



NIKKI R. HALEY, Governor
WILLIAM R. BYARS, JR., Director

September 16, 2013

AGENCY MAIL SERVICE

Mr. Les Boles, Director
State Budget and Control Board
Office of State Budget
1201 Main Street, Suite 870
Columbia, SC 29201

Dear Mr. Boles:

The staff of S.C. Department of Corrections (SCDC) continues to demonstrate their loyalty and dedication to the agency and its mission.

Enclosed is a copy of SCDC's 2012-2013 Accountability Report. Should you have any questions, please do not hesitate to contact me.

Sincerely,

William R. Byars, Jr.

WRBjr:abb

Enclosure



Agency Accountability Report

Fiscal Year 2012-2013

William R. Byars, Jr., Director

September 16, 2013

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Accountability Report Transmittal Form

Agency Name: S. C. Department of Corrections

Date of Submission: September 16, 2013

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SECTION I: EXECUTIVE SUMMARY

A. MISSION AND VALUES

Mission of the South Carolina Department of Corrections:

Safety – Protect the public, our employees, and our inmates.

Service – Provide rehabilitation and self-improvement opportunities for inmates.

Stewardship – Promote professional excellence, fiscal responsibility, and self-sufficiency.

1. Safety Means:

- House, feed, and clothe inmates in secure and safe institutions until sentence completion
- Supervise inmates in prison, escort inmates for transfers and hearings, and facilitate family visits
- Provide essential healthcare
- Enforce positive behavior with strict and consistent policy and procedures
- Prevent escapes and prepare for disasters and serious incidents
- Keep the public, victims, and witnesses informed

2. Service Means:

- Provide inmates educational and vocational training
- Engage inmates in productive work
- Prepare inmates for re-entry into their communities

3. Stewardship Means:

- Implement and enforce policies and procedures firmly, fairly, and consistently
- Comply with statutory, regulatory, and professional standards
- Use technology and information to maximize efficiency and for strategic planning
- Identify and implement innovative projects that increase self-sufficiency
- Maintain effective communication with inmates, staff, the legislature, and the public

SCDC's Vision Statement:

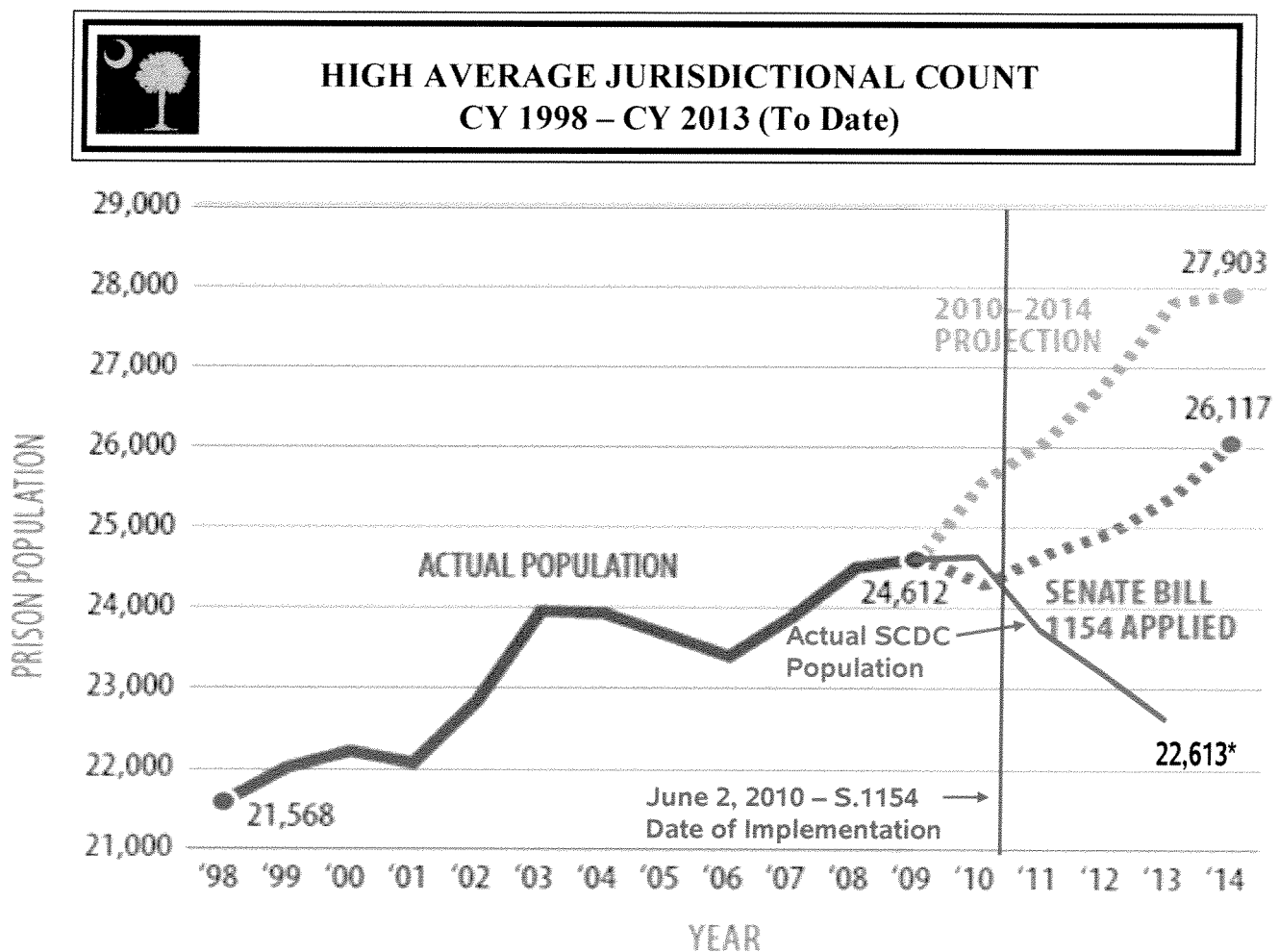
The South Carolina Department of Corrections will be recognized as one of the most effective and innovative correctional systems in the country. We will be known as an agency that utilizes its resources to the maximum, professionally accomplishes the most difficult tasks, and assists other public agencies in their work. Citizens, as well as victims of crime, will recognize the unselfish service of our employees by their commitment to protecting the public's safety and interest. The employees of the South Carolina Department of Corrections will be seen as a progressive force that works together to ensure the safety of each other, to improve the lives and meet legitimate needs of the inmates, and to prepare them for re-entry into society. The South Carolina Department of Corrections will be known as an organization that focuses on its mission, and takes care of its people.

Projected Growth versus Actual Trend in Prison Population

Since March 2010, the prison population has been steadily declining. Between March 2010, and June 2013, the average daily inmate population dropped by 2,174 (9.1%). There are several factors that have contributed to this decline. Among these factors are the reform measures implemented in the juvenile justice system several years ago that are now reducing the number of young offenders that are moving into the adult correctional

system. Sentencing reform legislation, which became effective in 2010, is responsible for, among other things, reducing admissions of parole and probation revocators. Expanded capacity of substance abuse treatment programs and implementation of a new intensive supervision services program aimed at young offenders within the prison system has reduced recidivism. Currently, the prison population is at its lowest level in 11 years and the most recent recidivism rate (3-year, return to prison rate) of 27.5 percent is the lowest SCDC has experienced in over 20 years!

The declining prison population was not expected. In 2009 and 2010, while the Sentencing Reform Committee was developing sentencing reform legislation (S.1154), it hired a consulting firm, Applied Research Services, Inc. (ARS), to project the impact of the legislation on the prison population. ARS projected that without S.1154, the prison population would rise by more than 3,200 inmates, from 24,612 in 2009 to 27,903 in 2014. With the legislation, the prison population would rise by only 1,500 – from 24,612 in 2009 to 26,117 in 2014. As a result of S.1154 and other initiatives within the criminal justice system in South Carolina, the prison population has *dropped* by 2,000, from 24,612 in 2009 to 22,613 in 2013, as illustrated in the figure below:



* The high average monthly jurisdictional count for CY 2013 occurred in January 2013.

Other Significant Trends in the Prison Population:

The composition of the prison population is changing. On June 30, 2002, forty-six percent of the prison population had been convicted of a violent offense; by June 30, 2013, sixty-three percent of the prison population were violent offenders – a 36.6 percent increase in the number of violent offenders in our prison system!

Admissions of violent offenders have been constant since 2008; whereas, the number of non-violent offenders admitted has decreased from 11,770 in 2008 to 7,527 in 2013. Consequently, medium and maximum security institutions have become more crowded while minimum security institutions have become less crowded. On July 15, 2013, the bedspace utilization rate in medium and maximum security institutions was 96.5 percent and 92.8 percent, respectively. At minimum security institutions, the utilization rate was 76.9 percent.

Other facts:

- The prison population is at an 11-year low.
- The five-year declining trend in the prison population is the longest in SCDC history.
- The recidivism rate is at a 20-year low.
- Admissions are the lowest in 25 years – since 1988.
- Since 2003, the number of inmates age 55 and older has increased by more than 131 percent, from 833 in 2003 to 1,929 in 2013.

B. MAJOR ACHIEVEMENTS FY 2013

SCDC/PPPS MERGER:

Acting in accordance with the wishes of Governor Haley, preparations have been made and the S. C. Department of Corrections (SCDC) is ready to proceed with the merger with the Department of Probation, Parole and Pardon Services (PPPS). In preparing for the merger, the Agency closed two prisons (Watkins and Stevenson). Watkins was closed to convert to office space and Stevenson as a result of a decline in population. We are currently looking for the next closing. These are in support of our restructuring and consolidation to eliminate overlapping responsibilities between the two agencies and to offer some cost savings to the State. We have taken back some of our traditional programs of supervision that we had years ago and the merger remains our priority to allow for an improved continuum of correctional supervision.

OPERATIONS:

Pilot Security Work Schedule: We are currently piloting a new security work schedule at five of our correctional institutions and by doing so, we are raising officers' pay while saving dollars. This work schedule utilizes all available straight time hours in a 28-day work cycle. We have provided our institutions an additional 91,520 work hours, or the equivalent of 44 full-time experienced correctional officers. This is also saving the Agency approximately \$352,000 in recruitment and training costs. Each participating correctional officer will earn on average an additional \$1,400 a year in compensation, which helps improve employee retention. We are currently tracking these costs and evaluating the operational effectiveness of the pilot. If successful, we will expand the program to other institutions.

Pre-Release Program at Manning Correctional Institution: Manning Pre-Release has transitioned into a statewide pre-release program for male inmates who are within six months of being released from SCDC. This move essentially triples the number of inmates who will have the opportunity to participate in pre-release programming, allocating 600 beds for this function. Program activity will include GED preparation/testing, vocational trades, specific job skill credentialing as well as re-entry skills training, life skills programming and religious/character building programming. The length of time in the pre-release program has expanded from sixty (60) days to one hundred eighty (180) days. Also, the criteria for placement into the program were broadened to allow long-term offenders the opportunity to participate in this comprehensive process to better prepare them for release back into the community. The programming is a collaboration with other state agencies, private sector providers and institutional programming.

Female Offenders:

SCDC established an internal working group to improve services to female offenders and to guide the initial work of a National Institute of Corrections (NIC) technical assistance initiative. The NIC initiative, Gender Informed Practices Assessment (GIPA), developed strategies to implement gender responsiveness to the specific needs of our female inmates. SCDC provided employees the Best Practices in Working with Women Offenders training through Clemson University. The division developed a vision statement to establish a core purpose and to guide the actions of the Division as it relates to working with female offenders. Several changes have already been made such as adjusting the diet and updating female uniform/clothing and undergarments to better fit their needs. Various programs were implemented and/or centralized to afford more participation for the female inmates. These programs include: opening a Character Dorm; implementing health and wellness education; reorganizing the Addiction Treatment Unit; establishing a pilot program which focuses on needs assessment for women offenders; and re-organizing the Youthful Offenders Program to be gender-responsive.

Security Advancements: The Agency is pleased to have made advancements during the 2012-2013 fiscal year in the area of security operations. These advancements include:

- Acquiring additional stab proof vests for use by employees working in the most dangerous areas and facilities: special management housing units, maximum security units and the Death Row housing unit.

Purchasing the additional stab proof vests will be beneficial in our efforts to ensure that all employees entering these dangerous environments are provided the personal protection equipment necessary for their safety. There have been no officers stabbed in these units since the vests were distributed.

- Each Level III (Maximum Security) institution now has a “Boss Chair” which is capable of detecting metal items/objects inmates insert in a body cavity in order to evade traditional strip search procedures. This piece of equipment has proven to be valuable in locating cellular telephones possessed by inmates desperate to avoid detection.
- Purchase of Forced Cell Movement Gear: SCDC was able to acquire new Forced Cell Movement Gear (FCMG) which provides personal protection for the employees/team members of the Forced Cell Movement Team (FCMT). In the event a non-compliant inmate requires removal from a cell after all efforts for a compliant relocation fail, a team is designated to relocate the inmate by entering the cell and physically removing the inmate. This is an especially high risk situation, as in most cases, the inmate is resistant and combative. The FCMG provides the employees with added protection from the inmate’s assaultive behavior. There are times when it is unknown if the inmate has a homemade weapon (shank/knife) in their possession. There have been instances in the past in which inmates have stabbed employees in these situations. The FCMT gear provides protection during such attacks.
- Unannounced K-9 Interdiction Schedule: The Division of Security has established an unannounced K-9 interdiction schedule for the Headquarters Complex, as well as other institutional locations, in an effort to increase opportunities for detection and prevention of contraband introduction into the Agency. These unannounced interdictions are beneficial in that they serve not only to detect, prevent and eradicate contraband, but they serve well as a deterrent for those who may be thinking of introducing contraband into the Agency.
- Security Mirrors and Replacement Weapons: To enhance security, convex mirrors were purchased and placed within our prisons in areas with partial security camera coverage. The mirrors in some cases can be used to supplement an area where security cameras are located when the mirror is strategically placed in front of a camera which provides a field of vision behind the camera or in the opposite direction from which the camera is pointing. This in itself is a cost saving. We were also able to purchase replacement weapons for many of our outdated and worn revolvers. It is absolutely necessary that employees be provided with reliable weapons. With the purchase of these new weapons we are able to take outdated weapons out of service.

Intensive Supervision Services: The full state-wide implementation of Intensive Supervision Services (ISS) was accomplished. For FY 2013, a total of 710 Youthful Offenders were assigned to receive ISS; 451 are preparing for reentry and 259 are currently released on parole in the community. Of the 259 Youthful Offenders currently released on ISS parole in the community, only 3 were revoked during FY 2013 and returned to SCDC for parole violations. The early success of Intensive Supervision to reduce the number of Youthful Offenders returning to prison has enabled SCDC to consolidate services for male Youthful Offenders from three to two facilities, also improving bed utilization for the Agency.

New Paroling Authority for Youthful Offenders: SCDC has developed and implemented a new paroling authority for Youthful Offenders, the Intensive Supervision Administrative Releasing Authority (ISARA), which was completed in February 2013. ISARA was developed to increase offender accountability, enhance public safety and incorporate the victim and community, as well as the offender, as active participants in the paroling process.

New Evidence-Based Risk Assessment Instrument:

In September 2012, SCDC engaged in a project to develop an evidence-based risk assessment instrument for the Youthful Offender population. Though the consultation of Dr. Stephen Gavazzi, an instrument called the GRAD-90 was created and adopted by SCDC. The GRAD-90 was validated by Dr. Gavazzi in May 2013, and is now being used to make service referrals and release recommendations for Youthful Offenders based upon reliable and valid information about the risks, needs and assets present in their lives.

In January 2013 the Agency engaged in a second project with Dr. Gavazzi to develop a gender-specific risk assessment instrument for use with its female population. In response, the GRAD-FO was created by Dr. Gavazzi and is currently in the process of being tested with female offenders. Once validated, the GRAD-FO will be used to match each female offender's protective factors, risks, and needs with services throughout their incarceration.

A third project is scheduled to begin in December 2013 in which SCDC will work with Dr. Gavazzi and a team of researchers from the University of South Carolina to develop a risk assessment instrument for the general male population at SCDC.

Facility Closings and Bed Space Reassignment/Reduction: During FY 2012, SCDC closed the Watkins Pre-Release Center and in FY 2013, reduced operations and partially closed Stevenson Correctional Institution; both located in Columbia. It is believed the consolidation of these operations will lead to better overall efficiency. No staff positions were lost in this move as personnel from these institutions were used to back fill vacant authorized positions that had either been unfunded or traditionally difficult to recruit.

Facilities Management renovated, for the Department of Mental Health's Sexually Violent Predator Unit, the existing Congaree Housing Unit at Broad River Correctional Institution, which added 86 beds to the existing 104 beds of the Edisto housing unit for a total of 190 beds. To expand the program space, the existing warming kitchen was renovated into group counseling spaces with a staff break room.

With the closing of Watkins and Stevenson, and reassignment of beds to the Department of Mental Health, the actual bed count at the Agency's 26 prisons across the state stands at 23,819. The overall number of inmates housed at SCDC institutions as of June 30, 2013, (22,168) has continued to trend downward in recent years due to reduced crime, among other factors, further justifying this consolidation of facilities.

PROGRAMS AND SERVICES:

Wateree River Dairy Update: The dairy at the Wateree River Farm, located at Wateree River Correctional Institution in Rembert, produced in excess of 995,767 gallons of milk in FY 2013. A total of 533,286 gallons of milk were processed and shipped to SCDC's Food Service Branch for distribution to our different institutions. The dairy operation not only supplies enough milk to meet the needs of the Department of Corrections, but also those of the Department of Juvenile Justice and the South Carolina Criminal Justice Academy. Excess milk is then sold to a cooperative, Dairy Farmers of America, ultimately helping to reduce the cost to consumers in a "milk-deficient" state which means private dairies cannot fully meet the demand. The dairy operation has been expanded to supply the internal demand for milk and to provide unique job skills and training for the inmate workers. Hopefully, these men will be equipped to positively contribute to their communities upon completion of their sentence.

Faith-Based SPICE Program: SPICE is a community partnership between the Department of Corrections, the Department of Probation, Parole and Pardon Services, the South Carolina Vocational Rehabilitation Department and area technical colleges. The program was expanded to two new locations for a total of five institutions having SPICE programs. The three year recidivism rate for FY 2010 releases was 20.0% for inmates who successfully completed the SPICE program compared to 27.5% for the general inmate population.

Palmetto Unified School District: The Agency's statewide school district, the Palmetto Unified School District (PUSD), is mandated by the state legislature. PUSD is accredited by the South Carolina Department of Education with the mission of maximizing the academic, vocational and life skills of student inmates for their successful return to society. The PUSD continues to set higher levels of inmate achievement. In FY 2013, PUSD presented a total of 5,596 awards (High School Diplomas, GED's, Vocational Certificates, WorkKeys

and On-The-Job Training credentials) to inmate students. This was the highest number of awards presented in the history of the District/Agency.

Energy Conservation – 2020 Goal Achieved in 2013, Seven Years Ahead of Target:

- In the spring of 2013, SCDC received the South Carolina Energy Office's Energy Reduction Milestone Achievement Award signifying that the Agency has met the goal of reducing its energy costs by the required 20% before the target date of 2020, as developed by the State Government Energy Conservation Act.
- Guaranteed Energy Performance Contract with Johnson Controls (Allendale, Broad River, Evans, Lieber and McCormick Correctional Institutions) -- Cost avoidance estimated at \$1,433,896 for FY 2013 and \$4,903,000 to-date (since January 2009).
- Statewide Federal Stimulus funds for energy conservation efforts, such as the replacement of security lighting at three institutions with high mast lighting and replacement of several old lighting lamp systems to T-8 fixtures. Cost avoidance estimated at \$486,000 for FY 2013. SCDC will continue cost avoidance by reducing the Agency's energy consumption to offset the rising rates being charged by utilities to continue meeting or exceeding the minimum 1% savings.

Completed Construction Projects Utilizing Inmate/In-House Labor Forces:

- Second 500 cow tunnel barn at the dairy at Wateree River Correctional Institution
- Multi-Purpose Building at McCormick Correctional Institution
- Not including the roof installations for the projects listed above, Facilities Management has replaced 182,500 square feet of roofing systems at correctional institutions and support buildings statewide at an estimated cost avoidance to the tax payers of approximately \$1.5 million.

ADMINISTRATION:

Audit on Agreed-Upon Procedures: The South Carolina Office of the State Auditor has evaluated the Agency's performance and has released the *Independent Accountants' Report on Applying Agreed-Upon Procedures* for the fiscal year ended June 30, 2012. SCDC is very proud to announce that in all the areas addressed in the audit, no exceptions were found. For an agency the size of SCDC (5,000 plus employees and a budget of over \$400 M), this is quite an accomplishment.

Cooper Trust Fund Accounts: In April 2013, a new bid was awarded to JPay, Inc., who agreed to process and deposit money orders sent from family and friends to inmates, at zero cost to the family/friends and to the Agency. Prior to that, the Agency was paying Digital Access to deposit money orders into inmate Cooper Trust Fund accounts. JPay began this service on July 1, 2013. The total cost savings is approximately \$25,000 per year to the Agency.

SCEIS Implementation: The Division of Human Resources and the Division of Resource and Information Management continued the implementation of the SCEIS system throughout the Agency. We continue to make progress on upgrading employee computer skills and installing computer systems and KIOSKS at all of our institutions. Campbell Pre-Release Center became total portal under the South Carolina Enterprise Information System (46 employees). Total portal means employees are accomplishing their hours worked and requesting leave using MySCEmployee and supervisors are approving time/leave using MySCEmployee, Manager Self

Service. As of February 9, 2013, Broad River Correctional Institution will be total portal, allowing employees to request leave using the portal (over 300 employees). Walden Correctional Institution became our second institution to become total portal effective April 6, 2013, for MySCEmployee.

Users of MySCEmployee: All institutional exempt security positions statewide (approx. 520 employees) are now users of MySCEmployee to request leave and report time (only if working on a holiday). Additional divisional staff are now users of MySCEmployee.

Prison Industry Programs: Prison Industries (PI) continued earnings in the Prison Industries Enhancement Certification Program (PIE) and Service programs for 2013. The inmate wages in PIE were \$7,287,394. From those wages the inmates were able to pay \$819,578 in family support, \$1,234,410 in room and board, \$77,456 in restitution and \$1,378,435 in victim's compensation. PIE averaged 1,385 employed inmates for 2013. The inmate wages in Service programs were \$457,194. From those wages the inmates were able to pay \$115,139 in room and board, \$98,625 in victim's compensation and \$8,788 in child support.

Prison Industries Digital Equipment: Prison Industries now has the digital equipment in place to begin "digitally storing" inmate records for both previous and current inmates. There are thousands of records that need to be "digitally stored" at this time.

GENERAL COUNSEL:

Prison Rape Elimination Act (PREA) Update: On August 17, 2012, a full-time PREA Coordinator (which is mandated in one of the standards of the Prison Rape Elimination Act) was hired. This employee, who answers to the Office of General Counsel, has participated in Department of Justice training which provides ideas, best practices and detailed explanations of all of the PREA standards so that we, as a state department of corrections, will be compliant. All SCDC policies and institutional practices are being reviewed to ensure compliance with the PREA standards and the audit instrument that was recently released by the Department of Justice. In April of 2013, the Agency hosted a national training provided by Just Detention International (JDI), a leader in the development of the Prison Rape Elimination Act. South Carolina had the largest participation of any training JDI had experienced across the country. SCDC has been actively applying for non-matching fund DOJ grants to assist the Agency in complying with the most challenging standards. We have identified the first eight institutions that will be audited in the spring of 2014. In the next three years, all SCDC institutions must be audited by a certified PREA auditor.

INSPECTOR GENERAL:

Combating Illegal Cell Phone Use: The Agency has made great progress in identifying technology to combat illegal cell phone use within SCDC institutions. Illegal cell phone use creates one of the highest levels of security threats this Agency faces. Recently the Agency purchased 22 cell phone detector units and 4 MD-SCOPE2 software programs. The detectors will be used in all institutions to expose cell phones and other contraband. Illegal activity conducted on cell phones may include, but is not limited to, coordinating contraband throw-overs at institutions, which include cellular phones, tobacco, illegal drugs, alcohol and weapons of various types. The introduction of contraband poses a hazard not only for the employees, but also for the visitors, vendors and other inmates. Having access to illegal cellular telephones also allows inmates the opportunity to discuss and plan escapes. The use of such technology greatly enhances our efforts to combat illegal cell phone use.

C. KEY STRATEGIC GOALS FOR THE PRESENT AND FUTURE YEARS

1. Increase focus and resources to provide increased job opportunities for training through vocational programs, on-the-job training opportunities and employability skills curriculum for inmates

2. Continue the gender specific risk assessment project to develop our evidence-based instrument to make service referrals and release recommendations and to match offenders' risks and needs with services throughout their incarceration
3. Consolidate medical and mental health services for cost efficiency and better service delivery
4. Expand working relationships with local, State and Federal agencies to promote better programming/community support for released offenders
5. Develop relationships with other outside organizations/groups to encourage volunteers for institutional and community programs and provide a mechanism for fund raising for pilot programs
6. Continue to advocate for victims' rights

D. KEY STRATEGIC CHALLENGES

1. Providing and supporting infrastructure
2. Helping released inmates find jobs in a tough economy
3. Attracting and maintaining our workforce
4. Managing an aging inmate population with increasing health and mental health issues
5. Eliminating contraband

SECTION II: ORGANIZATIONAL PROFILE

A. MAIN PRODUCTS AND SERVICES AND THE PRIMARY METHODS OF DELIVERY

SCDC operates two (2) main programs which produce products that are sold to State agencies, local governmental entities, school districts and, in the case of milk, outside entities. These programs are maintained and operated by the Division of Prison Industries and the Agriculture Branch, part of the Division of Support Services.

Prison Industries is divided into three components - traditional, service and Prison Industry Enterprise (PIE). The traditional division employs inmates to work within institutions that build office furniture, modular office panels, seating, school furniture and furniture re-upholstery. The service division employs inmates to work on products from private vendors that are restricted to packaging, reassembling, breaking down for recycling and remanufacture. This service work is monitored by the Department of Employment and Workforce (DEW), but places no guidelines or restrictions on pay. The PIE program is work done on an actual product as a part of, or as a finishing step in, production. PIE programs and inmates are monitored by the United States Department of Justice and DEW. DEW sets the wage rate for each county in the State and these wages are reported to the U.S. Department of Justice and monitored on a monthly basis.

The Agriculture Branch is responsible for all farm, dairy and livestock operations within SCDC. They run a dairy with a capacity to milk 1,000 cows and an egg laying operation with 120,000 hens, with a maximum capacity of 126,000 hens. The milk and eggs produced by these operations are sold to the SCDC, the Department of Juvenile Justice (DJJ) and the South Carolina Criminal Justice Training Academy. Any surplus product is sold through cooperatives.

Agriculture also runs a grist mill operation which provides corn meal and grits for inmate meals and chaff which is mixed with other items to provide food for the laying hens. The division also manages crop production at three correctional facilities and raises beef cattle for sale.

A broad range of health care services are provided to the inmate population at our 26 correctional facilities. In addition to maintaining nursing staff at the Level II, Level III and the larger Level I institutions, Health Services operates twenty-four hour a day infirmaries, a hospice unit, and long-term care units and provides specialized care for HIV positive inmates.

Educational opportunities are available to inmates that allow them to complete a high school diploma, receive a GED, learn a vocational trade or earn a WorkKeys certificate. The On-the-Job Training (OJT) credentialing program was initiated to document inmate work skills through a competency based certificate in order to increase their employability upon release.

The South Carolina Statewide Automated Victim Information and Notification Program (SC SAVIN) is an unprecedented collaboration of 51 agencies providing an infrastructure for victim services across the State. The South Carolina Department of Corrections (SCDC) provides the funding, and manages the network of participating agencies. The network consists of the 44 county detention centers, representing all 46 counties, 4 work camps, 1 city police department, the South Carolina Department of Probation, Parole and Pardon Services, and the SCDC. The Department of Juvenile Justice (DJJ) is being added which will increase the total to 52 participating agencies. Additionally, offender photographs are being added for clarity in offender searches.

State highways are patrolled for litter by inmate work crews across the state and in conjunction with Palmetto Pride. Litter crews covered over approximately 12,846 miles of highways and collected over 65,906 bags of litter.

Horticulture Services is under contract to provide grounds maintenance services for two (2) South Carolina Law Enforcement Division properties on a weekly basis.

The South Carolina Department of Corrections (SCDC) operates a full-service vehicle maintenance and auto body repair facility to maintain all of the SCDC vehicles (buses, trucks, passenger vehicles) and vehicles from other state agencies.

B. KEY CUSTOMER SEGMENTS AND THEIR KEY REQUIREMENTS/EXPECTATIONS

SCDC's primary customers are inmates, inmate families, crime victims and their families, the South Carolina legislature, law enforcement and criminal justice officials, other federal, state, and local agencies, and the citizens of South Carolina.

The key requirements of the Agency are:

- To provide safe and secure housing of those individuals sentenced to serve time in our correctional facilities. This includes providing them with food, clothing, medical care, educational and work opportunities, access to family and friends through phone calls and visitation, and access to faith-based and secular programs.
- To notify victims and their families of any movement of an inmate, whether to court, hospital or to another institution, and to restrict the ability of the inmate from making unauthorized contact with victims and/or their families.
- To ensure that those sentenced to SCDC serve the full term of their sentence.
- To ensure that inmates working outside of an institution are under supervision.

C. KEY STAKEHOLDERS

SCDC's key stakeholders include individuals and organizations that have an investment or interest in the success of, or actions taken by the Department of Corrections, including Agency employees, researchers, professional associations, public service organizations, private businesses, and academic institutions.

D. KEY SUPPLIERS AND PARTNERS

1. **Financial Resources:** SCDC receives funding from the General Assembly, Federal Government, from products produced by SCDC, and reimbursement for inmate labor from other agencies. Inmates with jobs in PI Service, the P.I.E. Program, and work release reimburse SCDC for room and board.
2. **Services:** State and local agencies provide programming support services such as mental health referrals, vocational training, and housing in designated facilities. Other services include technical assistance from federal agencies (such as the National Institute of Corrections) and professional organizations (such as the American Correctional Association). Private vendors provide services on a fee basis (contract medical services and maintenance). Volunteers deliver services in counseling and faith-based programs.

3. **Goods and Products:** SCDC purchases goods, equipment, and products from vendors in accordance with State guidelines. The Agency receives products from the United States Food Administration for consumption by eligible inmates.
4. **Data:** SCDC receives offender information from criminal justice agencies and related government entities.
5. **Research:** SCDC partners with research entities to conduct program evaluations and with professional organizations such as the American Correctional Association and Association of State Correctional Administrators in cooperative corrections research.

E. OPERATION LOCATIONS: PRISONS OF THE SOUTH CAROLINA DEPARTMENT OF CORRECTIONS

SCDC operates 26 prisons dispersed geographically across South Carolina. Of the 23 facilities that house male inmates, 6 are designated as maximum-security, 9 are medium, and 8 are minimum-security facilities. Meanwhile, 3 institutions house female inmates: 2 maximum and 1 minimum-security facility.

LOCATIONS OF SCDC INSTITUTIONS AND CENTERS



Map ID	Level	Institution	Location
A	3	Perry Correctional Institution	Pelzer
B	1	Livesay Correctional Institution **	Spartanburg
C	2	Tyger River Correctional Institution	Enoree
D	3	Leath Correctional Institution (Females)	Greenwood
E	2	Trenton Correctional Institution	Trenton
F	1	Lower Savannah Pre-Release Center	Aiken
G	1	Catawba Pre-Release Center	Rock Hill
H	3	Broad River Correctional Institution	Columbia
H	1	Campbell Pre-Release Center	Columbia
H	1	Goodman Correctional Institution (Females)	Columbia
H	3	Camille Graham Correct. Institution (Females)	Columbia
H	3	Kirkland Correctional Institution	Columbia
H	1	Walden Correctional Institution****	Columbia

Map ID	Level	Institution	Location
H	1	Watkins Pre-Release Center***	Columbia
I	1	Manning Correctional Institution	Columbia
J	2	Wateree Correctional Institution	Rembert
K	1	Palmer Pre-Release Center	Florence
L	2	MacDougall Correctional Institution	Ridgeville
M	1	Coastal Pre-Release Center	N. Charleston
N	3	Lieber Correctional Institution	Ridgeville
O	3	McCormick Correctional Institution	McCormick
P	2	Allendale Correctional Institution	Fairfax
Q	2	Evans Correctional Institution *	Bennettsville
R	3	Lee Correctional Institution	Bishopville
S	2	Turbeville Correctional Institution	Turbeville
T	2	Ridgeland Correctional Institution	Ridgeville
U	2	Kershaw Correctional Institution	Kershaw

* Reclassified from Level 3 to Level 2 as of June 1, 2005.

** Livesay Pre-Release Center and Northside Correctional Institution were combined and renamed Livesay Correctional Institution effective July 1, 2007.

*** Watkins Pre-Release Center officially closed on March 17, 2012.

**** Stevenson CI merged with Walden CI on October 29, 2012.

F. EMPLOYEES - COUNTS BY CATEGORY

On June 30, 2013, SCDC employed 5,414 personnel, 798.99 positions short of the number of authorized “full-time equivalent” position allocated to SCDC (Authorized 6,212.99). Security personnel accounted for 3,601 positions (66.51%) of the FTE’s.

Employee Counts by Category			
	Classified	Unclassified	Contract
Total Count	5,359	55	0
Percentage of Employees	99.0%	1.0%	0.0%

G. REGULATORY ENVIRONMENT UNDER WHICH SCDC OPERATES

According to the South Carolina Code of Laws, § 24-1-20, “It shall be the policy of this State in the operation and management of the Department of Corrections (SCDC) to manage and conduct the Department in such a manner as will be consistent with the operation of a modern prison system, and with the view of making the system self-sustaining, and that those convicted of violating the law and sentenced to a term in the State Penitentiary shall have humane treatment, and be given opportunity, encouragement and training in the matter of reformation.” Per South Carolina Code Annotated § 24-3-20 (A), “A person convicted of an offense against this State and sentenced to imprisonment for more than three months is in the custody of the South Carolina Department of Corrections, and the department shall designate the place of confinement where the sentence must be served.”

SCDC is responsible for carrying out the incarcerative sentence for individuals convicted of a crime(s). The Department operates under Title 16, Title 17, Title 24 and South Carolina Code of Regulation Chapter 33 as it relates to sentencing and confinement, as well as fiscal and property issues of the inmates to include inmate wages, restitution or forfeiture. Also, the Director of the Department of Corrections must appoint a multidisciplinary team to review the records of each person referred to the team pursuant to Section 44-48-40 to determine if they meet the definition of a sexually violent predator. SCDC must also establish guidelines for the registration of victims and/or witnesses to be notified and provided information pertaining to the release, community placement or program approval, death, or other specified transfer or placement of an inmate pursuant to the Victim’s and Witness’ Bill of Rights, Section 16-3-1505 et seq., South Carolina Code of Laws, 1976, as amended; and South Carolina Constitutional Amendment, Article I, § 24.

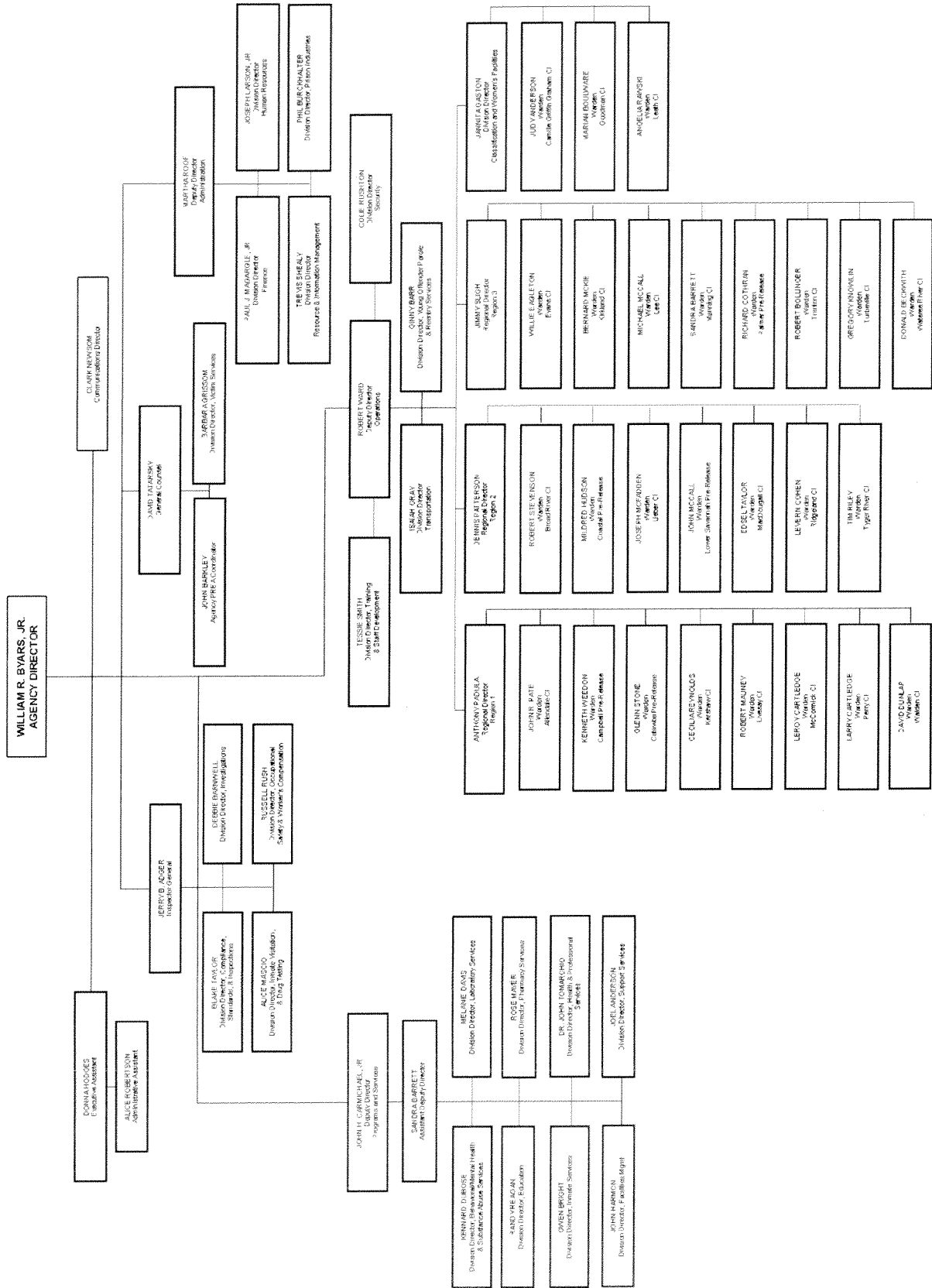
SCDC policies/procedures are created in compliance with State and Federal statutes as listed in the heading of said policies/procedures. Statistical reporting is completed and maintained by our Resource Information Management Division. In addition to Federal and State statutes, in the daily operation of our facilities, SCDC complies with regulatory requirements promulgated by the Department of Health and Environmental Control, Occupational Safety and Health Administration, State Fire Marshal, State Engineer’s Office, State Department of Education, Department of Labor, Licensing and Regulation, etc.

H. PERFORMANCE IMPROVEMENT SYSTEMS

- ***Focus on Agency Mission and Clear and Timely Communication of Objectives and Issues:*** Agency mission statements are posted in visible locations across the Agency and included in employee ID holders. Via the intranet and meetings, management regularly communicates with Agency employees regarding Agency objectives, issues, and strategies.
- ***Checks and Balances in the Organizational Structure:*** SCDC has divisions assigned to investigate and audit the operation of our facilities. Division of Compliance, Standards and Inspections is responsible for prison and jail inspections and examines physical conditions of prisons; Internal Audits is responsible for auditing fiscal operations; Division of Occupational Safety and Workers' Compensation is responsible for oversight of employee and inmate work-related injuries as governed by Title 42; Division of Security conducts security audits for SCDC institutions; and the SCDC Inspector General's Office investigates alleged criminal and administrative cases and/or allegations of wrongdoing.
- ***Systematic Control Procedures:*** Random drug testing is administered to both inmate and employees as governed by the Drug Free Workplace Act of 1988, 41 U.S.C. § 701 et seq.; CFR Title 49 Part 40. Correctional officers conduct random and targeted searches of prison cells and other areas to uncover contraband. Inmate financial accounts are examined to identify possible unlawful activities.
- ***Performance Monitoring and Evaluation:*** Senior management, including the Agency Director, periodically conducts unannounced visits to institutions to observe and evaluate their operations and environment. Quantitative measures of prison performance are collected and analyzed by our Division of Resource and Information Management on a continuous basis.
- ***Employee Training and Recognition:*** The SCDC Training Academy administers training to provide guidelines and direction to employees concerning the administration and applicability of employee training standards to include: New Employee Orientation Training, Institutional Orientation Training, annual In-Service Training requirements, and Correctional Officer Certification Training (Basic). Correctional Officer Certification is administered in compliance with S.C. Code §23-23-20, and S. C. Department of Public Safety Regulation, Chapter 38. The Division of Human Resources coordinates the annual employee awards luncheon to present Agency and State Certificates of Appreciation and service pins. The Division of Human Resources also coordinates the SCDC Employees of the Year program selection process. In addition to the annual selection of outstanding employees, "character" awards allow employees to recognize exemplary colleagues.

I. ORGANIZATIONAL STRUCTURE

SOUTH CAROLINA DEPARTMENT OF CORRECTIONS
ORGANIZATIONAL CHART



J. EXPENDITURES/APPROPRIATIONS CHART**Base Budget Expenditures and Appropriations**

Major Budget Categories	11-12 Actual Expenditures *		12-13 Actual Expenditures		13-14 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$200,316,230	\$180,196,394	\$205,340,615	\$187,107,923	\$219,811,116	\$197,547,153
Other Operating	\$95,663,479	\$75,066,070	\$97,015,602	\$82,314,227	\$106,976,723	\$75,172,144
Special Items	\$1,967,720	\$1,967,720	\$1,967,720	\$1,967,720	\$1,967,720	\$1,967,720
Permanent Improvements	\$0	\$0	\$0	\$0	\$0	\$0
Case Services	\$19,417,660	\$18,718,760	\$19,589,970	\$18,904,970	\$19,089,233	\$16,039,233
Distributions to Subdivisions	\$0	\$0	\$0	\$0	\$0	\$0
Fringe Benefits	\$77,631,750	\$72,894,581	\$81,447,276	\$76,150,588	\$83,604,659	\$79,319,465
Non-recurring	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$394,996,839	\$348,843,525	\$405,361,183	\$366,445,428	\$431,449,451	\$370,045,715

* Note: The FY11-12 changed to reflect corrections made to balances within the Personal Services and Operations. The total expenditure totals of \$394,996,839 (Total Funds) and \$348,843,525 (General Funds) did not change.

Other Expenditures

Sources of Funds	11-12 Actual Expenditures	12-13 Actual Expenditures
Supplemental Bills	\$0	\$0
Capital Reserve Funds	\$361,102	\$1,317,090
Bonds	\$410,433	\$1,115,951

K. MAJOR PROGRAM AREAS

Program Number and Title	Major Program Area Purpose (Brief)	FY 11-12 ** Budget Expenditures	FY 12-13 Budget Expenditures	Key Cross References for Financial Results*
I. INTERNAL ADMIN	Administrative functions critical to the operation of the Agency include: Office of General Counsel, Budget, Finance, Resource and Information Management, Construction and Maintenance, Agriculture and Food Services management, Vehicle Maintenance management, Human Resources, Canteen and Commissary.	State: 12,254,738 Federal: 71,162 Other: 1,788,647 Total: 14,114,547 % of Total Budget: 4%	State: 14,435,946 Federal: 153,480 Other: 1,143,264 Total: 15,732,690 % of Total Budget: 4%	Figures 7.1.1 to 7.6.3
II. A. HOUSING, CARE, SECURITY	Safe and secure inmate housing within a structured and controlled environment that holds offenders accountable for their actions. Also, includes Medical, Canteen, Commissary, and Food operations.	State: 256,773,540 Federal: 2,657,085 Other: 12,088,186 Total: 271,518,811 % of Total Budget: 69%	State: 268,849,337 Federal: 841,670 Other: 5,889,051 Total: 275,580,058 % of Total Budget: 68%	Figures 7.1.1 to 7.1.16 Figures 7.3.1 to 7.4.2
II. B. WORK & VOCATIONAL ACTIVITIES	Productive work and vocational skill development opportunities to assist the inmate population with their transition into the community upon release. Includes areas such as industries, agriculture, building maintenance, construction, grounds maintenance, food service and warehousing.	State: 1,035,364 Federal: 0 Other: 21,123,577 Total: 22,158,941 % of Total Budget: 6%	State: 1,000,734 Federal: 0 Other: 21,611,711 Total: 22,612,445 % of Total Budget: 6%	Figures 7.1.12 to 7.1.15 Figures 7.5.2 to 7.5.3
II. C. PALMETTO UNIFIED SCHOOL	Academic, vocational, special education, library services and life skills intended to enhance community reintegration, the basic literacy skills, and the economic self-sufficiency of inmates.	State: 2,808,664 Federal: 1,228,658 Other: 2,393,482 Total: 6,430,804 % of Total Budget: 2%	State: 2,733,693 Federal: 1,179,895 Other: 2,516,518 Total: 6,430,106 % of Total Budget: 2%	Figures 7.1.13 to 7.1.15
II. D. IND GROWTH & MOTIVATION	Programs and services for offenders in the areas of religion, recreation, volunteer activities, inmate organizational activities, inmate visitation and correspondence, substance abuse, re-entry programs, grants, HIV/AIDS and sex offender counseling and special programs/services for youthful offenders.	State: 2,968,188 Federal: 0 Other: 65,348 Total: 3,033,536 % of Total Budget: 1%	State: 3,048,119 Federal: 0 Other: 283,478 Total: 3,331,597 % of Total Budget: 1%	Figures 7.1.12 to 7.1.14 Figure 7.1.16 Figure 7.2.2 Figure 7.5.3 Figure 7.6.3

Below: List any programs not included above and show the remainder of expenditures by source of funds.

Remainder of Expenditures:	State: 73,003,031	State: 76,377,599
II E PENAL FACILITY INSPECTION	Federal: 324,755	Federal: 307,359
III EMPLOYEE BENEFITS	Other: 4,412,414	Other: 4,989,329
	Total: 77,740,200	Total: 81,674,287
	% of Total Budget: 20%	% of Total Budget: 20%

* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

** Note: The FY11-12 presentation has been changed to reflect corrections made to balances within the funded programs. The overall expenditure total of \$394,996,839 did not change.

SECTION III: ELEMENTS OF MALCOLM BALDRIGE CRITERIA

CATEGORY I - LEADERSHIP

1. **How do senior leaders set, deploy and ensure two-way communication for a) short and long term organizational direction and priorities, b) performance expectations, c) organizational values, d) ethical behavior?**

The Director has regular staff meetings with deputy directors and other senior staff from various disciplinary areas of the Agency. These meetings address new and current policies, discuss the current status of executive projects, and review inmate medical issues and staffing levels. Employee newsletters are posted on the intranet and the Director's monthly letter to the employees is posted on the intranet and the mainframe. Character training, with a new topic each month, is a tool used by SCDC to promote values and ethical behavior.

2. **How do senior leaders establish and promote a focus on customers and other stakeholders?**

- a) Formal inmate grievance procedures
- b) Institutional employees consult with inmate families during family visits
- c) Registration of victims
- d) Legislative liaison attends legislative sessions and briefs the Director and senior leaders on legislation which may impact SCDC
- e) Senior leaders attend special task force meetings and professional organizations
- f) SCDC website provides information to citizens and provides a venue for feedback/inquiries

3. **How does the organization address the current and potential impact on the public of its programs, services, facilities and operations, including associated risks?**

Research staff analyzes recidivism and other data on all of SCDC's major programs and admitted and released populations in order to determine their impact on the public as well as SCDC's institutions. Recidivism data is collected and analyzed on such programs as drug treatment, Shock incarceration, faith-based programs, etc., as well as on released populations such as parolees and other types of conditionally and unconditionally released populations.

4. **How do senior leaders maintain fiscal, legal and regulatory accountability?**

Financial statements are reviewed monthly by the Director and senior leaders, including spending forecasts for the entire year. General Counsel reviews policies, contracts and legislation to ensure legal compliance.

5. **What performance measures do senior leaders regularly review to inform them on needed actions?**

- a) Medical services rendered and associated costs
- b) Inmate grievances
- c) Inmate movements – admissions, releases, transfers
- d) Inmate actions – disciplinary infractions, assaults, escapes, GED, Addictions Treatment Unit (ATU) enrollment, vocational education, classification review
- e) Employee counts – hiring, termination, overtime, inmate to staff ratios
- f) Regulatory – DNA collection, medical testing, drug testing, inmate and employee injuries, and safety inspections.

6. **How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness, the effectiveness of management throughout the organization including the head of the organization, and the governance board/policy making board? How do their personal actions reflect a commitment to organizational values?**

On the basis of performance reviews and employee feedback, senior leaders identify problems, direct investigations/analyses and implement solutions. Policies are reviewed and updated annually to meet the needs of the Agency. Senior leaders make unannounced visits to institutions to observe operations. SCDC continues to promote a program for employees and inmates (Character First) to address the qualities that improve personal and professional character traits. The Agency's monthly newsletter identifies those employees who are recognized by fellow employees for having these character qualities.

7. **How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?**

Employees identified by management are afforded the opportunity to attend various supervisory training classes at the SCDC Training Academy. This training includes Basic Training, Advanced Training, Basic Supervision and Command Leadership. SCDC also collaborates with Clemson University to send select current and future leaders to various training courses.

8. **How do senior leaders create an environment for performance improvement and the accomplishment of strategic objectives?**

Through ongoing monitoring, sustained emphasis and personal commitment to accountability, performance and planning.

9. **How do senior leaders create an environment for organizational and workforce learning?**

Classes at the SCDC Training Academy are reviewed annually to ensure programs are up-to-date. Suggestions for new training classes are reviewed by Academy and management staff.

10. **How do senior leaders communicate with, engage, empower and motivate the entire workforce throughout the organization? How do senior leaders take an active role in reward and recognition processes to reinforce high performance throughout the organization?**

Senior leaders make presentations to employees during various meetings and announce the awards in the Agency's monthly newsletter. Character First training is advertised via electronic message boards and posters in every institution. Videos on character training are available for viewing via SCDC's intranet.

11. **How do senior leaders actively support and strengthen the communities in which your organization operates? Include how senior leaders determine areas of emphasis for organizational involvement and support, and how senior leaders, the workforce, and the organization contribute to improving these communities.**

SCDC promotes employee participation in such efforts as the annual United Way Campaign and makes arrangements for the Bloodmobile to visit SCDC sites where employees may donate blood. Inmates are sent out in work crews to assist communities with clean up after major storms; assist community governments with labor crews; clean litter along SC highways and collect recyclables from state and county agencies. Employees mentor public school children through "Lunch Buddy" and conduct outreach programs on criminal behavior. The SCDC website provides information to the general public, including notices on escapes and news from within the agency.

SECTION III: ELEMENTS OF THE MALCOLM BALDRIGE CRITERIA

CATEGORY 2 – STRATEGIC PLANNING

1. **What is your Strategic Planning process, including key participants and how does it address:**
 - a) **Your organizations' strengths, weaknesses, opportunities and threats**
 - b) **Financial, regulatory, societal and other potential risks**
 - c) **Shifts in technology, regulatory, societal and other potential risks and customer preferences**
 - d) **Workforce capabilities and needs**
 - e) **Organizational continuity in emergencies**
 - f) **Your ability to execute the strategic plan**

Each member of the senior management team conducts an annual review of the Strategic Plan and discusses this review with the appropriate divisional staff. New plans are developed and old plans revised based on the financial capabilities of the Agency, risks determined by operational review, new regulations promulgated by legislative or court action and feedback from customers. The Deputy Director for Administration, working with other members of the executive staff, reviews the entire plan to coordinate priorities/projects with the annual budget submission.

2. **How do your strategic objectives address the strategic challenges you identified in your Executive Summary?**

Strategic objectives are developed within the confines of financial, operational, technological and staffing limits identified as strategic challenges.

3. **How do you develop and track action plans that address your key strategic objectives and how do you allocate resources to ensure the accomplishment of your action plans?**

Action plans are submitted by departmental managers and reviewed by divisional staff. Funding is allocated through the budget process.

4. **How do you communicate and deploy your strategic objectives, action plans and related performance measures?**

The Strategic Plan, Accountability Report and Annual Budget are dispersed to executive staff, managers and operational staff for review and comment. Issues are reviewed/discussed at executive staff and wardens meetings.

5. **How do you measure progress on your action plans?**

The Division of Resource and Information Management analyzes data related to action plans throughout the year and supplies reports on key indicators as needed.

6. **How do you evaluate and improve your strategic planning process?**

Data analyses, monitoring national/state developments, employee input and feedback from customers provide valuable input to evaluate and improve SCDC's strategic planning process. Management staff regularly review institutional data to identify new requirements to be incorporated into the plan. Developments and new program approaches in other states are reviewed and applied as appropriate.

7. SCDC's Strategic Plan is currently not available on the Agency's Web page.

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Key Agency Action Plan/Initiatives	Key Cross References for Performance Measures*
I. Internal Administration & Support	Review, improve or modify employee training	• Expand training on diversity, character enhancement, sexual harassment, gender and supervision. • Restore training required to meet all applicable ACA standards. • Revise Agency training evaluation process to include measurement of intermediate and ultimate impact of training programs on employee job performance and retention. • Revise and expand leadership training curriculum. • Implement Field Training Officer (Correctional Officer Skills Enhancement Program) program Agency-wide. • Complete Job Task Analysis for Correctional Officers and Revise Correctional Officer Basic Training curriculum. • Revise curriculum for Basic Supervisory Training Program using modified Job Task Analysis and Developing Curriculum process.	Figure 7.4.3
I. Internal Administration & Support	Improve the handling and processing of inmate grievances	• Improve CRT grievance tracking system to reflect all grievances filed by inmates, to include processed and unprocessed grievances. • Improve supervision of institutional Grievance Coordinators by increasing the number of visits to the institutions by Central Office Grievance Administrators. • Ensure Central Office Grievance Administrators are responsible for completing the technical portions of EPMS appraisals for Institutional Grievance Coordinators.	Figure 7.2.1
I. Internal Administration & Support	Attend to victim rights and concerns when making inmate housing and programming decisions	• Establish a method for victim input into the Youthful Offender Act parole process by conducting monthly hearings where victims may attend to voice their concerns.	
I. Internal Administration & Support	Keep the Public Informed	• Maximize opportunities for positive interaction with the public and professional organizations. • Enhance the automated victim notification system by adding more information through the inquiry function.	Figure 7.2.3
I. Internal Administration & Support	Review methods for recruiting, retaining, and recognizing staff	• Analyze turnover rates and provide recommendations to enhance recruiting strategies and reduce turnover. • Expand the employee compensation, incentive and recognition plan to reward employees. • Increase CO recruiting initiatives, including expanded media coverage and job fairs.	Figures 7.4.1 to 7.4.3

I. Internal Administration & Support	Upgrade the Agency information technology infrastructure	- Identify program applications that can be transferred from mainframe processing to a more efficient/less costly internal system. - Upgrade/replace hardware and software equipment that has become outdated and inefficient. - Provide the necessary systems and equipment to all institutions to improve communications and eliminate needless paper documentation.	
I. Internal Administration & Support	Continue to engage in activities that will positively impact the culture of the organization	- Construct a new dairy to provide more milk quantities for consumption and revenue. - Maintain timber management program. - Increase farm crop production as feasible. - Enhance/enlarge the food processing plant. - Construct larger food service warehouse to take advantage of quantity purchases. - Reduce energy consumption. - Implement the Guaranteed Energy Performance contract.	Figure 7.3.3
II A. Programs & Services—Housing, Care & Security	Plan for and accommodate inmate-housing requirements	- Identify changing population levels to determine future bed capacity requirements. - Construct stand alone Reception and Evaluation center to handle admission of all new inmates.	Figures 7.1.1 to 7.1.6
II A. Programs & Services—Housing, Care & Security	Modify and improve our inmate disciplinary system	- Review/Revise visitation policy and coordinate with disciplinary policy. - Review inmate walk-offs and escapes from Level I facilities. - Adjust the security level criteria to include convictions for certain disciplinary offenses.	Figure 7.1.4 Figure 7.1.6 Figure 7.1.8 Figure 7.1.9 Figure 7.1.10
II A. Programs & Services—Housing, Care & Security	Review, modify and implement plan for the replacement and maintenance of vehicles and radios consistent with available resources	- Identify vehicle and radio replacement criteria. - Review current maintenance/replacement of radios (portable, mobile, base/ control stations and remote units).	
II A. Programs & Services—Housing, Care & Security	Accredit institutions and functions	- Update plan to conduct management reviews of every institution. - Develop plan to contract for accreditation.	
II A. Programs & Services—Housing, Care & Security	Make improvements in employee safety	- Review needs and identify funds for employee safety equipment. - Procure and/or replace self-contained breathing apparatus (SCBA's) at all institutions and other work sites. - Create a study group on employee assaults; establish review criteria, and implement new procedures/policies. - Update a plan for the utilization of additional camera equipment to provide/enhance safety and management of inmates	Figure 7.1.9 Figure 7.1.10
II A. Programs & Services—Housing, Care & Security	Update the plan and request resources to implement a maintenance program	- Review "critical" and "preventive maintenance" plan for every institution. - Certify institutional maintenance personnel in wastewater treatment operations.	

II A. Programs & Services—Housing, Care & Security	Evaluate, assess, revise and validate our inmate classification system and the Reception and Evaluation Process	- Assess security level and custody level designations of specific institutions. - Review assessment process for females and short-term offenders. - Develop a system to centrally monitor bed space in Special Management Units (SMU) that will help to ensure that we do not encumber this valuable bed space unnecessarily and to assist the institutions in dealing with these issues in a timely manner. - Study the feasibility of creating pre-release beds in a more secure environment in order to make those services available to the segment of our population currently ineligible for the services but who arguably need them the most.	Figures 7.1.1 to 7.1.4 Figures 7.1.6 to 7.1.10 Figure 7.1.16
II A. Programs & Services—Housing, Care & Security	Assess and modify the provision of medical services consistent within institutional re-designations	- Hire and retain adequate medical staff to stabilize the Agency workforce and provide appropriate medical services for inmates. - Improve the "on-call" procedures for efficient use of physicians and nurse practitioners. - Implement training for physicians and nurses concerning SCDC medical protocol. - Focus on preventive medicine for those inmates with potentially severe health issues such as hypertension, diabetes, high cholesterol, etc. - Maintain cardiac care program statewide and continue efforts to setup a cardiac care unit.	Figure 7.1.11 Figure 7.1.12
II A. Programs & Services—Housing, Care & Security	Improve mental health services for inmates.	- Provide additional mental health coverage for female offenders. - Provide appropriate psychiatric coverage for mentally ill population. - Continue to develop partnerships with other behavioral health resources by promoting inter-agency understanding of mental health needs of inmates. - Provide mentally ill inmates with timely and necessary behavioral health services that are consistent with generally accepted practices of care.	Figure 7.1.11 Figure 7.1.12 Figure 7.6.1
II A. Programs & Services—Housing, Care & Security	Review the services provided to our special needs population	- Define and identify special needs populations. - Evaluate/develop services for special needs offenders. - Review utilization of assisted living and handicapped beds. - Utilizing donated/other funds, construct multi-purpose facilities at three institutions.	Figure 7.1.12 Figure 7.6.1
II A. Programs & Services—Housing, Care & Security	Reduce inmates' use of controlled substances	- Evaluate current programming effectiveness and make recommendations for appropriate changes. - Identify and secure funding to maintain current substance abuse services. - Expand and develop new program efforts.	Figure 7.1.12
II B. Programs & Services--Work & Vocational Activities	Maximize utilization of inmate labor	- Maintain inmate labor plan consistent with institutional and Agency needs, reentry plans, and the State. - Consider incentive programs that would allow inmates to favorably progress.	Figure 7.1.15 Figure 7.3.3

II C. Programs & Services--Palmetto Unified School Distr. I	Improve inmate educational and vocational programs	• Maintain vocational training opportunities for all inmates. • Increase participation in the "SPICE" program. • Improve the school district's unit of credit program in keeping with the curriculum frameworks and course requirements proscribed by the State Department of Education.	Figure 7.1.13 Figure 7.1.14 Figure 7.1.15
II D. Programs & Services--Individual Growth & Management	Prepare inmates for reentry	• Develop a comprehensive plan for the reentry process and implement programs throughout SCDC institutions. • Ensure full utilization of pre-release program(s), the work release programs, and the Intensive Supervision Services (ISS). • Assess the feasibility of expanding the pre-release program. • Develop and implement community partnership, and faith-based programs.	Figure 7.1.2 Figure 7.1.3 Figure 7.1.15

SECTION III: ELEMENTS OF THE MALCOLM BALDRIGE CRITERIA

CATEGORY 3 – CUSTOMER FOCUS

1. How do you determine who your customers are and what their key requirements are?

The S.C. Department of Corrections' external customers are determined in large part by the Agency's role within the criminal justice community, as well as segments of society, who by association, are interested in the process. Each cog in the criminal justice wheel is dependent on the next. As such, the demands of our customers are oftentimes apparent and, if not so, communicated to the Agency in a forthright manner. For the sake of additional clarity, listed below are customers the Agency regularly works with, where the customer fits on the criminal justice wheel, and how Corrections works with them:

- a. At the start, Corrections works with the judicial system to ensure that inmates who are sentenced to the State system serve the proper sentence. The Agency regularly transports inmates to and from court for appeals and other judicial business.
- b. Once inmates are sentenced to the State system, they are transported to Corrections by law enforcement officials representing the State's 46 counties. The Agency communicates daily with the State's local detention centers to coordinate the transfer of inmates to the system, and back to county detention centers when inmates must reappear in court.
- c. The Agency works with a myriad of government agencies, volunteer groups and religious organizations to provide rehabilitation services and programs geared to prepare offenders for their return to society.
- d. Because a large percentage of offenders are released from prison on probation or parole, Corrections inherently works closely with the S.C. Department of Probation, Parole and Pardon Services.
- e. The Agency employs staff members who work directly with victims, alerting them to pertinent updates about their offenders.
- f. The Agency employs staff to work with and accommodate inmate families in the Young Offender Parole and Re-entry Services Division.
- g. It also has staff assigned to deal with research, media and legislative requests, as well as the general public for which it works.

2. How do you keep your listening and learning methods current with changing customer/business needs and expectations?

The Agency maintains constant communication with its customers. When changes are needed, the Agency and customers typically work together to make them. With its limited funding for communication, the Agency has been forced to prioritize where it spends money on computers and other rapidly advancing technologies that have become standard communicating tools. To best serve our customers, the Agency has provided those tools to individuals who most frequently come in contact with its customers. Personnel responsible for customer communication stay abreast of federal grants and opportunities to collaborate with the other agencies in ways that could improve communication. For example, the Agency's Victims' Services Division is working with detention centers across the state to implement notification technology that alerts victims to offender updates.

3. What are your key customer access mechanisms, and how do these access mechanisms enable customers to seek information, conduct business and make complaints?

The Agency has personnel assigned to manage its relationships with specific customer groups, many that are identified in response to the first question in this category. These Agency personnel provide a first line of access that particular customers are familiar with. The Agency's public website provides the names and

telephone numbers of key personnel, in addition to a general e-mail address that patrons can use to submit questions to the Agency. Corrections also has an Inspector General's Office that fields inquiries and complaints.

4. How do you measure customer/stakeholder satisfaction and dissatisfactions and use this information to improve?

Inmates are SCDC's primary customers. By the fact that they lose their freedom and are subject to discipline, control, and supervision, it is unrealistic to expect inmates to be "satisfied" with imprisonment, or to provide positive measures of satisfaction. Confinement and availability of time often allow inmates to complain or file frivolous lawsuits, which cannot be construed as accurate measures of customer satisfaction. Accordingly, it is reasonable to use the lack of negative response or reactions and/or the absence of major incidents, to indicate that consumer needs are satisfied. To illustrate, while SCDC is mandated to provide essential meals to meet basic nutrition requirements within reasonable budget allocations, it is unrealistic to please all inmates in their individual food preferences (personal preferences versus institutional/regulatory standards). Thus the absence of serious incidents relating to meals suggests a reasonable satisfaction of food service. Similarly, the absence of disturbances or riots indicates safety and security in the protection of inmates.

5. How do you use information and feedback from customers/stakeholders to keep services and programs relevant and provide for continuous improvement?

Feedback gathered during the development of major projects, or by way of direct contact between Agency staff and customers, is reported back to the Director and senior leaders to be evaluated. Pertinent information that can improve the Agency's ability to serve its customers is utilized.

6. How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer and stakeholder groups.

The Department of Corrections' mission statement is safety, service, and stewardship, a mantra that is stressed at every level within the Agency. In particular, the second tenet of this motto, service, is essential to maintaining positive relationships with the Agency's customer base. By staying accountable to its external customers, the Agency is able to maintain positive relationships.

SECTION III: ELEMENTS OF THE MALCOLM BALDRIGE CRITERIA

CATEGORY 4 – MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT

1. **How do you decide which operations, processes and systems to measure for tracking financial and operational performance, including progress relative to strategic objectives and action plans?**

SCDC selects performance measures that are linked to the Agency's mission. Strategic objectives and action plans target effective and efficient execution of the Agency mission. Financial operations are reviewed monthly, with additional analyses on accounts significantly out of line.

2. **How do you select, collect, align and integrate data/information for analysis to provide effective support for decision making and innovation throughout your organization?**

A management information service unit regularly generates listings, statistical reports, evaluative studies and program evaluation reports for decision makers at all levels of the Agency. Comparative institutional data are analyzed to examine the relative levels of assaults, use of force, disciplinary infractions and grievances. Inmate diagnostic data are analyzed periodically to assess program needs.

3. **What are your key measures, how do you review them and how do you keep them current with organizational service needs and directions?**

Key measures and the issues they address are enumerated as follows:

Key Measures	Issues addressed
Admissions, releases, institutional count, extent of overcrowding, inmate special needs, inmate to staff ratio, classification reviews; incidents and rules violations, safety measures of inmate assaults, use of force/gas, security threat groups, contraband inceptions, sex offender registry; DNA testing, employee use of sick leave, and employee terminations.	Ensure that facilities are safe, and inmates are managed effectively to provide the greatest degree of protection for the public, inmates and staff.
Registered victims and notifications; inmate transfers/transportation; inmate healthcare needs; the number and response time relating to inmate phone system problems, visitation complaints.	Provide timely, relevant, and accountable information/feedback to all customers.
Education/vocational program enrollments and completions; inmate participation in service programs such as faith-based programs, recreation, drug abuse education or treatment; medical encounters; family visits; inmate recidivism rates.	Provide services and programs to meet critical inmate needs to improve their opportunities for rehabilitation and reintegration into society.
Monitor on-going costs of food, medical care, overtime, prison industry balance sheet, employee attrition, employee use of sick leave.	Maximize efficiency of operations and use of available resources.

As problems and needs emerge, new measures are generated.

4. How do you select and use key comparative data and information to support operational and strategic decision making and innovation?

Comparative data and information are selected on the basis of relevance, clarity, availability, comparability and usefulness. SCDC chooses comparative statistics only when discrete and distinct definitions are available, either defined by federal government or national standards or adopted by professional organizations.

5. How do you ensure data integrity, timeliness, accuracy, security and availability for decision making?

SCDC's information system is constructed using an integrated database management system that facilitates data integrity across related functional areas. Procedures in place include use of real time direct data entry by individual functional areas, on-line validation of data, random and targeted data audits. Access to inmate, financial and personnel data is restricted by security mechanisms. Information technology staff implement disaster recovery procedures and monitor system performance, response time and resource utilization.

6. How do you translate organizational performance review findings into priorities for continuous improvement?

Legislative and policy changes are analyzed to project the financial and operational impact on the correctional system. Statutory impact analyses employ statistical methods to assess the effect that proposed legislation will have on the number and composition of inmate admissions, releases, average length of stay and resources required to comply with the proposal. SCDC also regularly generates informational analyses and reports directly linked to its mission and operations. As an essential phase in strategic planning, performance measure analysis contributes to goal assessment, problem identification and the development of action plans.

7. How do you collect, transfer and maintain organizational and employee knowledge? How do you identify and share best practices?

SCDC identifies the continued loss of accumulated employee knowledge as a barrier to effectiveness. The budget crisis, retirement of senior employees and inability to retain junior employees challenges SCDC's ability to maintain accumulated knowledge. Managers are required to cross train staff and designate "backups" in critical functions, maintain clearly documented procedures for operations and assure that employees have a broad understanding of policy and procedures.

Managers review publications, participate in national organizations and communicate with criminal justice professionals in other states to identify innovative procedures, new technologies and best practices.

SECTION III: ELEMENTS OF THE MALCOLM BALDRIGE CRITERIA

CATEGORY 5 – WORKFORCE FOCUS

- 1. How does management organize and measure work to enable your workforce to 1) develop to their full potential, aligned with the organization's objectives, strategies and action plans and 2) promote cooperation, initiative, empowerment, teamwork, innovation and your organizational culture?**

Management enables employees to work and develop at their full potential by clearly defining the Agency's mission and goals through constant communication. New employees are provided with detailed information during their orientation of the goals, objectives and work ethic expectations. Central office managers are expected to monitor and ensure that individual operational areas are meeting established goals and objectives. Their findings and observations are reviewed by senior leaders who have the authority and responsibility to respond to performance issues.

- 2. How do you achieve effective communication and knowledge/skill/best practice sharing across department, jobs and locations? Give examples**

To achieve effective communication and knowledge/skill/best practices throughout the Agency, staff meetings are conducted, and electronic communication is accomplished via e-mail, web-based newsletters, and training. Examples include bi-weekly senior leader meetings, monthly warden/division director meetings, and meetings held within the institutions/divisions. Further, the Agency is continuing with the Character Development Program which was begun to develop in staff the characteristics of communication and integrity.

- 3. How does management recruit, hire, place and retain new employees? Describe any barriers that you may encounter.**

We do a broad-based recruiting effort including newspaper advertisements, job fairs, on-base recruiting of military staff, campus visits, and television advertisement. Excluding correctional officers, positions are announced internally and on the web in an effort to attract highly qualified individuals for positions. Management screens and interviews applicants and, based on presentation in the interview process, the best qualified individuals are selected for positions. Correctional officers are interviewed by our lieutenant recruiters and, in some cases, interviewed at the institution where they are interested in working. Based on the applicants' responses to interview questions, correctional officers are hired and placed in institutions. We attempt to retain new correctional officers by "step" increases. We also emphasize to employees the benefits package the State offers. Current difficulties are those relative to budget constraints in that salaries being offered are not competitive with comparable salaries offered by other State and local agencies in South Carolina.

- 4. How do you assess your workforce capability and capacity needs, including skills, competencies and staffing levels?**

We conduct internal audits on selected functional areas and on facilities. These reflect, among other things, whether job tasks are being accomplished in a timely fashion. Audit results are reviewed by the senior leaders. Our Division of Security conducts staffing studies. Any major incident is reviewed by applicable senior leaders to ascertain if corrective measures are warranted. This may include staffing adjustments if appropriate. We also track measures taken by other states and may adopt their practices if warranted.

5. How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work and contribute to the achievement of your action plans?

Expectations of performance are identified when an individual starts to work and at the beginning of each review period annually. Through the review process, strengths and weaknesses are discussed with an employee to include recommendations for improvement. Attainable goals and objectives are identified to achieve the Agency's mission.

6. How does your development and learning system for leaders address the following: a) development of personal leadership attributes; b) development of organizational knowledge; c) ethical practices; d) your core competencies, strategic challenges and accomplishment of action plans?

Ongoing evaluation is conducted of training needs for the Agency to ensure that leadership training requirements are met. A senior level training council reviews all training needs. The enumerated topics are covered in our two supervisory courses: Supervisory 101 and Advanced Supervision. We train, in particular, in organization culture, personality skills needed to be a supervisor, what it takes to be a leader, as well as an ethical component. This ethical component is also bolstered by the Character Development training required of all employees. The Division of Operations initiated a Command Leadership Training course, which is required for all Lieutenants and above. We collaborate with Clemson University to send selected current and future leaders to various training courses.

7. How do you identify and address key developmental training needs for your workforce, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training?

We conduct an annual needs assessment, as well as having quarterly advisory training councils. Material solicited is reviewed by the Training Academy and a plan is submitted for review by the Agency Training Council. We also review routine incident reports, as well as conduct post-incident reviews of serious incidents. Input is received from the Office of General Counsel, the Division of Human Resources, the Inmate Grievance Branch, and other areas regarding issues that arise or need to be addressed through training, which may include material based on statute, regulation, and professional standards.

8. How do you encourage on the job use of new knowledge and skills?

Agency managers set a level of expectation for employees to achieve. Our Performance Management system captures an employee's performance of their job duties and we encourage immediate feedback from managers to employees.

9. How does employee training contribute to the achievement of your action plans?

Our training is targeted towards performing the essential functions of a job. To the extent that job performance is a function of training, the more effective the training, the more the Agency accomplishes its action plan.

10. How do you evaluate the effectiveness of your workforce and leader training and development systems?

By looking at the effectiveness of those who have successfully completed the supervisory courses and how ordinary, as well as stressful, duties are performed. This also includes improvement in the quality of the institutional environment. Employee feedback provides some evidence of improvement, as do changes in employee disciplinary action, retention, and information from exit interviews.

11. How do you motivate your workforce to develop and utilize their full potential?

We recognize that our employees are our greatest asset. Our mission statement and organizational culture remind employees of our concern for their safety. We remind and reward staff through a variety of recognition programs, including Correctional Officer Week, Can-Do Awards, Spirit Awards, Service Awards, Employee of the Year Awards, as well as nominations for external honors, e.g., South Carolina Correctional Association Awards. The Employee Performance Management System is used to fairly review and document an employee's performance, as well as to give him/her clear guidelines on expectations. Within budgetary limitations, staff is provided necessary training to accomplish their tasks. Staff is assured of a fair promotional system that allows responsible staff to move into positions of increased responsibility. Managers are reminded of their role as mentors to employees and encouraged to be supportive of their employees, to recognize the diversity of our work force and the need to develop a future generation of leaders. Professional behavior is encouraged while unprofessional conduct is not tolerated.

12. What formal and/or informal assessment methods and measures do you use to obtain information on workforce well-being, satisfaction and motivation? How do you use other measures such as employee retention and grievance? How do you use this information?

Wardens meet weekly with their command staff to discuss issues that arise and to receive feedback from staff. Within divisions, there may be monthly staff meetings, as well as bi-weekly meetings with senior leaders. Quarterly correctional officer meetings provide input to senior security staff. Employee exit interviews are conducted and reviewed. Human Resources liaisons/managers provide information they receive to their respective warden regarding employee issues. Grievances are investigated and action taken consistent with the investigation and line oversight. Information on turnover is provided to management.

13. How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?

Managers are encouraged to develop their second tier employees to function in the absence of the manager. Promotional opportunities are posted for all employees to review and employees are encouraged to seek promotional opportunities. Regular staff meetings serve to keep employees aware of issues and Agency directions. Training for promotion is made available as budgetary constraints allow. A clear chain-of-command allows employees to know what positions exist for their consideration as promotions, e.g., officer-corporal-sergeant, etc.

14. How do you maintain a safe, secure and healthy work environment (include your workplace preparedness for emergencies and disasters)?

SCDC policy and procedures mandate standards in fire prevention, pathogens, food service preparation, equipment operations, and emergency procedures. Institutions have Environmental Health and Safety Officers to perform inspections, note deficiencies, and follow up on corrective actions. Agency employees are required to attend training on safety and health issues. The Agency supports the State sponsored wellness programs and several institutions have started their own wellness centers. Emergency/Disaster Preparedness is stressed with training required of all employees. An Emergency Action Center is designated as the coordinating entity for employee notification and informational exchange in emergencies. Emergency response teams exist to resolve critical incidents, e.g., hostage situations, riots, etc. Training for special teams is mandated. The Agency also has a resolute Employee Drug Testing policy. This policy includes pre-employment, for cause, reasonable suspicion and random testing.

SECTION III: ELEMENTS OF THE MALCOLM BALDRIGE CRITERIA

CATEGORY 6 – PROCESS MANAGEMENT

1. **How do you determine and what are your organization's core competencies? How do they relate to your mission, competitive environment and action plans?**

SCDC's core competencies are the integral actions based on our mission statement and action plans. These competencies are: housing and care of inmates; security of institutions; inmate management, rehabilitation and re-entry; and processing information to the public.

2. **How do you determine and what are your key work processes that produce, create or add value for your customers and our organization and how do they relate to your core competencies? How do you ensure these processes are used?**

Key work processes are: annual policy and procedure updates; review of system performance; strategic planning; implementation of new technology; examination of alternative processes identified by staff or other correctional entities. Annual performance reviews, using these processes, assures that SCDC maintains the standards established by our mission statement and action plans.

3. **How do you incorporate organization knowledge, new technology, cost controls and other efficiency and effectiveness factors, such as cycle time, into process design and delivery?**

Processes are based upon the fiscal, technological and human resources available to SCDC. Ideas for new programs, processes and technology are reviewed by management and, based on the Agency's ability to maintain the process fiscally, implemented with existing staffing and technology.

4. **How does your day-to-day operation of these processes ensure meeting key performance requirements?**

Housing and Care of Inmates – provision of secure environment while executing sentencing orders; control medical costs through hiring direct staff, involving medical community in various health clinics; use video conferencing for mental health services.

Security of institutions – maintain low escape numbers, work with SLED and local agencies to ensure timely recapture of inmates; maintain low incidence of assault on employees; provision of relevant educational, vocational and behavioral training; monitor release eligibility; coordination/notification of pending release with appropriate state/local agencies.

Public Information – notification of inmate movements to victims; update and monitor information on internet site.

5. **How do you systematically evaluate and improve your key product and service related work processes?**

Periodic review of performance measures;

- Special studies to examine problem areas or emerging issues;
- Evaluate feedback from customers;
- Develop strategic plans to address issues identified through customer feedback.

6. **What are your key support processes and how do you evaluate, improve and update these processes to achieve better performance?**

Information and Knowledge Management – employee mentoring; replace obsolete technology; training on new technology; management decisions based on information and data.

Finance and Accounting – checks and balances to ensure accurate information; automation of processes; development of budget monitoring plans.

Facilities Management – identify and implement cost-effective technologies to increase security, lower ongoing expenses through preventative maintenance.

Research and Development – incorporate relevant data analyses and research methodologies in policy and program development process; monitor national trends and new program initiatives.

Administration – streamline reporting requirements; periodic review of organization structure to ensure flexibility and effectiveness.

Inter-governmental Relations – dedication of resources to inter-agency needs; initiation of processes which can increase mutual efficiency.

Legislative and Public Affairs – Dedication of resources to attend to legislative and public affairs.

7. **How does our organization determine the resources needed to meet current and projected budget and financial obligations?**

Resource requirements are determined through the strategic planning process. Managers review data, evaluate existing resource shortages/limitations, project inmate service demands, identify needs and translate this information into resource/cost requirements. Each unit develops objectives and goals to correct problems and/or meet needs and estimate the corresponding resource requirements. Projected budget and financial obligations are reviewed by executive staff. They are prioritized in the context of the Agency's mission to derive the most critical budget and financial obligation for the upcoming fiscal year.

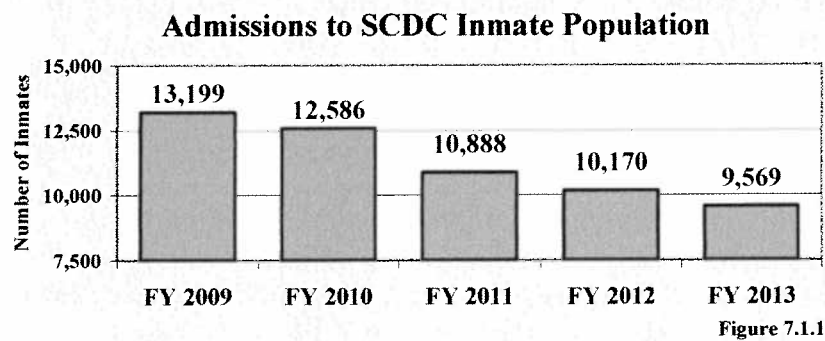
SECTION III: ELEMENTS OF THE MALCOLM BALDRIGE CRITERIA

CATEGORY 7 – RESULTS

7.1 LEVELS AND TRENDS FOR THE KEY MEASURES OF MISSION ACCOMPLISHMENT AND ORGANIZATIONAL EFFECTIVENESS

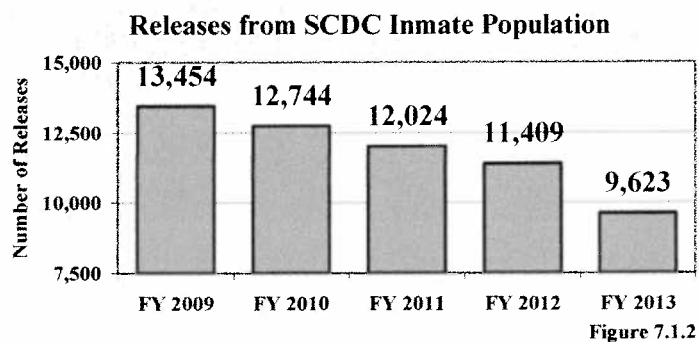
SAFETY AND SECURITY

7.1.1 *Admissions to SCDC Inmate Population:*



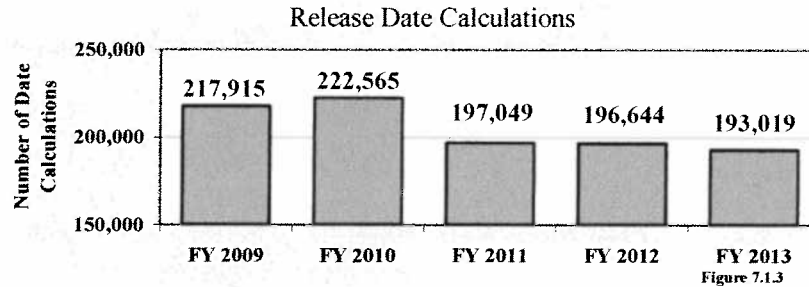
7.1.2 *Proper and Accurate Release of Inmates When They Have Completed Their Sentences:*

To protect the public and to execute judiciary intent, SCDC can only release inmates when they have satisfied their sentences. Figure 7.1.2 shows the number of inmates released from SCDC, FY 2009 through FY 2013.



7.1.3 *Real Time Update of Projected Release:*

An important aspect of SCDC's service to "customers" is to keep inmates, their families, crime victims, and the general public informed of the projected dates that individual inmates will be released. Since a number of factors affect an individual inmate's projected release date (e.g., sentence length, earned work credits, good behavior credits, etc.), SCDC must re-calculate an inmate's release date when any of these factors change. Thus, the number of recalculations completed by SCDC represents a measure of the Agency's accomplishing its mission relating to the release of inmates.



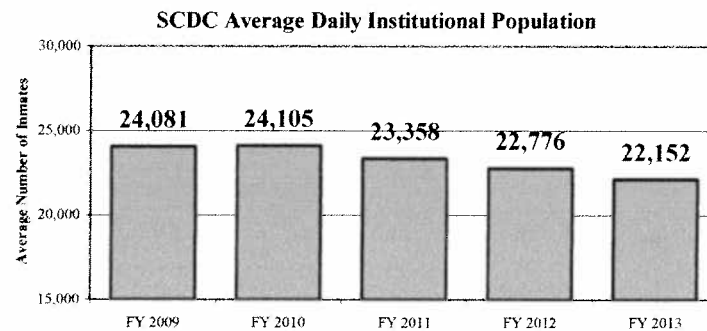
7.1.4 *Real Time Update of Inmate Transactions and Activities:*

Figure 7.1.4 shows the number of automated records created for each type of inmate transaction.

RELEASE CALCULATION SUPPORT					
Records Created	Fiscal Year				
	2009	2010	2011	2012	2013
Conviction Records	29,092	28,355	25,111	24,073	22,811
Inmate Movements	153,243	141,854	129,953	130,426	127,643
Earned Work Credits (EWC)	46,750	44,678	43,197	41,574	40,333
Earned Education Credits (EEC)	8,404	8,609	7,286	7,398	6,093
Disciplinary Infraction Records	42,147	39,873	34,318	37,395	36,304

Figure 7.1.4

7.1.5 *Housing and Supervision of Inmates During Their Term of Incarceration:*



*Includes inmates on authorized absence status (i.e., out to a medical or mental facility, out to court, etc.).

Figure 7.1.5

7.1.6 Proper Secure Housing Assignments:

To accommodate inmates' medical needs, potential risk, and work requirements, SCDC reviews inmate behavior and service records to ensure proper housing assignment. Security reviews determine institution assignment while custody reviews determine bed assignment and restrictions within the housing unit.

Type of Review	Classification Reviews				
	Fiscal Year				
	2009	2010	2011	2012	2013
Security	35,756	35,113	33,189	32,077	31,762
Custody	57,127	55,797	52,198	48,510	48,402
Total	92,883	90,910	85,387	80,587	80,164

Figure 7.1.6

7.1.7 Inmate Movements:

Type of Movement	Inmate Movements				
	Fiscal Year				
	2009	2010	2011	2012	2013
Institutional Transfers*	57,757	53,610	48,343	46,998	46,394
Court Transfers	14,097	13,931	12,779	12,151	12,830
Medical Transfers	35,876	31,382	29,129	32,270	30,897
To SCDC Facilities	27,471	24,188	21,939	25,032	22,960
Outside Hospitals	8,405	7,194	7,190	7,238	7,937

*Excludes medical transfers.

Figure 7.1.7

7.1.8 Escapes:

	Escapes, Apprehensions and Escape Rate				
	Fiscal Year				
	2009	2010	2011	2012	2013
Escapes	24	13	14	14	13
Apprehensions	24	12	14	13	15
Escape Rate	0.10%	0.05%	0.06%	0.06%	0.06%

Figure 7.1.8

7.1.9 Assaults:

Figure 7.1.9 shows the number of inmate assaults, broken down by the nature of assault, including the overall assault rate as a percentage of SCDC's average daily inmate population. **Overall assault rate remained below 4.0% in the last five years.**

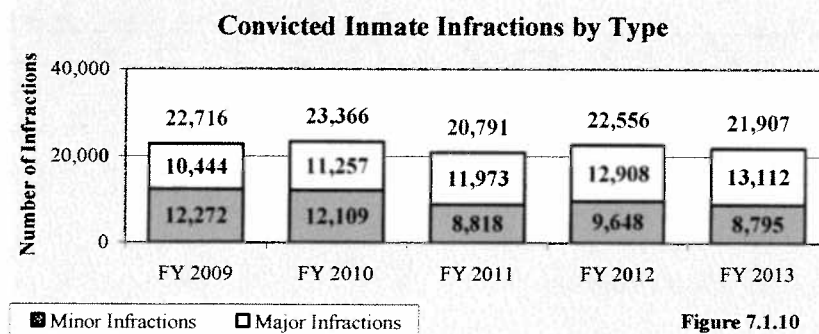
Assault Charges	TOTAL ASSAULTS AND COMBINED ASSAULT RATE				
	Fiscal Year				
	2009	2010	2011	2012	2013
Inmate on Inmate*	341	343	318	319	326
Inmate on Employee	501	424	397	425	368
Inmate on Other Person	14	22	17	13	11
Total	856	789	732	757	705
Combined Assault Rate	3.6%	3.3%	3.1%	3.3%	3.2%

*Excludes inmate fights which do not represent an innocent inmate being assaulted by another inmate.

Figure 7.1.9

7.1.10 Disciplinary Infractions:

To enforce positive behavior, SCDC's policy and procedures delineate unacceptable inmate behavior and disposition. SCDC staff is expected to implement these provisions fairly and consistently.



7.1.11 Inmate Healthcare:

The Agency's mission requires that SCDC treat inmates humanely and provide basic care and services. Figure 7.1.11 provides empirical evidence of SCDC meeting its requirement to provide healthcare to inmates ("medical encounters" represents individual occurrences when medical, mental health or dental services were provided to inmates, including "sick call" visits, emergency and outside medical services, and physical examinations). On average, an inmate incurred about 32 medical encounters a year.

	Inmate Medical Encounters				
	Fiscal Year				
	2009	2010	2011	2012	2013
Number of Medical Encounters	633,180	691,983	643,382	736,364	714,906
Average Number Per Inmate	26.3	28.7	27.5	32.3	32.3

Figure 7.1.11

SERVICES

7.1.12 Inmate Service Needs:

In general, performance measures reflect the extent of services rendered. For SCDC, the intensity of inmate service needs illustrate the demand or pressure imposed on SCDC resources. Figure 7.1.12 quantifies specific service needs among SCDC's inmate populations from FY 2009 through FY 2013: SCDC inmates are under-educated with prevalent substance abuse and/or mental/medical problems.

Average for Inmates in SCDC Population as of June 30					
Special Needs Indicators	2009	2010	2011	2012	2013
Education					
Reading Score Grade Level Equivalency	8.5	8.6	8.7	8.8	8.8
Average Education Level at Intake*	10.5	10.5	10.5	10.5	10.5
Medical/Mental/Other Health					
Chemical Dependent per SASSI/TCUDDS**	46%	41%	42%	40%	38%
Intensive Medical Services	17%	16%	16%	15%	16%
Intensive Mental Services	6%	7%	8%	8%	8%
Mental Retardation Services	0.1%	0.1%	0.1%	0.1%	0.1%
Handicap Unit	0.2%	0.2%	0.3%	0.2%	0.2%

* Based on inmate self-reported information at intake.

** Substance Abuse Subtle Screening Inventory (SASSI) stopped being used in January 1997. Currently Texas Christian University Drug Dependency Screen (TCUDDS) is used.

Figure 7.1.12

7.1.13 Educational Services:

Educational Services	Number of Inmates Enrolled as of June 30				
	2009	2010	2011	2012	2013
All Educational Programs ¹	3,958	4,103	4,155	3,705	3,592
% of Total Population	16.2%	16.8%	17.8%	16.7%	16.2%
Educational Achievements ²	12-Month School Year (July - June)				
	2009	2010	2011	2012	2013
# Receiving GED	753 ³	1,089	1,209	1,042	863
# Completing Vocational Program	2,012	2,423	2,769	2,726	2,659

¹Figures revised from previous Accountability Reports.

²Source: Palmetto Unified School District Annual School Report Card

³Drop in number "Receiving GED" due to testing conducted only 9 months in FY 2009.

Figure 7.1.13

7.1.14 Alternate Education Programs:

Program	As of June 30				
	2009	2010	2011	2012	2013
SPICE (Self-paced Education)	27	53	38	37	34

Figure 7.1.14

7.1.15 Work Programs:

Inmate work programs provide inmates with valuable work experience and vocational skills, and in the case of prison industry and outside work assignments where inmates are paid, SCDC automatically deducts a portion of work program wages to pay victim restitution and room and board expenses.

Inmate Work Programs	Number Participating as of June 30				
	2009	2010	2011	2012	2013
Prison Industry	1,637	1,721	1,689	1,600	1,435
% of Total Population	6.7%	7.1%	7.2%	7.2%	6.5%
Prison Farm	285	340	254	270	252
% of Total Population	1.2%	1.4%	1.1%	1.2%	1.1%
Other Work	15,186	14,993	14,936	13,933	14,680
% of Total Population	62.1%	61.4%	64.1%	62.9%	66.2%
EWC Jobs	17,108	17,054	16,879	15,803	16,367
% of Total Population	69.9%	69.9%	72.4%	71.3%	73.8%

Figure 7.1.15

RECIDIVISM

7.1.16 Releases' Return to SCDC Prisons

Recidivism rates measure the extent to which released inmates return to prison after some period of time in the community. SCDC calculates recidivism as the number released in a given fiscal year who return to prison within three years of being released. Figure 7.1.16 shows the recidivism rates for inmates released in FY 2006 through FY 2010.

Recidivism Rate	Fiscal Year of Release				
	2006	2007	2008	2009	2010
Within One Year or Less	11.9%	13.1%	12.3%	11.9%	9.9%
Within Two Years or Less	25.6%	25.7%	24.0%	22.8%	20.5%
Within Three Years or Less	33.6%	33.5%	30.6%	29.4%	27.5%

Figure 7.1.16

7.2 PERFORMANCE LEVELS AND TRENDS FOR THE KEY MEASURES OF CUSTOMER SATISFACTION

7.2.1 Inmates:

SCDC operates an inmate grievance system to identify inmate concerns and promptly resolve legitimate issues. The number of grievances filed, however, may not necessarily reflect the level of satisfaction across the population, as some inmates file frivolous complaints. It should be noted that staff efforts to resolve grievances were sustained in all cases, and 62% of FY 2013 grievances were resolved within 60 days.

	Fiscal Year				
	2009	2010	2011	2012	2013
INMATE GRIEVANCES					
Grievances Filed	25,283	25,720	26,293	27,276	26,488
% Grievances Resolved ¹	79%	82%	79%	72%	77%
% Grievances Resolved within 60 Days of Filing	61%	66%	63%	56%	62%

¹ This percentage represents the proportion of cases filed during the fiscal year, which were also resolved by the end of the fiscal year.

Figure 7.2.1

7.2.2 Inmate Families:

To support inmate family relationships, SCDC encourages family members to visit inmates in prison and takes special precautions to protect the safety of visitors. The Agency has greatly enhanced the scrutiny of applications submitted by prospective visitors to ensure legitimacy of relationships.

	Fiscal Year				
	2009	2010	2011	2012	2013
SCDC Inmate Visitations					
Number of Visits	168,199	162,746	142,189	130,265	120,992
Average Number of Visits Per Inmate Per Year	7.0	6.8	6.1	5.7	5.5

Figure 7.2.2

7.2.3 Victims and the General Public:

The South Carolina Statewide Automated Victim Information and Notification Program (SC SAVIN) is an unprecedented collaboration of 51 agencies providing an infrastructure for victim services across the State. The South Carolina Department of Corrections provides the funding, and as the lead agency, provides technical assistance and support to the participating agencies. The network consists of all 44 county detention centers, representing all 46 counties, 4 prison work camps, 1 city police department, the SC Department of Probation, Parole and Pardon Services, and the SC Department of Corrections.

	Fiscal Year	
	2009	2010
	2009	2010
Public Inquiries into Automated System	47,246	N/A*
Notification Calls to Registered Victims	350,579	397,330
Written Notifications	14,184	15,222

* 22,845 inquiries were made from June - December 2009. SCDC joined the SC Statewide Automated Victim Information and Notification (SAVIN) program in January 2010.

Figure 7.2.3a

	Fiscal Year		
	2011	2012	2013
Automated Public Inquiries*	127,970	116,746	64,094
Operator-assisted Public Inquiries	31,738	37,168	44,732
Public Website Inquiries	277,667	488,495	594,241
Notifications - Calls	700,303	877,570	926,939
Notifications - Written**	15,793	15,777	16,026
Notifications - Email	16,302	23,549	24,081
New Victim Registrations	26,329	26,815	39,624
Active Administrative Accounts***	606	697	707

Figure 7.2.3b

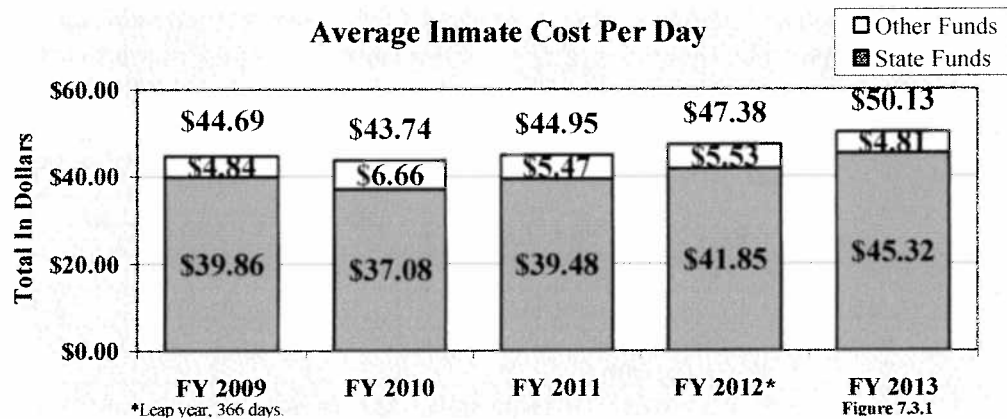
* Caller assistance is provided by staff to registrants. One jail facility in Charleston County hired dedicated "call takers" to answer calls, eliminating an automatic transfer to our vendor. As there is no way to include these calls in the total count, the result is a drop in overall calls received during FY 2013.

** Letters generated manually by SCDC staff during FY 2013=16,023

*** Administrative Accounts refers to users with user ID and password access to use the SAVIN system. This figure represents the largest number of administrative users of any SAVIN system in the nation.

7.3 STEWARDSHIP - PERFORMANCE LEVELS FOR THE KEY MEASURES OF FINANCIAL PERFORMANCE

7.3.1 Consistently Low Per Inmate Cost:



7.3.2 SCDC Continues to Keep Per Inmate Costs Low:

All Funds	Fiscal Year				
Average Per Inmate Per Day...	2009	2010	2011	2012*	2013
Food Cost	\$1.51	\$1.42	\$1.42	\$1.52	\$1.80
Healthcare Cost	\$7.85	\$7.44	\$7.41**	\$8.02**	\$8.24

*Leap year, 366 days.

Figure 7.3.2

** Audit revealed that after the switch over to SCEIS, Retirement and Pre-Retirement were inadvertently omitted from the Health Care Cost calculation. These numbers have been updated since the FY 2012 Accountability Report was published.

7.3.3 Increased Operational Efficiency and Self-Sufficiency/Cost Avoidance :

Self Sufficiency and Productivity Measures					
	Fiscal Year				
	2009	2010	2011	2012	2013
Prison Industry Revenue	\$23,324,252	\$23,892,931	\$21,824,471	\$21,396,819	\$22,250,812
Prison Industry Profits(\$)	(\$723,595)	\$2,926,379	\$1,147,404	\$5,800	(\$899,624)
Prison Industry Profit Margin (%)	-3.1%	12.3%	5.3%	0.03%	-4.04%
Agricultural Production S Value	\$3,410,107	\$2,844,489	\$2,768,918	\$3,777,283	\$4,932,154
Egg Plant Production	\$1,638,473	\$1,707,247	\$1,770,356	\$1,859,157	\$1,929,239
Canteen Sales	\$16,792,645	\$17,307,663	\$16,509,640	\$15,395,004	\$15,239,462
Canteen Profits	\$3,136,714	\$3,466,725	\$2,520,858	\$1,878,482	\$2,614,290
Transportation Maintenance Cost Avoidance/savings	\$312,000	\$360,000	\$380,000	\$392,400	\$470,880
Revenue from Vehicle Repair/Maintenance for other agencies	\$217,827	\$184,775	\$267,933	\$339,880	\$293,287
Recycling Cost Avoidance/Savings	\$540,042	\$592,298	\$595,160	\$556,498	\$454,253

Figure 7.3.3

7.4 PERFORMANCE LEVELS AND TRENDS FOR KEY MEASURES OF HUMAN RESOURCE RESULTS

7.4.1 *Inmates Per Correctional Officer:*

Figure 7.4.1 illustrates trends relating to the ratio between inmates to correctional officers. The inmate to officer ratio is calculated by dividing SCDC's inmate count by the total number of correctional officers, regardless of shift schedule. Because it takes approximately six officers to cover a single 24-hour post, and because of the large variation in the number of officers across shifts, the actual number of inmates that a single correctional officer must supervise during his/her shift is far higher than the ratio indicated below.

AVERAGE NUMBER OF INMATES PER CORRECTIONAL OFFICER BY INSTITUTIONAL TYPE					
	At End of Fiscal Year				
	2009	2010	2011	2012	2013
Total Male Institutions	9.0	9.5	9.1	9.4	9.4
Security Level: Minimum Males	9.7	10.0	10.0	10.2	10.5
Security Level: Medium Males	9.9	10.4	10.0	10.3	10.1
Security Level: Maximum Males	8.0	8.5	8.0	8.4	8.3
Total Female Institutions	7.7	7.8	7.2	7.1	6.8
Institutional Total	8.9	9.3	9.0	9.2	9.2

Figure 7.4.1

7.4.2 *Employee Satisfaction – Attrition Statistics of Security New Hires:*

While surveys were not administered to formally measure employee satisfaction, employee attrition is a logical measure of employee satisfaction. Staff turnover is measured by the extent to which new hires leave SCDC employment. Figure 7.4.2 shows the percentage of individuals hired into security positions who were still employed with SCDC after 6 months, 1 year, 2 years, and 3 years, respectively. These statistics show the inherent difficulties of recruiting and retaining security staff because of low salaries combined with adverse working conditions.

EMPLOYEE RETENTION RATES FOR "SECURITY" NEW HIRES					
	Fiscal Year				
	2008	2009	2010	2011	2012
Total Number of Security New Hires	1,048	1,021	710	855	897
% Retained after 6 Months of Hiring	67%	69%	70%	73%	65%
% Retained after 1 Year of Hiring	50%	55%	57%	57%	50%
% Retained after 2 Years of Hiring	41%	41%	43%	46%	N/A
% Retained after 3 Years of Hiring	33%	31%	32%	N/A	N/A

Figure 7.4.2

7.4.3 *Employee Diversity:*

Minority representation in SCDC's work force measures diversity. Figure 7.4.3 shows the race and gender composition of SCDC's employees between FY 2009 and FY 2013.

Number of Employees as of June 30 (Including employees filling permanent and temporary positions, excluding all other employee types.)					
Employee Diversity	2009	2010	2011	2012	2013
Number of Employees	6,030	6,001	5,765	5,713	5,681
Gender					
% Male	54.0%	54.1%	54.7%	54.0%	54.1%
% Female	46.0%	45.9%	45.3%	46.0%	45.9%
Race					
% Black	59.1%	59.1%	58.7%	58.2%	57.8%
% White	38.6%	38.6%	38.7%	38.9%	39.0%
% Hispanic	1.2%	1.3%	1.2%	1.2%	1.3%
% Other	1.1%	1.0%	1.4%	1.8%	1.9%

Figure 7.4.3

7.5 PERFORMANCE LEVELS AND TRENDS FOR KEY MEASURES OF ORGANIZATIONAL EFFECTIVENESS/OPERATIONAL EFFICIENCY, AND WORK SYSTEMS

7.5.1 Workers' Compensation:

Workers' Compensation Injury Reports					
	Fiscal Year				
	2009	2010	2011	2012	2013
Number of Reports	660	628	541	521	467

Figure 7.5.1

7.5.2 Prison Industries:

Inmates participating in prison industry private sector programs are required to reimburse SCDC for room and board, and make payments on taxes, social security, restitution, victim assistance, and family support.

Prison Industry Private Sector Wage Deductions					
	Fiscal Year				
	2009	2010	2011	2012	2013
Family Support	\$1,103,072.04	\$976,932.18	\$970,517.59	\$923,394.81	\$819,578.52
Room and Board	\$1,461,657.41	\$1,453,541.37	\$1,629,825.91	\$1,499,092.18	\$1,234,410.72
Restitution	\$77,810.29	\$82,019.29	\$115,852.80	\$91,319.40	\$77,456.76
Victim Compensation	\$1,721,872.64	\$1,590,802.66	\$1,737,679.38	\$1,634,458.43	\$1,378,435.87

Figure 7.5.2

7.5.3 Work Release Program:

Inmates participating in work release are required to reimburse SCDC for room and board, and make payments on restitution and family support. As of FY 2011, the percentage of deduction for victim assistance retained by SCDC was increased by state statute in order to sustain operational costs of the SC SAVIN Program.

Work Release Program Wage Deductions					
	Fiscal Year				
	2009	2010	2011	2012	2013
Family Support	\$1,229,526.00	\$1,102,677.22	\$1,062,280.60	\$1,164,595.08	\$984,067.61
Room and Board	\$846,162.67	\$934,629.38	\$927,492.41	\$1,071,414.70	\$995,612.03
Restitution	\$280,460.66	\$320,756.22	\$364,495.00	\$399,353.85	\$373,782.77
Victim Assistance	\$548,362.75	\$519,627.55	\$241,797.99	\$276,880.45	\$241,057.61
Victim Assistance Account (SCDC)	\$548,429.06	\$530,603.12	\$725,667.83	\$830,836.26	\$723,481.82

Figure 7.5.3

7.6 PERFORMANCE LEVELS AND TRENDS FOR KEY MEASURES OF REGULATORY/LEGAL COMPLIANCE AND COMMUNITY SUPPORT

7.6.1 Regulatory/Legal Compliance:

By statute, SCDC is required to submit blood samples to the State's DNA repository, and to enter data into the State's Sex Offender Registry. It must review cases to determine which inmates should be treated to identify sexually violent predators. Figure 7.6.1 shows performance measures for each of these requirements. Changes in the number of DNA tests administered in a year correspond with legislative requirement modifications, and emerging new requirements.

	Fiscal Year				
	2009	2010	2011	2012	2013
Sexual Violent Predator					
<i>Cases Screened</i>	500	455	486	407	426
<i>Cases Referred</i>	38	63	53	54	33
Sex Registry Notifications					
[Inmates released from SCDC with Sex Registry Crime(s)]	852	793	788	756	676
Inmate DNA Testing*	4,766	4,874	3,844	3,540	3,408

* Number of tests administered. Beginning in FY 2000, due to change in State Statute, SCDC tested all inmates admitted in prior years who met criteria for testing. Beginning in FY2002, all inmates meeting the established statute criteria were tested upon admission. Beginning July 2004, all inmates convicted of a felony require DNA testing.

Figure 7.6.1

7.6.2 Statutory Impact Analysis:

	NEW BILLS ANALYZED AND IMPACTS PROJECTED FOR LEGISLATURE				
	Fiscal Year				
	2009	2010	2011	2012	2013
Number of Bills Analyzed	27	20	19	25	22
SCDC Response Time (Work Days)	3.0	2.4	2.5	1.4	1.3

Figure 7.6.2

7.6.3 Community Support:

SCDC provides inmates for litter control for local government. Figure 7.6.3 shows the numbers of bags collected and miles of highway cleaned. Gas and staff shortages have resulted in intermittent suspensions of the litter collection program. The number of litter complaints has also decreased which could indicate less of a need for litter collection.

	ROAD CREW LITTER CONTROL				
	Fiscal Year				
	2009	2010	2011	2012	2013
Bags Collected	92,506	89,448	67,826	62,054	65,906
Number of Miles Cleaned	14,966	14,372	11,698	10,752	12,846

Figure 7.6.3

