South Carolina Department of Corrections

Agency Accountability Report

Fiscal Year 2006-2007

Jon E. Ozmint, Director

September 14, 2007

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ACCOUNTABILITY REPORT TRANSMITTAL FORM

AGENCY NAME:…….. South Carolina Department of Corrections

DATE OF SUBMISSION:……September 14, 2007

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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, 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.

Guiding Principles for Employee Conduct:
SCDC expects its employees to promote integrity, respect, trust, responsibility, citizenship and safety. Employees will be open-minded and progressive, in their pursuit of professionalism, efficiency and effectiveness, adapting to changing technologies and opportunities, as well as to the changing needs of the clients to be served.

B. MAJOR ACHIEVEMENTS FY 2007

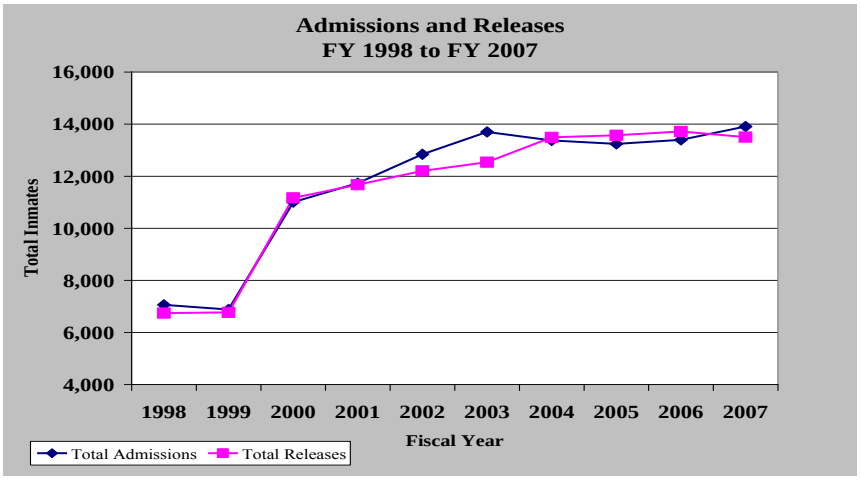
The South Carolina prison system leads the nation in effectiveness and efficiency. Fewer dollars were expended while achieving outcomes that are among the best in the nation. SCDC per inmate cost was ranked 50th (lowest in the nation) while its staffing per inmate ratio ranked 48th (one of the highest ratios in the nation). Yet, South Carolina's three year recidivism rate of 33% compares favorable with the national average of 33.8%. There were no major disturbance/major incidents, and few escapes. Prisons remain safe with low assault rates and increased contraband control. In FY 2007, the SCDC processed 27,405 inmates (13,906 admissions and 13,499 releases). Its 29 prisons and 5,806 employees secured and provided program services to an average daily population of 23,437 inmates.

1. **Recognition as An Exemplary Correctional System in the Nation**
   Because of its exemplary cost effectiveness, SCDC was chosen as a training ground for prison officials from Iraq and Afghanistan - the prison systems in both countries are confronted with a similar situation of having to maintain secure prisons on a shoestring budget.

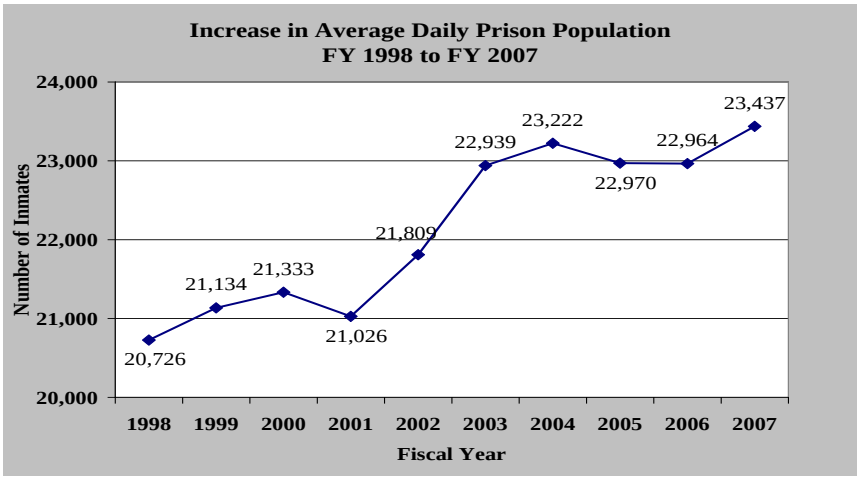
2. **Hero of the Taxpayer Award in South Carolina**
   The South Carolina Association of Taxpayers gave SCDC it's Hero of the Taxpayer Award, naming it the Agency of the Year for 2006. SCDC is the first state agency to receive such recognition.

3. **A Decade of Secure and Safe Prison Operations at Lower Costs:** while, over the last decade, processing doubled and average daily count increased by 13%, SCDC lost 13% of its staff and state appropriations per inmate dropped 20% below its FY1998 inflation adjusted level.

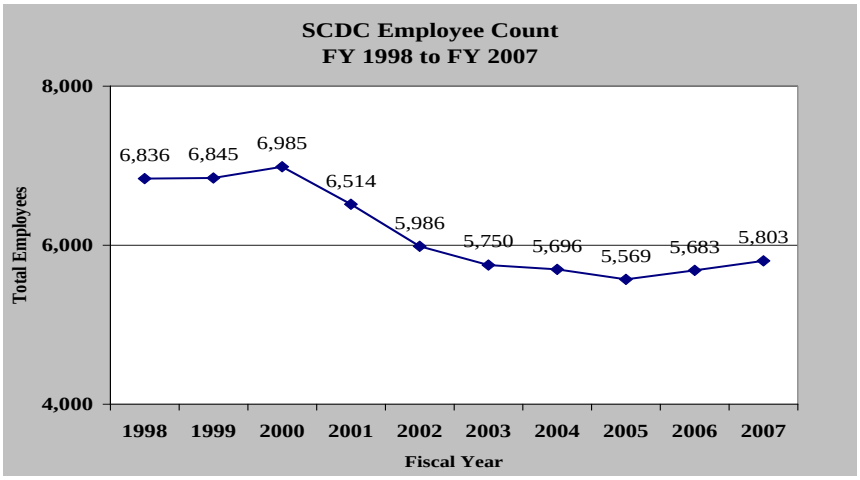
   - ***Admissions and releases almost doubled***: Admissions increased from 7,057 in FY 1998 to 13,906 in FY 2007; and releases increased from 6,740 to 13,499.



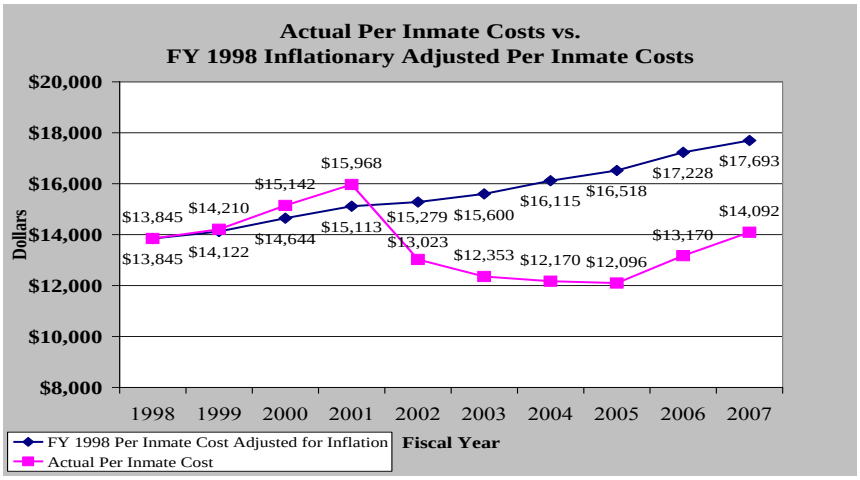
- ***Average Daily Institutional Count increased by 13%***: from 20,726 in FY 1998 to 23,437 in 2007.



- ***SCDC employee count decreased by 1,033 (15%):*** (from 6,836 in FY 1998 to 5,803 in 2007)



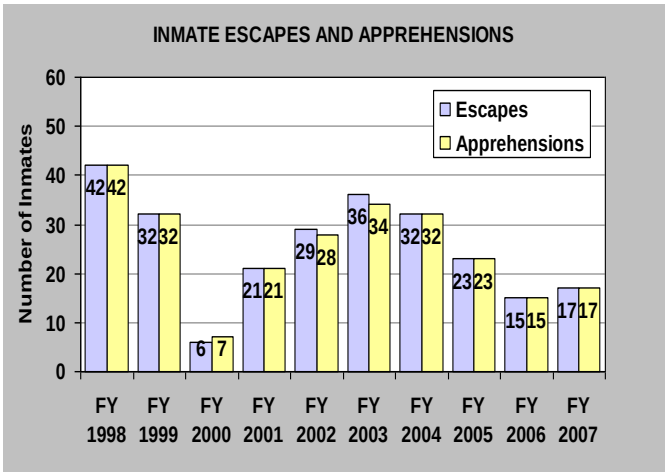
- ***After inflationary adjustment, FY 2007 per inmate cost (based on state appropriations) was 20% below the FY 1998 level***: The FY 1998 per inmate cost of $13,845 is equivalent to $17,693 in 2007 dollars. SCDC's per inmate cost of $14,092 in 2007 is $3,601 (20%) lower than its' FY 1998 level.

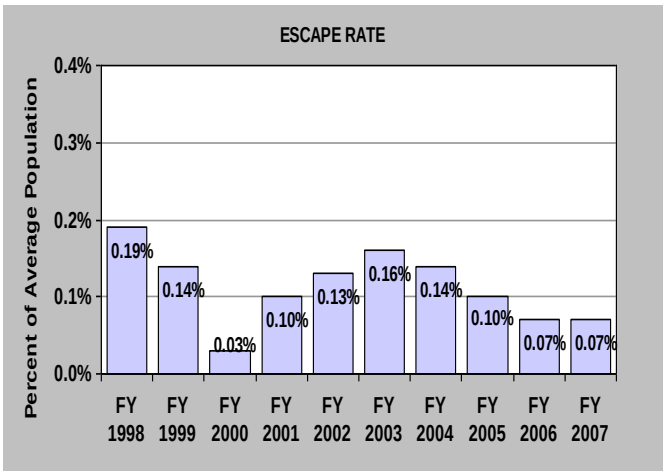


- ***Sustaining Prison Security and Safety:***

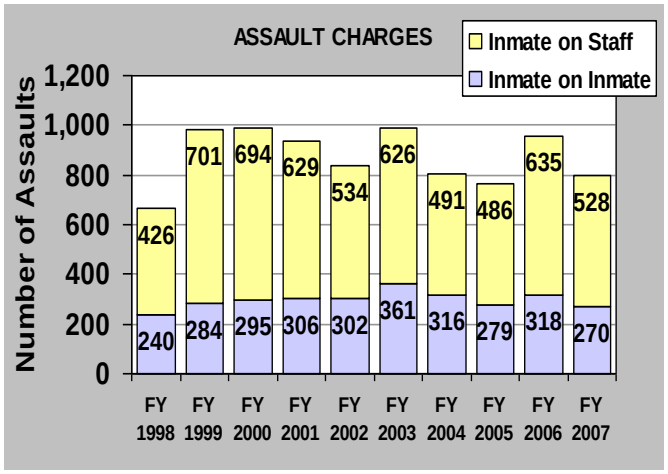
  Few Escapes

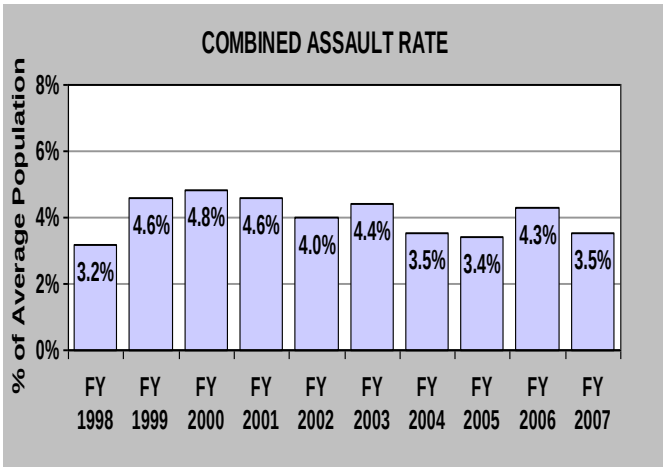
  Among the few escapes that occurred, very few (.02%) occurred at medium/maximum facilities.



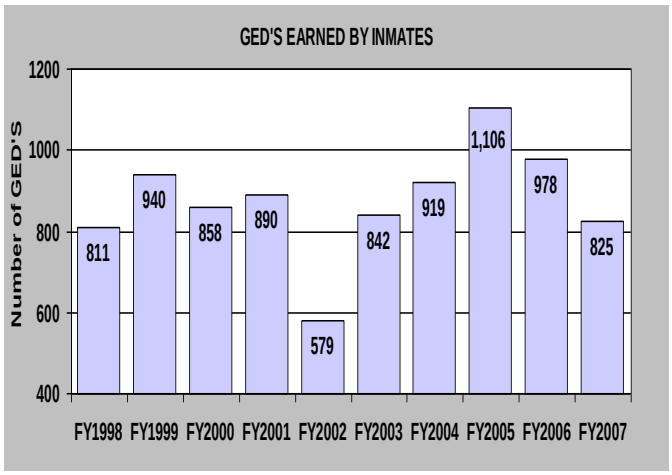


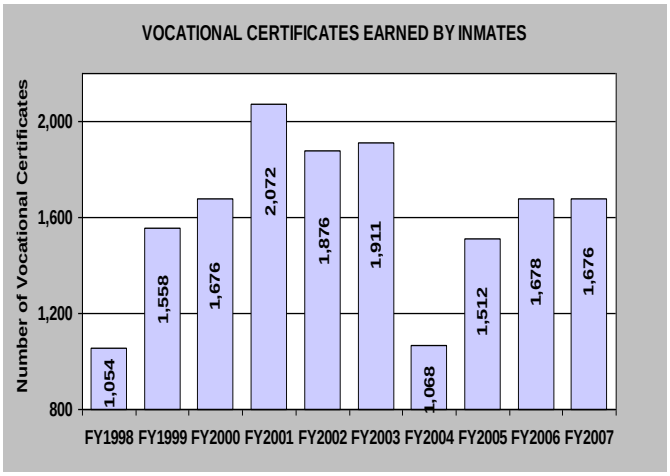
  Low Assault Rates





- ***Inmates were better prepared for post incarceration employment through educational achievements in prison.***





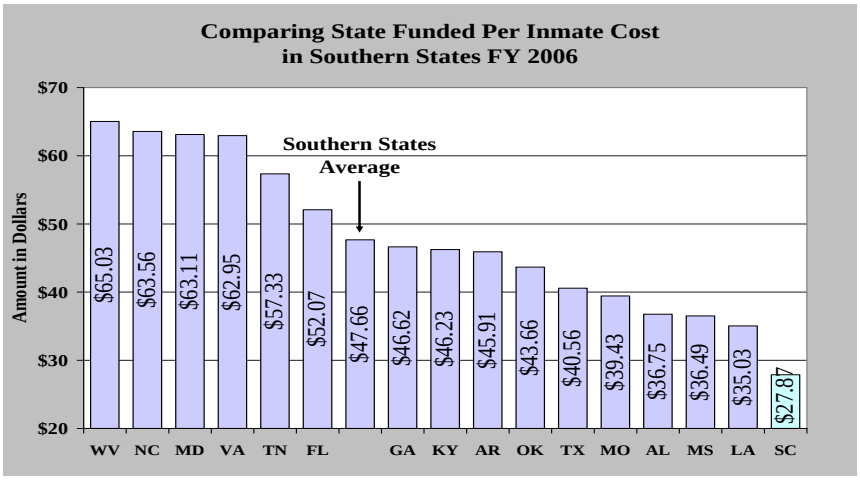
4. Performance Excellence Evidenced by National and Regional Comparative Statistics

- ***National Performance Measures for Corrections:***
  South Carolina's incarceration rate of 527 per 100,000 ranks 8th in the nation.

Performance Measures	South Carolina FY 2007 [1]	National Average Based on Corrections Yearbook [4]
3-Year Recidivism Rate [2]	33%	33.8%
Daily per Inmate Cost (Total Funds)	$45.02	$62.22
Average per Inmate Food Cost	$1.32	$3.32
Average per Inmate Health Care Cost	$7.19	$8.03
Inmate to Correctional Officer Ratio [3]	9.1	5.8
South Carolina's incarceration rate ranked 8th in the Nation. [5]		

[1] With the exception of Recidivism Rates, South Carolina figures are derived from FY 2007 data.
[2] Percentage among SCDC FY 2004 releases who returned to SCDC custody within 3 years.
[3] Correctional Officers for South Carolina include Cadets, Correctional Officers I & II and Corporals I & II.
[4] Latest figures from corrections Yearbook.
[5] Incarceration rate based on number of prisoners with a sentence of more than 1 year per 100,000 residents.

- ***South Carolina versus Southern States*** (based on 2006 comparative data published by the Southern Legislative Council):
  - Between FY 2001 and 2006, SCDC's total expenditures decreased by 9.9% while Southern States collectively increased correctional spending by 13.4%.
  - SCDC's daily per inmate cost is 41.5% less than the average of Southern States.
  - Prison construction cost is 11% less (based on $64,000 in South Carolina versus Southern States' average of $71,648).
  - SCDC's correctional officer staffing ratio of 9.1 inmates per officer is 69% higher than the Southern States' average of 5.4.
  - SCDC's 2006 starting salary of $23,390 was lower than Southern States' average of $24,394.



5. Security and Safety Re-enforcement and Enhancement

- ***Continual Focus on the basics:*** Management directives mandated cleaner environment and consistent positive behavior enforcement, with special emphases on better control of inmates in

cafeterias, Security Management Units and improved communications regarding the banning of pornography.

- ***Improvements in search and entry procedures:*** SCDC installed 17 X-ray machines in medium/maximum facilities. By cross referencing visitors with volunteers, SCDC identified potential visitation abuses. The Inspector General and Director of Program Services periodically monitored visitation in facilities.
- ***Smoke Free Facilities:*** Policies and procedures were developed to turn SCDC buildings and institutions into smoke free facilities, with implementation to begin in August 2007.
- ***Reduction in Workers' Compensation Claims:*** Policy changes and new prevention/monitoring procedures resulted in a 26% reduction in the number of claims (from 536 in FY 2006 to 397 in FY 2007). Average claim of $9,478 in FY 2007 was 22% lower than that in FY 2006 ($12,182). Total claims were reduced by $2.8 million.

6. Expanded Programming Options for Inmates

- ***New Mental Health Programming and Treatment:*** Psychiatric coverage was increased to 4 FTEs; a new director was hired to manage female mental health services; number of group sessions and counseling hours was increased by 50%; psychiatric coverage contracts were re-negotiated with Medical University of South Carolina and the University of South Carolina's School of Medicine. Tele-psychiatry was implemented at Lee, Evans, Perry and Kershaw Correctional Institutions.
- ***More opportunities for substance abuse treatment:*** In FY 2007, 12,637 inmates received a substance abuse orientation and 851 successfully completed the Addiction Treatment Unit (ATU) program. With two faith-based alcohol and drug education programs added in FY 2007 for adult male offenders (104 ATU beds for programming), SCDC's ATU beds were increased from 672 to 776 (15% increase in capacity).
- ***Preparing Inmates for WorkKeys Assessment:*** WorkKeys is a test which assesses an individual's job readiness, and earning the WorkKeys certification would be an asset to inmates returning to the work place. SCDC's Palmetto School District initiated programs to train teachers to administer WorkKeys tests to inmates. Inmates will receive instructions to improve their scores and thus enhancing their employability upon release.
- ***Self Paced In Class Education (SPICE) program:*** In collaboration with the Department of Probation, Parole and Pardon Services and Greenville Technical College, the SPICE program was restored at Tyger River Correctional Institution. Additional partners included Alston Wilkes Society and the Department of Vocational Rehabilitation.
- ***New "seminary" style degree program:*** SCDC and Columbia International University implemented an Associate Degree Program in Religion for inmates at Kirkland Correctional Institution.
- ***Vocational programs***: At least two at every medium and maximum facilities
- ***The Correctional Learning Network:*** A satellite education program to supplement teaching in a traditional classroom setting, served 9,744 inmates; recorded 9,009 class hours and 189,385 student contact hours.
- ***Highway Beautification Project:*** Inmates in the Short Term Offender Program (STOP) participated in this partnership among SCDC, the Department of Transportation and the Forestry Commission.
- ***Litter Control:*** SCDC's 19 litter control crews cleaned 19,375 miles of road, removing 140,059 bags of trash. These crews clean Prideway segments twice a month.
- ***Horticulture Program:*** Inmates in this program acquired skill training at Turbeville and Kershaw Correctional Institutions. Palmetto Pride furnished supplies to start up the nursery while the Forestry Commission donated rooted cuttings or liners, from which inmates grew trees for donation to community organizations. In FY 2007, 2,600 trees were donated to 27; cities, towns, and non-profit groups.

7. **Reduction in Correctional Officer Vacancy Rate**
   - Special Incentive Pay Increase at Level II and III Institutions
   - Increased and improved outreach; advertising, production and utilization of recruitment DVD's, realistic video of job duties for applicant viewing, and increased job fairs.
   - Overall vacancy rate for Level II and III Institutions was reduced from 18% in July 2006 to 13% in July 2007.
   - Among 16 Level II and III Institutions (medium/maximum) facilities, 13 locations (81%) experienced a reduction in vacancy rate.

8. **Progress Towards Self-Sufficiency**
   - ***Prison Industries, Canteen and Horticulture generated revenue to supplement state appropriations:*** These operations provided supplemental funds in the amounts of $2 million in 2004 and 2005. For 2006 and 2007, these amounts increased to $9.2 million and $9.6 million respectively.
   - ***SCDC's MacDougall egg laying facilities provided 100% of SCDC daily egg needs:*** current savings of over $100,000 a year on food budget; projected savings should increase to over $1 million after the construction loan is repaid.
   - ***Revenue/Savings Generated by Transportation:*** Vehicle repairs and auto body services for other state agencies generated revenue of $286,510; Car wash services - $21,516; 7,800 hours of unbilled inmate labor for vehicle maintenance resulted in a cost avoidance of $324,103
   - ***Recycling Program:*** In FY 2007, the recycling program (serving 62 agencies, some with multiple sites; 4 county facilities and 11 schools) generated revenue of $285,000. In FY 2007, due to a reduced waste stream, SCDC saved over $426,000 on dumpster rentals and land fill fees.

9. **Timely Information Access for Citizens**
   - ***Notifications to Victims:*** SCDC registered 8,234 new victims, and maintains 24,751 active victim files. The automated telephone system made 242,939 outgoing calls to registered victims, and received 51,438 calls from the public and crime victims. In addition, SCDC mailed 17,388 written notifications (an increase of 42.6% over FY 2006).
   - ***SCDC Web Site Enhancements:*** Victim services, programs, visitation requirements, and statistical information are accessible from SCDC web site. Links are provided for users to search and retrieve relevant real time information on individual incarcerated offenders.
   - ***Public Information Director:*** Through the staffing of this position, SCDC re-established a communications unit to support and enhance media relations.

C. KEY STRATEGIC GOALS FOR THE PRESENT AND FUTURE YEARS

1. Securely house all inmates sentenced to SCDC in safe prisons – prison beds, implement physical repairs and equipment updates; tighten security procedures and control contraband.
2. Provide quality and cost effective health services and rehabilitative programs – mental health and substance abuse programs.
3. Ensure inmates serve their sentence mandated properly and accurately, and prepare them for entry into their communities.
4. Upgrade technology to improve inmate tracking, security management and communications with the public.
5. Improve correctional officer retention.
6. Attend to victim rights and concerns in inmate housing/programming decisions, and implement legislative mandates relating to offender monitoring and registration.
7. Improve relationship with the legislature, media and public.

D. OPPORTUNITIES AND BARRIERS

Being at the receiving end of the criminal justice process, and having to serve multiple customers with conflicting goals and interests, prison systems are confronted with a unique set of challenges: Some rippling effects of legislative and judicial decisions are not immediately visible and accountable. The complexities of operating safe and secure prisons, not visible to the public, are often handled superficially as an unpopular topic or surfaced as sensational events, fueled by the conflicting interests of different groups. The inherent characteristics of the prison environment breeds conflict and compromises, since security staff and inmates stay in close proximity for a prolonged period of time. Enforcing consistent behavior, both among inmates as well as staff, requires persistent vigilance and constant monitoring of a security staff which span over three shifts in 29 facilities. While correctional officers are constantly asked to do more, inmates can find time and ways to acquire weapons, drugs and contraband, to "outsmart" existing procedures, and cause disruptions.

1. **Little Control Over Inmate Population Level and Prison Funding, and Uncertain Cost Pressures:** Some laws that have an impact on prison population in the long run, such as truth in sentencing and life without parole, were passed without accompanying appropriations for future years, or when the population increase would occur. When judges can "stack" short sentences for shoplifting, fraudulent checks, and when the case has been transferred from General Sessions Court to Magistrate's Court. Correctional systems are mandated to receive and house all inmates sentenced to their custody by the courts, irrespective of funding levels. Since SCDC must provide basic health care to inmates who are wards of the state, inmates' unpredictable catastrophic illnesses are often beyond management cost control. Similarly, uncertain fuel cost increases exert pressure on prison operations.

2. **Conflicting Interests and Expectations of Customer Groups**:
   Various stakeholders impose different and incompatible performance requirements: inmates are expected to behave, but when stricter behavior enforcement procedures are imposed, they could be misconstrued as deprivation of basic needs by prisoner advocacy groups; inmate families and victims justifiably expect a very different standard of how inmates are to be housed, fed, and secured.

3. **Complexities and Costs of Prison Operations Remain Unfamiliar to the Public**:
   It takes almost two full time equivalents (FTE's) to staff one seven day eight hour shift. Many posts in prison have to be staffed around the clock seven days a week, twenty-four hours a day. Account for inmates and securing prisons requires intense intake processing (to determine medical conditions and the presence/absence of infectious diseases), roll calls 8 to 12 times a day, placing belly-chains and leg irons on inmates during transport, and strict regulations on grooming, phone, sending and receiving mail, and visitation.

4. **Vulnerable Working Conditions within Prisons – Inherent Conflicts Within and Among Inmate Population and Staff and Aging Facilities/Obsolete Equipment**:
   Conditions of confinement – aging facilities, proximity, and role differences foster conflicts as well as compromises within inmate population and staff, and between the two groups. Miscommunications and/or the unwarranted spread of inaccurate information often jeopardize agency operations when resources have to be diverted. Because of the inherent difficulties of working in prisons, many newly recruited correctional officers choose to end employment - only one out of three still remain employed with the agency two years after hiring.

5. **Increasing Demand from a Larger and More Difficult to Manage Inmate Population**:
   Resource intensive inmates are on the rise. Since FY 2001, the number of inmates aged 55 and older increased by 56% (from 644 to 1,002), and 89% of the current population have "special needs" to include one or more of these conditions: mental illness or retardation, 24 hour or daily nursing, dialysis,

HIV positive, sex offender therapy, substance addiction. The number of inmates serving life without parole increased by 90% since 2001 – current count of 702 versus the 2001 count of 369.

6. **Overcoming the Inherent Challenges of the Correctional System**:
   SCDC is committed to overcome these inherent barriers by creating opportunities in citizen support, media and legislative liaison, community resources, federal funding, and technology.
   - ***Citizen Support:***
     When citizens are informed, and aware of prison and inmate issues, they will provide meaningful input into criminal justice formulation in South Carolina. When citizens are involved, they participate as volunteers in the agency's faith-based programs and other activities.
   - ***Media and Legislative Liaison:***
     To support the process of evolving cost effective criminal justice policies of the state, the agency provides objective data and feedback, such as in its participation in the proceedings of the Criminal Justice Task Force of the General Assembly. The Director of Public Information coordinates the generation and distribution of meaningful data to the press to ensure information is relevant, timely and accurate.
   - ***Community and Federal Resources:***
     To supplement state appropriations, the agency explored and obtained federal grants in critical areas (such as re-entry program and technology transfer).
   - ***Technology Opportunities:***
     Technology innovations hold promise for increased efficiency, such as video conferencing and DNA technology, and shared software of the National Consortium of Offender Management Systems (NCOMS).

E. HOW THE ACCOUNTABILITY REPORT IS USED TO IMPROVE ORGANIZATION PERFORMANCE:

SCDC uses the Accountability Report, both as a process and as a document, to increase in effectiveness and efficiency. To develop and update the Accountability Report, the Agency implemented an ongoing process of compiling, reviewing, and analyzing a standard set of performance indicators, in the context of the Agency's mission, goals, and objectives. SCDC's focus on performance indicators, as required by the Accountability report, fostered on-going evaluation of operations and programs, improved strategic planning, greater use of empirical information in making decisions, and improved procedures for promptly identifying and resolving potential problems. In addition the Accountability Report prompted the exchange of information and an increased level of communication between Divisions and institutional staff.

SECTION II: ORGANIZATIONAL PROFILE

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

1. **Products:** SCDC delivers products through its industry and agricultural operations.
   - ***Prison Industries***: Furniture (desks, credenzas, bookcases, mattresses, seating, office modular systems); Janitorial products; Braille textbooks; Printing products and quick copies; Rebuilt/reupholstered furniture; Servicing products (disassemble transmissions, recycle textiles, and launder linen); Packaging products (hosiery, plastic cutlery, and tennis balls); Recycling and upgrading donated computer for distribution to school districts; Under the Prison Industry Enterprise (PIE) program, these products are placed for interstate commerce: hardwood flooring, apparel, computer wire harnesses, furniture and faucet handles
   - ***Prison Agricultural Operations:*** Dairy (Provides all milk requirements for both SCDC and the Department of Juvenile Justice); Beef Cattle (at Wateree and Walden farms); Eggs; Edible crops; Timber Honey

2. **Services:**
   - ***To Inmates:*** intake assessment and diagnosis; housing, food, basic health care, canteen purchases; transportation (to/from court; medical appointments; institutional transfers); supervision and activity monitoring; programs (education and vocational training; drug abuse program services); record keeping; access to libraries; grievance program; behavioral enforcement (investigation and disposition of infractions); release preparation
   - ***To Inmate Families:*** visitation; information on inmate
   - ***To South Carolina Judiciary:*** execute court orders and commitment papers; response to queries concerning inmates, their sentences and other issues; analysis and reporting
   - ***To Other Agencies/Legislature:*** litter control for local government; information sharing (for sex offender registry, identifying non-support fathers and tax fraud; analysis and reporting; program coordination and resource sharing
   - ***To Citizens:*** notification to registered victims/witnesses of inmate movements and releases; response to inquiries concerning specific inmates and agency operations

B. KEY CUSTOMER SEGMENTS AND THEIR KEY REQUIREMENTS/EXPECTATIONS

SCDC's primary customers are its clients, i.e., inmates. Other customers include inmate families, crime victims and their families, the South Carolina legislature, law enforcement and criminal justice officials, other federal, state, and local agencies, and last but not lease the citizens of South Carolina.

1. **Inmates:**
   Adequate and safe housing; meals meeting basic nutrition requirements,; protection from threatening inmates and gangs; accurate accounting of sentence, time and credits; opportunity to work; access to basic medical care; clarity and consistency in policy and procedures; just and fare reward and punishment systems; venues for grievance; correct interpretation of sentencing and time to service requirements; timely release; timely resolution of conflicts; access to telephone and family visits; ability to correspond with lawyers and families; access to personal funds for canteen purchases; self improvement with work and educational/training during incarceration; referral to community support upon release; timely and accurate answers to questions concerning time, credits, and release.

2. **Inmate Families and Their Requirements/Expectation:**
   Expectation of inmates being housed, fed, and cared for in safe and secure prisons; require permission and access to visit with inmates; timely and accurate response to questions relating to inmate welfare and sentence/credit/release; timely notification of inmate problem; ability to communicate with inmates

with phones and mails; ability to send money to inmates for canteen purchases; ability to block inmates from phoning, if family member/associates choose to block inmate calls;

3. **Victims and Their Families:**
   They expect and require SCDC to execute the mandate of the court, ensuring inmates serve their sentence in full, and that communities are protected. They required phone and written notifications when their inmate perpetrators are transferred between SCDC institutions, transferred to county locations, or released; Internet and/or telephone access must be available to the public to access basic and legally required offender information.

4. **South Carolina Legislature:**
   Accountability regarding inmate security and public protection; effective and efficient operations; increased productivity; timely and accurate impact projections of proposed legislation; speedy response to inquiries concerning inmates and SCDC operations; fiscal prudence and accountability.

5. **South Carolina Courts:**
   Judges expect and require offenders' sentences are accurately served, and SCDC executes court orders.

6. **Criminal Justice Agencies:**
   Timely and accurate transmission of inmate specific or agency data, utilizing state of the art technology; cost efficient protocols for information exchange and program coordination; Cordial staff cooperation and mutual respect; standardization of protocols and technologies to facilitate efficient transmission of offender data, offender tracking, and consistent reporting.

7. **Other Federal, State, and Local Agencies,** (such as Internal Revenue Services, Homeland Security, and Department Social Services, local sheriffs, etc.):
   Adequate screening of inmates for labor crew; timely and accurate reporting and data transfers; specific programming to support other agencies' functions in client identification, and apprehension and deportation.

8. **Citizens:**
   Citizens expects and requires inmates to be in secure custody and prison expenditures to be as low as possible, not to detract from other governmental services. Other expectations/requirements include: immediate notification of major incidents such as inmates escapes; speedy apprehension of escapees; access to inmate information via internet, telephone; timely response to questions; access to prisons for volunteer services; interests in community projects by prison officials; participation by prison officials and inmates in crime prevention and public protection.

C. KEY STAKEHOLDERS

Individuals and organizations that have an investment or interest in the success of, or actions taken by the Department of Corrections include 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, and Federal Government. SCDC is reimbursed for inmate labor from other agencies. Some inmates 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. SCDC 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 twenty-nine prisons dispersed geographically across South Carolina. Of the twenty-six facilities that house male inmates, six are designated as maximum-security, nine are medium, and eleven are minimum-security facilities. Meanwhile, three institutions house female inmates: two maximum and one minimum-security facility.

LOCATIONS OF SCDC INSTITUTIONS AND CENTERS

Map ID	Level	Institution	Location
A	3	Perry Correctional Institution	Pelzer
B	1	Livesay Pre-Release Center	Spartanburg
B	1	Northside 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
H	1	Watkins Pre-Release Center	Columbia

Map ID	Level	Institution	Location
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	3	Evans Correctional Institution*	Bennettsville
R	3	Lee Correctional Institution	Bishopville
S	2	Turbeville Correctional Institution	Turbeville
T	2	Ridgeland Correctional Institution	Ridgeland
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, 2006, SCDC employed 5,683 personnel, 648 short of the number of authorized "full-time equivalent" positions allocated to SCDC. Among the 5,683 employees, 5,422 (95.4%) were classified and 261 (4.6%) were unclassified. At the end of fiscal year 2006, 66% of SCDC's personnel were directly involved in security and supervision of inmates. During fiscal year 2006, SCDC hired 1,638 new employees, 1,104 of whom were security staff; while 1,504 employees left SCDC employment (1,027 were security staff).

Employment Counts By Category

	Classified	Unclassified	Contract
Total Count	5,591	271	0
Percentage of Employees	95.4%	4.6%	0.0%

G. REGULATORY ENVIRONMENT UNDER WHICH SCDC OPERATES

According to South Carolina Code of Law, 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). SCDC sets the goal of 100% of its prisons being accredited by the ACA, when adequate funding is procured.

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 and Health Insurance Portability and Accountability Act (HIPAA) regulations. 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.

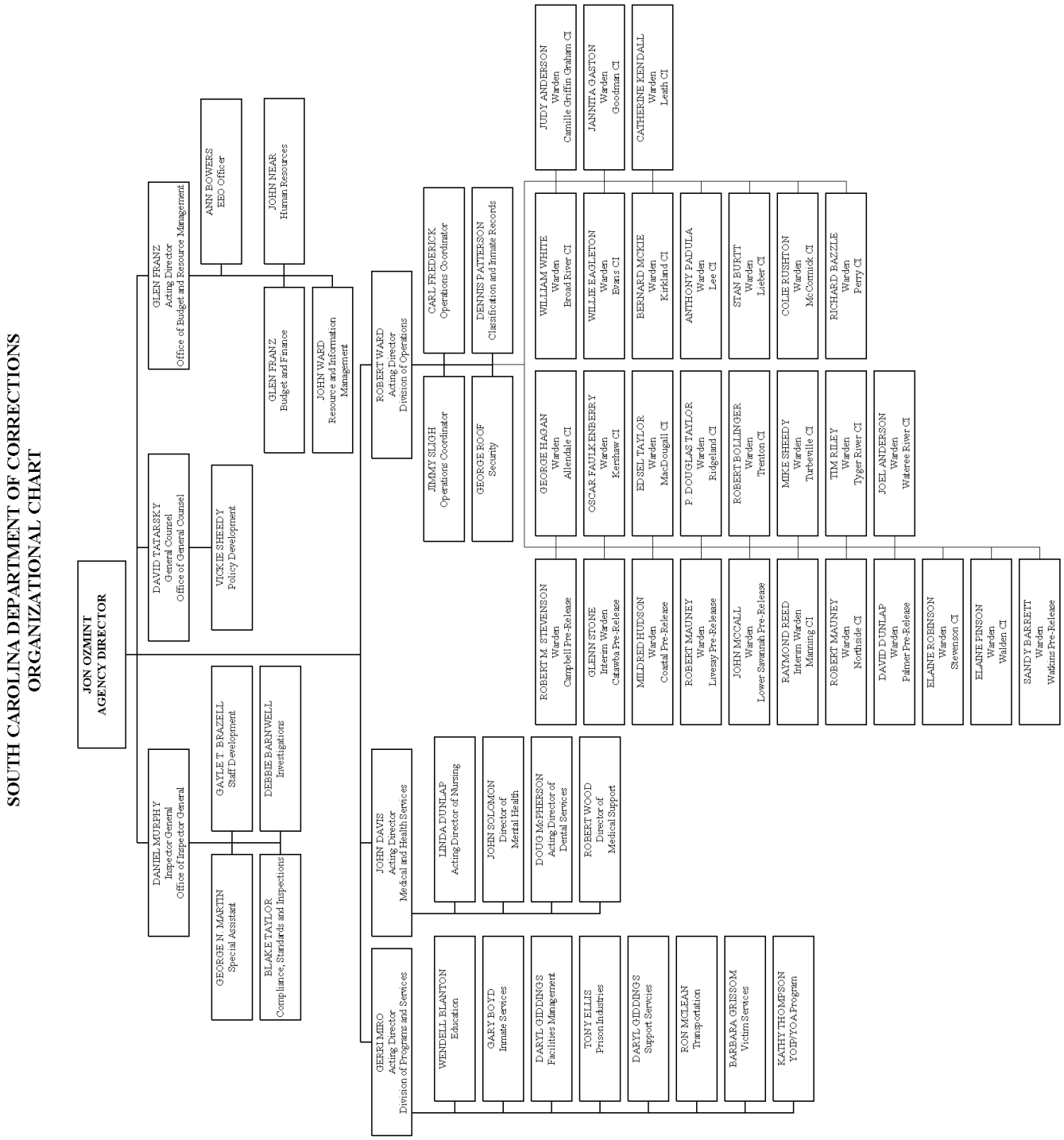
H. KEY STRATEGIC CHALLENGES

- Improve prison environment, both as confinement and work place, balancing its inherent function as a penalty for persons convicted of a crime(s), with the requirements for humane treatment
- Enforce accountability and ethics at all levels of the agency
- Increase legislative and public awareness of correctional issues and challenges, and long term criminal justice policy implications
- Prepare for emerging and/or long term challenges such as the increase in older and special needs inmates, growing gang activities, and the control of "new" contrabands (such as cell phones).

I. 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 communicate with agency employees regarding agency objectives, issues, and strategies
- ***Checks and balances in the Organization Structure:*** 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 probable fraud.
- ***Systematic Control Procedures:*** Random drug testing is administered to both inmates and employees; random and targeted search of prison cells to uncover contrabands; inmate financial accountings are scrutinized to identify probable illicit activities.
- ***Performance Monitoring and Evaluation:*** Senior management, including agency director, periodically conduct unannounced visit 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 and safety/security issues; besides annual selection of outstanding employees, "can do spirit" awards allow employees to recognize exemplary colleagues.
- ***Accreditation:*** SCDC is participating in the accreditation program of the American Correctional Association, with the goal of its prisons being 100% accredited, when adequate funding is restored.

J. ORGANIZATIONAL STRUCTURE



K. EXPENDITURE/APPROPRIATIONS CHART

Base Budget Expenditures and Appropriations

Major Budget Categories	05-06 Actual Expenditures		06-07 Actual Expenditures		07-08 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	$185,075,058	$162,382,285	$197,665,687	$175,859,918	$213,954,843	$185,557,019
Other Operating	$72,635,197	$62,717,990	$81,146,969	$68,709,482	$102,016,355	$65,322,206
Special Items	$0	$0	$0	$0	$1,967,720	$1,967,720
Permanent Improvements	$0	$0	$0	$0	$0	$0
Case Services	$19,258,166	$15,716,806	$22,579,426	$16,795,346	$14,571,196	$14,341,196
Distributions to Subdivisions	$4,448,421	$0	$9,306,126	$0	$1,250,000	$0
Fringe Benefits	$65,615,352	$60,775,290	$74,399,490	$68,917,759	$72,792,407	$69,148,253
Non-recurring	$0	$0	$0	$0	$2,720,000	$2,720,000
Total	$347,032,194	$301,592,371	$385,097,698	$330,282,505	$409,272,521	$339,056,394

Other Expenditures

Sources of Funds	05-06 Actual Expenditures	06-07 Actual Expenditures
Supplemental Bills	$0	$0
Capital Reserve Funds	$7,364,662	$1,106,061
Bonds	$5,782,151	$1,448,482

L. MAJOR PROGRAM AREAS

Program Number and Title	Major Program Area Purpose (Brief)	FY 05-06 Budget Expenditures	FY 06-07 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:** 9,296,417.59 **Federal:** 4,645,718.32 **Other:** 822,757.86 **Total:** 14,764,893.77 **% of Total Budget: 4%**	**State:** 9,564,707.94 **Federal:** 9,463,624.96 **Other:** 655,952.58 **Total:** 19,684,285.48 **% of Total Budget: 4%**	Figure 7.1.5 Figure 7.3.4 Figures 7.4.4 to 7.4.7 Figures 7.5.1 to 7.5.4
II. A. HOUSING,CARE, SECURITY	Safe and secure inmate housing within a structured and controlled environment that holds offenders accountable for their actions.	**State:** 224,042,300.45 **Federal:** 1,312,561.38 **Other:** 22,169,834.92 **Total:** 247,524,696.75 **% of Total Budget: 66%**	**State:** 243,577,674.49 **Federal:** 1,106,825.90 **Other:** 23,359,192.80 **Total:** 268,043,693.19 **% of Total Budget: 66%**	Figure 7.1.2 Figure 7.1.5 Figures 7.2.1 to 7.2.13 Figure 7.2.18 Figure 7.2.19 Figures 7.3.1 to 7.3.4 Figures 7.4.1 to 7.4.3 Figures 7.5.2 to 7.5.5
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:** 1,053,422.02 **Federal:** 0.00 **Other:** 30,731,716.91 **Total:** 31,785,138.93 **% of Total Budget: 8%**	**State:** 1,151,365.64 **Federal:** 0.00 **Other:** 30,186,086.71 **Total:** 31,337,452.35 **% of Total Budget: 8%**	Figure 7.2.17 Figure 7.3.4 Figure 7.5.6 Figure 7.5.7
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:** 2,755,826.20 **Federal:** 1,089,420.13 **Other:** 2,506,749.70 **Total:** 6,351,996.03 **% of Total Budget: 2%**	**State:** 3,222,916.17 **Federal:** 917,785.57 **Other:** 2,398,561.50 **Total:** 6,539,263.24 **% of Total Budget: 2%**	Figure 7.2.15 Figure 7.2.16
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:** 3,471,510.02 **Federal:** 281,613.22 **Other:** 138,194.59 **Total:** 3,891,317.83 **% of Total Budget: 1%**	**State:** 3,543,824.08 **Federal:** 93,069.03 **Other:** 94,893.61 **Total:** 3,731,786.72 **% of Total Budget: 1%**	Figure 7.1.3 Figure 7.1.4 Figure7.2.14 Figure 7.3.4

Remainder of Expenditures: II E PENAL FACILITY INSPECTION III EMPLOYEE BENEFITS CAPITAL PROJECTS	**State:** 60,972,894.77 **Federal:** 5,791,749.92 **Other:** 6,414,182.98 **Total:** 73,178,827.67 **% of Total Budget: 19%**	**State:** 69,121,872.44 **Federal:** 4,254,425.64 **Other:** 2,657,471.55 **Total:** 76,033,769.63 **% of Total Budget: 19%**

* 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

A. SETTING, DEPLOYING, AND COMMUNICATING GOALS

Subject	How Senior Leaders Set, Deploy, and Ensure Two Way Communication
Short and Long Term Direction and Organizational priorities	• Director meets weekly with Executive Staff • Formal Strategic Planning Process – on going review of performance indicators • Managers communicate and coordinate with their staff in the planning process. • Employee newsletter are posted on the Intranet at least monthly • Agency Director disseminates a monthly message addressing priorities and immediate issue • Agency Director maintains ongoing project list and status report
Performance Expectations	• Agency Strategic Plan establishes performance expectations. • Employee Performance Management System (EPMS) sets individual performance expectation in accordance with Strategic Plan. • Agency Policy and Procedures set performance requirements.
Organizational Values	• Senior leaders developed Principles of Employee Conduct and Guiding Principles. • These principles are posted in all Agency facilities.
Empowerment and Innovation	• Employee Innovation System encourages employees to submit suggestions. • Strategic Planning Process promotes participatory planning and employee feedback.
Organizational Employee Learning	• Director and Executive staff set training objectives and requirements. • Periodic Agency managers' meeting/training allows director and executive staff to review organizational issues/development/strategies with facility/program managers.
Ethical Behavior	• Specific policies and procedures clearly describe employee ethical behavior expectations and prescribe penalties for violations. • All employees must attend, at least annually, a training session on "Professionalism and Ethics in the Correctional Setting" – addressing employee/inmate relations, and staff sexual misconduct with inmates. • Principles of Employee Conduct, posted visibly in all facilities, alert employees. • Director personally attends new employee orientations and emphasizes on ethical behavior.

B. ESTABLISHING AND PROMOTING FOCUS ON CUSTOMERS AND STAKEHOLDERS

Customers	Measures of Establishing and Promoting Focus
Inmates	• Inmate housing, care, safety and security is priority in Agency mission, goals and objectives. • A formal inmate grievance system allows inmate concerns/complaints to be heard and/or resolved.
Inmate Families	• Institutional employees consult with inmate families during family visits. • SCDC responds to inmate family inquires expeditiously.
Victims and their families	• The Division of Victim Services registers these customers and notifies them of all relevant inmate movements, by correspondence and automated telephone calls. • Victim requirements are strictly adhered to in all inmate housing/program decisions.
Legislature	• A Legislative Liaison attends legislative sessions, consults with Agency director and Legislators, and communicates Agency information and impact statements to the Legislature.
Criminal Justice	• Senior leaders and/or their designees establish/attend special task force and/or

Agencies	professional organizations to execute legislative requirements and/or address criminal justice issues.
Other Federal, State and Local Agencies	• Senior leaders identify/initiate cooperative opportunities/agreements. • Agency policy and procedures specify standards to meet federal/state/local requirements. • Employees are instructed to cooperate and deliver.
Citizens	• SCDC web site provides information and venue for citizen inquiries and feedback. • Employees are instructed to respond to citizen inquiries accurately and expeditiously.

C. Addressing Current and Potential Impact on the Public

- SCDC prepares impact statement for the General Assembly to address pending legislation.
- The Agency seeks input from local governments and citizens when planning/locating facilities.
- A risk-minimizing classification system assigns inmates to proper housing and programs.
- Victim rights and protection are priority considerations in all decisions pertaining to inmates.
- SCDC coordinates inmate release with appropriate agencies and notifies victims

D. Maintaining Fiscal, Legal, and Regulatory Accountability

Fiscal Accountability	• Executive staff regularly reviews Agency budget and expenditures • All requests for expenditures are formally reviewed and signed off by appropriate Department managers prior to procurement, and all budgeting and procurement functions are centralized. • Managers are tasked with identifying cost savings/containment strategies. • Conducts internal audits and complies with external auditors' requirements.
Legal Accountability	• General Counsel, a member of executive staff, regularly reviews SCDC operations and programs, to ensure legal compliance. • Agency policies/procedures specify guidance on coordination with General Counsel. • General Counsel reviews new legislation and prescribes compliance requirements.
Regulatory Accountability	• Division of Inspections and Compliance regularly conducts inspections and reviews, with focus on compliance with policy and regulations. • Administrative Divisions are organized and dedicated to compliance with specific regulations (e.g., Division of Compliance, Standards, and Inspections is responsible for safety inspections, Division of Support Services ensures compliance with food service regulations, Medical and Health Services staff are responsible for healthcare regulations, etc.) • Executive staff and institutional managers institute procedures to comply with American Correctional Association standards.

E. Regular Review of Performance Measures

Key Performance	Measures Being Reviewed Regularly by Senior Leaders
Customer Satisfaction	Senior leaders monitor the following on a regular basis: summary of medical services rendered and associated costs; grievances/complaints filed by inmates; contacts with victims and their families; complaints relating to inmate telephones; incidents are reported through an online, workflow-based system that escalates serious incidents to the attention of senior leaders.
Mission Accomplishment	Admissions; releases; population counts; inmate movements (location transfers, medical transfers, parole hearings, court hearings); medical encounters; disciplinary infractions;

and Organizational Effectiveness	assaults; escapes and apprehensions; GED completions; education enrollment; ATU enrollment; vocational education; classification reviews; record updates; and recidivism.
Financial Performance	On-going review of budgets, expenditures, and costs and revenues associated with the following categories are reviewed regularly by senior leaders: payroll, staff overtime, contracts, food, medications, outside medical services, telephone and system usage, prison industry operations, canteen sales; utilities, fuel, transportation, supplies, construction and maintenance.
Human Resource Results	Employee count; hiring and termination of employees; payroll and overtime; shift relief factor; inmate to staff ratio; employee disciplinary actions; employee grievances.
Regulatory, Legal Compliance and Community Support	Fingerprint inmates and enter commitment information into NCIC; draw blood samples for submission to DNA file; hepatitis and TB testing/immunization/treatment; sex registry notification; sexual predator review board; parole review; drug testing of inmates and employees; litter control; reporting of work related injuries; fire drills and safety inspections; inmate contributions to restitution, room and board, child support, taxes, and social security.

F. HOW DO SENIOR LEADERS USE ORGANIZATIONAL PERFORMANCE REVIEW FINDINGS AND EMPLOYEE FEEDBACK TO IMPROVE THEIR OWN LEADERSHIP EFFECTIVENESS AND THE EFFECTIVENESS OF MANAGEMENT THROUGHOUT THE ORGANIZATION? HOW DO THEIR PERSONAL ACTIONS REFLECT A COMMITMENT TO THE ORGANIZATIONAL VALUES?

1. **To follow up performance reviews and employee feedback, SCDC senior leaders:**
   - Identify problems, direct investigation/analysis, and implement solutions strategies.
   - Revise goals and objective if necessary and appropriate, and update Agency strategic plan
   - Engage and inform employees of revisions.

2. **Personal Actions to reflect commitment to the organizational values:**
   - Unannounced visits to observe prison operations and evaluate prison cleanliness and environment
   - Participation in orientation of new hires and line staff to emphasize agency mission and values
   - Focus on agency mission with posters in the work place as well as inserts to employee identification cards
   - Monthly newsletter to discuss objectives, values, and expectation
   - Personal actions adherence to agency policies, procedures, and values – ethical and consistent personnel decisions, cost minimization in transportation and travel; respect for employees.

G. HOW DO SENIOR LEADERS PROMOTE AND PERSONALLY PARTICIPATE IN SUCCESSION PLANNING AND THE DEVELOPMENT OF FUTURE ORGANIZATIONAL LEADERS?

- Identify potential leaders among employee and provide them with management training
- Utilize the training resources of the National Institute of Corrections
- Implemented a special supervisory training program for first level line staff
- Strategic planning process fosters staff participation and succession planning
- Promoting a common appreciation for agency mission and values, better prepares employees to be future organizational leaders.

H. How do senior leaders create an environment for performance improvement, accomplishment of strategic objectives, and innovations?

- Personal commitment to agency accountability and professional ethics
- Sustained emphasis on performance measures and comparative analysis.
- Ongoing monitoring of performance and strategic plan implementation
- Communicate to staff evaluation results and improvement requirements
- Encourage new ideas and options
- Recognize employees for outstanding performance and innovations
- Update Agency policy and procedures annually.
- Direct Agency managers and supervisors to communicate and involve employees at all levels

I. How does senior leaders actively support and strengthen the communities in which the agency operates? How senior leaders and employees contribute to improving these communities.

1. **Promote Employee Support of Community Projects and Charities:**
   SCDC promotes employee participation in the annual United Way Campaign and the Community Health Charities (Good Health Appeal). SCDC encourages employees to participate in the school Lunch Buddies Program and sponsors blood drives. Other charities registering significant participation and contribution by SCDC employees include the following: Easter Seals, Urban League, Harvest Hope Food Bank, Red Cross, Sistercare, and Special Olympics.

2. **SCDC Institution's Community Support Functions/Events:**
   Besides Agency-wide support, individual SCDC institutions also initiate and/or sponsor community projects. For example, Tyger River Correctional Institution supports Jonesville High School through the "Adopt a School" program; Ridgeland Correctional Institution provides work details for Hunting Island State Park.

3. **Support to Local Governments:**
   SCDC provides inmate labor for litter control and work details for local government. The Support Services Division provides recycling and shredding for state and local governments and school districts. The Division of Prison Industries produces Braille textbooks for South Carolina School for the Deaf and Blind. The Division of Resource and Management provides information-processing support for jails in implementing a jail management information system.

4. **Public Education of Corrections Operations:**
   For over 25 years, SCDC's "Operations Get Smart" and "Operation Behind Bars" have provided community outreach to inform the public of prison operations and to prevent crime. Through Operation Get Smart, carefully selected inmates speak to the public across the state, emphasizing the consequences of criminal behavior. The "Operations Behind Bars" program conducts prison tours as a crime deterrence strategy.

5. **Timely Communication:**
   SCDC emphasizes timely and open communication with the public. Its web site publishes information on fugitives and incidents immediately. The automated notification system instantaneously informs victim of all pertinent inmate movements and releases.

6. **Participatory Planning of Community Projects:**
   SCDC provides planning and implementation support to private foundations and community groups such as the Fatherhood Initiative, Engagement Council on Homelessness, Big Brothers/Big Sisters, and the United Way

7. **Inmate Re-entry Initiative:**
   Preparing inmates for their successful reentry into their communities can in turn strengthen the community. SCDC conducts studies for various community groups to examine the service needs of inmates potentially returning to those locales. SCDC's Reentry Program initiatives also address service coordination for repeat offenders.

SCDC senior leaders identify and determine areas of emphasis by maintaining open communication with citizen groups, community organizations, and business partners. Media reports and commentaries provide information about community interests, opinions, and needs. SCDC managers participate in community projects and identify areas in which SCDC input will be essential and/or productive. Ongoing data and performance evaluation also guides management decision and initiatives.

J. SCDC SENIOR LEADERS AND EMPLOYEES CONTRIBUTE TO IMPROVING LOCAL COMMUNITIES IN THE FOLLOWING WAYS:

- Provide employment opportunity
- Increase local tax base through employment and employee/visitor/volunteer spending
- Stimulate expansion/improvement in infrastructure and housing
- Increase awareness of security and crime prevention
- Extension of employee/inmate resources to support local interests and projects

SECTION III: ELEMENTS OF THE MALCOLM BALDRIGE CRITERIA

CATEGORY 2 – STRATEGIC PLANNING

A. KEY PROCESS STEPS

1. **SCDC's strategic planning process is comprised of these phases:**
   - A critical examination of past performance in the context of SCDC mission, goals and objectives.
   - Identification of problems and needs and evaluation of facilities' operational status.
   - Conduct cost-benefit analysis and explore innovative strategies.
   - Project future needs and additional requirements.
   - Engage managers at all levels, soliciting input from employees.
   - Prioritize needs and translate needs into resource requirements.
   - Communicate strategic plans to employees at all levels.

2. **SCDC's Strategic planning process represents informed decision-making, i.e. driven by empirical analysis and conscientious/explicit consideration of operational data in these areas of specific interest:**
   - ***Agency strengths, weakness, opportunities and threats:*** e.g. aging facilities and obsolete equipment dictate a high priority for repairs, new bed construction, and vehicle replacement in setting strategic initiatives.
   - ***Financial, regulatory, societal and other potential risks:*** e.g. concern for professional standards and employee safety necessitate the re-establishment of ACA accreditation and the requirement to deploy additional camera equipment; increased demand for information from the public necessitates enhancement to the victim notification automated system; to address the ongoing challenges to mental health service delivery, SCDC strategic plan calls for additional psychiatric coverage.
   - ***Shifts in technology or the regulatory environment:*** e.g. new information technologies render SCDC's mainframe offender tracking system technologically obsolete and ultimately cost ineffective. Accordingly, agency strategic planning identifies the steps/projects to upgrade the agency's information technology infrastructure (web-based software for inmate health records and tracking; and new communication equipment etc.)
   - ***Human Resource Capabilities and Needs:*** e.g. employee turnover rates and attrition are analyzed to identify environmental, training and salary issues. Following successfully increasing correctional officer base salary, current strategic planning focuses on employee training and improving work place environment. Priority goals include revising/expanding leadership training curriculum, and expanding training on diversity and ACA standards.
   - ***The opportunities and barriers:*** SCDC strategic planning targets at the leveraging of the opportunities of citizen support, community resources, federal funding and technology innovations. FY2006 strategic plans include initiatives for ACA accreditation, improving public notification, partnership with behavioral health resources and improved Title I funding. The highest priorities in SCDC's strategic plan address these agency barriers: aging facilities, obsolete equipment, increasing demands from a more difficult population, unpredictable increase in costs, staff turnover and expanded regulatory requirement. To illustrate, improving mental health services with additional mental health coverage, and programming to reduce controlled substance abuse are priorities for services.
   - ***Business Continuity in Emergencies:*** Emergency preparedness is addressed in ACA Accreditation and Management review programs, both of which are priority initiatives in SCDC strategic plan. Similarly, the focus on employee training encompasses requirements for crisis management.
   - ***Ability to Execute the Strategic Plan:*** Participatory planning, engaging staff of all operational areas, empirical data analysis, effective communication of objectives and priorities, encouragement

of feedback from employees are all positive attributes of the planning process, which should enhance the agency's ability to execute its strategic plan. While resource availability or limitation may hinder strategic plan implementation, the planning process heightens awareness and vigilance.

B. DEVELOP AND TRACK ACTION PLANS – ALLOCATION OF RESOURCES

After the Agency strategic plan is adopted, Agency directors compile a list of actions for meeting the objectives. Division directors submit action plans for executive staff approval, and Executive staff allocates funds and approves staffing or staffing changes to support actions. The Office of Budget and Resource Management monitors progress and provides periodic report to Executive staff.

C. COMMUNICATION AND DEPLOYMENT OF STRATEGIC OBJECTIVES, ACTION PLANS AND PERFORMANCE MEASURES

SCDC's strategic planning process emphasizes communication among Executive Staff, managers, and operational staff throughout the Agency. SCDC's mission and vision statements are posted visibly in all institutions. Executive staff conducts periodic meetings to review and update objectives and action plans, and to evaluate performance measures. Divisional directors and wardens of institutions review objectives and performance objectives at their divisional and institutional level on an on-going basis. The Division of Budget and Planning generates financial data for Executive Staff to monitor financial performance. The Division of Resource and Information Management generates weekly reports on capacity and inmates, and updates performance measures regularly.

D. HOW DO YOU MEASURE PROGRESS ON YOUR ACTION PLANS?

- Ongoing analyses of operational data in areas identified as strategic initiatives (e.g. inmate infractions, staff turnover, etc)
- Monitor task completion in the context of task schedules
- Audit expenditures
- Measure outcomes both quantitatively and qualitatively – e.g. observe staff training, visit institutions, and review accident reports.

E. HOW DO YOUR STRATEGIC OBJECTIVES ADDRESS THE STRATEGIC CHALLENGES YOU IDENTIFIED IN YOUR ORGANIZATIONAL PROFILE?

- ***Strategic objectives set priorities to improve prison environment:*** e.g. demolish condemned dormitory building, construct additional housing units, modify and improve disciplinary systems, accredit institutions and functions, training employees on diversity, character enhancements, and sexual harassment.
- ***Strategic objectives aim at enforcing accountability and ethics:*** e.g. modifying disciplinary system to better secure minimum facilities; staff training to focus on ethical behavior; improve inmate grievance tracking; workman compensation monitoring to detect/reduce fraud, statewide contraband team to inspect institutions.
- ***Strategic Plan contains initiatives to increase legislative and public awareness of correctional issues and challenges and long term criminal justice policy implications:*** To improve stewardship, SCDC set a strategic initiative to maximize positive interaction with public and professional organizations (such as enhanced victim notification, discussions on prison facts and challenges, response to legislative inquiries, and addressing community action groups). . Correctional employee recruitment initiatives also call for expanded media coverage.
- ***Strategic Plan explicitly lists service initiatives in response to the long term challenges of an increasing population with special needs (older inmates, mental illness) and aggravating problems***

(gangs and contrabands) : Specific strategic initiatives include expansion of services in mental health, psychiatric coverage, assisted living and handicapped beds, drug abuse treatment, education and re-entry preparation. Statewide contraband teams and revision of visitation policies aim at contraband containment and gang control.

F. 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 review institutional data, to include but not limited to incident reports and inmate infractions, to identify new requirements which should be incorporated into the strategic planning process. Developments and new program approaches in other states are reviewed and applied as appropriate – e.g. SCDC initiated polices and procedures to ban pornography in prisons, and plans to eventually make all SCDC facilities smoke free. New technologies are examined for their cost effective inclusion in SCDC's strategic goals. SCDC also implemented an Employee Innovative System (EIS), whereby employees can submit recommendations on cost savings and efficiency practices. Such input facilitates the agency's strategic planning process.

G. 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 06-07 Key Agency Action Plan/Initiatives	Key Cross References for Performance Measures*
II A. Programs & Services--House and Care	Plan for and accommodate inmate-housing requirements.	● Complete the Kirkland renovation project. ● Construct 192—bed housing unit along with infrastructure upgrades. ● Construct a 96-bed housing unit at MacDougall. ● Construct 16-bed lock-up unit- MacDougall. ● Identify current level of overcrowding beyond design capacity to determine future bed capacity requirements and submit a request for bond funds. ● Demolish and reconstruct condemned dormitory buildings at Level I institutions due to defective fire-retardant wood. ● Relocate dormitory building from Greenwood site to Stevenson Correctional Institution.	Figure 7.2.1 Figure 7.2.2 Figure 7.2.5
II A. Programs & Services--House and Care	Modify and improve our inmate disciplinary system	● Review/Revise visitation policy and coordinate with disciplinary policy. ● Review inmate walk-offs and escapes from Level I facilities. ● Adjust the security level criteria to include convictions for certain disciplinary offenses.	Figure 7.1.3 Figure 7.2.10 Figure 7.2.11 Figure 7.2.12
II A. Programs & Services--House and Care	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). ● Identify revised preventive maintenance schedule of vehicles.	Figure 7.2.7 Figure 7.2.8 Figure 7.2.9 Figure 7.2.10 Figure 7.2.11
II A. Programs & Services--House and Care	Accredit institutions and functions.	● Re-establish an ACA Accreditation process to officially accredit every institution by 2008. ● Supplement this process with the management review program.	Figure 7.5.3
II A. Programs & Services--House	Make improvements in employee safety.	● Review needs and identify funds for employee safety equipment. ● Procure and/or replace self-contained breathing	Figure 7.2.5 Figure 7.2.6 Figure 7.2.11

and Care		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. ● Assess, evaluate and implement a plan to reduce employee abuse of sick leave/disabilities relative to Worker's Compensation claims.	Figure 7.5.4
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.	Figure 7.4.1 to Figure 7.4.8 Figure 7.5.3
II A. Programs & Services--House and Care	Update the plan and request resources to implement a maintenance program	● Develop a "critical" and a "preventive "maintenance plan for every institution. ● Prepare justification and funding request. ● Certify institutional maintenance personnel in wastewater treatment operations.	Figure 7.3.4
II A. Programs & Services--House and Care	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. ● Utilize an outside consultant to evaluate the current system. ● Reassess staffing requirements as results of institutional re-designations. ● Review assessment process for females and short-term offenders. ● Develop a system to centrally monitor bed space in Special Management Units (SMU) that will help to ensure that we do not encumber this valuable bed space unnecessarily and to assist the institutions in dealing with these issues in a timely manner. ● Study the feasibility of creating pre-release beds in a more secure environment in order to make those services available to the segment of our population currently ineligible for the services but who arguably need them the most.	Figures 7.2.1 to 7.2.7 Figures 7.2.10 to 7.2.12 Figure 7.2.14 Figure 7.2.19
II A. Programs & Services--House and Care	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	Figure 7.2.5 Figure 7.2.9 Figure 7.2.13 Figure 7.2.14 Figure 7.3.3

		concerning SCDC medical protocol. ● Focus on preventive medicine for those inmates with potentially severe health issues such as hypertension, diabetes, high cholesterol, etc. ● Implement a cardiac care program statewide and continue efforts to setup a cardiac care unit.	
II A.Programs & Services--House and Care	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 7.2.5Figure 7.2.9Figure 7.2.13Figure 7.2.14Figure 7.3.3
II A. Programs & Services--House and Care	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 7.2.5 Figure 7.2.13 Figure 7.2.14 Figure 7.3.3
II A. Programs & Services--House and Care	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 7.2.14 Figure 7.2.17
II C. Programs & Services--Palmetto Unified School Distr. I	Improve inmate educational and vocational programs	● Establish a task force to review and improve Title I activities focusing on improving reporting and meeting regulations. ● Increase the vocational training opportunities for all inmates. ● Increase participation in the "SPICE" program. ● Fully implement the "No Child Left Behind" 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 7.2.14 Figure 7.2.15 Figure 7.2.16 Figure 7.2.17 Figure 7.2.18
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 7.2.17 Figure 7.2.15 Figures 7.2.17 to 7.2.19 Figure 7.5.6 Figure 7.5.7
II B. Programs & Services--Work & Vocational Activities	Maximize utilization of inmate labor	● Develop an 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 7.2.17 Figure 7.2.19 Figure 7.5.5 Figure 7.5.6 Figure 7.5.7
I. Internal Administration &	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.	Figure 7.1.2 Figure 7.1.3

Support		● Provide additional training sessions to all Institutional Grievance Coordinators. ● 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.	
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 7.1.4
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 7.1.4
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, job fairs and develop a realistic job video.	Figure 7.4.1 Figure 7.4.2 Figure 7.4.3 Figure 7.4.4 Figure 7.4.5 Figure 7.4.7
I. Internal Administration & Support	Upgrade the Agency information technology infrastructure.	● Develop/install 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. ● Re-develop point-of-sale system used in canteens to replace the mainframe based system. ● Implement automated transportation scheduling to support regional transport of court runs.	Figure 7.1.4 Figure 7.1.5 Figure 7.2.1 to Figure 7.2.14 Figure 7.5.1
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. ● Identify funding source to construct larger food service warehouse to take advantage of quantity purchases. ● Reduce energy consumption. ● Enter into a guaranteed energy performance contract. ● Investigate/determine merits of privatization relative to any operation within the Department.	Figure 7.3.1 Figure 7.3.2 Figure 7.3.3 Figure 7.3.4

CATEGORY 3 – CUSTOMER AND MARKET FOCUS

A. IDENTIFICATION OF CUSTOMERS AND THEIR KEY REQUIREMENTS

Based on these statutory responsibilities and the Agency's mission, SCDC identifies the following "external" customers and their key requirements:

- ***South Carolina Courts:*** South Carolina Courts impose sentences on offenders, placing inmates into SCDC's custody. SCDC is responsible for carrying out Court orders to ensure inmates serve their sentences fully before releasing them from custody. SCDC also carries out Court orders relating to mandatory treatment (e.g., sex offender counseling, drug addiction treatment) and ensures that inmates pay restitution and reimbursements to the extent possible. SCDC communicates with Clerks of Court to clarify Court orders, to schedule court appearances of inmates (i.e., appeals, pending charges, "post conviction relief"), and transports inmates to detention facilities and Courts for Court-ordered hearings.
- ***Victim Families and South Carolina Citizens:*** The general public's key requirements are to be protected from inmates, to feel safe from inmates' potential criminality, and to be informed of events that jeopardize public safety. Citizens, as taxpayers, also expect that prisons are operated efficiently, and that inmates are strictly supervised, without unnecessary spending. Victims and their families require more specific information than the general public and South Carolina Statute requires that SCDC notify victims when victims' perpetrators are transferred or released from custody.
- ***Inmate Families:*** Inmate families want to maintain family relationships throughout inmates' period of incarcerations. Thus, inmate families require the ability to communicate with inmates, through exchange of mail, telephone contact, and institutional visits. Inmate families also provide financial assistance to inmates and require specific information as to inmate status, scheduled release date, inmate adjustment to incarceration, and SCDC policy and procedures.
- ***South Carolina Legislature:*** The Legislature expects SCDC to efficiently execute its statutory mandate, and to provide feedback on policies, operations, and programs. The Legislature requires that SCDC support the legislative process by reporting operational issues and analyzing the potential financial and operational impact of proposed legislation. Representing their constituents, including citizens and inmate families, legislators require information concerning specific inmates and SCDC policy and procedures.
- ***Criminal Justice and Other Governmental Agencies:*** Many federal and state laws require SCDC to provide information on offenders for the purpose of providing services to individuals returning to society and to protect public safety. Examples include the transmission of criminal history and incarceration data to NCIC, to DPPPS, and to local law enforcement; sex registry requirements; sexual predator evaluation; and the DNA file for convicted felons. Beyond legal compliance, data exchange and program/service coordination are expected of SCDC by criminal justice and other governmental agencies (e.g., location of parents for child support; and identification of suspects).

B. KEEPING CURRENT WITH CHANGING CUSTOMER/BUSINESS NEEDS AND EXPECTATIONS

- ***Legislative Liaison:*** SCDC designates an employee to monitor legislative agendas and deliberations, and receive inquiries from legislator.
- ***Community Outreach:*** SCDC managers participate in civic organization and advocacy groups to identify prevailing concerns, emerging needs, and expectations.
- ***Keeping Abreast of Public Opinion and Information in the Media:*** Newspaper editorials, TV reporting, and citizen opinions expressed by mail/email correspondence provide senior leaders with guidance on changing customer/business needs and expectations..
- ***Communication with Victims and Advocacy Groups:*** Correspondence and telephone contacts with victims to identify needs and expectations.

- ***Professional Journals and Federal Guidelines/Grant Opportunities:*** SCDC managers routinely correspond with other state correctional administrators, peruse various professional journals, and attend national meetings to learn of new developments in the field of criminal justice and corrections practices, including others use of innovative technologies and programs, federal funding and partnership opportunities.
- ***Inter-Agency Meetings:*** SCDC employees participate in inter-agency meetings to learn about other agencies' expectations and identify ways in which interagency cooperation can increase mutual effectiveness and efficiency. For example, SCDC managers attend regular Criminal Justice Information System task force meetings, focusing on collaboration between criminal justice agencies.
- ***Using Technology for Expedient Communication:*** SCDC employs E-mail and Internet technologies to maintain open communication with "customers". For example, SCDC places information on a public web site, as well as on web sites that are restricted to authorized users.

C. USING INFORMATION FROM CUSTOMERS/STAKEHOLDERS TO MAINTAIN RELEVANCE AND IMPROVEMENTS

SCDC management collects and analyzes information, via the aforementioned methods. Information is shared with employees for a collective approach to deliver relevant service and to continually improve effectiveness. Management translates the information into action plans, which are incorporated into the Agency's strategic plan. For innovations or new programs, performance indicators are specified so that their effectiveness and relevance in meeting emerging customer needs can be evaluated.

D. MEASURING CUSTOMER/STAKEHOLDER SATISFACTION AND DISSATISFACTION AND APPLYING 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.

To allow feedback from the inmate population, SCDC implements a formal inmate grievance mechanism. Each grievance filed by an inmate is investigated and evaluated in a timely fashion to determine its legitimacy and relevance. Substantiated and legitimate grievances are examined for policy/procedural revisions to improve.

While SCDC does not formally collect and document feedback from the Legislature and the public, it monitors their perception of SCDC performance from correspondence and personal interactions. SCDC considers the timely delivery of useful services, information, and products as an indication of meeting customer needs.

E. BUILDING POSITIVE RELATIONSHIPS WITH CUSTOMERS/STAKEHOLDERS – KEY DISTINCTIONS AMONG DIFFERENT CUSTOMER GROUPS

1. **To build positive relationships with various customers/stakeholders, SCDC is committed to:**
   - Recognize, respect and "balance" the distinctive needs and interests of the individual customers. For example, inmates and inmate families prefer less confinement and supervision, while the public generally favors more restrictive supervision with increased confinement. Similarly, while the Legislature requires budget reductions and lower incarceration costs, the public expects that SCDC maintain public safety by housing dangerous offenders in costly high security institution.
   - Communicate expeditiously to the various customer groups when they seek information, and to inform them of policy changes, incidents, new programs, etc.
   - Encourage input and feedback, demonstrate customer care, and ensure openness to change and innovations.

2. **In building positive relationship with inmates, it is also important that policies are implemented firmly, fairly and consistently to nurture an atmosphere of trust and respect in the institutions.**

SECTION III: ELEMENTS OF THE MALCOLM BALDRIGE CRITERIA

CATEGORY 4 – MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT

A. SELECTING WHICH OPERATIONS AND PROCESSES TO MEASURE FINANCIAL AND OPERATIONAL PERFORMANCE AND PROGRESS RELATIVE TO STRATEGIC OBJECTIVES AND ACTION PLANS

SCDC selects performance measures that are linked to the Agency's mission, relating to safety, services, and stewardship. Strategic objectives and actions plans target at effective and efficient execution of the agency mission. Mission and strategy data analysis thus focus on:
1) Inmate Processing (admission and releases); 2) Inmate Housing and Care; 3) Inmate Classification and Movement; 4) Facility Management/Bed space Utilization; 5) Inmate Behavior Monitoring; 6) Inmate Program Participation; 7) Information System Support for Operations and Processes; 8) Resource Utilization Patterns; 9) Staff Retention; and 10) Outcome Monitoring.

B. HOW DO YOU USE DATA/INFORMATION/ANALYSIS TO PROVIDE EFFECTIVE SUPPORT FOR DECISION MAKING THROUGHOUT YOUR AGENCY

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. To illustrate, "non-conforming" cases are identified to detect sentencing errors or probable inmate fraud. Comparative institutional data are analyzed to examine the relative levels of assaults, use of force, disciplinary infractions, and grievances etc. Inmate diagnostic data are analyzed periodically to assess program needs.

C. THE KEY MEASURES, THEIR REVIEW, AND HOW THEY ARE KEPT CURRENT WITH ORGANIZATIONAL NEEDS/DIRECTION

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, food, 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 merge, new measures are generated. For example, to support inter-state comparisons, SCDC has started new data series to measure safety and security, utilizing definitions provided by the Association of State Correctional Administrators (ASCA).

D. Ensuring 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. A Management Information Services branch is designated to conduct data analysis, identifying missing or problematic data, and to provide timely, accurate and relevant decision-support information..

- **Procedures in place to promote data integrity, security and availability of information** are as follows:
  - Real time direct data entry by individual functional areas
  - On-line validation of data entered by system users.
  - Ongoing random and targeted data audits
  - Access to inmate, financial and personnel data is restricted by comprehensive security mechanisms; employee supervisors, as well as designated "system owners" approve all requests for system access.
  - Information Technology staff implement disaster recovery procedures and monitor system performance, response time, and resource utilization.
  - Continued rapport among senior management, system users and information professionals

E. Using Information to Support Decision Making- Translating Organizational Performance Review Findings into Priorities for Continuous Improvements

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 in prison, and resources required to comply with the proposal.

Besides data analysis to support policy evaluation and overall system planning, SCDC also regularly generates informational analysis and reports directly linked to its mission and operations. As an essential phase in SCDC's strategic planning process, performance measure analysis contributes to goal assessment, problem identification, and the development of action plans. Major analyses include:

- ***Classification and Movement of Inmates:*** Statistical analyses are conducted to correlate inmate attributes with negative behavior indicators to identify inmate risk factors and derive consistent and objective classification criteria. "What-if" analyses are conducted to anticipate the impact of policy changes.
- ***Staffing Analysis:*** Staff sick and holiday leave patterns are analyzed to derive shift relief factors to determine the number of staff required to cover "24 by 7" posts. Staffing configuration at institutions for security coverage and service delivery is examined to ensure consistent and effective management. Staff retention or turnover statistics are compared across demographic groups and institutions to identify recruitment and training strategies.
- ***Identification of Inmate Management and Cost Control Issues/Remedies:*** Profiles of inmates who frequently commit infractions or abuse resources (such as medical services or property destruction) are studied for management solutions. Exception analyses (such as abnormally high expenses in contractual medical services or large deposits in inmate financial accounts) are conducted in various operational areas to identify/thwart emerging problems. Inmate assaultive infractions and incidents involving use of force are scrutinized to derive preventive measures and corrective actions.
- ***Scheduling Inmate Admissions:*** To facilitate the scheduling of inmate admissions, statistics on court sentencing and county transfers are monitored.

F. SELECTION/USE OF COMPARATIVE DATA AND INFORMATION

Comparative data and information are selected on the basis of relevance, clarity, availability, comparability and usefulness. Incarceration rates, for example, are used to compare South Carolina's relative reliance on prisons as a correctional alternative. However, meaningful comparison necessitates the understanding (and thus data adjustment) that SCDC houses inmates with short sentences whereas most state prison systems house offenders with sentences over one year. This illustrates the need to carefully select comparative data.

When necessary, 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. To illustrate, across the nation, overall system recidivism rates are generally defined as the proportion of inmate releases returning to prison within three years of release. Accordingly, SCDC generates data under similar definitions to enable its comparison with other state systems.

Unless definitions are consistent, it is difficult to compare data across state correctional systems in areas such as escapes, costs, and turnover. In 2004, the Association of State Correctional Administrators (ASCA) initiated a pilot project entitled Performance Based Measures System (PBMS), and developed definitions for various standard measures. The project is now beginning to be implemented nation wide. In 2006, ASCA revised and broadened PBMS standards and requested all states to submit data adhering to their definitions. Currently, SCDC is modifying its data systems to comply with the standards as much as possible.

G. LEVERAGING EMPLOYEE KNOWLEDGE AND IDENTIFYING BEST PRACTICES

1. **Collect, Transfer, and Maintain Accumulated Employee Knowledge:**
   SCDC identifies the continued loss of accumulated employee knowledge as a barrier to effectiveness. The budget crisis and resulting early retirement of senior employees, inability to retain junior employees, and the on-going hiring freeze pose challenges to SCDC's maintaining accumulated knowledge. To collect, transfer and maintain accumulated employee knowledge, SCDC:
   - Requires managers to cross train staff and designate "backups" to critical functions
   - Requires that Agency managers ensure that procedures are clearly documented
   - Requires employees to document actions and events
   - Expects employees to possess a broad understanding of policy and procedures

2. **Identification and Sharing of Best Practices:**
   - Agency managers review publications, participate in national organizations, and communicate with criminal justice professionals in other states and counties to identify innovative procedures, new technologies, and best practices
   - Through the strategic planning process, senior management applies its knowledge of best practices to update and refine strategic goals and objectives. Action plans are developed for adoption and implementation of best practices.

CATEGORY 5 – WORKFORCE RESOURCES

A. HOW DO YOU ORGANIZE AND MANAGE WORK TO ENABLE EMPLOYEES TO UTILIZE THEIR FULL POTENTIAL, ALIGNED WITH AGENCY OBJECTIVE, STRATEGIES AND ACTION PLANS, AND TO PROMOTE COOPERATION, INITIATIVE, EMPOWERMENT, INNOVATION AND DESIRED ORGANIZATIONAL CULTURE

SCDC's organization enables employees to perform at their optimum level of performance by clearly defining the agency's mission and constantly communicating it to staff. Each employee's initial employment is met with a detailed orientation of the goals & objectives and work ethic that is expected for successful employment.

Information is distributed via electronic, written, and verbal form to ensure employees understand, are empowered, participate, and share in the success of the organization.

While the culture of an adult correctional system is very regimented and highly disciplined, employees are given top priority, their opinions are sought out, and they are respected as individuals and professionals.

SCDC requires annual management reviews of every institution that centers on ensuring national accreditation standards are being met and that individual operational areas are meeting established goals & objectives. The detailed internal audit report is used as a roadmap to examine performance and to define & explore areas in need of improvement.

B. HOW DOE YOU EVALUATE AND IMPROVE YOUR ORGANIZATION'S HUMAN RESOURCE RELATED PROCESSES

Human resource related processes are evaluated by analyzing performance measures such as security staff coverage statistics, staffing demographics and diversity, vacancy and attrition, hiring practices, up-to-date comparative study of correctional employment and salary statistics, employee satisfaction, timeliness and accuracy of response to employee/management/public questions, timeliness of assistance agency managers in employee counseling, hiring, and terminations ; effectiveness in formulating recruitment, training, and retention strategies; employee grievance/complaints; and program availability for employee well being.

To improve the agency's human resource related processes, the agency director and human resource manager conduct ongoing analysis of human resource trends and institutional comparisons.

C. IDENTIFYING AND ADDRESSING KEY DEVELOPMENTAL AND TRAINING NEEDS; EVALUATION OF EFFECTIVENESS; ENCOURAGE ON-THE-JOB USE OF KNOWLEDGE AND SKILLS

1. **Training/Development Needs Identification:**
   SCDC identifies the key development and training needs of its employees by:
   - Translating SCDC's mission into performance requirements of its various positions.
   - Identifying relevant statutory, regulatory, and professional standards.
   - Conducting job task analysis to define skill and knowledge requirements.
   - Analyzing employee performance – EPMS, incident reports, and operations audits/reviews.
   - Examining employee feedback - exit interviews, training questionnaire, and class evaluation.

   SCDC established an Institutional Training Advisory Council at each of its facilities. The Agency Training Advisory Council addresses training needs and strategies at the Agency level.

2. **Addressing Training/Development Needs:** Training and Advisory Councils at the institutional and Agency levels provide feedback to SCDC's Division of Training (Training Academy). The Academy

develops and delivers training programs. Training needs and programs are integrated with the strategic planning process.

3. **Evaluation of Effectiveness Training:**
   SCDC institutional managers evaluate the effectiveness of correctional officer training by the readiness of new employees to correctly/consistently apply SCDC policy and procedures, handle situations and manage inmates. The new first line supervisor training will be measured by the quality of improvement in institutional environment. Employee feedback and increase/decrease in employee infractions and grievances, are used as evaluation of training effectiveness. Staff turnover may also shed some light on the adequacy of the training program. Changes or sustenance of agency performance in the area of security and safety may also be attributed to the effectiveness of employee training.

4. **Encourage on the Job Use of New Knowledge and Skills:**
   Agency managers are the impetus to employees deploying new knowledge and skills - EPMS sets goals and objectives and evaluates employees in the context of knowledge and skill application. Employees are also recognized and rewarded for effective use of new knowledge and skills and initiatives.

D. HOW DOES EMPLOYEE TRAINING CONTRIBUTE TO THE ACHIEVEMENT OF YOU ACTION PLANS?

SCDC Training consists of 1) Basic Training for correctional officers and institutional staff; 2) Supervisory/Leadership training; 3) Mandatory training for all employees. Security training, both in classrooms and on-the-job training, prepares correctional officers to professionally deal with inmates on a day to day basis, as well as in emergency situations, adhere to strict security measures, and ensure inmate and staff safety at all times. Mandatory training is provided on topics such as communicable diseases, occupational safety, hostage and other emergency preparedness situations, and employee/inmate relations. These classes alert staff to the importance of their duties and how their actions can affect the overall institutional environment, reduce worker's compensation claims, and promote a positive and professional atmosphere for inmates to live and fellow employees to work safely and effectively. Leadership training contributes to the heightened performance in all areas of SCDC operations. Managers are trained to set goals and objectives, utilize technology, monitor inmates' behavior and staff's performance, plan for strategies and evaluate outcomes.

E. HOW EMPLOYEE PERFORMANCE MANAGEMENT SYSTEM SUPPORTS HIGH PERFORMANCE AND CONTRIBUTE TO THE ACHIEVEMENT OF ACTION PLANS

1. **The Employee Performance Management System (EPMS) supports high employee performance through:**
   - ***Clear delineation of duties and expectations:*** The planning stage sets duties and expectations which are mutually agreed upon by both the supervisor and the employee within the first 60 days of employment, and annually at the end of each performance review. This understanding provides a common framework to guide job performance in the following year.
   - ***On-going Monitoring and Communication:*** SCDC trains its managers/supervisors to intervene as early as possible when employee performance is not meeting expectations. Similarly, managers/supervisors provide positive feedback as incentives for exemplary performance. Mid year review is encouraged when appropriate.
   - ***Annual Review and Documentation of Performance:*** Managers/supervisors formally document performance to address each duty and expectation. Often, the written review is accompanied by a meeting, where employee and supervisor exchange ideas on performance and future performance

2. **Employee duties and job performance standards:**
   - Employee duties and job performance standards are derived from SCDC mission and action plans. Holding employees accountable through EPMS is a prerequisite to achieving strategic objectives.

F. How Managers/Supervisors Encourage and Motivate Employees to Develop and Utilize Their Full Potential

1. **Recognize the Importance of Employees:** SCDC's mission statement and culture reminds employees of their importance: the mission statement and virtually all policies are designed to protect the safety of employees. SCDC recognizes the contribution of its security staff, which comprises over 60% of its workforce, by observing National Correctional Officers Week in May (designated by the American Correctional Association). Along with other law enforcement agencies, SCDC sponsors ceremonies and activities to honor correctional officers.
2. **Continuous Management Guidance on Agency Goals, Directions and Expectations:** Agency Director transmits weekly messages to provide insight and perspectives on agency mission and strategic objectives, to commend outstanding employees, and address ethics and performance issues.
3. **Define Job Duties Clearly and Provide Ongoing Guidance and Performance Feedback:** SCDC recognizes that good supervision and communication can heighten employee performance. Formally, SCDC managers and supervisors use the formal Employee Performance Management System (EPMS) to specify duties and evaluate performance. Informally, they meet regularly with employees to review daily operations, project status reports, and to share information about Agency developments.
4. **Respect/empower Employees and Their Opinions:** While a high level of discipline and regimentation is expected of all employees within the correctional environment, supervisors/managers respect employees as individuals and professionals. The Employee Innovation Program solicits suggestions from employees and provides a monetary reward when an employee's suggestion is adopted and results in financial savings.
5. **Award/Recognize Achievements:** Given the severe budget cut, SCDC was not able to provide incentive pay increases. Therefore non-monetary awards/recognition provides encouragement and motivation. SCDC's "Can-do Club" and "Can-Do Spirit" programs recognize employees for exemplary service, performance or behavior. The Agency recognizes career employees in its annual award ceremony. SCDC employees select employees of the year in various categories, including security, administrative support, and management.
6. **Provide Salary Incentives Commensurate with Job Challenges:** The agency implemented a special incentive increase of 1 – 8% for security, nursing, and food service staff, who continues to perform in most challenging and difficult work environment.
7. **Promote Professional Behavior and Teamwork:** Managers/supervisors instill professional behavior through setting good examples and enforcing work ethics. They promote teamwork through effective communication and staff involvement in Agency mission, goals and objectives.
8. **Provide Training:** Within budgetary constraints, employees receive critical training to prepare them for job growth.

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G. Formal/Informal Assessment Methods and Measures to Determine Employee Well-Being, Satisfaction and Motivation. How do you use other measures such as retention and grievance? How do you determine priorities for improvement?

1. **Assessment Methods:**
   - ***Staff Meetings:*** Executive staff meets weekly with division directors to obtain feedback from their respective areas. Wardens and divisional directors address staffing issues in their weekly/quarterly meetings.

- ***Quarterly Correctional Officer Representative Meeting:*** Security staff relate to senior leaders their concerns and interests.
- ***Women's Task Force:*** Submits observations and recommendations relating to gender issues in employee relations and inmate management.
- ***Correctional Officer Retention Committee:*** Key administrators on the committee focus on issues relating to turnover. Questionnaires are sent to collect information relating to job performance and satisfaction.
- ***A Job Task Analysis:*** is planned to obtain feedback, via questionnaire responses, from security staff regarding the job duties. This will provide the venue for obtaining empirical data on employee well being, satisfaction, and motivation issues.

2. **Employee Retention and Grievance Measures:**
   - Employee retention data are analyzed and compared, to derive trends and factors contributing to staff turnover. The agency uses the results to modify and expand employee training programs to improve institutional environment – a first line supervisor training program was developed. Comparative data on institutional job requirements also led to higher salary incentives for security positions in higher security institutions.
   - Employee grievances are investigated and follow-up/remedial actions undertaken.

3. **Determination of Improvement Priorities:**
   - Improvements are prioritized in the context of SCDC mission. Therefore, actions critical to prison safety and security are given the utmost priority, such as correctional officer incentive pay, security staff retention, and improving prison environment.

H. MAINTAINING A SAFE AND HEALTHY WORK ENVIRONMENT

1. **Establish Standards to Meet Legal, Regulatory, and Professional Requirements:** SCDC's policy and procedures document the various requirements in fire prevention/control, pathogens, food service preparation, equipment operations, and emergency preparedness.

2. **Monitoring to Ensure Standards are Met:** The Agency designates the Division of Compliance, Standards, and Inspection to oversee work place safety and to ensure a healthy work environment. Each medium or maximum-security institution is assigned a full-time Environmental Health and Safety Officer (EHSO), who performs monthly inspections, notes deficiencies, and ensures corrective action. The EHSO receives on-going training from the State Fire Academy and conducts on-going training for institutional staff.

3. **Provide Employees with Safety and Health Training:** All Agency employees are mandated to attend annual refresher courses on safety and healthy work environment. At the institutional level, the EHSO provides on-going training.

4. **Promote Health Consciousness:** The Agency supports and encourages employees to participate in State sponsored wellness programs, without interrupting normal operations.

5. **Emergency/Disaster Preparedness:** SCDC policy and procedures familiarize employees with its emergency/disaster preparedness plan. Employee responsibilities and the hierarchy of respondents are clearly defined and visibly posted at key locations. The Emergency Action Center (EAC) is designated as the coordinating entity for employee notification and information exchange for emergency situations.

Emergency/Disaster Preparedness training is part of the annual mandatory requirements for all employees.

6. **Response to Institutional Disturbance:** Because of the unique work environment and challenges in prison management, SCDC trains and designates a special S.W.A.T team of employees (Special Weapons and Tactics) to be prepared for and to curb disturbances or serious incidents, such as taking of hostages. Mandatory training alerts employees to detection and prevention, and provides guidance for appropriate reactions.

CATEGORY 6 – PROCESS MANAGEMENT

A. KEY PROCESSES THAT PRODUCE, CREATE OR ADD VALUE FOR CUSTOMERS/ORGANIZATION AND ENSURING THEIR BEING USED

1. **Housing, Security and Care of Inmates:** These processes include the safe and secure operation of prisons, and the delivery of food, clothing and essential medical care to inmates. Executing these processes fulfils SCDC's statutory mandate and mission of protecting the public, inmates, and employees. Custody of inmates for the duration of their prison sentence satisfies court requirements.

2. **Inmate Management:** These processes include inmate discipline, which should assist inmate to conform to positive behavior.

3. **Inmate Rehabilitation:** These processes include the assessment of inmate needs and risks, assignment to work, education and treatment programs which enhance their productivity, and self-sufficiency.

4. **Inmate Re-entry:** These processes include preparing inmates with education and job skills, coordinating their release with other agencies, and providing transitional support. The primary goal of reentry services is lowering the recidivism rate.

5. **Public Information:** The processes of informing the public (including victims, inmate families, employers, etc.) contributes to public protection, and generates feedback on correctional policy and practices to increase SCDC effectiveness.

6. **Accountability Reporting:** The processes of preparing legislative impact projections, developing strategic plans, conducting cost benefit analysis, and preparing accountability reports, contribute to the Agency's efficiency.

These processes are integral parts of SCDC daily operations and ongoing staff duties.

B. HOW TO INCORPORATE EFFICIENCY AND EFFECTIVENESS FACTORS IN PROCESS DESIGN AND DELIVERY

To increase the efficiency and effectiveness of the key processes outlined above; SCDC applies employees' organizational knowledge, utilizes new technology, identifies changing customer and mission-related requirements, and applies cost controls measures. To incorporate these elements in its processes, SCDC performs these tasks:

- ***Annual Policy and Procedural Updates:*** This requirement mandates managers to critically evaluate their operations and processes at least annually, if not more often, in the context of new legislation and programs, employee input, and system performance indicators. Revision to policy and procedures are staffed within the Agency, coordinated by the Division of Policy Development, under the supervision of General Counsel.
- ***Routine Review of System Performance:*** On-going analysis of operational and financial data identify areas which warrant investigation, such as reviewing the operating procedures of institutions with dramatic changes in assault incidents/rates.
- ***Strategic Planning:*** This provides a systematic approach to update goals and objectives, identify new technology and emerging needs, and develop policy/strategic/procedural alternatives.
- ***Identification, Acquisition, and Application of New Technology*** – SCDC assesses and installs new technologies in inmate management and prison security such as the automated fingerprint identification

system (AFIS), video parole hearings, recording and monitoring of inmate telephones, video surveillance systems and data mining.

- ***Exploration and Implementation of Alternatives/Innovation Exemplified by Other Systems*** – Critical processes are studied to examine the applicability of new approaches, as in the case of healthcare delivery. Presently, following the national trend, and aiming to achieve greater efficiency, SCDC is investigating the feasibility of contracting/privatizing health services. SCDC constantly evaluates its prison industry, farming and other operations, to identify and implement cost control measures.

C. How Does Day-to-Day Operation of Key Processes Ensure Meeting Performance Requirements

Key Processes	Meeting Performance Requirements
Housing, Security and Care of Inmates	Day-to-day operations of these processes ensure inmates being isolated from South Carolina's communities, thereby protecting the public from potential crime. By these processes, SCDC executes the sentencing orders from South Carolina courts, a mandated performance requirement.
Inmate Management	Daily supervision/management of inmates protects staff from inmates and inmates from one another. This meets the performance requirement of safety.
Inmate Rehabilitation	Day to day services in inmate assessment and classification are designed to optimize resources without compromising security. On-going education, work, and drug treatment aim to improve inmate employability and self-sufficiency upon release. The process of inmate rehabilitation meets the performance requirement of service delivery.
Inmate Re-entry	Ongoing monitoring of inmate release eligibility ensures that SCDC meets its statutory performance requirement of timely release and accurate sentence execution. Coordinating inmate release with proper notification ensures public protection, the most critical performance requirement.
Public Information	Continual and timely delivery of information to the public, including victims, ensures SCDC's public protection requirements.
Accountability Reporting	Implementing procedures to comply with accountability requirements increases efficiency, effectively meeting SCDC's mission relating to stewardship.

D. Systematic Evaluation and Improvement OF PRODUCT/Service

- Management ongoing monitoring of performance measures
- Special studies to examine problem areas or emerging issues
- Evaluate feedback from agency customers
- Develop strategic plans to address problems, issues, and customer feedback.
- Communicate with agency staff on measures and strategies.

E. Key Support Processes

Key Support Processes	How SCDC Improves and Updates These Support Processes
Information and Knowledge Management	Staff retention; Employee mentoring; Replacement of obsolete information technology; Staff training on the use of information technology; and Objective management decision-making, based on information and data.
Finance and Accounting	Checks and balances to ensure accurate accounting; Automation of processes (such as direct electronic deposit of inmate funds); and Development of useful budget monitoring reports.
Facilities Management	Identification and deployment of cost effective technologies to increase security

	and reduce personnel cost; and Preventive maintenance to control costs.
Research and Development	Incorporating relevant data analysis and research methodology in the policy and program development process; Increased monitoring of national trends, and new program initiatives; Dedication of resources to research and development functions (beyond day to day operations).
Administration	Stream line administrative reporting requirements; periodic review of organization structure to ensure its flexibility and effectiveness.
Inter-governmental Relations	Dedication of resources to inter-agency needs; initiation of processes which can increase mutual efficiency (such as accurate court commitment documents and efficient file transfers among criminal justice agencies.)
Legislative and Public Affairs	Dedication of resources to attend to legislative and public affairs; and Use of information technology (e.g. automated telephone notification to inform victims and web technology for fugitive posting).

F. HOW DOES YOUR ORGANIZATION DETERMINE THE RESOURCES NEEDED TO MEET CURRENT AND PROJECTED BUDGET AND FINANCIAL OBLIGATIONS?

SCDC determines resource requirements through its strategic planning process, which involves participation by managers from all units across the agency. Agency managers review data on past performance, evaluate existing resource shortage/limitations, project inmate service demands, identify needs, and translate them into resource/cost requirements. Each unit develops objectives and goals to correct problems and/or meet program needs, and estimates the corresponding resource requirements. For example, the agency's facility management unit continually updates lists of obsolete security equipment and institutional disrepairs (such as leaking roofs) and prioritizes the urgency of repairs, and the transportation unit maintains inventory of vehicles with over 100,000 miles. Similarly, based on medical examination and objective testing, medical and/program staff determine the number of mentally inmates and those having substance abuse problems. Such empirical data are used to project budget and financial obligations.

The projected budget and financial obligations submitted by individual program areas are reviewed by the agency's 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 2007 there were no major disturbances (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. Furthermore, recent administrative law changes made reporting procedures and requirements in FY 2005, resulting in significant increase in data entries. It should be noted that staff efforts to resolve grievances were sustained—61% of FY 2007 grievances were resolved in 60 days.

	Fiscal Year				
	2003	2004	2005	2006	2007
INMATE GRIEVANCES					
Grievances Filed	9,496	8,637	18,216	22,523	22,231
% Grievances Resolved [1]	98%	77%	85%	84%	79%
% Grievances Resolved within 60 Days of Filing	62%	46%	61%	65%	61%

[1] Percentage of grievances resolved of the grievances filed for the given fiscal year.

Figure 7.1.2

7.1.3 ***Inmate Families:***

To support inmate family relationships, SCDC encourages family members to visit inmates in prison and takes special precautions to protect the safety of visitors.

SCDC Inmate Visitations					
	Fiscal Year				
	2003	2004	2005	2006	2007
Number of Visits	218,144	210,678	205,494	189,462	192,935
Average Number of Visits Per Inmate Per Year	9.5	9.1	8.9	8.2	8.2

Figure 7.1.3

7.1.4 *Victims and the General Public:*

SCDC utilizes information technology to notify victims of relevant inmate movements and releases. The public can also inquire into the status of inmates via web sites and the automated call system. In addition, SCDC staff corresponded with the public and victims.

VICTIM INQUIRIES AND NOTIFICATIONS	Fiscal Year				
	2003	2004	2005	2006	2007
Public Inquires into Automated System	62,656	68,895	60,326	56,210	51,438
Notification Calls to Registered Victims	134,858	124,529	147,897	253,203	242,939
Written Notifications	4,828	5,907	6,422	12,193	17,388

Figure 7.1.4

7.1.5 *Legislative Impact Analysis:*

As customers, the Legislature expects a timely response to its request for impact analysis and inquires. Figure 7.1.5 shows the number of new bills analyzed for the Legislature by fiscal year, and the average response time. SCDC also responded to hundreds of inquiries from legislators relating to individual inmates or SCDC operations.

NEW BILLS ANALYZED AND IMPACTS PROJECTED FOR LEGISLATURE	Fiscal Year				
	2003	2004	2005	2006	2007
Number of Bills Analyzed	33	27	55	24	31
SCDC Response Time (Work Days)	4.3	2.3	5.9	7.4	5.2

Figure 7.1.5

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

SAFEY AND SECURITY

7.2.1 *Timely Processing of Adult Offenders Sentenced to a Term of Incarceration by the Courts:*

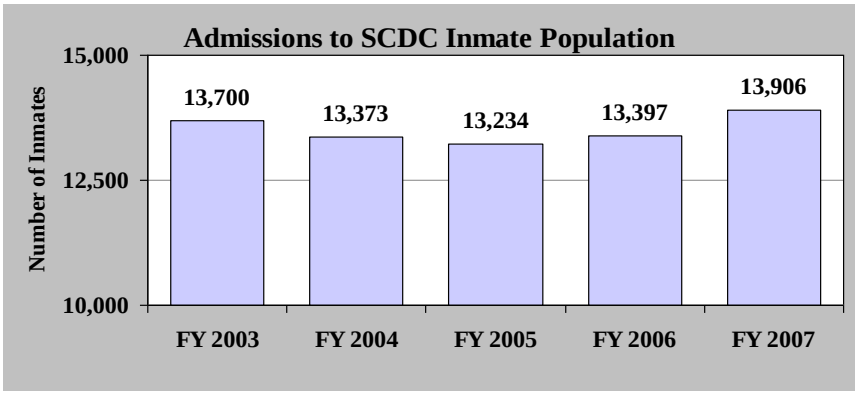


Figure 7.2.1

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 2003 to FY 2007.

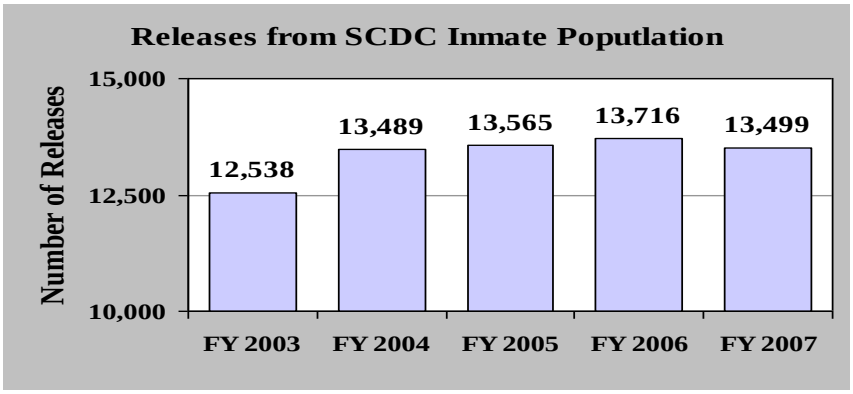


Figure 7.2.2

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 shows that as SCDC improved its computer algorithm to isolate transactions which do not affect release, the numbers of calculations declined.

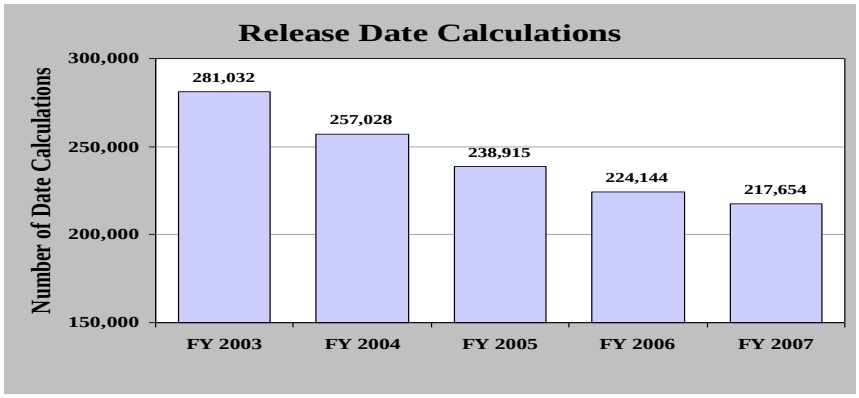


Figure 7.2.3

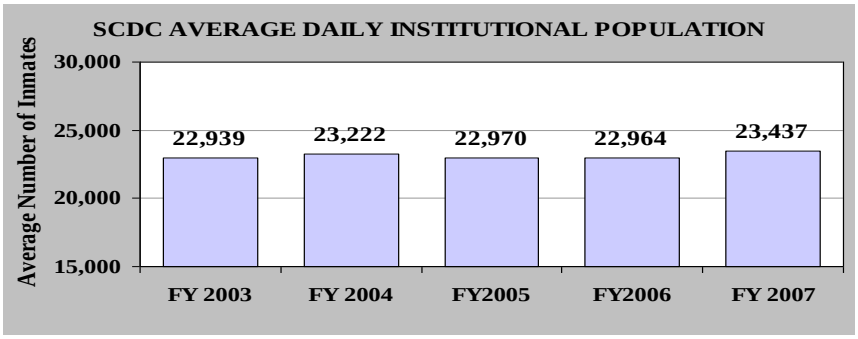
7.2.4 *Real Time Update of Inmate Transactions and Activities:*

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

RELEASE CALCULATION SUPPORT					
	Fiscal Year				
Records Created	2003	2004	2005	2006	2007
Conviction Records	30,687	30,421	29,678	30,089	30,361
Inmate Movements	113,946	118,645	118,588	115,812	144,047
Earned Work Credits (EWC)	53,489	53,994	49,830	47,885	49,567
Earned Education Credits (EEC)	12,042	11,609	10,830	10,152	9,869
Disciplinary Infraction Records	55,140	48,257	38,521	37,858	38,757

Figure 7.2.4

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



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

Figure 7.2.5

7.2.6 *Proper Secure Housing Assignments:*

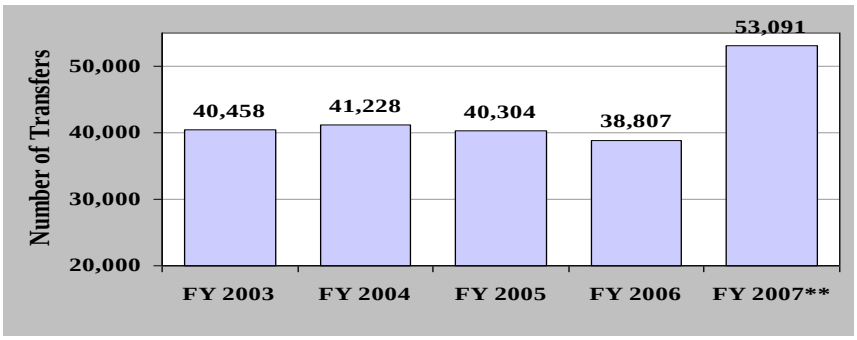
To accommodate inmates' medical needs, potential risk, and work requirements, SCDC reviews inmate behavior and service records to ensure proper housing assignment. Security reviews determine institution assignment while custody reviews determine bed assignment and restrictions within the housing unit.

Classification Reviews

	Fiscal Year				
Type of Review	**2003**	**2004**	**2005**	**2006**	**2007**
Security	33,585	32,357	31,453	33,967	36,297
Custody	62,369	58,493	53,250	55,065	56,209
Total	95,954	90,850	84,703	89,032	92,506

Figure 7.2.6

7.2.7 *Inmate Institutional Transfers for Security and Service Needs:*



**Contributions to FY2007 increase in movements; classification directive calls for more transfers on new inmates, increase in satellite institutions for court hearings.

Figure 7.2.7

7.2.8 *Inmate Court Movements to meet Judicial Order:*

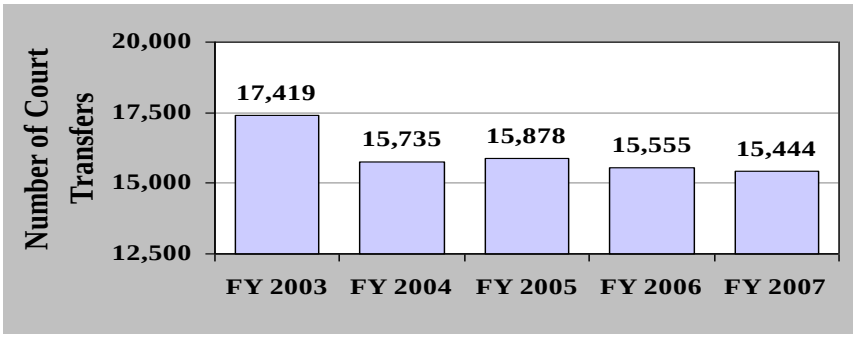


Figure 7.2.8

7.2.9 *Inmate Medical Movements:*

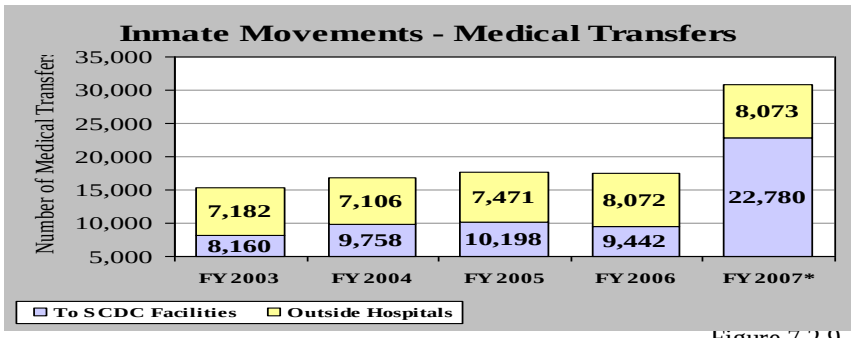


Figure 7.2.9

*There was an increase in FY07 medical movements among SCDC facilities due to a directive to enter institutional transfers for same day medical turnarounds, to include medical appointments at Central Office Annex.

7.2.10 *Escapes:*

Escapes, Apprehensions and Escape Rate	Fiscal Year				
	2003	2004	2005	2006	2007
Escapes	36	32	23	15	17
Apprehensions	34	32	23	15	17
Escape Rate	0.16%	0.14%	0.10%	0.07%	0.07%

Figure 7.2.10

7.2.11 *Assaults:*

Figure 7.2.11 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 4.4% in the last five years.**

TOTAL ASSAULTS AND COMBINED ASSAULT RATE	Fiscal Year				
Assault Charges*	**2003**	**2004**	**2005**	**2006**	**2007**
Inmate on Inmate	361	316	279	318	270
Inmate on Employee	626	491	486	635	528
Inmate on Other Person	27	17	22	24	27
Total	1,014	824	787	977	825
Combined Assault Rate	4.4%	3.5%	3.4%	4.3%	3.5%

Figure 7.2.11

7.2.12 *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. In FY 2004, SCDC revised its procedures for more efficient disposition of infractions.

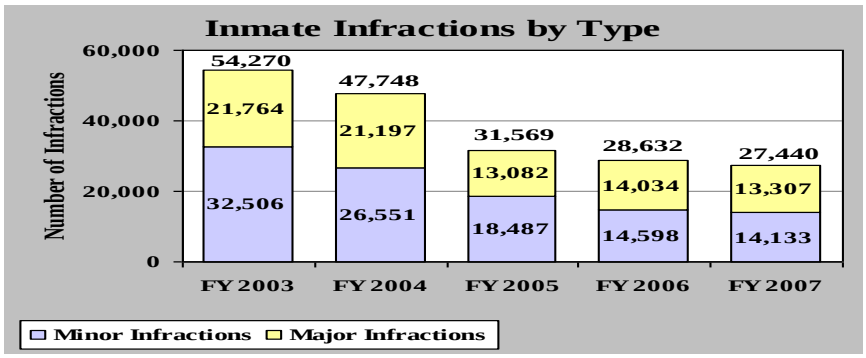


Figure 7.2.12

7.2.13 *Inmate Healthcare:*

The Agency's mission requires that SCDC treat inmates humanely and provide basic care and services. Figure 7.2.13 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 23 medical encounters a year.

Inmate Medical Encounters					
	Fiscal Year				
	2003	2004	2005	2006	2007
Number of Medical Encounters	519,929	517,941	538,415	528,783	529,968
Average Number Per Inmate	22.8	22.4	23.5	23.0	22.6

Figure 7.2.13

SERVICES

7.2.14 *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 7.2.14 quantifies specific service needs among SCDC's inmate populations from FY 2003 through FY 2007: 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	**2002**	**2003**	**2004**	**2005**	**2006**	**2007**
Education						
Beta IQ Score Less Than/Equal to 70	13%	12%	12%	11%	12%	11%
Reading Score Grade Level Equivalency	7.5	8.3	7.9	8.6	8.6	8.5
Average Education Level at Intake	10.4	10.4	10.5	10.5	10.5	10.5
Medical/Mental/Other Health						
Chemical Dependent per SASSI/TCUDDS**	54%	50%	44%	43%	42%	46%
Intensive Medical Services	14%	14%	14%	16%	16%	16%
Intensive Mental Services	7%	7%	6%	6%	5%	5%
Mental Retardation Services	0.3%	0.2%	0.2%	0.1%	0.1%	0.1%
Handicap Unit	0.3%	0.3%	0.3%	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.

*** Based on institutional assignment.

Figure 7.2.14

7.2.15 *Education Services:*

	Number of Inmates Enrolled as of June 30				
Educational Services	**2003**	**2004**	**2005**	**2006**	**2007**
All Educational Programs	2,894	4,096	4,194	4,009	4,107
% of Total Population	*12.4%*	*17.5%*	*18.1%*	*17.5%*	*17.5%*
	12-Month School Year (July - June)				
Educational Achievements[1]	**2003**	**2004**	**2005**	**2006**	**2007**
# Receiving GED	842	919	1,106	978	825
# Completing Vocational Program	1,911	1,068 [3]	1,512	1,678	1,676

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

[2]Drop in number "Receiving GED" due to suspension of testing resulting from new test development.

[3]Drop in number "Completing Vocation Program due to reduction in staffing and program availability.

Figure 7.2.15

7.2.16 *Alternate Education Programs:*

Inmates Enrolled in New Program Initiatives			
	As of June 30		
Program	2005	2006	2007
CLN (Correctional Learning Network)	527	618	537
SPICE (Self-paced Education)*	0*	0*	29

* Program temporarily suspended.

Figure 7.2.16

7.2.17 *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. Figure 7.2.17 shows that a high percentage of SCDC inmates are involved in work programs.

	Number Participating as of June 30				
Inmate Work Programs	2003	2004	2005	2006	2007
Prison Industry	1,840	1,980	2,195	2,175	2,112
% of Total Population	*7.9%*	*8.5%*	*9.5%*	*9.5%*	*9.0%*
Prison Farm	311	303	258	290	274
% of Total Population	*1.3%*	*1.3%*	*1.1%*	*1.3%*	*1.2%*
Other Work	16,450	15,959	15,263	14,805	14,984
% of Total Population	*70.2%*	*68.2%*	*65.9%*	*64.5%*	*63.9%*
EWC Jobs	18,601	18,242	17,176	17,270	17,370
% of Total Population	*79.4%*	*77.9%*	*74.2%*	*75.2%*	*74.1%*

Figure 7.2.17

7.2.18 *Special Offender Program:*

	As of June 30		
Program	2005	2006	2007
STOP (Short-Term Offender Program)	302	213	211

Figure 7.2.18

RECIDIVISM

7.2.19 *Releases' Return to SCDC Prisons:*

Recidivism rates measure the extent to which released inmates return to prison after some period of time in the community. In accordance with national standard, established by the Association of State Correctional Administrations, SCDC calculates recidivism as the number per 1,000 inmates released (without detainers) in a given calendar year who return to prison within three years of being released. Figure 7.2.19 shows the recidivism rates for inmates released from 2000 through 2004.

Recidivism Rates	Calendar Year of Release				
	2000	2001	2002	2003	2004
Within One Year or Less	97	115	116	108	107
Within Two Years or Less	216	239	233	231	231
Within Three Years or Less	292	309	307	312	N/A*

* This number is not yet available.

Figure 7.2.19

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

7.3.1 *Consistently Low Per Inmate Cost:*

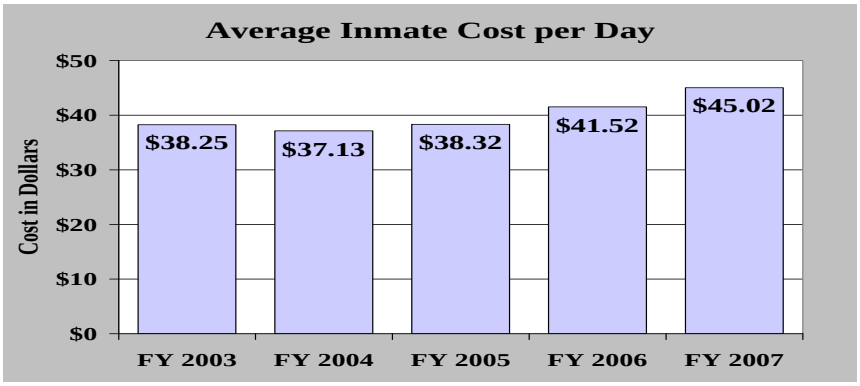


Figure 7.3.1

7.3.2 *SCDC Continues to Feed Inmates at Low Cost:*

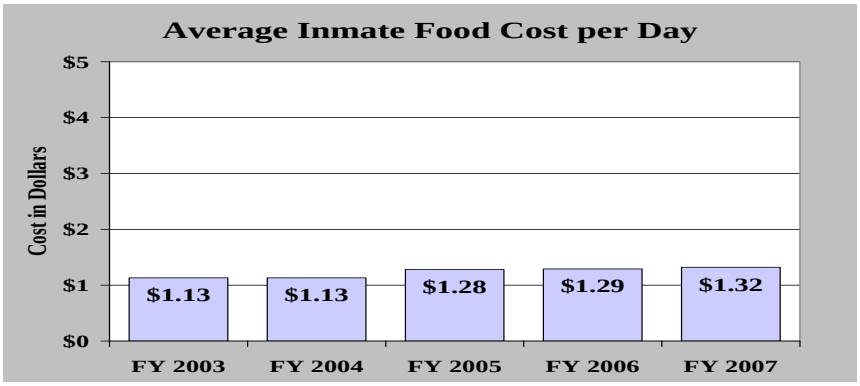


Figure 7.3.2

7.3.3 *Stabilizing Inmate Healthcare Costs:*

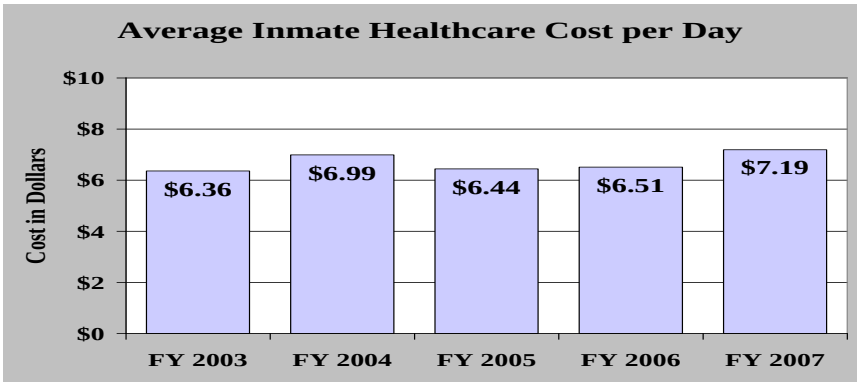


Figure 7.3.3

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

Self Sufficiency and Productivity Measures	Fiscal Year				
	2003	2004	2005	2006	2007
Prison Industry Revenue	$20,186,727	$21,787,317	$25,943,809	$30,886,748	$29,598,174
Prison Industry Profits($)	$1,340,551	$2,088,344	$1,936,621	$2,883,425	$2,024,732
Prison Industtry Profit Margin (%)	6.6%	9.6%	7.5%	9.3%	6.8%
Agricultural Production $ Value	$2,781,884	$2,616,346	$2,465,638	$2,820,045	$2,204,654
Egg Plant Production	$156,585	$180,137	$655,362	$1,097,445	$1,408,707
Canteen sales	$14,917,320	$15,336,194	$14,511,786	$16,210,480	$16,681,157
Canteen Profits	$2,465,845	$3,318,784	$2,981,294	$3,376,125	$3,387,739
Transportation Maintenance Cost Avoidance/savings	$340,679	$319,503	$309,480	$366,600	$324,103
Revenue from Vehicle Repair/Maintenance for other agencies	$217,850	$278,352	$283,029	$329,282	$308,026
Recycling Cost Avoidance/Savings	$363,307	$393,756	$339,023	$344,494	$426,888

Figure 7.3.4

7.4 Performance Levels and Trends for Key Measures of Human Resource Results

7.4.1 *Security Staff – Shift Coverage*

Figure 7.4.1 shows the number of security positions needed to cover each 8-hour, 7-day week post, taking into consideration job performance requirements and employee leave patterns.

SECURITY STAFF SHIFT RELIEF FACTOR					
Type of Leave/Calendar Year Work Days	**2002**	**2003**	**2004**	**2005**	**2006**
Number of employees needed to cover one (1) eight-hour shift, 7 days-a-week	**2.00**	**1.98**	**1.99**	**2.00**	**2.01**

Figure 7.4.1

7.4.2 *Correctional Officer – Salary:*

Figure 7.4.2 shows SCDC correctional officer starting salaries and in comparison to averages from the Southern States from FY 2003 to FY 2007.

Starting Salary for Correctional Officers	Fiscal Year				
	2003	2004	2005	2006	2007
Annual Salary	$20,044	$20,044	$20,645	$22,709	$24,091
Percent Change from Previous Year	N/A	0.0%	3.0%	10.0%	6.1%
Southern States Average Starting Annual Salary*	$21,905	$21,383	$23,204	$24,394	$25,334
Percentage Difference from Southern States	9.3%	6.7%	12.4%	7.4%	5.2%

*These numbers were provided by the Southern Legislative Conference.
**These numbers are based on all states reporting to the Southern Legislative Conference except Kentucky and Tennessee. Their numbers have not yet been reported.

Figure 7.4.2

7.4.3 *Inmates per Correctional Officer:*

Figure 7.4.3 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. For comparison, the national average is 5.8 inmates per correctional officer.

AVERAGE NUMBER OF INMATES PER CORRECTIONAL OFFICER BY INSTITUTIONAL TYPE

	Fiscal Year				
	2003	2004	2005	2006	2007
Total Male Institutions	**9.4**	**9.6**	**9.6**	**9.7**	**9.3**
Security Level: Minimum Males	10.4	10.3	10.1	9.8	10.1
Security Level: Medium Males	10.5	10.8	10.8	10.6	10.3
Security Level: Maximum Males	8.3	8.5	8.3	8.8	9.3
Total Female Institutions	**8.5**	**7.8**	**7.9**	**8.0**	**7.0**
Institutional Total	**9.3**	**9.4**	**9.4**	**9.6**	**9.1**

Figure 7.4.3

7.4.4 *Employee Drug Testing:*

Figure 7.4.4 presents results of random drug testing of employees (note: all employee drug tests, including those for commercial drivers' licenses, are included).

	Fiscal Year				
Drug Test Factors	2003	2004	2005	2006	2007
Pre-Employment Tested	1,269	1,315	1,387	1,627	1,602
Random/Target Tested	1,700	1,672	1,711	1,536	2,627
Tests Conducted for Cause /Suspicion/Post Accident	140	32	21	16	14
Postitive Tests	37	34	44	33	30

Figure 7.4.4

7.4.5 *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 7.4.5 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				
	2002	2003	2004	2005	2006
Total Number of Security New Hires	**621**	**912**	**934**	**961**	**1,102**
% Retained after 6 Months of Hiring	68%	68%	71%	68%	66%
% Retained after 1 Year of Hiring	49%	52%	51%	50%	51%
% Retained after 2 Years of Hiring	35%	35%	37%	38%	N/A
% Retained after 3 Years of Hiring	26%	29%	N/A	N/A	N/A

Figure 7.4.5

7.4.6 *Employee Well-Being and Development:*

SCDC views the amount of training provided to employees as a measure of employee well being and development. Quantitative measures of the number of employees who completed specific training from FY 2003 through FY 2007 are presented in Figure 7.4.6.

	Number of Employees Completing as of June 30				
Employee Training	**2003**	**2004**	**2005**	**2006**	**2007**
Orientation	926	912	899	1,134	1,215
Employee/Inmate Relations	5,068	3,726	5,061	4,980	4,879
Safety	5,096	4,237	3,817	643	2,854

Figure 7.4.6

7.4.7 *Employee Diversity:*

Minority representation in SCDC's work force measures diversity. Figure 7.4.7 shows the race and gender composition of SCDC's employees between FY 2003 and FY 2007.

	Number of Employees as of June 30				
Employee Diversity	**2003**	**2004**	**2005**	**2006**	**2007**
Number of Employees	5,750	5,696	5,569	5,683	5,803
Gender					
% Male	54.9%	55.7%	54.9%	54.1%	53.6%
% Female	45.1%	44.3%	45.1%	45.9%	46.4%
Race					
% Black	58.1%	58.5%	59.4%	59.5%	59.9%
% White	40.1%	39.6%	38.7%	38.6%	38.2%
% Hispanic	0.9%	0.8%	0.8%	1.0%	1.1%
% Other	1.0%	1.0%	1.1%	0.9%	0.8%

Figure 7.4.7

7.5 Performance Levels and Trends for Key Measures of Regulatory/Legal Compliance and Community Support

7.5.1 *Regulatory/Legal Compliance:*

By statute, SCDC is required to submit blood samples to the State's DNA repository, is required to enter data into the State's sex offender registry, and must review cases to determine if they should be treated as sexually violent predators. Figure 7.5.1 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				
	2003	**2004**	**2005**	**2006**	**2007**
Sexual Violent Predator					
Cases Screened	408	420	369	521	556
Cases Referred	67	44	68	106	99
Sex Registry Notifications [Inmates released from SCDC with Sex Registry Crime(s)]	655	721	743	794	888
Inmate DNA Testing*	3,661	3,025	20,545	20,545	5,534

* 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 7.5.1

7.5.2 *Statutory Impact Analysis:*

NEW BILLS ANALYZED AND IMPACTS PROJECTED FOR LEGISLATURE	Fiscal Year				
	2003	2004	2005	2006	2007
Number of Bills Analyzed	33	27	55	24	31
SCDC Response Time (Work Days)	4.3	2.3	5.9	7.4	5.2

Figure 7.5.2

7.5.3 *Accreditation of SCDC Facilities:*

During years of budget shortfall, SCDC has been using internal management reviews in lieu of contracting with the American correctional Association (ACA) for accreditation. Plans remain in progress to restore the accreditation process as soon as funding becomes available.

Accreditation	Fiscal Year				
	2003	2004	2005	2006	2007
Percentage of Facilities Receiving Accreditation	93%	50%	27%	0%	0%

Figure 7.5.3

7.5.4 *Workers' Compensation:*

Workers' Compensation Injury Reports	Fiscal Year				
	2003	2004	2005	2006	2007
Number of Reports	819	743	839	876	761

Figure 7.5.4

7.5.5 *Community Support:*

SCDC provides inmates for litter control for local government. Figure 7.5.5 shows the numbers of bags collected and miles of highway cleaned.

ROAD CREW LITTER CONTROL	Fiscal Year				
	2003	2004	2005	2006	2007
Bags Collected	136,315	125,466	111,297	125,447	140,059
Number of Miles Cleaned	15,915	15,235	15,701	16,020	19,375

Figure 7.5.5

7.5.6 *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				
	2003	2004	2005	2006	2007
Family Support	$695,770.71	$939,601.16	$1,371,084.64	$1,613,837.92	$1,378,412.46
Room and Board	$502,992.87	$779,702.57	$1,155,612.56	$1,495,423.12	$1,427,235.30
Restitution	$38,790.61	$69,551.39	$74,262.48	$83,243.93	$59,994.92
Victim Compensation	$763,029.49	$1,095,666.42	$1,638,307.08	$2,038,113.09	$1,873,464.94

Figure 7.5.6

7.5.7 *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				
	2003	**2004**	**2005**	**2006**	**2007**
Family Support	$1,058,486.58	$1,294,260.36	$1,221,173.04	$1,314,158.84	$1,356,712.74
Room and Board	$452,864.53	$516,429.18	$570,475.76	$744,906.01	$701,805.92
Restitution	$112,132.04	$125,988.12	$210,449.21	$218,918.04	$152,817.28
Victim Assistance	$428,761.87	$502,682.16	$502,732.64	$588,081.36	$603,706.70
Victim Assistance Account (SCDC)	$430,782.39	$503,705.02	$503,939.00	$588,152.59	$603,768.89

Figure 7.5.7