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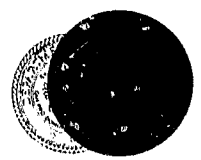
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# National Institute of Justice

# Construction Bulletin

December 1987

## Inmates Build Prisons in South Carolina

Stephen A. Carter and Ann Chadwell Humphries

Prison and jail crowding, most officials believe, is the most critical problem in our criminal justice system today. When existing buildings strain to house a burgeoning inmate population, they deteriorate rapidly. Failure to address substandard conditions fosters inmate litigation and may ignite already explosive situations.

When corrections administrators must add new beds, they seek ways to reduce costs. Well-planned inmate labor programs can lower construction costs. They can also provide valuable training and work experience. For both reasons, several States have developed inmate labor programs that focus on construction of correctional

facilities. This *Construction Bulletin* describes South Carolina's experience in integrating a capital improvement plan with an inmate training program. It also briefly reviews programs in Texas, Florida, and Arkansas. The lessons learned can be useful to other jurisdictions.

### From the Director

The dilemma of too many serious crimes with injured victims and not enough space to incarcerate convicted criminals is a major domestic policy issue. Convicted violent and repeat serious offenders have contributed to swelling prison and jail populations which outstrip capacity in many jurisdictions.

The gravity of the problem is recognized by officials throughout the criminal justice system. In fact, when the National Institute of Justice asked criminal justice officials to name the most serious problem facing the system, police, courts, and corrections officials reached a virtually unanimous consensus: prison and jail crowding is the number one concern.

Attorney General Edwin Meese III has spoken out repeatedly on the dimensions of the crisis and the need to help State and local jurisdictions find less costly ways to increase corrections capacity so convicted serious criminals are prevented from preying on people, communities, and our economy.

Responding to the need, the National Institute of Justice established the *Construction Information Exchange* to help State and local officials make informed decisions on building or expanding facilities.

This *Construction Bulletin* is one of a series designed to share information on innovative approaches to building and financing corrections construction.

These *Construction Bulletins* further that initiative by helping States and localities learn about programs that have succeeded in other jurisdictions and that may work in theirs as well.

In this *Bulletin*, for instance, consultants who helped South Carolina correctional officials plan a 10-year, \$116 million capital improvement plan explain how that State reduced costs by using inmate labor. Similar programs in other States permit inmates to work in selected construction activities. Examples from Texas, Florida, and Arkansas are included in this report.

The featured program is more than just a bargain for South Carolina. If an inmate worker does a poor job, he can

be demoted—lose privileges or take a pay cut. But for the willing worker, the program offers promotions and better pay than other prisoners are permitted, a chance to learn marketable skills and good work habits, and good-time credit toward the day he can use those new skills outside.

In addition to these *Bulletins*, the National Institute of Justice has also published a *National Directory of Corrections Construction*, based on the results of a national survey, which provides a wealth of information on construction methods and costs for jails and prisons built since 1978.

The National Institute also maintains, at our National Criminal Justice Reference Service, a computerized data base on corrections construction. Through this *Construction Information Exchange*, those planning to build or expand facilities are put in touch with officials in other jurisdictions who have successfully used more efficient building techniques.

James K. Stewart  
Director  
National Institute of Justice

## Program development

The South Carolina Department of Corrections (SCDC) developed its inmate labor program mainly to reduce costs, but the program continues today because of three major factors:

- **Economy:** Projects built by inmates cost 30 to 50 percent less than those using private contractors.
- **Quality:** Work by inmates is comparable in quality to that of civilian labor.
- **Training:** Inmates learn marketable skills and good work habits for use upon release.

## Crowding

From 1973 to 1978 South Carolina's average daily prison population grew faster than at any other time in SCDC history, doubling from 3,400 to 6,800. As a result, South Carolina's prisons became among the most crowded in the Nation, operating at 134 percent capacity. Figure 1 shows SCDC's population history.

## Capital improvement plan

Faced with litigation in 1976, South Carolina took steps to remedy prison crowding by developing a 10-year capital improvement plan to provide 8,064 beds. The \$116 million plan called for a number of cost-saving measures in the operation, design, and construction of new beds, and recommended inmate labor to build the facilities.

## Inmate labor feasibility study

The Department commissioned a study of the feasibility of a formal inmate labor program for construction. The study evaluated the program's costs and benefits and developed a plan for its operation. The findings indicated that inmate labor could save the State \$11.2 million over 10 years and provide valuable training to inmates. The study noted three conditions that enabled South Carolina to establish such a program.

- South Carolina law allowed the Department to use inmates to build correctional facilities. Inmates had built all or part of the facilities at Wateree Correctional Institution (1930's); Central Correctional Institution (1950's); Manning Correctional

Institution (1963); MacDougall Correctional Institution (1968); and Goodman Correctional Institution (1971).

- The State streamlined regulations to ease procurement policies for its correction construction program. Officials were not required to engage in competitive bidding for goods and services when using inmate labor, and the Department was also permitted to purchase directly from vendors and suppliers, rather than go through normal purchasing procedures.
- Both South Carolina's statutes and policies have limited the influence of organized labor. As a right-to-work State, South Carolina does not legally permit mandatory union membership. As a result, membership in unions is relatively low and union influence upon public policy is limited.

## Pilot project

South Carolina tested its formal inmate labor program during the first phase

of its capital improvements plan. During this phase, inmates built two multi-purpose buildings, a 96-bed addition to an existing facility and a 96-bed infirmary addition, plus an abattoir (slaughterhouse). Inmates also renovated two other existing facilities and repaired the roof on a third. Of the total project cost of \$19.7 million, inmate labor accounted for \$2.2 million.

Major construction firms immediately protested the inmate labor program was competing with the private sector. Critics also contended that the true costs would be greater than expected.

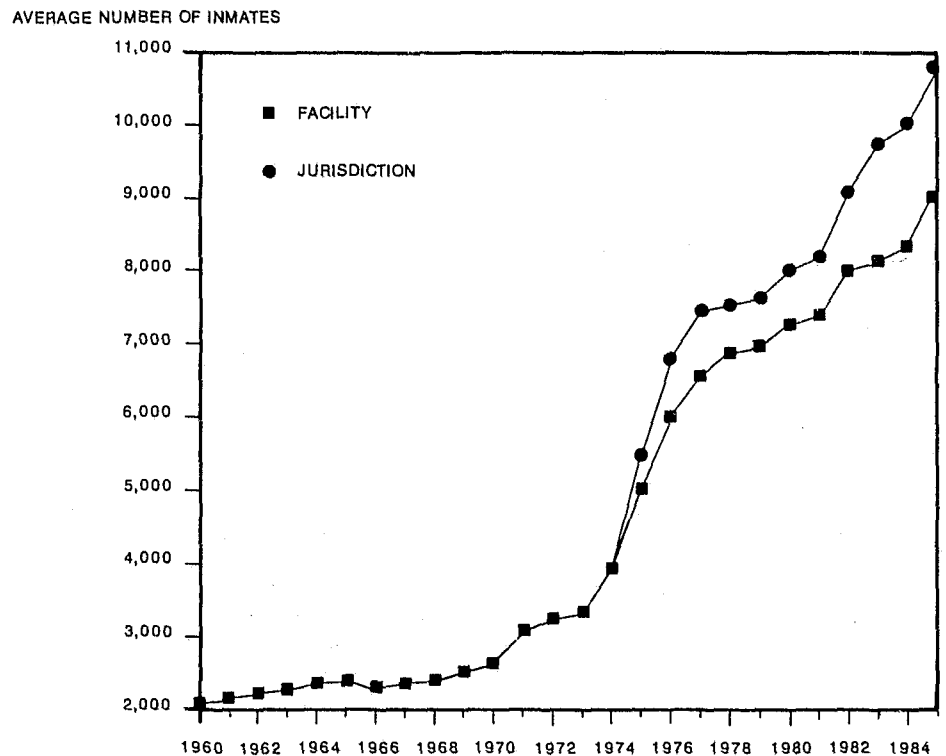
## Audit findings

In response to these protests, the General Assembly directed the Legislative Audit Council, the fiscal watchdog of the State, to conduct an audit of the new program. The audit report revealed the following:

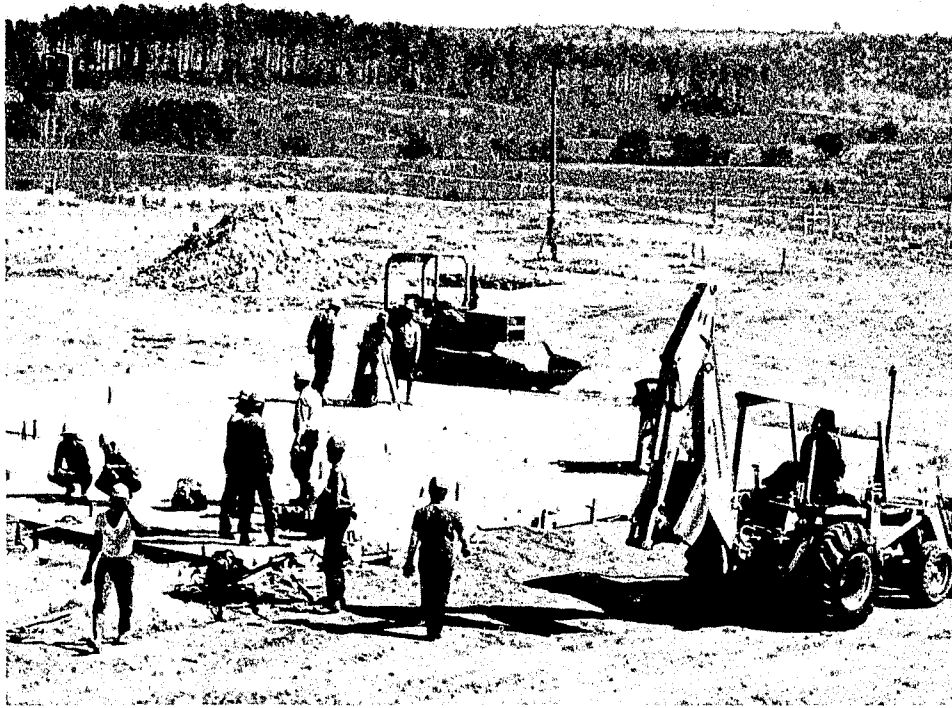
1. Inmate labor reduced labor costs by more than one-half;

Figure 1

South Carolina average inmate population, calendar years 1960-85



After 1974, jurisdiction population is somewhat higher because many State inmates are held in local jails



Watkins Pre-Release Center: Inmates preparing site for a 144-bed facility

2. The quality of the work was equal to or better than that of civilian labor;
3. Work by inmates took twice as long as the same work by civilians; and
4. Future savings could be expected.

### Current efforts

Today, the inmate labor program in South Carolina is well established and growing. Inmate projects cost \$14 million, or 11 percent, of a capital improvement plan that over the last 10 years has built 4,776 beds for \$126 million. Little opposition to the program is now heard.

Inmates are involved in the construction of new correctional facilities, as well as additions, expansions, and renovations to existing buildings. With the exception of installing locks and ordering supplies, inmates work in all phases of construction in the field and in the office.

For example, inmates prepare the site, build roads, pour and finish concrete, operate and repair heavy equipment, landscape the grounds, fabricate duct work, finish interiors, and install plumbing, mechanical, electrical, and security systems. In the office, they serve as drafters and clerks. Inmates are responsible for the warehouse, where they store and distribute materials.

Inmates perform work in correctional facilities across the State. Because of security and cost considerations, most inmates work on projects in or near the institutions to which they are assigned. However, specialty inmate crews travel the State. Table 1 shows projects using inmate labor over the last 10 years.

### Productivity

Although South Carolina uses inmates on many projects, private contractors may perform certain jobs more efficiently. While inmates save more than half the labor costs of construction, the Legislative Audit Council noted that inmates took twice as long to complete the work. As a result, South Carolina uses inmates for renovation or construction of modest size, and major projects are left to the private sector.

When scheduling construction, the Department of Corrections evaluates time, cost, and security factors before deciding to use inmate labor. If projects are located far from existing facilities, job costs escalate when arranging not only transportation but also housing, meals, and supervision for inmates. Although some States have solved this problem by constructing temporary housing for the work

crew, South Carolina has chosen to use private contractors for projects in remote areas.

Inmate labor crews number 200 at any one time and are generally divided in 25- to 50-member crews. Since this represents a relatively small work force, the Department of Corrections keeps the crews productive.

### Organization

The inmate labor program is organized under the Deputy Commissioner for Operations within the Division of Construction, Engineering, and Maintenance. This division coordinates and supervises the implementation of the capital improvement program and the maintenance and operations of all physical plant facilities. In addition, it serves as the liaison with outside architects, engineers, and contractors.

The staff of the inmate labor program includes both permanent and contract employees, who are funded by the capital improvement plan. A construction branch chief, supported by an administrative staff, coordinates all projects involving inmate labor.

Depending upon the construction activity, the branch chief hires several other employees on contract. These include positions such as those of project managers who coordinate multiple projects, trade supervisors who manage inmate crews, and job superintendents responsible for specific jobs. Office employees include a purchasing agent, clerks, resident inspector, and material expeditor.

### Accounting

The inmate labor program in South Carolina is very conscientious about cost reporting for all projects. Individual accounts are established for each job. Project managers estimate and manage the general materials and equipment they need for the specific projects. Accounting offices carefully monitor expenditures, and periodic audits validate their reports.

### Materials

SCDC's efficient handling of materials needed for construction projects involving inmate labor contributes to the effectiveness of its program. Its organized system supports discount

**Table 1****Projects by South Carolina's inmate labor program (1976 to present)**

Year	Project	Cost
<b>Phase I</b>		
1980	Wateree River Correctional Institution (96-bed minimum security dormitory)	\$ 625,000
1981	General renovations	\$ 377,000
1980	Abattoir (slaughterhouse, entire project)	\$ 435,000
1980	Kirkland Correctional Institution (improvements)	\$ 250,000
1980	MacDougall Youth Correction Center (roof repairs)	\$ 40,000
1980	State Park Hospital (renovations to hospital to accommodate inmates of all security levels)	\$ 180,000
<b>Phase II</b>		
1981	Appalachian Regional Office (improvements)	\$ 183,000
1982	Livesay Work Release Center (improvements)	\$ 981,000
1983	Watkins Pre-Release Center	\$ 1,580,000
1980	Northside Correctional Center	\$ 1,360,000
1985	Dairy	\$ 1,100,000
1983	State Park Correctional Facility (conversion of hospital to prison)	\$ 250,000
1984	Gilliam Psychiatric Center (96-bed health treatment facility)	\$ 1,500,000
1986	Women's Correctional Dorm (96-bed medium/maximum dormitory)	\$ 1,200,000
1985	Catawba Work Release Center (sewer treatment plant, electrical, and kitchen upgrade; roof)	\$ 100,000
1984	Central Correctional Institution	\$ 310,000
1986	Five temporary housing units (various locations)	\$ 1,500,000
1985	Manning Correctional Institution (lockup renovations and additions; library)	\$ 285,000
1987	Dutchman Correctional Institution (visiting area)	\$ 156,000
1986	Department of Youth Services (animal shelter)	\$ 100,000
1985	Department of Mental Health (renovations for violent patient area)	\$ 393,000
1987	Stevenson Correctional Institution (renovations for developmentally disabled)	\$ 89,000
1987	Maximum Security Center (renovations to medium security, reception and evaluation, and program and administrative space)	\$ 250,000
<b>Future projects</b>		
	Dutchman Correctional Institution (security upgrade)	\$ 676,000
	Greenwood Correctional Institution (new cafeteria and conversion of old one to program)	\$ 700,000
	Catawba Area Work Release Center (convert school to housing)	\$ 97,000
	Perry Correctional Institution (construct new infirmary and health treatment center)	\$ 1,500,000
	Leiber Correctional Institution (new infirmary)	\$ 185,000
	Women's Correctional Center (new infirmary)	\$ 100,000
	Shock Probation Unit	\$ 685,000
	Restitution Center	\$ 350,000
	Fire, life safety upgrade	\$ 10,000,000
	Lighting, plumbing, and air flow upgrade	\$ 1,000,000
	Dairy feed lot	\$ 250,000

purchasing, controls inventory, and coordinates deliveries. This avoids delays, excessive inventory, pilferage, and obsolescence.

Initially, South Carolina law streamlined the materials management process for the program. Unlike other State agencies that were required to publicly bid projects over \$30,000, the Department of Corrections was permitted to use inmates for jobs exceeding this amount. Also, it was able to purchase directly from vendors. However, these policies were merely intended to assist in the initial development of the program, which now must comply with the State procurement code.

### Equipment

A materials management system includes maintenance of heavy machinery, special equipment, and appropriate tools. The program maintains its own central inventory of these items for use on all construction jobs. The inventory began in 1980 with an appropriation of \$273,000 and now includes forklifts, backhoes, tract front-end loaders, flat-bed dumptrucks, various pickups and vans, and a 15-ton dumptruck. Periodically, cranes and special equipment are rented. A mechanic maintains the equipment.

The Legislative Audit Council reported that equipment costs in the program were low. When needed, equipment is charged to specific projects on a pro-rata basis according to industry standards. When not in use, equipment is loaned to other corrections projects. Another cost-saving technique involves shop fabrication of items for use on construction projects. For example, door frames can be custom-ordered and delivered directly to the site, saving cost and time. In the future, officials will look to prison industries to manufacture special items for construction jobs.

### Development of a labor supply

Like any construction company, the program relies on a trained, motivated labor force. To allow for surges in activity and attrition in the workforce, staff members develop a labor pool and waiting list of inmates. The system relies upon referrals, incentives, and training.

## Recruitment and referral

Through a systematic process of recruitment and referrals, the Department of Corrections vigilantly seeks out skilled labor and maintains a core of inmate construction workers. Those eligible must be in minimum- or medium-security custody classifications. All inmates in the program have applied voluntarily.

Inmates are referred to the program through the classification system, departmental employees, and other inmates. During classification, inmates are asked a series of questions about their education, work history, learned skills, physical ability, and aptitudes. The classification staff then sends this information to the program. The classification unit also sends a monthly listing of inmates in the system with interest or experience in construction.

As they hear of experienced workers and those eligible for the program, employees and inmates also refer candidates. When program staff needs an individual with particular skills, it can

advertise vacant positions throughout the prison system.

## Assignment

When inmates apply to the program, the staff evaluates their skill levels and willingness to work, checks employer references, and assigns them to a job in one of four skill level categories: Laborer (level 7), semiskilled (level 5), skilled (level 3), and foreman (level 2).

The category assigned determines the rate of pay and sentence reduction for inmates and provides a career ladder for advancement. Table 2 shows the jobs, by skill levels, to which inmates can be assigned.

The Department of Corrections houses the medium custody inmates participating in the program in one facility—Goodman Correctional Institution, a 400-bed minimum security institution in the central part of the State. Medium custody level inmates remain in their assigned institutions because of security considerations.

To reduce program costs, the staff supervises the work of the inmates and also provides security. Minimum custody inmates are assigned to work anywhere within the system. However, medium custody inmates are assigned only to jobs within medium or maximum security institutions.

## Incentives

To attract inmates to the program, the Department of Corrections offers a series of incentives that include pay, sentence reduction, and training. The incentives support the concept of an inmate career ladder and keep the workers diligent and productive.

## Wages

South Carolina's correctional system does not require inmates to work. However, it compensates those who do with pay, periodic increases, and bonuses commensurate with the complexity of their skills and work performance. Wages and bonuses for inmates in the construction program



Gilliam Psychiatric Center (exterior construction): A maximum-security facility built by prison inmates in 1984

exceed those for the regular inmate population. Inmates in the program can earn \$27.25 every 2 weeks, or \$0.34 an hour, whereas the general prison population's pay cannot exceed \$17.25 every 2 weeks.

As inmates improve their skills, their pay increases commensurately. If their work is unsatisfactory, inmates are demoted and their pay is decreased.

Inmates can be removed from the program for unsatisfactory performance or rule violations such as refusal to work, insubordination, fighting, and stealing. Staff carefully documents the reasons for termination and recommends future action.

### Serving less time

Inmates can earn time off their sentences or accelerate their parole eligibility if they participate in the construction program. This excludes those serving mandatory sentences.

In 1978, South Carolina passed the Earned Work Credit Program as an effort to stabilize the inmate population and control costs. This program allows inmates to earn up to 180 days credit for favorable performance at an assigned job. In this way, it coordinates the intent of parole with the goals of the work program.

Inmates accrue time credit on a sliding scale according to their skills. For

example, inmates in the highest skill category (Level 2) earn 1 day off their sentences for every 2 worked. In Level 3, they gain 1 day off for every 3 worked; Level 5, one 1 day credit for every 5 worked; and so on. This procedure clearly provides a further incentive for inmates to graduate to higher skill levels.

### Training

Another important element is access to training. This valuable benefit recognizes that inmates need practical experience and marketable skills if they are to participate in the economic mainstream. The Department of Corrections believes that learning a specific skill can help inmates prove their reliability and move them further from recidivism.

Those seeking to develop a skill enroll in one of the programs offered within the Division of Education. This division is an independent school district operating within the education systems of the State and is subject to regular State standards.

Located in 15 of the 29 institutions, the Division of Educational Services trains over 2,000 inmates annually and helps them find and maintain employment upon completion of their coursework. Inmates also earn work credits toward release when enrolled in a training program. Courses include

basic high school, adult education, and college programs. The division also provides vocational courses in electrical work, welding, carpentry, masonry, plumbing, heating and air conditioning, construction equipment, and equipment operation and mechanics. Generally, inmates select one course. These courses usually last 6 months and combine training in the classroom, the laboratory, and on the job.

To apply for training programs, an inmate must be within 24 months of parole, release, or work release. The division assesses preferences and aptitudes, and enrolls the inmate in a program for 1 to 2 weeks. If both the inmate and staff are satisfied, the inmate signs a transfer waiver to complete the course. Upon graduation, a certificate is awarded, and job coordinators seek employment for the inmate inside or outside the institution.

The Department of Corrections and the Division of Education exchange information on job openings and candidates.

### Other States

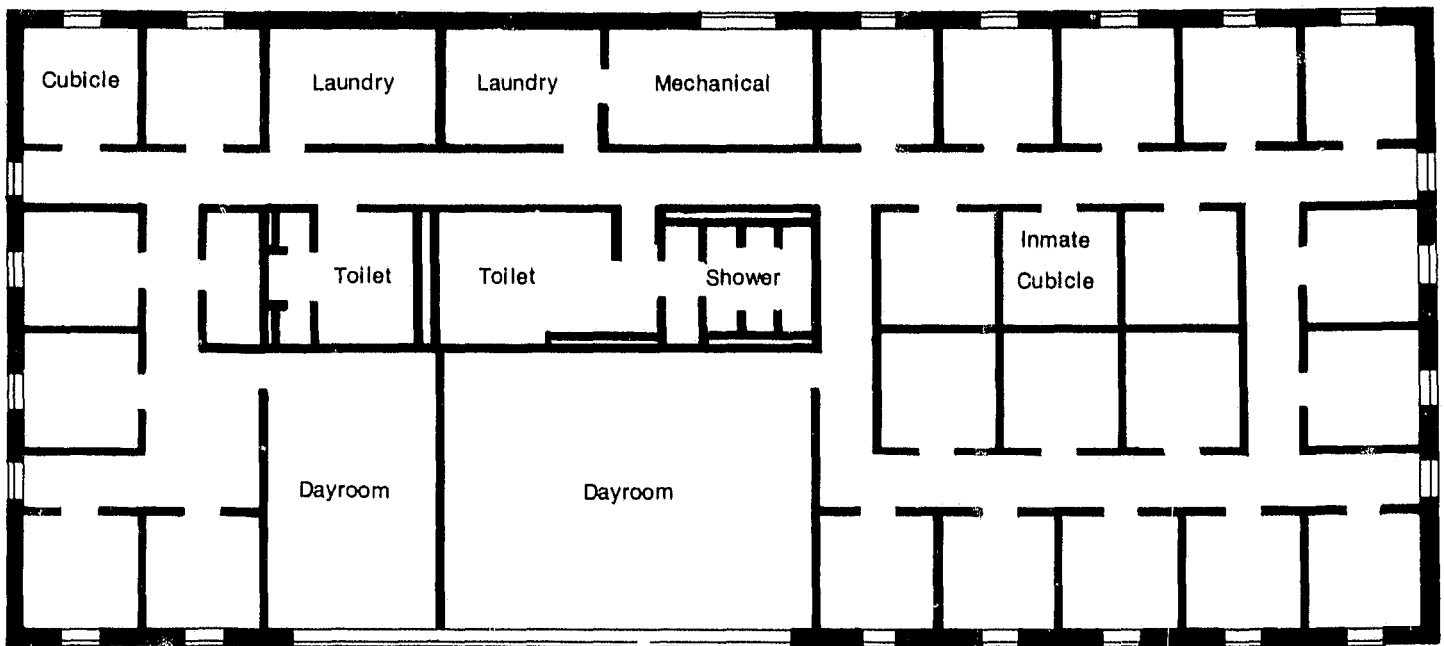
Texas, Florida, and Arkansas also have extensive inmate labor programs. All the States have similar goals, but vary in their approaches. Their experience can guide others contemplating such programs.

**Table 2**

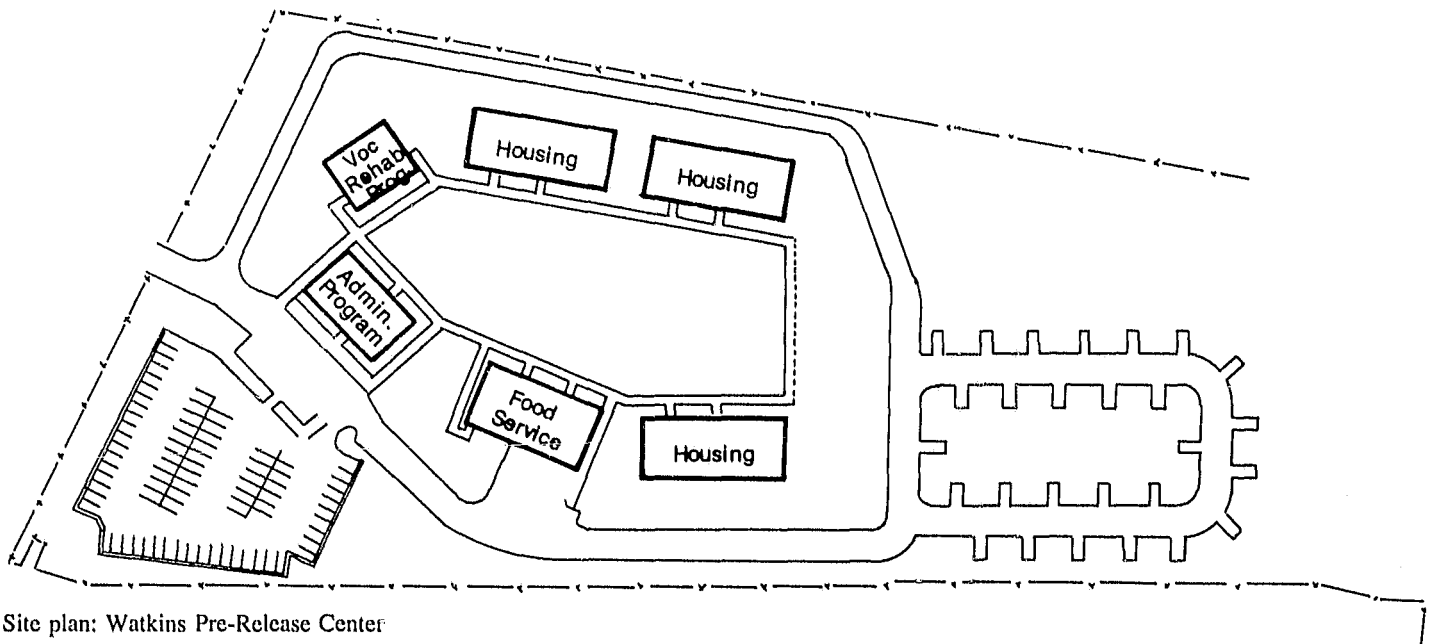
### Levels of work positions

Level 2	Level 3	Level 5
Brick mason supervisor	Brick mason	Brick mason helper
Carpenter supervisor	Carpenter	Carpenter
Inventory supervisor	Chief clerk	Concrete finisher helper
Design engineer	Drafter	Supply clerk
Electrician supervisor	Electrician	Electrician helper
Heavy equipment operator 1	Heavy equipment operator 2	Heavy equipment operator
Grade supervisor HT/AC	Ironworker	Insulator helper
Supervisor HT/AC	Insulator HT/AC	Ironwork helper
Plumbing supervisor	Plumber	Machine operator helper
Truck driver 1	Truck driver	Mechanic helper
Warehouse supervisor	Warehouse supervisor assistant	Pipefitter
Welder supervisor	Welder	Plumber helper
Labor supervisor	Roofer	Roofer helper
Labor foreman	Mechanic	Welder helper
Shop supervisor	Concrete finisher	Laborer helper
Painter supervisor	Painter	Laborer
Professional person	Machine operator	
	Shipping and receiving clerk	
	Pipefitter	





Housing unit: Watkins Pre-Release Center



Site plan: Watkins Pre-Release Center

## Texas

The Texas Department of Corrections employs more than 800 inmates a day in a program that dates back to the beginning of the prison system there. Before 1982, inmates built and renovated all correctional facilities. Since then, private contractors have been invited to participate in the capital improvement program to maintain bed capacity as required by court order. In 1986, inmates built facilities valued at \$15 to \$20 million. This represented

one-fifth of the total capital improvement plan.

As in South Carolina, the program's goals are to save labor costs and train inmates in marketable skills and good work habits. A staff of 270 State employees supervises construction projects built by inmates. Eight staff units across the State provide regional support to the work. Uniformed officers paid from construction funds provide security.

Texas regulations require all inmates to work, with the exception of those who are physically unable. Even inmates on death row have jobs. Texas grants good-time credits at uniform rates for those who participate.

Classification staff notifies the inmate labor program of qualified or interested inmates. The vocational program also refers inmates who have completed their 6-month training programs. Texas officials report that the high rate of inmate turnover makes it



difficult to establish a core of experienced workers.

Texas has a central inventory of heavy equipment worth \$10 to \$15 million. The prison industries program manufactures security hardware, stainless steel lavatory and toilet fixtures, and other items.

Texas officials do not report complete satisfaction with work quality, and completion time is slower than conventional construction. Regulations only allow inmates to work during certain temperatures and head counts reduce productive time to 5 hours a day. Unlike South Carolina, Texas must comply with State procurement policies.

Texas has found inmate labor to be most effective in construction within existing institutions, and the Department of Corrections has also used inmate labor to construct temporary housing. Texas is a right-to-work State, and little opposition to the program has been expressed.

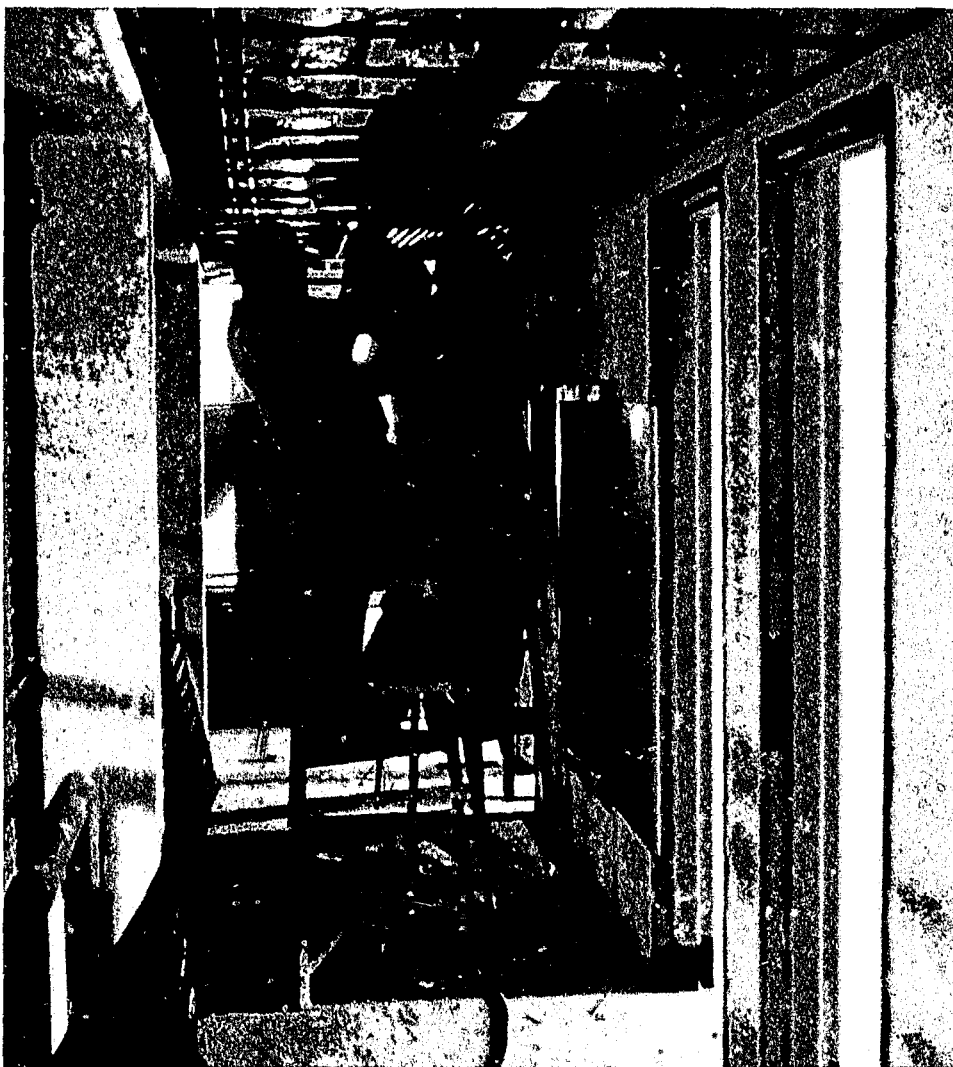
### Florida

Like the program in Texas, Florida's inmate labor program is as old as its prison system. About 8,000 inmates annually participate in construction. Its purpose is to save construction costs and train inmates in employable skills and good work habits. For 1987, inmates are expected to construct \$41 million of a requested \$285 million capital improvement program.

Inmates work not only for the prison system, but contract out to other State agencies, counties, cities, and school boards. Only minimum custody inmates work outside the prison walls. The purpose is twofold: saving construction costs and training inmates in skills and work habits.

The program has a management staff of three architects, one engineer, and six project managers who supervise the work of inmates throughout the State. The remaining construction and maintenance staffs are decentralized into departments within each of the State's prisons. These local departments oversee the work in or near their institution and have their own equipment inventory. Depending upon work activity, contract employees are hired for 6 to 9 months to support State staff.

Florida's inmate industry program—PRIDE—provides the construction



Gilliam Psychiatric Center (interior): Inmates working on utilities in the housing unit

program with items such as mattresses or mirrors.

Inmates can volunteer for the program. They may arrive by referral from classification or the training programs. Inmates are not paid for their work, but can earn good time.

No sustained opposition has been voiced about inmate labor, as many private contractors prefer not to work in the medium- or maximum-level institutions.

### Arkansas

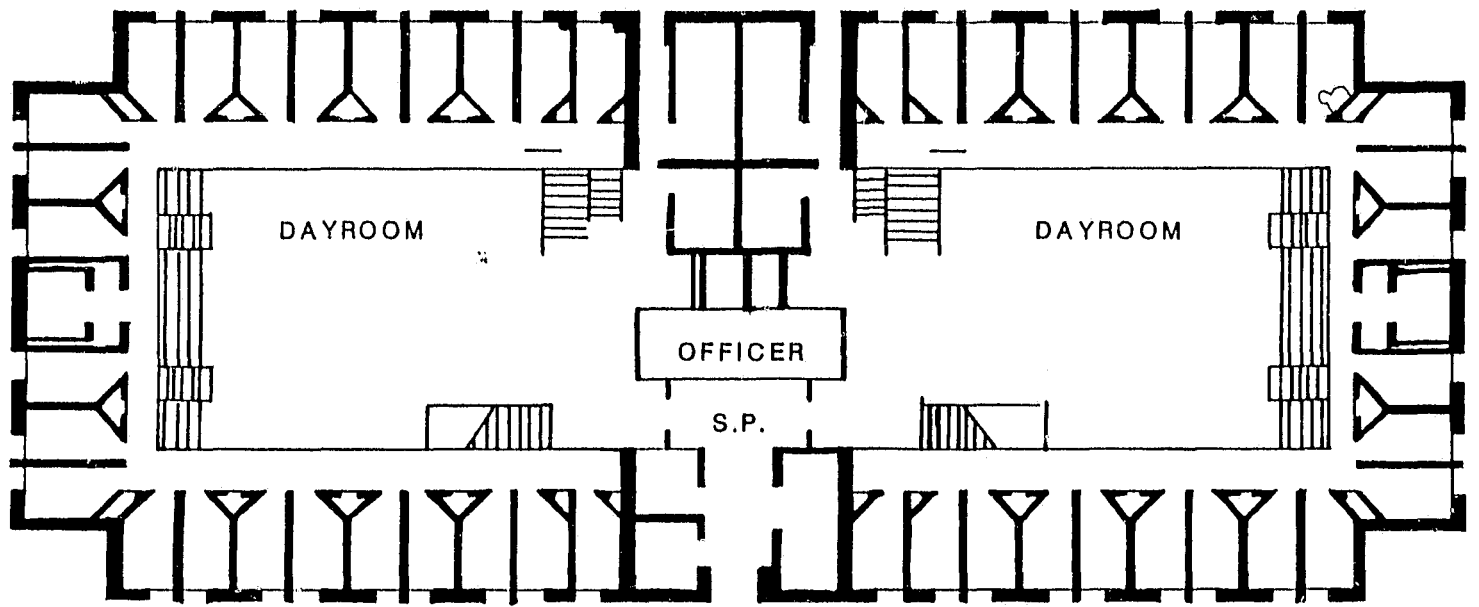
Arkansas employs an average of 300 to 325 inmates a day in a construction program that began in July 1971, patterned after the program in Texas. Of the \$8 million capital improvements budget for 1986, inmates constructed

\$3 million worth. Private contractors are now involved in the construction, because a court consent decree requires bed capacity to keep pace with prison census. Officials report that inmates save the Arkansas correctional system 40 to 45 percent on labor costs.

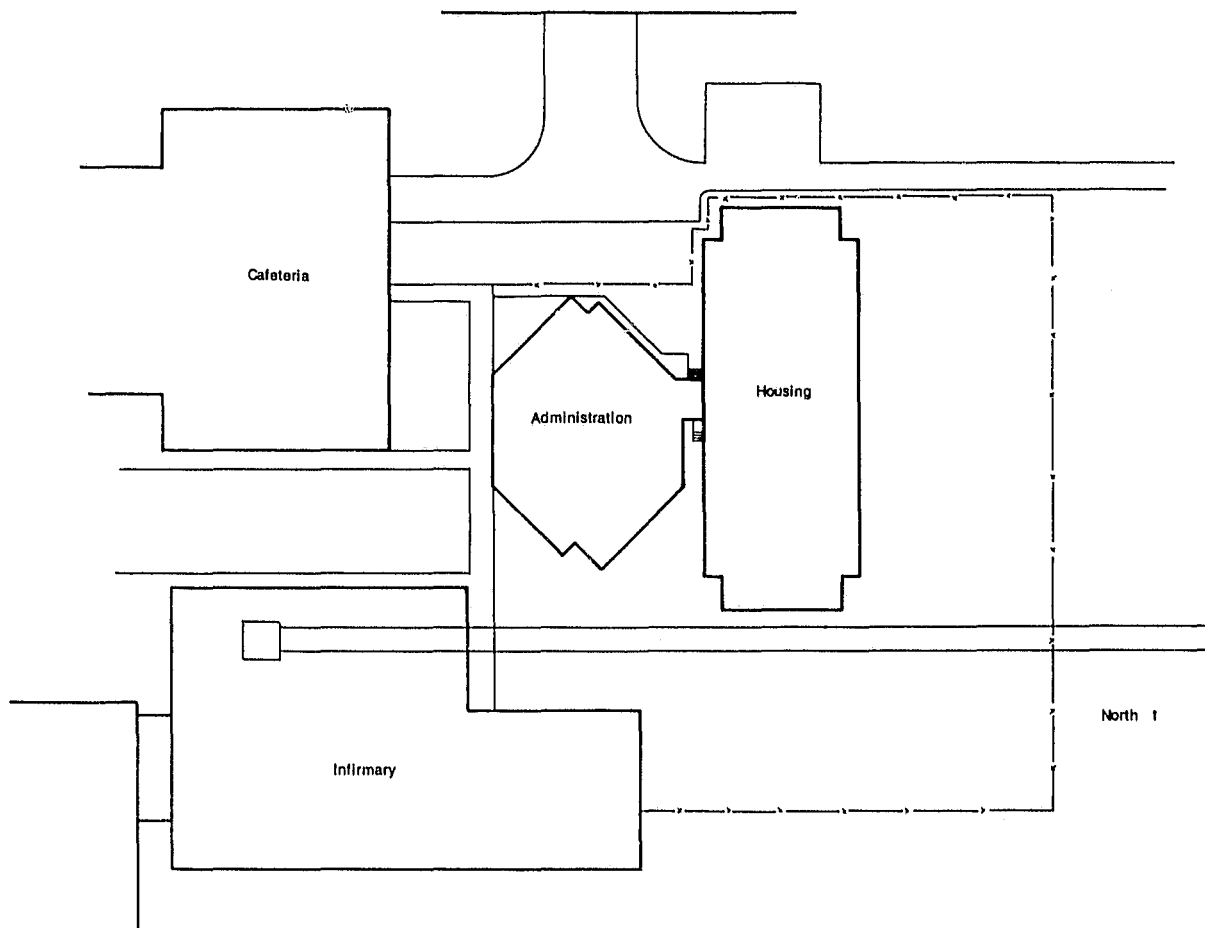
Inmates who participate in the construction program are rewarded with good time credit; however, Arkansas law restricts the amount. Inmates are not paid a salary.

The program is centrally located and organized in the Arkansas Department of Corrections. Thirty-three State employees manage the program and provide for inmate security.

A central equipment inventory supports the program. All purchasing must be through the State procurement system, which officials consider the most difficult part of the program.



First floor, Gilliam Psychiatric Center



Site plan: Gilliam Psychiatric Center

Although officials consider the overall skill level of inmates to be low, the quality of work is good. Inmates work in all correctional facilities throughout the State and in all aspects of work. Currently, they are completing two chapels (\$150,000), a State police headquarters (\$85,000), a maximum-security facility (\$7 of \$12 million total), and a minimum-security facility (\$5.7 of \$11.2 million total).

When a project is large, Arkansas will build a temporary metal building to house the inmates working on the project and then turn it into an industrial building upon completion.

## Conclusions

Inmate labor programs can save the costs of constructing the necessary beds to keep pace with an exploding inmate population. The South Carolina experience shows how programs can save 30 to 50 percent of the

costs while training inmates in specific skills and good work habits.

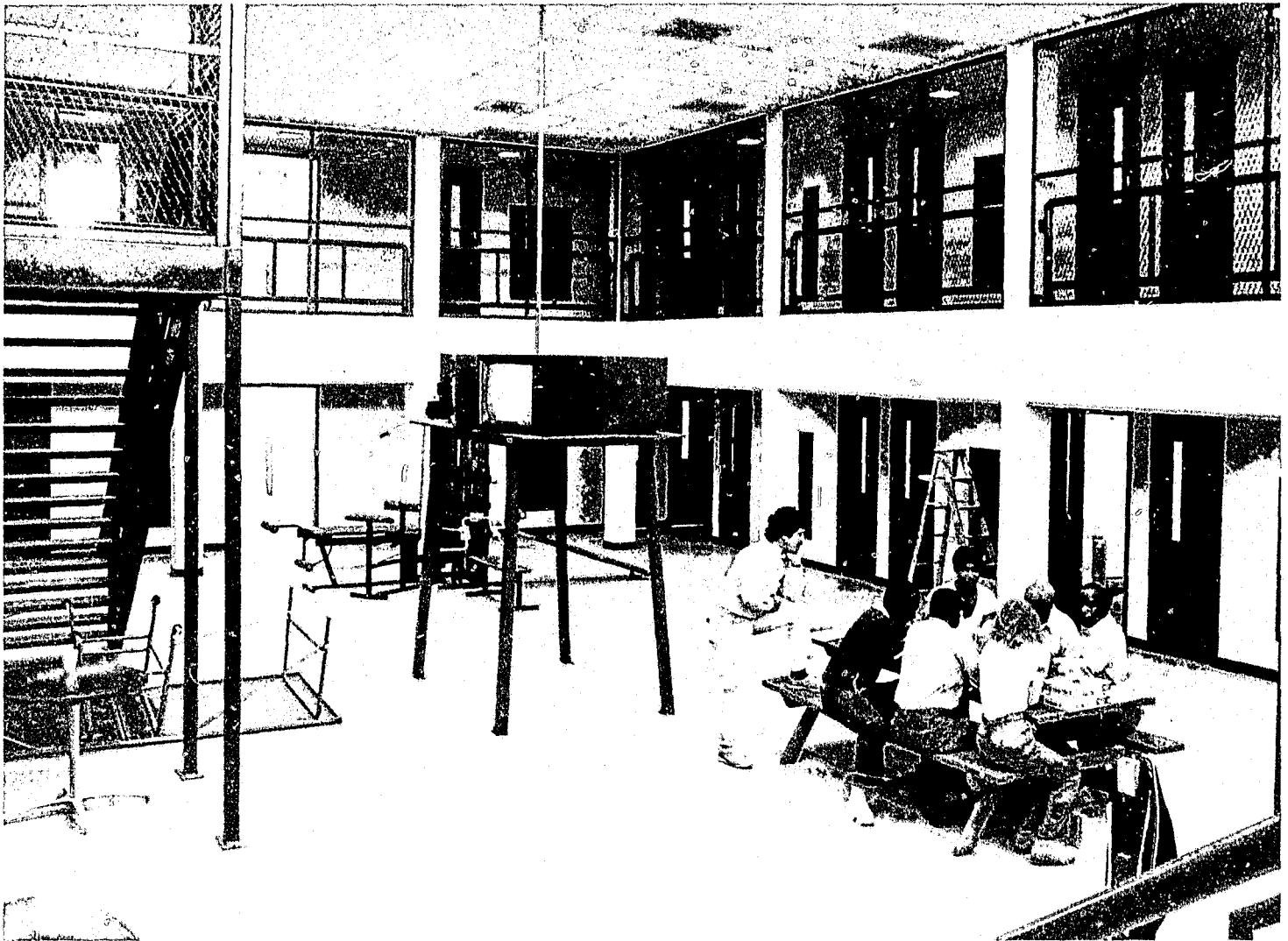
Jurisdictions considering inmate labor programs should consider the following issues before committing the financial and human resources necessary for success:

- development of a professional staff to manage the program;
- realistic timeframe for completion;
- procurement regulations of the State;
- inmate recruitment versus forced participation;
- inmate security requirements;
- incentives for inmate participation;
- inmate training program;
- prison industries support;
- construction equipment inventory; and
- strength and reaction of organized labor.

## About the authors

Stephen A. Carter is president of Carter Goble Associates, a planning and management consulting firm whose planning studies have involved the construction or design of correctional bedspaces for more than 10,000 inmates. His coauthor, Ann Humphries, has worked on a number of Carter Goble's criminal justice projects.

Construction Bulletins are part of an NIJ project that investigates new methods for expansion of jail and prison capacities. Charles B. DeWitt, NIJ Research Fellow, directs the study. Comments and suggestions regarding this publication and future Construction Bulletins should be sent to Mr. DeWitt, National Institute of Justice, 633 Indiana Avenue NW., Washington, DC 20531.



Gilliam Psychiatric Center completed: Costs may be reduced by half when inmates participate in construction

## South Carolina inmate labor program: Case studies

### Women's Center Correctional Institution

4450 Broad River Road  
Columbia, SC 29210

**Description:** A 96-bed medium/maximum-security addition to an existing prison. Private contractors built similar facilities at Leiber Correctional Institution for \$1.7 million and at McCormick for \$1.8 million, at an average of \$96 per square foot.

**Cost:** \$1.2 million

**Square footage:** 18,300

**Cost/ft<sup>2</sup>:** \$66

**Construction time:** 19 months  
(completed November 1986)

**Cost of inmate labor:** \$35,153  
(3 percent of total cost)

**Labor cost/ft<sup>2</sup>:** \$1.95

**Inmate crew:** 55

### Gilliam Psychiatric Center Kirkland Correctional Institution

4344 Broad River Road  
Columbia, SC 29210

**Description:** A 96-bed maximum-security dormitory/health treatment center addition to an existing facility.

**Cost:** \$1.5 million

**Square footage:** 24,800

**Cost/ft<sup>2</sup>:** \$63

**Construction time:** 18 months  
(completed July 1984)

**Cost of inmate labor:** \$35,153  
(2 percent of total cost)

**Labor cost/ft<sup>2</sup>:** \$1.42

**Inmate crew:** 45

### Watkins Pre-Release Center

1700 St. Andrews Terrace  
Columbia, SC 29221

**Description:** A new 144-bed minimum-security facility, including three 48-bed prototypical dormitories as well as administration, program, and food service buildings. Also included are roads, parking lots, and fencing.

**Cost:** \$1.58 million

**Square footage:** 30,420

**Cost/ft<sup>2</sup>:** \$52

**Construction time:** 14 months  
(completed in 1983)

**Cost of inmate labor:** \$35,153  
(2 percent of total cost)

**Labor cost/ft<sup>2</sup>:** \$0.90

**Inmate crew:** 45

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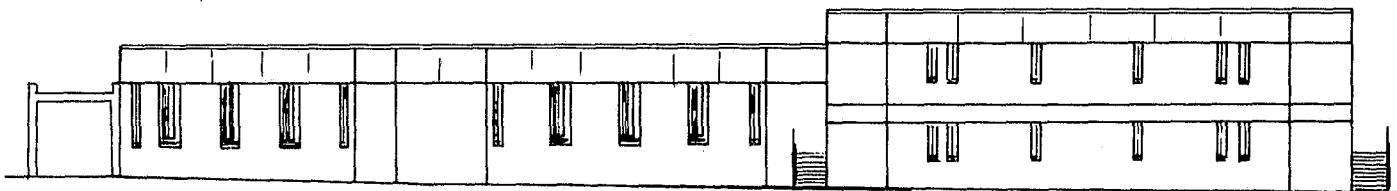
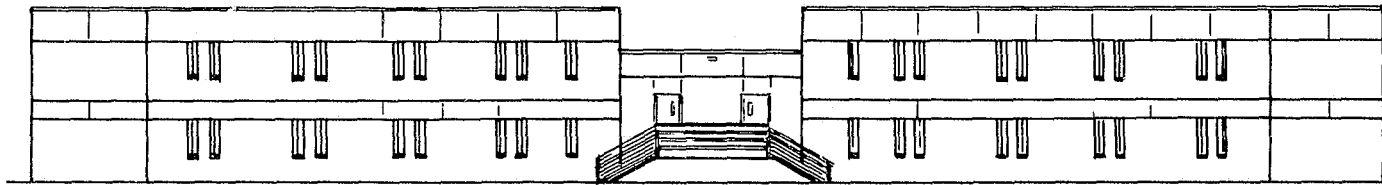
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Huntsville, TX 77340  
409-295-6371



Gilliam Psychiatric Center, single-cell, maximum-security construction, built entirely with inmate labor

**Where to turn for more help...**

The *Construction Information Exchange* has more information on this and other projects. The *Construction Information Exchange* is a Federal initiative that provides information on construction methods and costs for jails and prisons built since 1978. Through the Exchange, those planning to build or expand facilities are put in touch with officials in other jurisdictions who have successfully used efficient building techniques. An automated data base contains a wide

range of information on hundreds of completed programs. Publications include these Bulletins and the *National Directory of Corrections Construction*, covering building methods and costs for more than 100 prisons and jails. For more information, or to submit information for inclusion in the Exchange, contact:

Construction Information  
Exchange/NCJRS  
Box 6000  
Rockville, MD 20850  
**Telephone: 800-851-3420  
or 301-251-5500**

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