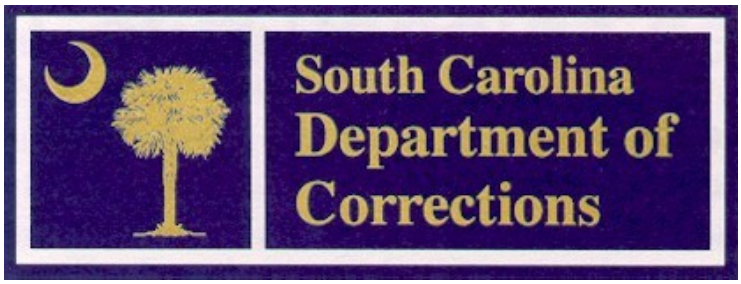

Agency Accountability Report

Fiscal Year 2010-2011

Robert E. Ward, Acting Director

September 15, 2011

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Accountability Report Transmittal Form

Agency Name:	S. C. Department of Corrections
Date of Submission:	September 15, 2011
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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.

B. MAJOR ACHIEVEMENTS FY 2011

After eight (8) years of dedicated service, Jon Ozmint left the agency in January 2011. Governor Haley appointed William R. Byars, Jr., as the new Director, and he was confirmed by the Legislature on February 1, 2011.

Director Byars and staff had several productive meetings with Legislative leaders during the budget season. Those meetings resulted in the agency being funded at its requested level. The agency was also able to avoid employee furloughs for the first time in four years, a tremendous morale booster for the staff, while continuing to substantially hold down costs. SCDC also received financing to begin a new Intensive Supervision Program for youthful offenders. Formation of the new program began July, 2011.

Dramatic progress continues to be made at the dairy at Wateree River Correctional Institution in Rembert. The milk processing center has been constructed and is being utilized. This center includes the milking parlor as well as the tanks to pasteurize the raw milk. The first tunnel barn has been completed and a second barn is under construction.

Construction is also underway at Leath and McCormick with the multi-purpose building at Leath scheduled to be open in November and the one at McCormick shortly thereafter.

The Health Services division continues to meet with staff and outside vendors to work on control of expenditures. The use of formularies has helped to drive down pharmaceutical costs despite the rising price of individual drugs.

The Palmetto Unified School District continues to set higher levels of inmate achievement. The division awarded 5,868 degrees and certificates (Diplomas, GEDs, Vocational Certificates, WorkKeys, Credentials) during the past year. The division also moved into a separate office space occupying the former Agency Director's Residence located near Headquarters just off Broad River Road.

Work was completed at five institutions utilizing Energy Performance grant funds. The new systems will reduce water, sewer and electrical consumption. The agency is also working on additional energy saving measures through the award of ARRA Energy Grant funds.

SCDC completed its implementation of the SCEIS computer software program and is now fully operational in accounting and human resources.

Several of the correctional institutions have planted gardens within their grounds. At Tyger River CI, an estimated $4,200 cost reduction in the food service budget was realized from substituting fresh squash, eggplant, tomatoes, and cucumbers grown in their garden for products purchased from outside vendors. Manning produced 1,590 pounds of vegetables to augment meals.

Leath Women's Correctional Institution's program for the S.C. School for the Deaf and Blind now has 15 transcribers who are certified by the National Braille Association. This group has produced 50 new text books for the school. The institution has been the recipient of a volunteer drive to provide personal hygiene items for 1,100+ indigent inmates housed at Leath.

The Agency purchased five hundred and twenty five (525) stab proof vests. This purchase was made possible through a DPS grant. These vests were issued to enhance employee safety for those working in Special Management environments housing high security inmates. Since the distribution and implementation of a mandatory- wear requirement, there have been no employees stabbed while working in these high security areas.

The Division of Security conducted seven Security Audits during 2010-2011. These audits serve to assist institutions in identifying opportunities for security enhancement in the areas for policy/procedure compliance as well as identifying additional physical plant modifications necessary to upgrade security performance.

Seventeen Command Leadership classes were conducted graduating one hundred and fifty eight (158) attendees. This curriculum serves to provide employees with information that will allow them to return to their work location with tools necessary to be more effective in their roles as supervisors.

The Use of Force reporting system was converted to an automated format. This automated version eliminates unnecessary paper waste and paper file storage space. This process also converted video tape documentation to a digital format which eliminated the need for video storage space, streamlined the information flow and allowed more accountability in use of force documentation.

National Security Auditor Certification was achieved by Mr. Dennis Patterson, Ms Jannita Gaston and Major Robert Murray. This certification expands the available resources for our Agency in conducting security audits as well as personally enhancing the employee's skills in the area of security.

The SCDC acquired twenty-four (24) 800 mhz. radios through a DPS grant. These radios will provide our personnel with the ability to communicate with other law enforcement agency personnel through a single source communication device.

Division of Occupational Safety & Workers' Compensation: There were a total of 220 WC claims filed during FY 2011. This represents another ~10% decrease over FY 2010 (242) and an overall 41% decrease in the number of filed claims (533) since this Division was formed in 2007.

The Workers' Compensation Premium for SCDC has decreased correspondingly from $13.2 million for FY 2008 (paid in FY 2009) to $12.2 million for FY 2009 (paid in FY 2010) to $9.1 million for FY 2010 (paid in FY 2011) with an estimated premium for FY 2011 of $8.8 million (currently paying). Overall SCDC has enjoyed a $4.1 million decrease in premiums over the last three years alone.

Recycling revenue increased by $74,878.84 over FY 2010.

For the first time since the inception of the Inmate Package Program, the FY 2011 spring and fall Programs each produced over $1M in sales for a total of $2,329,443, resulting in commissions of $457,773.

C. KEY STRATEGIC GOALS FOR THE PRESENT AND FUTURE YEARS

1. Development of community based intensive supervision of young offenders.
2. Redesign institution based program for young offenders.
3. Consolidation of services for inmates with long-term medical and mental health issues.
4. Refine working relationships with other State agencies to ensure better programming/community support for released offenders; advocate for victim's rights.
5. Develop relationships with other outside organizations/groups to encourage volunteers for institutional and community programs and provide a mechanism for fund raising of pilot programs.
6. Enhance our relationship with the Legislature, Governor's Office, the media and public in general.

D. KEY STRATEGIC CHALLENGES

1. Infrastructure
2. Helping released inmates, who already face the stigma of a prison record, find jobs in a tough economy.
3. Attract and maintain our workforce
4. Managing an aging inmate population with increasing health and mental health issues
5. Do a better job of controlling contraband coming into our institutions

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 within the Division of Prison Industries and the Division of Support Services, Agriculture Branch Operations.

Prison Industries is divided into three components – traditional, service and Prison Industry Enterprise (PIE). The division employs inmates to work within the correctional institution to produce such items as office furniture and panels, rebuild/reupholster furniture and car seats, printing and framing. The inmates disassemble various products (transmissions, textiles, packaging, and computers) so that individual parts may be used in other products, then are recycled or destroyed. PIE provides an inmate workforce for private industry whereby industry builds a plant within a correctional institution and pays inmates prevailing wage for the work they are doing.

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 a hen laying operation with 300,000 hens. The milk and eggs produced by these operations are sold to SCDC, the Department of Juvenile Justice and the 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 as well as chaff which is mixed with other items to provide food for the laying hens. The division also manages crop production at two correctional facilities as well as raise beef cattle for sale.

Services are provided to the inmate population, their families, victims of crime and other State agencies. For those who are incarcerated at one of our 28 correctional institutions, we provide a broad range of health care services. In addition to maintaining a nursing staff at our Level II, Level III and the larger Level I institutions, we operate twenty-four hours a day infirmaries, a hospice unit and long-term care units and provide specialized care for HIV positive inmates.

Educational opportunities are also available to inmates, including the ability to finish a high school diploma, receive a GED, learn a vocation, and take college level courses through the SPICE program. Inmates can also earn work keys by mastering certain skills associated with various trades such as food preparation, electrical, plumbing, masonry and many other skills which can assist them in finding work upon completion of their sentence.

SCDC, in conjunction with every county sheriff's department, some municipal police departments and the Department of Probation, Pardon and Parole Services, has established a statewide victim notification system called SAVIN. This system is coordinated by SCDC staff and provides notification to victims of any movement of an inmate or their impending release.

State highways are patrolled for liter by various inmate work crews across the state in conjunction with Palmetto Pride. These crews covered over fourteen thousand miles of highway and collected over 90,000 bags of litter last year.

Inmate work crews also maintain the landscape of other State agencies as well as the grounds of the State House. These crews mow lawns and maintain flower beds throughout the year. Additional crews work directly with other State agencies, such as DOT.

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 faith based 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

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, 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 (e.g., Violent Offender Re-entry and the Department of Public Safety Sex Offender Recidivism Study)

E. Operation Locations: Prisons of the South Carolina Department of Corrections

SCDC operates 28 prisons dispersed geographically across South Carolina. Of the 25 facilities that house male inmates, 6 are designated as maximum-security, 8 are medium, and 11 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	Stevenson 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.

F. EMPLOYEES - COUNTS BY CATEGORY

On June 30, 2011, SCDC employed 5,465 personnel, 761 short of the number of authorized "full-time equivalent" positions allocated to SCDC. Security personnel accounted for 60.1% of the FTEs.

Employee Counts by Category

	Classified	Unclassified	Contract
Total Count	5,410	55	0
Percentage of Employees	99.0%	1.0%	0.0%

G. REGULATORY ENVIRONMENT UNDER WHICH SCDC OPERATES

According to South Carolina Code of Laws, Section 24-1-20, "It shall be the policy of this State in the operation and management of the Department of Corrections 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 views of making the system self-sustaining, and that those convicted of violating the laws and sentenced, shall have humane treatment and be given opportunity, encouragement and training in the matter of reformation." By Section 24-3-20, "A person convicted of an offense against this state and sentenced to punishment 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."

Being responsible for executing the incarceration sentences for individuals convicted of a crime(s), SCDC operates under the sentencing mandates of the courts of South Carolina, crime specific statutory provisions, as well as specific statutes/regulations pertaining to prison operations (such as Prison Industries). Court orders and specific statutory provisions relevant to prisoners' individual convictions, dictate SCDC sentence/time calculations, bed assignments, program eligibility, and notification requirements. The handling and treatment of prisoners have to conform to constitutional and case law interpretations of the rights and privileges of persons in confinement. SCDC formulates inmate management policies and procedures in the context of these legal requirements and adhering to standards of the American Correctional Association (ACA).

Federal and state statutes also govern SCDC's reporting requirements. Since prisoners are wards of the State, SCDC has to adhere to adequate record keeping requirements. Victim rights and law enforcement statutes dictate SCDC to provide timely notifications and registry information.

Besides prisoner and prison specific laws and regulations, SCDC has to meet other legal and administrative standards which govern all institutions delivering housing, food service, health care, transportation, education, and rehabilitative treatment services. Prison facilities have to conform to building codes and safety standards. SCDC health care professionals, infirmaries and pharmacies have to meet professional standards. Occupational Safety Health Act (OSHA) requirements and food establishment inspections apply to SCDC facilities and cafeterias. Client privacy has to be ensured in service delivery and prison research is subject to Protection of Human Subjects provisions. As a government agency, SCDC observes provisions of relevant regulations, to include but not limited to the Freedom of Information Act, and the American Disabilities Act.

H. Performance Improvement Systems

- ***Focus on Agency Mission and Clear and Timely Communications 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 Organization Structure:*** The Office of Inspector General conducts investigation and management reviews of prisons; Prison and Jail Inspection Unit examines physical conditions of prisons; Auditing office scrutinizes fiscal operations; Workers Compensation Division investigates on-the-job injuries to identify possible fraud.
- ***Systematic Control Procedures:*** Random drug testing is administered to both inmates and employees; random and targeted search of prison cells to uncover contraband; inmate financial accountings are scrutinized to identify possible illicit 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 on an ongoing basis.
- ***Employee Training and Recognition:*** Employees are required to attend ethical behavior, character and safety/security training. In addition to the annual selection of outstanding employees, "character" awards allow employees to recognize exemplary colleagues.

I. ORGANIZATIONAL STRUCTURE

J. EXPENDITURES/APPROPRIATIONS CHART

Base Budget Expenditures and Appropriations

Major Budget Categories	09-10 Actual Expenditures		10-11 Actual Expenditures		11-12 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	$200,410,348	$175,027,289	$196,099,176	$177,418,077	$237,147,498	$213,223,358
Other Operating	$101,498,883	$66,210,865	$105,257,112	$41,255,665	$78,730,435	$51,525,377
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	$21,090,164	$18,716,244	$18,027,422	$4,878,720	$18,716,244	$14,851,244
Distributions to Subdivisions	$0	$0	$0	$0	$0	$0
Fringe Benefits	$77,799,288	$62,474,057	$76,260,279	$71,920,431	$76,973,657	$72,231,608
Non-recurring	$0	$0	$0	$0	$0	$0
Total	$402,766,403	$324,396,175	$397,611,709	$297,440,613	$413,535,554	$353,799,307

Other Expenditures

Sources of Funds	09-10 Actual Expenditures	10-11 Actual Expenditures
Supplemental Bills	$0	$2,710,064
Capital Reserve Funds	$374,945	$185,972
Bonds	$380,015	$520,362

K. MAJOR PROGRAM AREAS

Program Number and Title	Major Program Area Purpose (Brief)	FY 09-10 Budget Expenditures	FY 10-11 Budget Expenditures	Key Cross References for Financial Results*
I. INTERNAL ADMN	Administrative functions critical to the operation of the Agency include: Office of General Counsel, Budget and Finance, Resource and Information Management, Construction and Maintenance, Agriculture and Food Services, Vehicle Maintenance, Human Resources, Canteen and Commissary.	State: 11,616,572.18 Federal: 470,754.04 Other: 508,118.26 Total: 12,595,444.48 % of Total Budget: 3%	State: 11,343,223.90 Federal: 19,714.98 Other: 1,000,743.27 Total: 12,363,682.15 % of Total Budget: 3%	Figure 7.1.2 Figure 7.1.3 Figure 7.3.2 Figures 7.4.1 to 7.4.3 Figures 7.5.1 to 7.5.3 Figure 7.6.1 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.	State: 235,380,008.42 Federal: 877,520.24 Other: 18,195,984.09 Total: 254,453,512.75 % of Total Budget: 77%	State: 204,409,395.03 Federal: 1,883,709.37 Other: 17,797,523.79 Total: 224,090,628.19 % of Total Budget: 56%	Figures 7.2.1 to 7.2.15 Figure 7.3.1 Figure 7.4.1 Figure 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, and food service and warehousing.	State: 1,047,526.55 Federal: 0.00 Other: 22,543,294.91 Total: 23,590,821.46 % of Total Budget: 6%	State: 916,321.95 Federal: 0 Other: 25,294,938.80 Total: 26,211,260.75 % of Total Budget: 7%	Figure 7.2.15 Figure 7.5.2 Figure 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: 2,947,940.01 Federal: 1,603,360.06 Other: 2,362,244.89 Total: 6,913,544.96 % of Total Budget: 2%	State: 2,530,470.67 Federal: 1,635,173.10 Other: 1,856,705.85 Total: 6,022,349.62 % of Total Budget: 2%	Figure 7.2.13 Figure 7.2.14
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: 3,635,998.69 Federal: 0 Other: 61,069.46 Total: 3,697,068.15 % of Total Budget: 1%	State: 2,936,580.85 Federal: 0 Other: 66,482.86 Total: 3,003,063.71 % of Total Budget: 1%	Figure 7.2.12 Figure 7.2.14 Figure 7.5.3 Figure 7.6.3

Remainder of Expenditures: II E PENAL FACILITY INSPECTION III EMPLOYEE BENEFITS CAPITAL PROJECTS	State: 73,370,237.20 Federal: 22,370,336.58 Other: 13,598,220.56 Total: 109,338,794.34 % of Total Budget: 27%		State: 72,020,342.64 Federal: 40,878,707.96 Other: 13,834,179.60 Total: 126,733,230.20 % of Total Budget: 32%	

*** 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.**

SECTION III: ELEMENTS OF MALCOLM BALDRIGE CRITERIA

CATEGORY 1 – 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 new 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 legislation from General Assembly to assess impact on SCDC – its customers, programs, finances and the citizens of South Carolina.
4. **How do senior leaders maintain fiscal, legal and regulator accountability?**

   Financial statements are reviewed monthly by Director and senior leaders, including spending forecasts for the entire year. General Counsel reviews policies, contracts and legislation to ensure legal compliance. Entire agency operated under American Correctional Association standards, which is monitored through Management Audits.

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, shift relief, ratios
   f) Regulatory – fingerprinting inmates, DNA collection, medical testing, drug testing, review board, 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 investigation/analysis and implement solutions. Policies are reviewed and updated as needed 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.

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 Blood Mobile 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 liter along SC highways; collect recyclables from state and county agencies. Employees mentor public school children through "Lunch Buddy"; 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 department 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 Director, Office of Budget and Resource Management, 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 confines 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, Activity Index 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 weekly or monthly as indicated.

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

   Data analysis, 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 reviews 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	Related FY 08-09 Key Agency Action Plan/Initiatives	Key Cross References for Performance Measures*
II A. Programs & Services—Housing, Care & Security	Plan for and accommodate inmate-housing requirements.	• Identify current level of overcrowding beyond design capacity to determine future bed capacity requirements and submit a request for bond funds. • Construct stand alone Reception and Evaluation center to handle admission of all new inmates.	Figures 7.2.1 to 7.2.6
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 7.2.4 Figure 7.2.6 Figure 7.2.8 Figure 7.2.9 Figure 7.2.10
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 criterion. • 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.	• Re-establish an ACA Accreditation process to officially accredit every institution by 2011. • Conduct management reviews of every institution.	
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 criterion, and implement new procedures/ policies. • Update a plan for the utilization of additional camera equipment to provide/enhance safety and management of inmates	Figure 7.2.9 Figure 7.2.10

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 DACUM process.	Figures 7.4.3
II A. Programs & Services—Housing, Care & Security	Update the plan and request resources to implement a maintenance program	• Review "critical" and a “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.	Figure 7.2.1 Figure 7.2.4 Figures 7.2.6 to 7.2.10

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 7.2.11 Figure 7.2.12
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 7.2.11 Figure 7.2.12 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 four institutions.	Figure 7.2.12 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 7.2.12

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 prescribed by the State Department of Education.	Figure 7.2.13 Figure 7.2.14 Figure 7.2.15
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 Short Term Offender Program (STOP). • Assess the feasibility of expanding the pre-release program. • Develop and implement community partnership, faith-based programs.	Figure 7.2.2 Figure 7.2.3 Figure 7.2.15
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 7.2.15 Figure 7.3.2
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 7.1.2
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.	Figure 7.1.3

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 7.1.3
I. Internal Administration & Support	Review methods for recruiting, retaining, and recognizing staff.	• Analyze turnover rate 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.	• Complete modification of consortium, web-based software for Health Services. • 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. • Implement Offender Management Plan system to facilitate inmate needs assessment, treatment goals/objectives and performance monitoring. • Develop RFP for new point-of-sale system used in canteens in addition to upgraded inmate telephone system, video visitation, email for inmates, remote banking and use of debit cards. • Implement automated transportation scheduling to support regional transport of court runs.	Figure 7.1.3 Figure 7.2.7 Figure 7.2.12
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 7.3.2

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 often times 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 properly ensure that inmates 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 myriad 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.
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. Of the Agency's workforce of roughly 5,800 people, only about 2,400 have access to computer terminals equipped with e-mail. To best serve our customers, the Agency has provided those terminals 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 web site provides the names and

telephone numbers of key personnel, in addition to a general e-mail address that patrons can use to question 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?

The Agency's director maintains a list of major projects and assigns senior leaders to monitor progress, including feedback from customers. 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 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 analysis 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?

Although SCDC's information system makes use of out-dated technology, the 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 affect 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 analysis 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.

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. Management reviews are conducted annually of every institution centering on ensuring national accreditation standards are met and that individual operational areas are meeting established goals & objectives. The detailed audit report examines and requires high performance standards, but provides an avenue to define and explore areas that need improvement. These audits 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, meetings are conducted, electronic communication is accomplished via e-mail, web based newsletter, 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 individual is 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 applicant's 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 benefit 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 institutional audits to attempt to conform to national standards of corrections. 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 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 through 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.

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 Divisions of Human Resources and Inmate Grievance, 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. Management Review audits also provide information on training needs.

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 does 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, as well as nominations for external honors, e.g., South Carolina Correctional Association Awards. The EPMS 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 a mentor 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. During Management Reviews, auditors are instructed to address specific issues with individual line 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.

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; process 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 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 of internet site.

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

   Management 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 – identifies and implements cost effective technologies to increase security, lower ongoing expenses through preventative maintenance.
Research and Development – incorporate relevant data analysis and research methodology 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.

CATEGORY 7 – RESULTS

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

SCDC customers include inmates, inmate families, citizens, victims and their families, the South Carolina Legislature, and other governmental agencies that utilize SCDC's products and services. SCDC did not conduct any formal surveys or questionnaires to quantify customer satisfaction levels, although an ongoing process is in place to focus on and to satisfy customers' needs (as described in Category 3, "Customer Focus").

Inmates:

Inmate satisfaction is measured by: (1) the absence or low number of serious incidents and disturbances; and (2) a high percentage of grievances satisfactorily resolved (see Figure 7.1.2).

7.1.1 While trend data presented below illustrate some aspects of inmate satisfaction, the primary measure of success relating to inmate satisfaction is the absence of major disturbances in prison operations. In FY 2011 there was only one major disturbance (in accordance with definition used by the Association of State Correctional Administrators).

7.1.2 SCDC operates an inmate grievance system to identify inmate concerns and promptly resolve legitimate issues. The numbers 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—63% of FY 2011 grievances were resolved in 60 days.

	Fiscal Year				
	2007	2008	2009	2010	2011
INMATE GRIEVANCES					
Grievances Filed	23,109	26,248	25,283	25,720	26,293
% Grievances Resolved [1]	79%	81%	79%	82%	79%
% Grievances Resolved within 60 Days of Filing	62%	66%	61%	66%	63%

[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 7.1.2

7.1.3 *Victims and the General Public:*

SCDC joined the South Carolina Statewide Victim Information and Notification Program (SC SAVIN) in January 2010. 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.

VICTIM INQUIRIES AND NOTIFICATIONS

	Fiscal Year				
	2006	2007	2008	2009	2010
Public Inquires into Automated System	56,210	51,438	50,779	47,246	N/A*
Notification Calls to Registered Victims	253,203	242,939	325,446	350,579	397,330
Written Notifications	12,193	17,388	15,703	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 7.1.3a

SC Statewide Victim Information and Notification (SAVIN)

	FY 2011
Automated Public Inquiries	127,970
Operator-assisted Public Inquiries	31,738
Public Website Inquiries	277,667
Notifications - Calls	700,303
Notifications - Written*	15,793
Notifications - Email	16,302
New Victim Registrations	26,329
Active Administrative Accounts**	606

Figure 7.1.3b

* Letters generated by SCDC staff manually are included and equal 15,782.

** 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.

7.2 Levels and Trends for the Key Measures of Mission Accomplishment and Organizational Effectiveness

SAFETY AND SECURITY

7.2.1 *Admission of new Adult Offenders:*

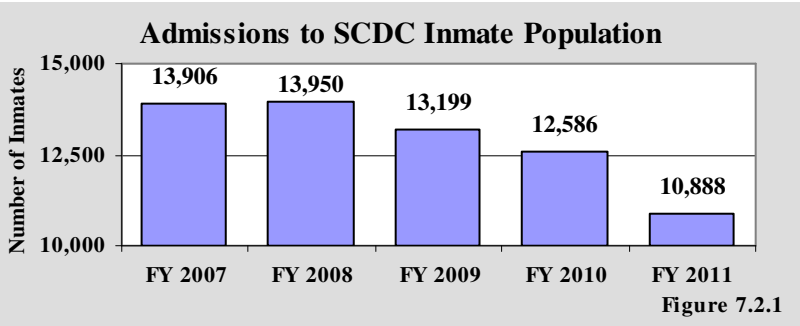

Figure 7.2.1

7.2.2 *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 7.2.2 shows the number of inmates released from SCDC, FY 2007 to FY 2011.

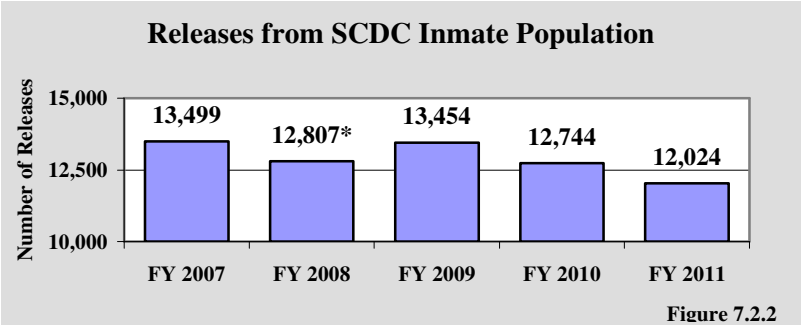

Figure 7.2.2

*For inmates whose maxout date was on July 1, 2007, a weekend, their release occurred on June 30, 2007. This contributed to a lower number of releases in FY 2008.

7.2.3 *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.

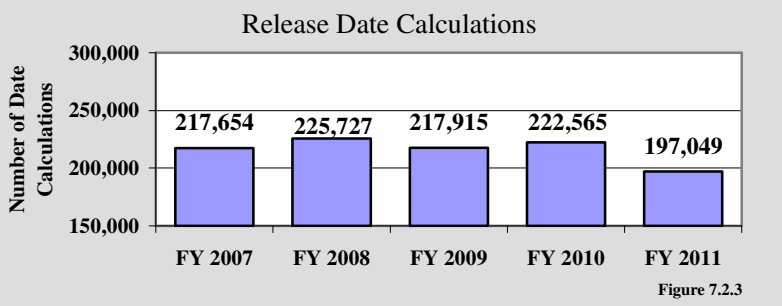

Figure 7.2.3

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

Figure 7.2.4 shows the number of automated records created for each type of inmate transaction.

RELEASE CALCULATION SUPPORT

	Fiscal Year				
Records Created	**2007**	**2008**	**2009**	**2010**	**2011**
Conviction Records	30,361	30,572	29,092	28,355	25,111
Inmate Movements	144,047	157,989	153,243	141,854	129,953
Earned Work Credits (EWC)	49,567	47,151	46,750	44,678	43,197
Earned Education Credits (EEC)	9,869	9,037	8,404	8,609	7,286
Disciplinary Infraction Records	38,757	43,261	42,147	39,873	34,318

Figure 7.2.4

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

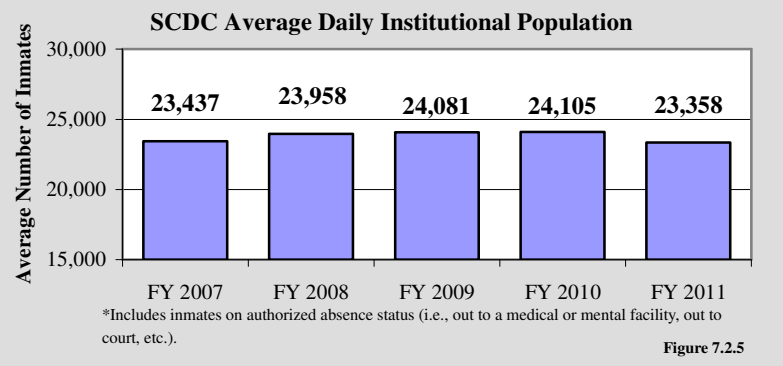

Figure 7.2.5

7.2.6 *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.

Classification Reviews

	Fiscal Year				
Type of Review	**2007**	**2008**	**2009**	**2010**	**2011**
Security	36,297	36,202	35,756	35,113	33,189
Custody	56,209	57,578	57,127	55,797	52,198
Total	92,506	93,780	92,883	90,910	85,387

Figure 7.2.6

7.2.7 *Inmate Movements:*

Inmate Movements

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
*Institutional Transfers**	53,091 **	60,736 **	57,757	53,610	48,343
Court Transfers	15,444	15,518	14,097	13,931	12,779
Medical Transfers	**30,853**	**36,759**	**35,876**	**31,382**	**29,129**
To SCDC Facilities	22,780 ***	28,386 ***	27,471	24,188	21,939
Outside Hospitals	8,073	8,373	8,405	7,194	7,190

Figure 7.2.7

*Excludes medical transfers.
**Beginning in FY 2007, a classification directive called for more transfers on new inmates and an increase in satellite institutions for court hearings.
***Beginning in FY 2007, medical movements increased among SCDC facilities due to a directive to enter institutional transfers for same day medical turnarounds, to include medical appointments at Central Office Annex.

7.2.8 *Escapes:*

Escapes, Apprehensions and Escape Rate

	Fiscal Year				
	2007	**2008**	**2009**	**2010**	**2011**
Escapes	17	13	24	13	14
Apprehensions	17	12	24	12	14
Escape Rate	0.07%	0.05%	0.10%	0.05%	0.06%

Figure 7.2.8

7.2.9 *Assaults:*

Figure 7.2.9 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.**

TOTAL ASSAULTS AND COMBINED ASSAULT RATE

	Fiscal Year				
Assault Charges	**2007**	**2008**	**2009**	**2010**	**2011**
Inmate on Inmate	270	339	341	343	302
Inmate on Employee	528	516	501	424	402
Inmate on Other Person	27	23	14	22	17
Total	825	878	856	789	721
Combined Assault Rate	3.5%	3.7%	3.6%	3.3%	3.1%

Figure 7.2.9

7.2.10 *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.

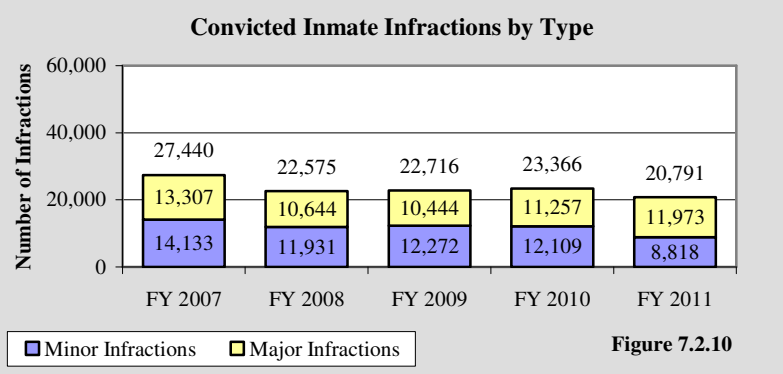

Figure 7.2.10

7.2.11 *Inmate Healthcare:*

The Agency's mission requires that SCDC treat inmates humanely and provide basic care and services. Figure 7.2.11 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 an average, an inmate incurred about 28 medical encounters a year.

Inmate Medical Encounters

	Fiscal Year				
	2007	**2008**	**2009**	**2010**	**2011**
Number of Medical Encounters	529,968	590,434	633,180	691,983	643,382
Average Number Per Inmate	22.6	24.6	26.3	28.7	27.5

Figure 7.2.11

SERVICES

7.2.12 *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 7.2.12 quantifies specific service needs among SCDC's inmate populations from FY 2007 through FY 2011: 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	**2007**	**2008**	**2009**	**2010**	**2011**
Education					
Beta IQ Score Less Than/Equal to 70	11%	10%	10%	10%	9%
Reading Score Grade Level Equivalency	8.5	8.5	8.5	8.6	8.7
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%	48%	46%	41%	42%
Intensive Medical Services	16%	17%	17%	16%	16%
Intensive Mental Services	5%	6%	6%	7%	8%
Mental Retardation Services	0.1%	0.1%	0.1%	0.1%	0.1%
Handicap Unit	0.3%	0.2%	0.2%	0.2%	0.3%

* 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 7.2.12

7.2.13 *Educational Services:*

	Number of Inmates Enrolled as of June 30				
Educational Services	**2007**	**2008**	**2009**	**2010**	**2011**
All Educational Programs	4,107	4,161	4,396	5,746	5,900
% of Total Population	*17.5%*	*16.9%*	*18.0%*	*23.5%*	*25.3%*
	12-Month School Year (July - June)				
Educational Achievements[1]	**2007**	**2008**	**2009**	**2010**	**2011**
# Receiving GED	825	984	753 [2]	1,089	1,209
# Completing Vocational Program	1,676	1,824	2,012	2,423	2,769

[1]Source: Palmetto Unified School District Annual School Report Card

[2]Drop in number "Receiving GED" due to testing conducted 9 months out of the year.

Figure 7.2.13

7.2.14 *Alternate Education Programs:*

	As of June 30				
Program	**2007**	**2008**	**2009**	**2010**	**2011**
CLN (Correctional Learning Network)	537	503	458	331	N/A*
SPICE (Self-paced Education)	29	41	27	53	38

*CLN program was discontinued in FY 2011.

Figure 7.2.14

7.2.15 *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.

	Number Participating as of June 30				
Inmate Work Programs	**2007**	**2008**	**2009**	**2010**	**2011**
Prison Industry	2,112	2,078	1,637	1,721	1,689
% of Total Population	*9.0%*	*8.4%*	*6.7%*	*7.1%*	*7.2%*
Prison Farm	274	243	285	340	254
% of Total Population	*1.2%*	*1.0%*	*1.2%*	*1.4%*	*1.1%*
Other Work	14,984	14,646	15,186	14,993	14,936
% of Total Population	*63.9%*	*59.5%*	*62.1%*	*61.4%*	*63.9%*
EWC Jobs	17,370	16,967	17,108	17,054	16,879
% of Total Population	*74.1%*	*69.0%*	*69.9%*	*69.9%*	*72.3%*

Figure 7.2.15

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

7.3.1 *Consistently Low Per Inmate Cost:*

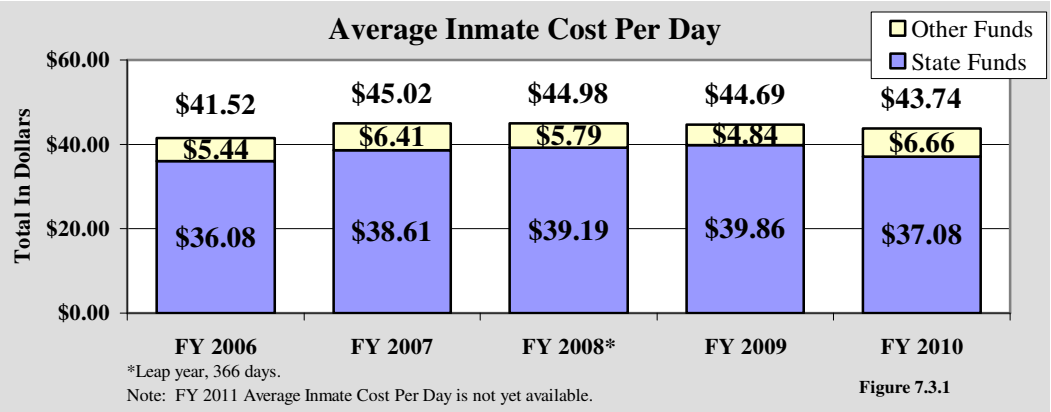

Figure 7.3.1

7.3.2 *Increased Operational Efficiency and Self-Sufficiency/Cost Avoidance :*

Self Sufficiency and Productivity Measures

	Fiscal Year				
	2007	**2008**	**2009**	**2010**	**2011**
Prison Industry Revenue	$29,598,174	$30,947,873	$23,324,252	$23,892,931	$21,824,471
Prison Industry Profits($)	$2,024,732	$2,197,300	($723,595)	$2,926,379	$1,147,404
Prison Industry Profit Margin (%)	6.8%	7.1%	-3.1%	12.3%	5.3%
Agricultural Production $ Value	$2,204,654	$2,743,067	$3,410,107	$2,844,489	$2,768,918
Egg Plant Production	$1,408,707	$2,160,715	$1,638,473	$1,707,247	$1,770,356
Canteen sales	$16,681,157	$17,484,865	$16,792,645	$17,307,663	$16,509,640
Canteen Profits	$3,387,739	$3,551,176	$3,136,714	$3,466,725	$2,520,858
Transportation Maintenance Cost Avoidance/savings	$324,103	$374,400	$312,000	$360,000	$380,000
Revenue from Vehicle Repair/Maintenance for other agencies	$308,026	$307,577	$217,827	$184,775	$267,933
Recycling Cost Avoidance/Savings	$426,888	$596,529	$540,042	$592,298	$595,160

Figure 7.3.2

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 more than three officers to cover a single 24-hour post, and because of the large variation in the number 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				
	2007	2008	2009	2010	2011
Total Male Institutions	**9.4**	**9.5**	**9.0**	**9.5**	**9.1**
Security Level: Minimum Males	9.9	10.2	9.7	10.0	10.0
Security Level: Medium Males	10.2	10.4	9.9	10.4	10.0
Security Level: Maximum Males	8.3	8.4	8.0	8.5	8.0
Total Female Institutions	**7.2**	**8.3**	**7.7**	**7.8**	**7.2**
Institutional Total	**9.2**	**9.4**	**8.9**	**9.3**	**9.0**

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				
	2006	2007	2008	2009	2010
Total Number of Security New Hires	**1,102**	**1,075**	**1,048**	**1,021**	**710**
% Retained after 6 Months of Hiring	66%	68%	67%	69%	70%
% Retained after 1 Year of Hiring	51%	53%	50%	55%	57%
% Retained after 2 Years of Hiring	39%	42%	41%	41%	N/A
% Retained after 3 Years of Hiring	32%	35%	33%	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 2007 and FY 2011.

Number of Employees as of June 30
(Including employees filling permanent and temporary positions, excluding all other employee types.)

Employee Diversity	2007	2008	2009	2010	2011
Number of Employees	5,803	5,889	6,030	6,001	5,765
Gender					
% Male	53.6%	53.1%	54.0%	54.1%	54.7%
% Female	46.4%	46.9%	46.0%	45.9%	45.3%
Race					
% Black	59.9%	60.1%	59.1%	59.1%	58.7%
% White	38.2%	37.6%	38.6%	38.6%	38.7%
% Hispanic	1.1%	1.2%	1.2%	1.3%	1.2%
% Other	0.8%	1.1%	1.1%	1.0%	1.4%

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				
	2007	2008	2009	2010	2011
Number of Reports	761	696	660	628	541

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				
	2007	2008	2009	2010	2011
Family Support	$1,378,412.46	$1,437,175.20	$1,103,072.04	$976,932.18	$970,517.59
Room and Board	$1,427,235.30	$1,767,946.14	$1,461,657.41	$1,453,541.37	$1,629,825.91
Restitution	$59,994.92	$121,774.34	$77,810.29	$82,019.29	$115,852.80
Victim Compensation	$1,873,464.94	$2,111,934.54	$1,721,872.64	$1,590,802.66	$1,737,679.38

Figure 7.5.2

7.5.3 *Work Release Programs:*

Inmates participating in work release are required to reimburse SCDC for room and board, and make payments on restitution and family support.

Work Release Program Wage Deductions	Fiscal Year				
	2007	2008	2009	2010	2011
Family Support	$1,356,712.74	$1,198,251.83	$1,229,526.00	$1,102,677.22	$1,062,280.60
Room and Board	$701,805.92	$777,516.29	$846,162.67	$934,629.38	$927,492.41
Restitution	$152,817.28	$260,777.60	$280,460.66	$320,756.22	$364,495.00
Victim Assistance	$603,706.70	$527,093.35	$548,362.75	$519,627.55	$241,797.99
Victim Assistance Account (SCDC)	$603,768.89	$527,149.46	$548,429.06	$530,603.12	$725,667.83

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				
	2007	2008	2009	2010	2011
Sexual Violent Predator					
Cases Screened	556	548	500	455	486
Cases Referred	99	85	38	63	53
Sex Registry Notifications **[Inmates released from SCDC with Sex Registry Crime(s)]**	888	802	852	793	788
Inmate DNA Testing*	5,534	5,330	4,766	4,874	3,844

* 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				
	2007	2008	2009	2010	2011
Number of Bills Analyzed	31	16	27	20	19
SCDC Response Time (Work Days)	5.2	1.9	3.0	2.4	2.5

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. The steady decrease in bags collected and miles cleaned can be attributed many factors. 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				
	2007	2008	2009	2010	2011
Bags Collected	140,059	129,354	92,506	89,448	67,826
Number of Miles Cleaned	19,375	26,901	14,966	14,372	11,698

Figure 7.6.3