelson Mullins Social Justice Award from the Columbia Urban League and the William D. Leeke Award of Excellence.

Prior to joining the correctional system, Director Stirling served as Deputy Attorney General for nearly six years. Most recently, he served Governor Nikki Haley as her Chief of Staff from October, 2012 to September, 2013, during which he oversaw management of the governor's cabinet and the Office of Executive Policy and Programs. Stirling graduated from the University of South Carolina in 1991 and USC's School of Law in 1996.

**What outstanding innovation and/or achievements has he/she made in the area of reform?**

1. Brought South Carolina recidivism rate to lowest in the nation.
2. Worked with General Assembly to secure \$93 million for capital improvements for aging prisons.
3. Increased correctional officer starting salaries \$10,000 over eight years.
4. Secured bonuses for institutional staff for their tireless work during the COVID-19 Pandemic.
5. Increased nursing and other medical salaries 25 percent to bring in line with marketplace and make SCDC competitive in the job market and better able to secure a necessary and competent healthcare workforce.
6. Opened extensive reentry programs for all custody levels.

7. Created partnerships with Claflin University and the state technical colleges for inmates to obtain two- and four-year degrees.
8. Created partnerships with other state agencies (i.e. SCDEW, SCDHEC, SCDMV, SCDAODAS and SCDMH) to aid in providing pre and post-release services to inmates.
9. Increased drug addiction programming to help inmates recover and created peer support training programs for inmates to help each other recover from drug addiction.
10. Created programs and leadership to reduce prison violence, including new Operations leadership, and the use of predictive analytics to anticipate violence.
11. Established the Academy of Hope, and Step-Down Programs at Lee and Perry Correctional Institution to focus on inmates with long histories of disciplinary problems and violence, and decrease the need for restrictive housing.
12. Increased community partnerships for reentry services (i.e. Turning Leaf, JumpStart, Fresh Start, etc.)
13. Leader in national effort to block cellphone signals inside prisons. Chosen to test jamming technology for national research effort.
14. Forged partnership with the State medical university to create a prison hospital unit for male inmates and female inmates, as well as a mental health inpatient unit for female inmates.
15. Worked with economic leaders in South Carolina to identify and create Second Chance training for inmates to enter the workforce. Also helped create a job pipeline for companies to hire formerly incarcerated workers.
16. Created partnerships for telehealth and telepsych appointments after leading the change from paper to electronic medical records.
17. Developed an innovative dynamic model to analyze historical inmate characteristics and triggers that may lead to violent behavior (assaults). With this information, a weekly report is produced that calculates probabilities of each inmate's likelihood of committing a violent act (assault). Inmates with the highest probabilities at institutions are engaged by staff in order to interrupt these violent acts (assaults). SCDC has reduced assaults since implementation by 20%.
18. Established the Office of Programs, Re-entry and Rehabilitative Services, as well as the Office of Behavioral Health Services to provide greater leadership, accountability and innovation in the delivery of these services of the inmate population.