South Carolina Department of Corrections

Agency Accountability Report

Fiscal Year 2002-2003

Jon E. Ozmint, Director

September 15, 2003

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ACCOUNTABILITY REPORT TRANSMITTAL FORM

AGENCY NAME: ----------------------------------South Carolina Department of Corrections

DATE OF SUBMISSION: ------------------------September 15, 2003

AGENCY DIRECTOR: ----------------------------Jon E. Ozmint

AGENCY CONTACT PERSON: ----------------Glen Franz, Acting Director
Budget and Resource Management

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1. Mission and Values:

The Mission of the South Carolina Department of Corrections (SCDC) is to:

≈ **Protect the Public**

≈ **Protect the Employees**

≈ **Protect the Inmates**

Protecting the Public Means:
- Preventing Escapes
- Keeping the Public Informed
- Being Accountable and Honest
- Spending the Taxpayers Dollars Wisely
- Being Sensitive To Victim Issues
- Assisting Inmates in Positive Behavior Change
- Following Policy in a Firm, Fair and Consistent Manner

Protecting the Employees Means:
- Maintaining Proper Staffing Levels
- Pursuing Quality Pay
- Providing Quality Training
- Supporting Educational and Self-improvement Programs
- Providing Proper Equipment
- Keeping Employees Informed
- Following Policy in a Firm, Fair and Consistent Manner

Protecting the Inmates Means:
- Ensuring the Inmate Safety
- Providing Proper Care and Treatment
- Providing Opportunities for Self-improvement
- Maintaining Positive Family Relationships
- Keeping Inmates Informed
- Following Policy in a Firm, Fair and Consistent Manner

A new Vision for SCDC was developed in 2002:

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.

To further support our Agency mission, the SCDC has developed the following Guiding Principles which outline Agency expectations for employee conduct.

Principles of Employee Conduct:
- Integrity
- Respect
- Trust
- Responsibility
- Citizenship
- Safety

Additional Guiding Principles:
- We pursue efficiency and effectiveness in our services and quality in our work, recognizing the essential role of two-way communications in the successful achievement of our goals.
- We view our daily working environment as one which not only accepts, but also requires, informed risk taking and change.
- We accept change as a positive force.
- We adapt not only to changing technologies and opportunities, but also to the changing needs of those we serve.

2. *Key Strategic Goals for Present and Future Years*

- Safely and securely incarcerate all inmates sentenced to SCDC
- Operate the Agency in a cost-effective and efficient manner by maximizing utilization of resources
- Prepare inmates for appropriate institutional adjustment and re-entry into the community
- Respect the impact of our decisions on crime victims
- Promote professionalism and fiscal responsibility among staff

3. *Opportunities and Barriers*

The Agency is in the process of conducting its annual review and update of its strategic plan. As part of that process the following opportunities and barriers were considered.

Opportunities:

♦ *Computer Technology and Process Improvements*- Improvements to computer infrastructure provide the Agency with the opportunity to improve its products and services. A 20% reduction in Agency staff over the past three years has forced the Agency to reexamine its many processes providing the opportunity for streamlining and consolidation.

♦ A*gency Restructuring/Reduction in Force* - Director Ozmint led the Agency through a structural reorganization when he assumed his responsibilities in January 2003. Due to extensive budget cuts, in April 2003 Director Ozmint announced a reduction-in-force and 148 non-security positions were eliminated. As a result of these actions, responsibilities of various Agency divisions were assessed and personnel were reassigned, duties realigned and positions consolidated as appropriate, providing the opportunity for a "new look" at Agency processes and programs.

♦ *Concerned Citizens and Educated Public* - Currently over 8,000 community volunteers are involved in the Agency's 29 institutions. With the loss of many positions due to budget cuts, volunteers are now being utilized in more non-traditional roles such as administrative support, providing much needed assistance to the Agency while providing the opportunity to educate these public volunteers about the good work being done and challenges faced by SCDC.

♦ *Cooperative Efforts* - The Agency has had the opportunity to be included in partnerships with other state agencies and public and private organizations to address common problem areas and maximize resources.

Barriers:

♦ *Budget Cuts and Reduction-in-force* - In April 2003 the Agency announced a reduction-in-force of 148 positions, effective July 1, 2003. Although no security positions were lost, SCDC is currently operating with 1,856 employees less than its full authorized strength. Continuing necessary operations and programming that will ensure fulfillment of the Agency mission under these conditions presents a challenge on all levels.

♦ *Increasing Inmate Population and Lack of Bedspace* - Between 2000 and 2003 SCDC annual inmate admissions increased by 2,500. The Agency is experiencing a severe shortage of bedspace. Completed but vacant new housing units must be opened to relieve overcrowding - each 256 bed unit requires 22 FTEs (about $1 million for salaries and fringe benefits).

♦ *Employee Turnover (particularly among correctional officer staff)* - Staff retention has always been a challenge in the Agency and with the current increased demands made on employees due to reduced staffing levels, retention of qualified employees is a continuing challenge.

♦ *Aging Facilities* - With funds for anything other than emergency maintenance extremely limited, keeping the Agency's aging physical plants in the required operating condition is difficult.

♦ *Competitive Salaries for Correctional Officers* - The starting salary the Agency is able to offer its correctional officers is not competitive with other SC law enforcement positions (such as county detention officers) and is among the lowest in the Southeast.

4. *Major Achievements From Past Year*

♦ Continued safe operation of Agency despite reduced budget, reduced staffing and an increased inmate population.

♦ The Palmetto Unified School District was named a Palmetto Gold Award Winner and received an absolute rating of "excellent" and an improvement rating of "excellent" on this year's report card, an outstanding achievement during a period of budget and staff reductions

- One of the lowest food costs in the nation @ $1.13 per inmate per day
- 93% of the Agency's institutions are currently accredited by the American Correctional Association
- Continued a voluntary furlough program that saved $816,051 in FY 2003
- Prison Industries increased its production space by 67,500 ft to enable more work for inmates
- Despite reductions in staff, significantly reduced overtime payments through close monitoring and the utilization of supervisory staff whenever practical and possible
- Saved an estimated $7 million through a reduction-in-force
- Received favorable audit through State Auditor's Office
- Requested and received funds from Department of Energy to establish projects which will ultimately reduce energy cost
- Canteen sales increased by 6%
- Held stalking workshops and invited employees from every facet of the criminal Justice system to participate
- Implemented a new web-based system to share information with county jails
- Division of Transportation Management earned $206,133 in revenue from vehicle repair services rendered to other state agencies
- Despite sluggish economy increased Prison Industry sales
- Ten percent decrease in the number of inmate grievances filed
- Division of Inmate Services established revenue generating horticulture contract with MUSC and Riverbanks Zoo
- Installed perimeter security cameras at many institutions to provide security utilizing less manpower
- SCDC employee was named State Energy Manager of the Year
- The SCDC Training Academy was accredited by the American Correctional Association

5. *How The Accountability Report Is Used To Improve Organization Performance*

Director Ozmint and members of the Agency Executive Staff realize the benefits available from utilizing the Accountability Report to identify key improvement opportunities, particularly in improving management and work processes. The Director and his staff recently developed a concise list of key indicators that will be closely monitored for improvement. These indicators cover the areas of safety, costs and values, inmate activities and inmate recidivism.
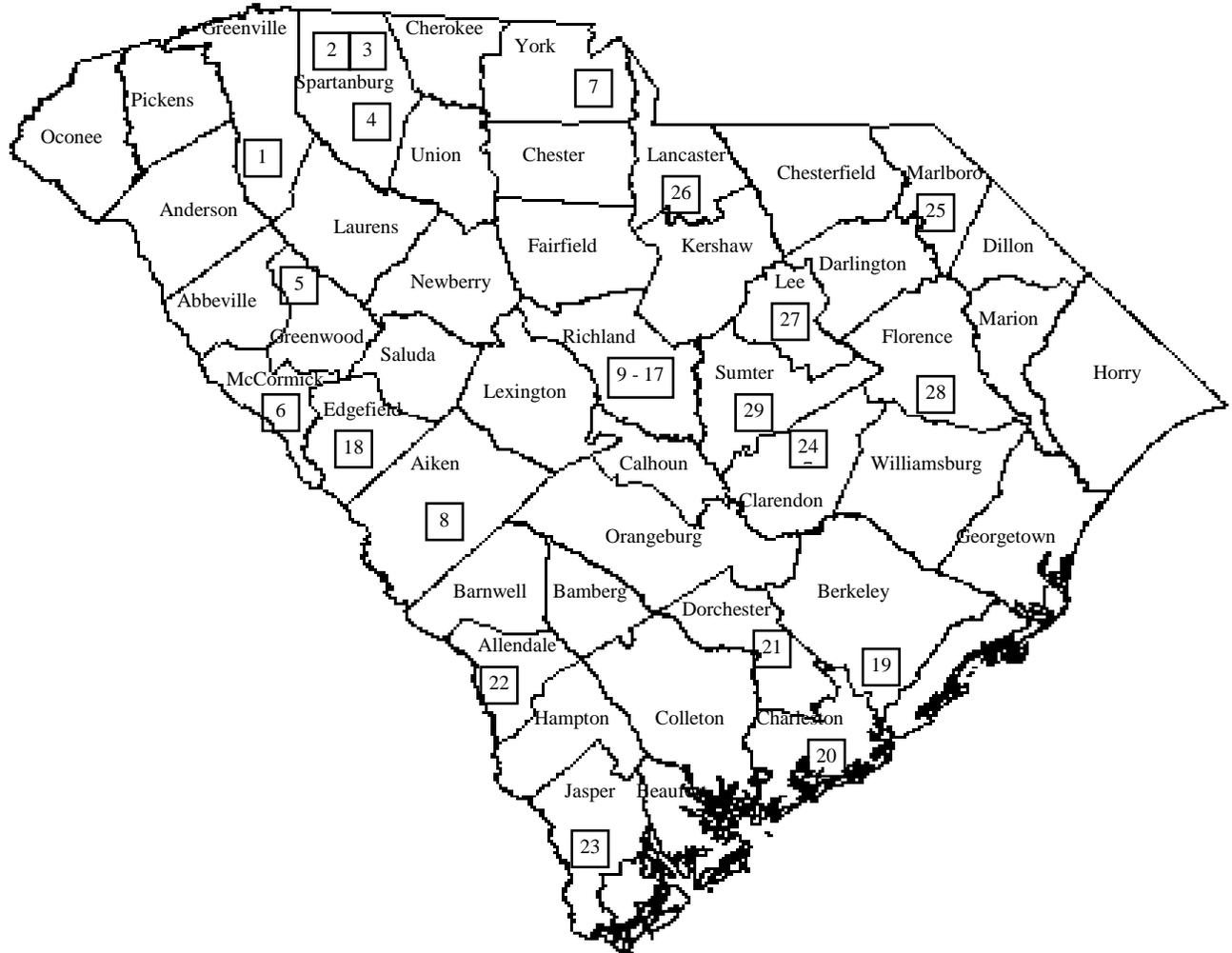
SECTION II
BUSINESS OVERVIEW

1. Number of Employees

As of June 30, 2003, the Department of Corrections had 5,637 full time employees, with approximately 3,736 serving in security positions.

2. Operation Locations

LOCATIONS OF SCDC INSTITUTIONS AND CENTERS

1. Perry Correctional Institution	17. Manning Correctional Institution
2. Livesay Pre-Release Center	18. Trenton Correctional Institution
3. Northside Correctional Institution	19. MacDougall Correctional Institution
4. Tyger River Correctional Institution	20. Coastal Pre-Release Center
5. Leath Correctional Institution	21. Lieber Correctional Institution
6. McCormick Correctional Institution	22. Allendale Correctional Institution
7. Catawba Pre-Release Center	23. Ridgeland Correctional Institution
8. Lower Savannah Pre-Release Center	24. Turbeville Correctional Institution
9. Broad River Correctional Institution	25. Evans Correctional Institution
10. Campbell Pre-Release Center	26. Kershaw Correctional Institution
11. Goodman Correctional Institution	27. Lee Correctional Institution
12. Kirkland Correctional Institution	28. Palmer Pre-Release Center
13. Stevenson Correctional Institution	29. Wateree River Correctional Institution
14. Walden Correctional Institution	
15. Watkins Pre-Release Center	
16. Camille Graham Correctional Institution	

During FY 02/03 the South Carolina Department of Corrections had responsibility for the care and custody of an average annual population of 23,773 inmates. Of these inmates, 22,845 were housed within SCDC's facilities. The remaining 928 were housed in other suitable city, county and state designated facilities or were involved in some form of special placement or community-based program.

AVERAGE INMATE POPULATION*
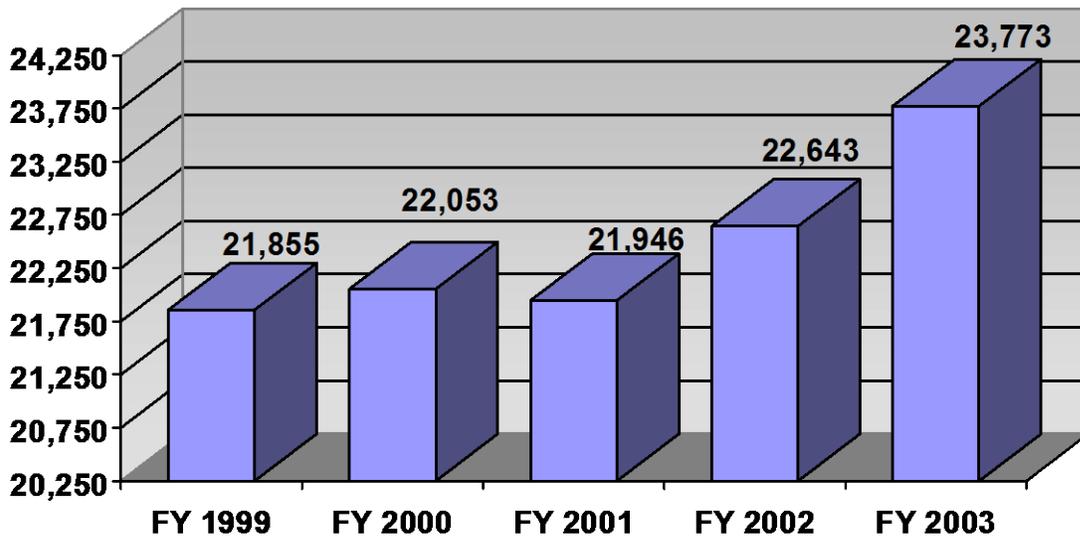
* Includes Designated Facilities and Special Placements

The Department of Corrections currently operates 29 facilities throughout the State. These institutions are classified based on their security level. Institutional security levels are determined by the type of internal and external security features, housing within the institution, and the degree of staff supervision required. As of June 30, 2003, the Agency's twelve Level 1 institutions housed minimum-security inmates. Medium security inmates are housed in the Agency's six (6) Level II institutions. Inmates in maximum security are housed in the Agency's eleven Level III institutions.

3. *Expenditures/Appropriations Chart*

BASE BUDGET EXPENDITURES AND APPROPRIATIONS

Major Budget Categories	01-02 Actual Expenditures		02-03 Actual Expenditures		03-04 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	185,525,149	165,953,501	175,838,729	159,515,235	179,376,120	157,534,370
Other Operating	89,245,971	46,592,040	78,989,875	48,512,012	79,915,003	43,864,503
Special Items	-	-	-	-	-	-
Permanent Improvements	-	-	6,616,132	-	-	-
Case Services	16,661,727	11,346,060	18,242,813	16,125,388	7,880,872	7,650,872
Distributions to Subdivisions	3,115,997	-	6,449,166	-	20,000,000	-
Fringe Benefits	63,689,077	58,832,213	62,160,261	58,047,759	56,717,051	51,363,078
Non-recurring	-	-	-	-	-	-
Total	358,237,921	282,723,814	348,296,976	282,200,394	343,889,046	260,412,823

OTHER EXPENDITURES

Sources of Funds	01-02 Actual Expenditures	02-03 Actual Expenditures
Supplemental Bills	-	
Capital Reserve Funds	-	-
Bonds	12,603,348	5,786,371

INTERIM BUDGET REDUCTIONS

Total 01-02 Interim Budget Reduction	Total 02-03 Interim Budget Reduction
18,987,036	23,790,748

4. Key Customers Segments Linked to Key Products/Services

The Agency has identified the following internal and external groups who receive services from the Department of Corrections:

KEY CUSTOMERS	KEY PRODUCTS/SERVICES (See Detailed Descriptions Below)
Inmates and Their Families	Housing, Security and Supervision of Inmates, Program Services, Palmetto Unified School District, Health Services, Work Activities and Re-Entry Programs
Victims and Their Families	Victim Services
Other Criminal Justice Agencies	Penal Facility Inspection Services
Other State Agencies	Administration and Support, Work Activities
Federal, County and City Governments	Work Activities and Re-Entry Programs
Clerks of Court, Judges, Solicitors and Attorneys	Administration and Support

Description of Major Products and Services

- ♦ *Housing, Security and Supervision of Inmates*
  SCDC provides safe and secure inmate housing within a structured and controlled environment that holds offenders accountable for their actions. This environment enables the inmate to learn pro-social behaviors, respect for authority and rules and an understanding of the role substance abuse, criminal thinking and anti-social behavior play in criminal activity. The Division of Operations oversees daily operational activities in the Department's 29 facilities. The Office of the Inspector General supervises security, investigation and training functions of the Agency.

- ♦ *Internal Administration and Support*
  Services include all administrative/support functions critical to the operation of the Agency. These areas 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. Through the efficient administration of these areas, the Agency hopes to become as self-supporting as possible by improving and maximizing utilization of all resources, thereby reducing the burden on the taxpayer. The Office of Budget and Resource Management is responsible for budget and finance, human resources and resource and information management. Other support functions are under the authority of the Division of Programs and Services.

- ♦ *Work, Vocational Activities and Re-Entry Programs*
  The Division of Programs and Services also provides productive work and vocational skill development opportunities to assist the inmate population with their transition into the community upon release. Work opportunities are provided in such areas as industries, agriculture, building maintenance, construction, grounds maintenance, food service and warehousing. In addition to the benefits provided to offenders, these programs provide necessary goods and services or other economic benefits to the Agency and the State.

- ♦ *Inmate Programs and Services*
  Statewide institutional programs and services for offenders are provided 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 and services for youthful offenders sentenced to the Department.

These services enable the inmate population to improve their overall adjustment to the correctional environment as well as prepare for community re-entry through family strengthening, spiritual understanding, life skills development and improved self-discipline.   The Division of Programs and Services oversees these activities.

♦ ***Palmetto Unified School District No. 1***
Under the supervision of the Division of Programs and Services, the Palmetto Unified School District provides 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.

♦ ***Classification and Compliance***
Inspections of every penal facility in the state are conducted at least annually to ensure enforcement of minimum standards and advise appropriate corrective action if a facility fails to meet the minimum standards. Continued re-inspections occur until the facility can successfully achieve these minimum standards. During FY 02/03 the Operational Review area administered the standards and accreditation program of the American Correctional Association for individual facilities and functional areas of the Department. The Agency inmate classification system has been designed to assess an inmate's risk based on his/her past criminal behavior and to assign him/her to appropriate institutional housing based on the results of such risk assessment. The Inmate Records Office in the Division of Classification and Inmate Records is responsible for the development, security, accountability, control, and management of inmate records, including processing and entering all court documents related to inmates' sentences and authorizing the timely release of inmates in accordance with state regulations and Agency policy.

♦ ***Victim Services***
Provides notifications to victims and victim families regarding inmate's releases, escapes and facility transfers as well as services for employees assaulted on the job.

♦ ***Medical and Health Services***
Provides appropriate and cost effective medical, clinical, dental and mental health services for inmates.

5. ***Key Stakeholders (other than customers)*** In addition to the customers identified above, the following individuals/organizations have an investment or interest in the success of, or actions taken by the Department of Corrections :

- ♦ Agency employees
- ♦ General Assembly/Legislature
- ♦ Researchers
- ♦ Professional Associations and Public Service Organizations
- ♦ Private Citizens and Businesses
- ♦ Schools, Colleges and Universities

6. Key Suppliers

Many of the Agency's internal and external groups identified above as customers/stakeholders also qualify as suppliers. They include:
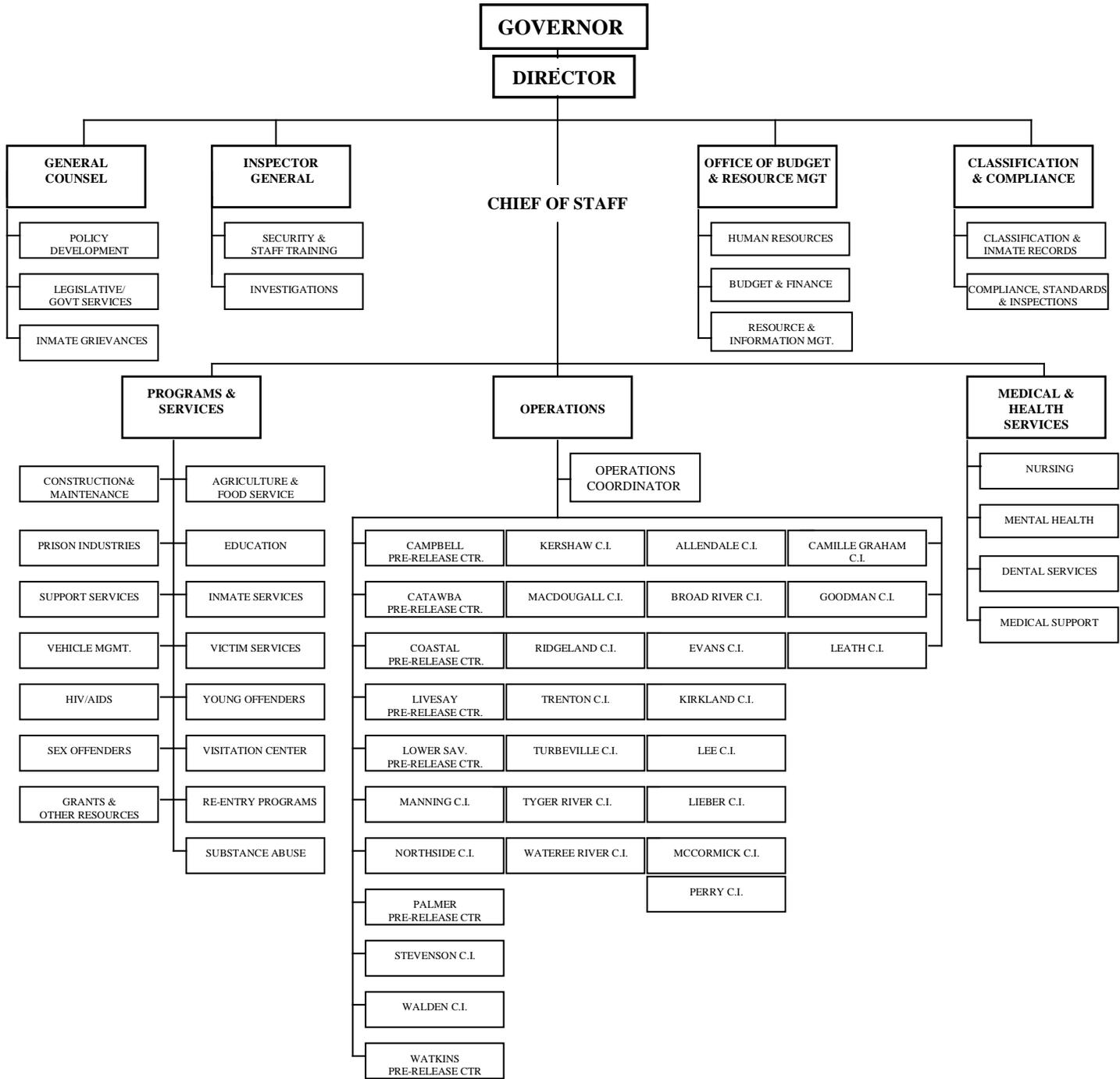
- ♦ Other State Agencies
- ♦ Federal, County and City Governments (including Courts)
- ♦ National and Local Associations (including the American Correctional Association and National Institute of Corrections)

- ♦ Researchers
- ♦ Non-Profit Organizations
- ♦ Eligible Vendors
- ♦ General Assembly and Legislature
- ♦ Volunteers
- ♦ Law Enforcement Agencies
- ♦ VINE Service (Victim Information and Notification Everyday)

7. Organizational Structure:

A new organizational structure for SCDC was created by Director Ozmint and implemented in April 2003. The restructuring plan reduced 13 headquarters divisions into eight (8). Under the previous Agency structure, four institutional division leaders reported directly to the Agency Head and had responsibility for institutional oversight. To reduce duplication of efforts, Director Ozmint created the Division of Operations, with one Director and an Operations Coordinator replacing the four division leaders. The Director's Executive Staff now also includes the Chief of Staff, General Counsel, Inspector General, Office of Budget and Resource Management, Division of Classification and Compliance, Division of Programs and Services and Medical and Health Services.

SOUTH CAROLINA DEPARTMENT OF CORRECTIONS
ORGANIZATIONAL CHART

GOVERNOR

DIRECTOR

GENERAL COUNSEL

- POLICY DEVELOPMENT
- LEGISLATIVE/ GOVT SERVICES
- INMATE GRIEVANCES

INSPECTOR GENERAL

- SECURITY & STAFF TRAINING
- INVESTIGATIONS

CHIEF OF STAFF

OFFICE OF BUDGET & RESOURCE MGT

- HUMAN RESOURCES
- BUDGET & FINANCE
- RESOURCE & INFORMATION MGT.

CLASSIFICATION & COMPLIANCE

- CLASSIFICATION & INMATE RECORDS
- COMPLIANCE, STANDARDS & INSPECTIONS

PROGRAMS & SERVICES

- CONSTRUCTION& MAINTENANCE
- PRISON INDUSTRIES
- SUPPORT SERVICES
- VEHICLE MGMT.
- HIV/AIDS
- SEX OFFENDERS
- GRANTS & OTHER RESOURCES

- AGRICULTURE & FOOD SERVICE
- EDUCATION
- INMATE SERVICES
- VICTIM SERVICES
- YOUNG OFFENDERS
- VISITATION CENTER
- RE-ENTRY PROGRAMS
- SUBSTANCE ABUSE

OPERATIONS

OPERATIONS COORDINATOR

CAMPBELL PRE-RELEASE CTR.	KERSHAW C.I.	ALLENDALE C.I.	CAMILLE GRAHAM C.I.
CATAWBA PRE-RELEASE CTR.	MACDOUGALL C.I.	BROAD RIVER C.I.	GOODMAN C.I.
COASTAL PRE-RELEASE CTR.	RIDGELAND C.I.	EVANS C.I.	LEATH C.I.
LIVESAY PRE-RELEASE CTR.	TRENTON C.I.	KIRKLAND C.I.	
LOWER SAV. PRE-RELEASE CTR.	TURBEVILLE C.I.	LEE C.I.	
MANNING C.I.	TYGER RIVER C.I.	LIEBER C.I.	
NORTHSIDE C.I.	WATEREE RIVER C.I.	MCCORMICK C.I.	
PALMER PRE-RELEASE CTR		PERRY C.I.	
STEVENSON C.I.			
WALDEN C.I.			
WATKINS PRE-RELEASE CTR			

MEDICAL & HEALTH SERVICES

- NURSING
- MENTAL HEALTH
- DENTAL SERVICES
- MEDICAL SUPPORT

8-19-03

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Category I – Leesdership

1.1 How do senior leaders set, deploy and communicate: a) short and long term direction, b) performance expectations, c) organizational values, d) empowerment and innovation, e) organizational and employee learning and f) ethical behavior?

a) SCDC's strategic plan has been developed to support the Agency mission and set long-term directions. Director Ozmint and the Executive Staff are currently in the process of reviewing and updating the Agency's plan. The Director as well as other Agency managers conduct weekly staff meetings to communicate shorter-term goals and address immediate issues. Once published, the Agency plan will be communicated via the SCDC website, Intranet and other employee publications. The Director as well as other Agency managers conduct weekly staff meetings to communicate short-term goals and discuss immediate issues.

b) Performance expectations are clearly established in the performance indicators developed to measure success in meeting the objectives established in our strategic plan. In addition, Agency Policies and Procedures, which are reviewed annually, or more frequently if needed, also clearly outline expected levels of performance. Updates and changes to policies and procedures are communicated through the means described above. Individual performance expectations are communicated through the use of the Employee Performance Management System (EPMS). The Agency Director personally addresses each new employee orientation class and discusses expectations the Agency has of its employees.

c) The Agency's Principles of Employee Conduct and Additional Guiding Principles (outlined in the Executive Summary section) are established by the Agency's senior leaders and describe organizational values. They are posted next to the Agency Mission in all Agency facilities.

d - e) The Agency Director and senior leaders recognize the important role empowerment, innovation and learning play in improving our performance. Budget reductions and the resulting reduction-in-force have created an environment ripe for innovation and learning. As the result of the reduction-in-force and the "bumping" process, many employees have been reassigned to different departments and have new responsibilities. Although new to their positions, these employees have been given the training, authority and responsibility to make decisions and take necessary action. The Agency views this as an opportunity to have its systems and processes re-examined for improvement. In addition, the Employee Innovation System is available for employees to submit suggestions for improving agency practices that reflect good fiscal management.

f) SCDC expects and requires ethical behavior from its employees. The Agency Director has clearly stated his expectations for the behavior of all Agency employees, which are explained in detail in the Agency's Principles of Employee Conduct. In addition, the following Agency policies have been developed to address important employee behavior issues: 1) "Staff Sexual Misconduct with Inmates"; 2) "Employee Conduct" and 3) "Employee/Inmate Relations". Mandatory training for all employees includes a class in "Professionalism and Ethics in the Correctional Setting".

1.2 How do senior leaders establish and promote a focus on customers?

The Agency mission clearly establishes our customer focus. Our mission is to protect our key customers - the public, our employees and inmates. To promote this focus, the Agency utilizes various listening and learning methods to identify the basic requirements of each customer group, which,

because of their diversity, vary significantly. In development of its strategic plan, the Agency has attempted to address these individual needs with the development of initiatives and objectives pertaining to each of these key groups of customers.

The Agency is responsive to all inquiries and complaints received from the public, legislators and inmates, through written correspondence or telephone contact. Each SCDC institution has an employee designated to respond to all telephone inquiries received from outside parties, and employees are available to discuss concerns during each inmate visitation period.   An inmate grievance system allows inmates to seek formal review and response to their complaints.

SCDC recognizes employees as one of its most important customer groups and as mentioned above, Director Ozmint invests the time to speak at each new employee orientation class. The Director welcomes each employee to the Agency and explains some of the difficulties and rewards of a career in corrections. He discusses the Agency mission and role each employee will play in fulfilling that mission. Director Ozmint explains the expectation that all employees will follow Agency policy, and accept the potential resulting consequences should they not.

To increase public awareness and perception of the Agency, Director Ozmint and other senior managers regularly meet with civic organizations and other private sector representatives to address concerns and explain correctional policies, programs and procedures.

1.3 What key performance measures are regularly reviewed by your senior leaders?

Senior leaders regularly review items such as escape rates, assault rates, disciplinaries and grievances, overtime reports, expenditures and budget activity, drug testing, inspection reports, prison industry sales, agriculture production and revenue, incident reports, training evaluations, energy consumption, security audits, and inmate population and bedspace status - all good indicators of our performance. Our institutional wardens review overtime reports, incident and accident reports, disciplinary actions, inspection reports, inmate grievances, contraband reports, employee training hours and personnel actions.

1.4   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?

Our senior leaders compare performance review findings to the Agency's past performance history and to established industry standards where appropriate. All Agency managers are encouraged to do the same by regularly reviewing measures pertinent to their particular functional area. Regular review of these key measures allows for more effective management of the Agency by identifying potential problem areas and providing the data to identify opportunities to improve/expand the Agency's performance. Senior leaders and managers encourage employee feedback and among other things, use it to judge Agency morale and employee attitudes and perceptions. Staff meetings are scheduled on a regular basis and input is solicited. The Director encourages staff input during his periodic institutional visits. Agency managers realize employee feedback is essential to staying well-informed and abreast of issues, concerns and trends which are used in the decision making process and can assist the Agency in becoming more efficient, effective and accountable.

1.5   How does the organization address the current and potential impact on the public of its products, programs, services, activities and operations, including associated risks?

Because the nature of our mission is public protection, the Agency always considers the impact its operations, programs and services will have on the general public as well as its employees and inmates. Although the Agency has varied customers with very different agendas, it has attempted to identify and address these concerns during our Strategic Planning process. Evaluating potential risks is a part of the planning process when considering any new program or service or when contemplating a change in

operational procedures. The Agency specifically considers crime victims in all its decision-making processes. Cooperative planning efforts with other state agencies providing similar services provides valuable information in evaluating programs. In addition, Agency leaders regularly meet with private sector representatives, civic organizations and advocacy groups to explain any new or changing correctional policies, programs and procedures.

1.6 How does senior leadership set and communicate key organizational priorities for improvement?

The Agency utilizes the Strategic Planning process and development of the related action plans to set key organizational priorities for improvement. The Agency's yearly update and review of all its policies also contributes to this process. The Strategic Plan is communicated through the Agency web-site and through other Agency publications. Updates to policies are published on the Agency's Intranet site. Agency managers are encouraged to hold regular meetings to communicate these and other priorities to all staff.

1.7 *How does senior leadership and the agency actively support and strengthen the community? Include how you identify and determine areas of emphasis.*

The SCDC has always encouraged the practice of good citizenship and supported employee involvement in schools, community groups, professional associations and charities. The Agency participants in the annual United Way Campaign and the Community Health Charities (Good Health Appeal). Employees are encouraged to participate in the school Lunch Buddies Program and regularly sponsors blood drives. Each year the Agency also supports the Easter Seals of South Carolina by selling Buck-A-Cup buttons. Each Christmas season staff participates in a variety of projects throughout their communities. Listed below are just a few of the additional organizations assisted last year with donations or volunteer services coordinated by SCDC employees:

♦ Columbia Urban League

♦ Harvest Hope Food Bank

♦ Arthur Town Community Project

♦ Red Cross Bell Ringers

♦ Palmetto and American Lung Association

♦ Sistercare

♦ Special Olympics

In addition, SCDC institutions provide a variety of services and projects through inmate litter and labor details, local senior citizen projects, carpentry items made for area schools, horticulture services, and other worthwhile projects.

Just a few of the many examples of other worthwhile projects our institutions are involved in:

♦ Ridgeland Correctional Institution provides a detail that works two days a week for Hunting Island State Park doing maintenance and general repairs. Ridgeland is also home to the Impact Program (Southeastern Guide Dog) where inmate handlers train puppies for their first year in the process of become Seeing Eye dogs.

♦ Tyger River Correctional Institution supports Jonesville High School through the "Adopt-A-School" Program.

 Many Divisions within the Department also provide support for community projects. For example:

- The Support Services Division provides recycling and shredding services to other State Agencies/Entities and to local schools.

- Various Agency Divisions "adopt" needy families during the holidays and employees from many divisions and institutions participate in the "Lunch Buddies" Program at local schools.

- Staff from the Division of RIM lead a grant-funded project to facilitate exchange of information with county jails. Rim staff provide and support jail management software to counties that lack these systems, and routinely visit these sites to assist with solving IT problems.

- The Division of Prison Industries produces Braille textbooks for the SC School for the Deaf and Blind and refurbishes computers for the Department of Education.

- The Division of Victim Services frequently speaks to citizen groups, civic clubs and other organizations and makes presentations at workshops and conferences. The Division works with Mothers Against Drunk Driving to train their volunteers and has supported the SC Chapter of Parents of Murdered Children with staff time and loaning equipment for their statewide workshop.

The Agency maintains a relationship of cooperation and support with other state and local government offices. On a daily basis, inmates from the Department provide labor to a variety of government agencies resulting in a considerable saving to the taxpayers. This program is also beneficial to the inmate, in that it provides the opportunity to acquire valuable work related skills that can be utilized upon their release to the community.

SCDC recognizes the importance of public awareness and crime prevention and currently offers two programs for schools, colleges, law enforcement, churches, civic and business groups throughout South Carolina. "Operation Behind Bars" and "Operation Get Smart" include prison tours and inmate presentations.

"Operation Get Smart" which was implemented more than 25 years ago, consists of a carefully screened team of inmates that travel the state, under supervision, speaking to youth and adults about actions which led to their involvement in crime and the consequences of criminal behavior.

"Operation Behind Bars" is a modified version of the old "Scared Straight" program which utilizes a more realistic approach with the participants, rather than scare tactics. The program, targeted toward at-risk youth and adults, allows each participant to tour a prison facility followed by inmate presentations of realistic accounts of actions that led to their criminal behavior, the effects of incarceration, and day to day prison life. SCDC currently has 12 prison facilities participating in this program.

Areas of emphasis are often determined through employee suggestions, particularly for outlying areas where the institutional warden and other employees would be the most familiar with the particular needs of the surrounding community.

SECTION III
ELEMENTS OF THE MALCOLM BALDRIGE AWARD CRITERIA

Category 2 – Strategic Planning

2.1 What is your Strategic Planning process, including participants, and how does it account for:
*Customer needs and expectations
*Financial, societal and other risks
* Human resource capabilities and needs
* Operational capabilities and needs
* Supplier/contractor/partner capabilities and needs?

The Agency considers strategic planning an on-going process and employees are encouraged to utilize the plan as a 'road map" that will lead the Agency to successful achievement of its mission. Participants are encouraged to view the process as an opportunity to focus on the Agency's strengths and weaknesses, set priorities and strategies to meet our objectives, and to collectively determine what each person can do to help achieve these goals.

Participants in the planning process include as many different Agency leaders and managers as practical. Those called upon to assist in the process provide a diverse background of correctional experience and expertise.

The Agency's strategic plan is reviewed at a minimum, on an annual basis, but can be reviewed and modified as necessary depending on circumstances. In light of serious budget concerns, in May 2002 our plan was realistically modified to represent those objectives achievable considering the severe budget cuts. At the present time the Agency Director and senior managers are again reviewing the plan for necessary revisions due to the further severe budget considerations.

The current Agency's plan includes 21 strategic initiatives that were developed after careful consideration of the Agency's strengths, weaknesses, opportunities and barriers. Our customer and human resource needs, financial and other risks and operational and partner capabilities and needs are addressed in the following Strategic Plan initiatives:

♦ Customer Needs and Expectations:
  "Respect the impact of our decisions on crime victims "(Initiative #5)
  "Consider improvements to inmate programs, including education and vocational
  Programs" (Initiative #17)
♦ Financial, Societal and Other Risks:
  "Plan for and accommodate inmate housing requirements" (Initiative #2)
  "Assess and modify our inmate classification system" (Initiative #14)
♦ Human Resource Capabilities and Needs:
  "Review methods for recruiting, retaining and recognizing staff" (Initiative #9)
  "Make improvements in employee safety" (Initiative #6)
♦ Operational Capabilities and Needs:
  "Effectively operate the Department" (Initiative #1)
  "Continue to Explore the feasibility of unit management" (Initiative #7)
  "Continue to upgrade our information technology infrastructure" (Initiative #13)
♦ Partner Capabilities and Needs:
  "Maximize utilization of inmate labor" (Initiative #20)

Responsible authorities are designated for each objective of the strategic plan. They are charged with developing action plans that will address specifically the steps that will be taken to meet the objective, who will be responsible for the tasks, and a projected completion date for each step in the action plan. Responsible authorities are challenged to utilize work groups in developing action plans so as many employees as possible can be involved in the strategic planning process. Periodic updates on the status of action plans are required from each responsible authority.

2.3 How do you communicate and deploy your strategic objectives, action plans and performance measures?

The strategic plan is published as a part of Agency policy. It is also available on the SCDC Intranet and Internet website for review by employees or other interested parties. In addition, the plan and updates are published in employee publications, where input and suggestions are encouraged.

2.4 What are your key strategic objectives?

The Agency key strategic objectives, developed to support the Agency mission and included in its strategic plan include:

Mission: Protect the Public
Strategic Goals:
♦ Plan for and accommodate inmate housing requirements
♦ Effectively communicate with the public
♦ Implement an in-house inspection process for all facilities
♦ Maintain and enhance automated telephone notification system for crime victims

Mission: Protect the Employees
Strategic Goals:
♦ Make improvements in employee safety
♦ Reduce inmate possession of controlled substances
♦ Review methods for recruiting, retaining and recognizing staff
♦ Review, improve or modify employee training
♦ Modify and improve inmate disciplinary system
♦ Continue to engage in activities that will positively impact the culture of the organization
♦ Continue to upgrade information technology infrastructure as resources are available

Mission: Protect the Inmates
Strategic Goals:
♦ Assess and modify inmate classification system
♦ Review Reception and Evaluation process
♦ Improve mental health services for inmates
♦ Review services provided to our special needs population
♦ Maximize utilization of inmate labor
♦ Improve mental health services for inmates

2.5 If the agency's strategic plan is available to the public through the agency's internet homepage, please provide an address for that plan on the website.

The Agency strategic plan is available on its website at: *www.state.sc.us/scdc.* A link to the Strategic Plan is provided.

Category 3 – Customer Focus

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

The Agency's mission statement, *Protect the Public, Protect the Employees and Protect the Inmates*, provides a clear definition of the identity of its key customers. However, the expectations and requirements of these groups differ greatly**.**

The public needs to feel confident that the Agency is conducting business in a responsible, trustworthy manner that will ensure their safety. Employees must have trust in the Agency's care and concern for them and realize that the job they do daily is critical to the accomplishment of its mission. Inmates must believe they will be protected by a system that applies policies and procedures in a firm and fair manner to all in the custody of the Agency.

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

Listening and learning on a continuous basis play an important role in determining the expectations of SCDC customers and the Agency actively encourages their input. Information is gathered through comments received by e-mail via the Agency's website. An inmate grievance process exists that allows inmates the opportunity to raise concerns. The Agency employs a Government Services Manager who works directly with our legislators to address their concerns. The installation of a toll-free telephone line provides easy access to the Division of Victim Services for victims and their families. Participation in meetings with civic organizations and advocacy groups provides the Agency Director and other senior leaders with information about the needs of these particular customer groups. All of the above provide avenues for the Agency to be proactive in listening and learning and addressing the problems and concerns of its customers as well as use this information to improve our services and programs.

3.4   How do you use information from customers/stakeholders to improve services or programs?

All information obtained through the above processes is carefully reviewed and analyzed by the appropriate responsible authority and required actions for improvements are put in place. Information obtained through the above sources is also used to gauge the satisfaction of our customers.

3.5   How do you measure customer/stakeholder satisfaction?

Because of the nature of our business and the varied and many times conflicting wants and needs of our customers, finding appropriate measures of customer satisfaction can be difficult. Through many of the methods mentioned previously (i.e. meetings with legislators and other public officials, inquiries from inmate families and crime victims) the Agency is able to monitor its public perception and gauge satisfaction. We use exit interviews, informal employee feedback, training evaluations and monitor retention rates to gauge the satisfaction of our employees.

Positive relationships are built with the public through immediate responses to the concerns brought to our attention through the various methods outlined above. In addition, the Agency's Public Awareness Programs have strengthened our relationships with schools, colleges, churches and other concerned citizen groups.

The Agency's victim programs have been nationally recognized for the services provided to our state crime victims. More than 15,000 active cases are served and maintained by the Division of Victim Services. In August 2001 an automated victim notification system referred to as VINE (Victim Information and Notification Everyday) was implemented. Available in both English and Spanish this new system provides victim notification and offender status information any time of the day or night with a toll-free telephone call.

In September 1998, the Agency introduced the Impact of Crime Program. This is a structured classroom curriculum, which causes the offender to put himself in the place of the victim, and brings about a greater understanding of the pain and suffering caused by crime.

The Division of Victim Services also provides services to employees assaulted on the job. The comprehensive program is an institution-based peer response, with outside counseling services provided where needed.

SECTION III
ELEMENTS OF THE MALCOLM BALDRIGE AWARD CRITERIA

Category 4 – Information and Analysis

4.1 How do you decide which operations, processes and systems to measure?

Performance measures evolve around the SCDC mission and its obligations towards its customers. The Agency scrutinizes, monitors, and evaluates operations, processes and systems, which must be effective and efficient to ensure SCDC is accomplishing its mission. Key issues which must be addressed include but are not limited to:

♦ Are Agency facilities and inmates managed effectively to ensure the greatest degree of protection for the public, inmates and staff?
♦ Is the Agency providing timely, relevant, and accountable information/feedback to its customers?
♦ Within its resource constraints, is SCDC providing services/programs to meet critical inmate needs to improve their opportunities for rehabilitation and reintegration?
♦ How effectively and efficiently is SCDC managing and utilizing its resources –including financial, human and inmate?
♦ Are inmates successful in their reintegration into society upon release?

To address these issues/questions, SCDC has identified and has developed, or is developing, performance measures in these operations, processes and systems: 1) Inmate Processing (admission and releases); 2) Inmate Housing; 3) Inmate Classification and Movement; 4) Facility Management/Bedspace Utilization; 5) Inmate Behavior Monitoring; 6) Inmate Program Participation; 7) Information System Support for Operations and Processes; 8) Resources Utilization Patterns, 9) Staff Retention and 10) Outcome Monitoring.

4.2 How do you ensure data quality, reliability, completeness and availability for decision making?

A good decision support information system, developed and supported by knowledgeable professionals provides the infrastructure for useful data. To ensure quality, reliability, completeness and availability, SCDC emphasizes:

♦ Timely and accurate entries of relevant inmate, personnel, and financial data
♦ Ongoing data audits to check for inconsistent or missing data
♦ On-line access to inmate, financial and personnel individual data to support case decision making by Agency managers.

4.3 How do you use data/information analysis to provide effective support for decision making?

Criminal justice system and population trends are monitored. Legislative and policy changes are analyzed to project impact on the correctional system. Several scenarios of population projections are generated, based on various assumptions about judicial and system interactions. These results are compiled, with both detailed data and executive summaries, and submitted to agency managers

for facility and budget planning. Statutory impact analyses (projections of policy impact on current/future population levels/composition and resource needs) are completed within five (5) working days and sooner if necessary, to submit timely feedback to Budget Analysts at the State Budget and Control Board. Information is submitted to the Legislature to support its deliberation/decision on proposed bills. Systematic data analysis supports operational review and internal policy/program evaluation.

To illustrate:

✦ 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. Objectives of analysis are to derive cost effective classification policy which will protect the public, inmates and staff.

♦ Staffing Analysis – Staff sick and holiday leave patterns are analyzed to derive shift relief factors to project position requirements. Staffing configuration at institutions for security coverage and service delivery are examined to ensure consist 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.

4.4 How do you select and use 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 that SCDC houses inmates with short sentences whereas most state prison systems house offenders with sentences over one year. Statistics with discrete and distinct definitions are very often compared, - e.g. proportion of inmate population within a certain age, or rate of inmates returning to prison within three years of release. State prison system data compiled and available from national surveys are examined but comparison/interpretations are used with caution because of definitional and computation differences (e.g. criteria for security levels vary, definitions/reporting of escapes and infractions differ, and dissimilar organizational structures across state prison systems may result in different cost computation bases).

SECTION III
ELEMENTS OF THE MALCOLM BALDRIGE AWARD CRITERIA

Category 5 – Human Resources

5.1 How do you and your managers/supervisors encourage and motivate employees (formally and/or informally) to develop and utilize their full potential?

Managers and supervisors at SCDC are charged to develop all staff under their supervision to their maximum potential. Formal methods primarily include the manager's annual Employee Performance Management System (EPMS) Planning Stage and Evaluation. In addition, managers regularly hold weekly staff meetings to keep employees informed and obtain input into running their particular organizational unit.

Through the Employee Innovation System, employees are encouraged to submit suggestions for improving or modifying Agency practices to reflect good fiscal management. If an employee's suggestion is implemented, a monetary award (a percentage of the money saved by the Agency as a result of the suggestion) is presented to the employee. Each year the American Correctional Association designates a week in May as National Correctional Officer's Week. SCDC, in conjunction with other law enforcement agencies, sponsors ceremonies/activities to recognize/honor our correctional officers.

For a number of years, SCDC has encouraged participation in the CAN-DO Club and the CAN-DO Spirit programs. Any employee can recognize another employee with a CAN-DO Club award, which provides a certificate honoring the employee for service, performance, or behavior that is above expectations. Once a year, any employee may also recognize another employee with one CAN-DO SPIRIT Award, for exceptional performance.

SCDC also provides an Employee of the Year program to allow staff to annually formally recognize those individuals who are considered to be the outstanding agency wide performers in their respective field.

Finally, Agency managers know that with no monetary incentives available, they must utilize other methods to motivate their employees, including reinforcement of the Agency mission and the part each employee plays, collectively and individually, in its accomplishment. Managers motivate their employees by involving them in analyzing situations and obstacles and in problem solving and decision making, and utilize both private and public recognition for a job well done. Maintaining a policy of open communications and utilizing a simple "thank you" are also effective motivators.

With the Agency experiencing a loss of many positions due to budget cuts and the resulting reduction-in-force, those employees remaining will now have the opportunity to demonstrate their skills, initiative and knowledge, and develop and utilize their full potential. Developing a work force that is capable of dealing with an ever-changing environment will be more important than ever.

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

The Agency utilizes many avenues to identify and address key developmental and training needs. SCDC facilities have established Institutional Training Advisory Councils consisting of a representative from each section within the institution. The Agency has also established a Training

Advisory Council consisting of a representative from various Divisions within SCDC. The purpose of these councils is to relate problems within the various areas and decide if and what training may be required to enhance job skills, performance, safety, leadership and job retention.

Council recommendations for training needs are based on the accumulation of information gathered through the use of:

Agency Incident Reports
Exit Interviews
Training Questionnaires
Direct and Phone Interviews
Class Evaluations
Legal and Procedural Mandates
Safety Committee Report
Job Task Analysis
Needs Assessments
Audits/Operational Reviews

When training needs are assessed and recommendations are made the Agency Training Academy develops resources and training programs to fulfill the training needs of the Agency. The Agency Training Advisory Council must review and approve the next year's training curricula, and once approved, it is forwarded through the chain of command to the Agency Director for final approval before implementation.

5.3 How does your employee performance management system, including feedback to and from employees, support high performance?

The Employee Performance Management System (EPMS) is outlined in SCDC Policy ADM-11.06, which establishes a uniform employee performance management system for SCDC in compliance with the State Office of Human Resources regulations.

The EPMS process consists of three (3) major stages: the planning stage, on-going communication, and the evaluation stage. In the planning stage, the supervisor identifies job duties from the job description, and with the employee, the specific performance expected. Also included are expected performance characteristics, and special overall objectives that may be assigned during the coming year. This process is normally completed during the first 60 days on the job, or at the time of the evaluation for the previous period.

As a means of on-going communication, the supervisor continues to provide performance feedback to the employee throughout the review period. An unofficial mid-year review is encouraged to facilitate communication. Also, the on-going communication stage allows the supervisor to note changes in job duties or changes in performance.

The evaluation stage provides a formal setting for the supervisor to review performance over the previous year, and discuss the characteristics that enhance or inhibit performance. This one-on-one process is an invaluable tool to provide feedback, both to and from, the supervisor and the employee. The EPMS notification process is very successful at SCDC, with an extremely high completion rate, which is due to a notification system by the Division of Human Resources.

5.4 What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction and motivation?

SCDC has implemented a number of measures to receive feedback from staff and avenues to assess employee satisfaction. Numerous committees and special programs have been created to provide a forum for communication and feedback. These include a quarterly Correctional Officer Representatives meeting, a women's taskforce relating to gender and administrative issues, Correctional Officer Retention Committee, monthly Wardens and quarterly managers meeting, and sexual misconduct committee, just to name a few. In all cases, senior level managers are present to listen to staff, discuss issues, and provide feedback.

5.5 How do you maintain a safe and healthy work environment?

The Agency is committed to providing its employees and inmates with a safe and healthy work place. The Agency has a full-time Environmental Health and Safety Officer (EHSO) assigned to each level two and three institution. These specially trained officers do thorough and detailed monthly inspections of all areas of their respective institutions. The inspections are recorded and any deficiencies noted are immediately addressed or sent to the responsible area supervisor for corrective action that must be documented in writing. The Agency's EHSOs receive their specialized training at the State Fire Academy with additional quarterly training provided by the Division of Compliance, Standards, and Inspections on new OSHA regulations and other related subjects.

The EHSOs train new employees and inmates on safety related topics, perform fire drills and handle accident claims. These responsibilities provide the EHSOs with the opportunity to expand their knowledge of safety at their institution, improve training methods, and identify potentially dangerous work areas.

The Division of Compliance, Standards, and Inspections is currently in the process of investigating methods to better protect employees working in the more remote areas of an institution and is developing a checklist of safety precautions for use by officers supervising inmates in outside work environments.

In addition, to promote the physical fitness and mental well being of employees, the Agency supports and promotes employees participating in State and/or Agency sponsored wellness programs, provided that such participation does not significantly interfere with their normal job duties/performance.

5.6 What is the extent of your involvement in the community?

Employee involvement in schools, community groups, professional associations and charities has the complete support of the Agency. SCDC has supported employee participation in such professional organizations as the American, Southern States and South Carolina Correctional Associations and the National Association of Blacks in Criminal Justice by providing funds, when available, for attendance at local and national conferences. (Please see Leadership Section #1.7 for further information on the Agency's involvement in the community.)

SECTION III
ELEMENTS OF THE MALCOLM BALDRIGE AWARD CRITERIA

Category 6 – Process Management

6.1 What are your key design and delivery processes (including such activities as needs assessments and efforts at continuous improvement) for products/services, and how do you incorporate new technology, changing customer and mission-related requirements, into these design and delivery processes and systems?

The Department's key processes are designed and implemented based on the service needs and requirements of our customers and fulfillment of our Agency mission. Our most critical processes (those most critical to customer satisfaction and survival of the Agency) include:

♦ Security
♦ Institutional Operations
♦ Training and Development
♦ Safety and Inspections

The Agency strategic plan addresses all of these key processes. The process of developing meaningful objectives and performance measures for these areas also provides us with the opportunity to evaluate our present processes and identify areas needing improvement. To ensure consistent and uniform management and operation of SCDC, a specific Agency policy outlines SCDC's policy/procedure development process. All policies are reviewed annually. The Agency realizes that development of a new or improved process is not just the responsibility of the particular area that will implement the process. For example, when the Agency conducts its required annual review of individual policies and procedures, as part of the process review, input is solicited from all areas of the organization, not just the area that is responsible for the process or will be affected by any changes.

In light of the severe budget reductions experienced by the Agency, a thorough analysis of our current programs and processes is currently underway. Deciding where to make changes requires careful consideration of the effect changes in, or elimination or reduction of services, will have on our customers. All functions are currently being examined in an attempt to find alternative process methods that will be less costly, but still provide equitable services.

6.2 How does your day-to-day operation of key production/delivery processes ensure meeting key performance requirements?

The SCDC must ensure that its key performance requirements are addressed while the Agency carries out its daily operations. All daily operations revolve around our mission of protection for the public, inmates and staff. Our measures (described in detail in the previous Information and Analysis Category) are designed to indicate our success. Our mission and strategic plan are communicated throughout all levels of the Agency and employees should be aware of how the daily processes for which they are responsible guide the Agency toward fulfillment of its mission. Policies and procedures that describe performance requirements for our key day-to-day processes

have been developed to ensure consistency throughout the various institutions and divisions of the Agency.

6.3 What are your key support processes, and how do you improve and update these processes to achieve better performance?

Critical Support Processes include:

♦ Information Technology
♦ Budget and Financial Services
♦ Human Resources
♦ Legislative Services
♦ Legal Services
♦ Administrative Support Services

Managers of the above areas routinely review the processes for which they have responsibility to identify possible improvement or cost saving modifications. With significant staff and funding reductions during the past year as a result of the reduction-in-force and budget cuts, our managers found it imperative to review and modify existing systems to meet changing requirements. For example, the Division of Victim Services, along with personnel from the Division of RIM, developed a new computerized case management system, which when implemented shortly, will reduce data entry time by two-thirds.

6.4 How do you manage and support your key supplier/contractor/partner interactions and processes to improve performance?

Partnerships developed with other State agencies and entities continue to benefit both the Agency and those served by these joint efforts. Management of the processes involved to successfully implement these programs is coordinated by the functional area of the Agency involved in the effort, and results of these collaborations are continuously reviewed by those responsible to identify improvements.

To highlight examples of some of our key interactions:

♦ The Agency's Agriculture Program provides milk to the Department of Juvenile Justice (DJJ) at reduced cost in exchange for use of DJJ land in our edible crop program.
♦ The Food Service Branch works through the Department of Education in participation with the National School Breakfast and Lunch Program.
♦ The SCDC and the Department of Probation, Parole and Pardon Services (DPPPS) jointly conduct parole hearings utilizing videoconferencing equipment to eliminate costly transportation of inmates to Columbia.
♦ Our Staff Development and Training Division participates with other state agencies in the State Agency Training Consortium. The Division also has cooperative agreements for training with USC School of Public Health, Criminal Justice Academy, State Library, Palmetto Richland Hospital, Lexington Medical Center, State Prevention Partners, SLED, American Red Cross and SCLEOA.

- Our Division of Security instructs other State Correctional agencies and law enforcement agencies in Emergency Response Training with Hostage Negotiation, Rapid Response Team Deployment, SWAT activities, K-9 Drug Dog Testing and Security Audit Training.
- The Division of Classification and Inmate Records is currently involved with a task force involving the Clerks of Court to enhance the sharing of information. They are also working with SLED to enhance the agencies' record sharing capabilities.
- Our Division of Inspections and Operational Review is involved in cooperative arrangements with the South Carolina Association of Counties (for jail standards), with the South Carolina Sheriffs Association (for legislation) and with the South Carolina Jail Administrators Association (for training).
- Staff at SCDC's correctional facilities provide information on inmates nearing their release date to the Department of Vocational Rehabilitation to coordinate available community services upon release.
- In 1998 the Department of Corrections and the Department of Mental Health entered into an interagency agreement for the control, care and treatment of individuals who are deemed to be sexually violent predators. These individuals are currently housed at the Broad River Correctional Institution.
- The Division of Victim Services maintains a central data bank of crime victims for the Attorney General's Office and this data bank is transferred to the Department of Probation, Parole and Pardon Services nightly. Therefore, a victim only has to register one time with the Department of Corrections as opposed to registering with three (3) separate agencies.

SECTION III
ELEMENTS OF THE MALCOLM BALDRIGE AWARD CRITERIA

Category 7 – Business Results

7.1 What are your performance levels and trends for the key measures of customer satisfaction?

Victim Services - SCDC strongly believes in service to crime victims. The Agency offers a comprehensive victim service program and shares the distinction of being one of the first corrections-based victim notification programs in the country. In operation since 1985, the program has consistently been cited as a model by the Office for Victims of Crime of the U.S. Department of Justice, the National Center for the Victims of Crime, and the American Correctional Association. What may distinguish SCDC from other corrections-based victim notification programs is that the concept of victim services permeates the entire Agency. The victim emphasis is pervasive in all Agency decision-making and program implementation activities. Following are just a few examples of how victims have been included in departmental decisions and activities:

- Face-to-interviews with reporters and photos of inmates have been stopped, so as not to glamorize crimes or re-victimize victims and their families
- Home-visit furloughs have stopped
- Inmate organizations are required to give 15% of their fundraising proceeds to victim service organizations
- Prison Industry inmates are assessed 20 percent of their gross wages for the Victim Compensation Fund that awards financial assistance to crime victims, according to state law.

There are more than 15,000 active victims registered for notification. There are more than 12,000 inactive victim records that are automatically reactivated upon the return of the offender. The number of registered victims has grown by an average of 28% in each of the last five years. SCDC maintains the largest data bank of crime victims in the state and makes it available on a confidential basis to the Department of Probation, Parole and Pardon Services and the SC Attorney General's Office.

SCDC provides a state-of-the-art automated telephone notification and inquiries service that puts offender information at crime victims' fingertips. Available in English and Spanish, this system provides victim notification and offender status information any time of the day or night with a toll-free telephone call. The response to this system has been overwhelming (See Figure 7.1.1).

During FY 2003 the Division of Victim Services organized a multidisciplinary task force to guide and direct a stalking grant. Employees from every facet of the Criminal Justice System were invited to participate in Workplace Stalking workshops held in Columbia, Greenville and Charleston. This Division also distributed a statement to every employee regarding workplace violence and the Agency's commitment to a work environment free from violence, threats of violence, stalking, intimidation and other disruptive behaviors.

Automated Telephone Notification and Inquiries Service

	FY 2002	FY 2003
Victim Calls for Information	34,345	62,656
Notification Calls to Registered Victims	98,144	134,858

Figure 7.1.1

In addition to the calls made by the automated system, written notifications are still made whenever an inmate is released from custody. (See Figure 7.1.2)
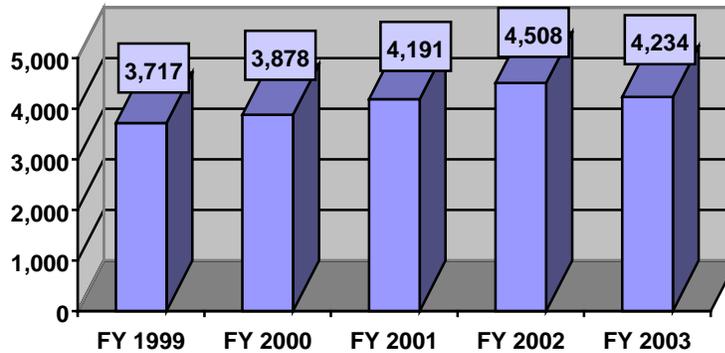
Written Victim/Witness Notifications

Figure 7.1.2

Legislative Services - The Agency employs a Government Services Manager who serves as a resource/liaison to members of the General Assembly, providing information to Legislative committees pertaining to proposed legislation and responding to legislator inquiries. Approximately 1,200 legislative inquiries were addressed during the past fiscal year. Impact analyses (projections of policy impact on current/future population levels/composition and resource needs) are completed within five (5) working days and sooner if necessary, to submit timely feedback to Budget Analysts at the State Budget and Control Board. Information is submitted to the Legislature to support its deliberation/decision on proposed bills (See Figure 7.1.3).

New Bills Analyzed and Impact Projected
For Legislature

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Bills Analyzed	59	28	47	18	33
SCDC Response Time (Work Days**)**	1.6	1.3	1.6	5	5

Figure 7.1.3

Inmate Grievances and Complaints **-** The Agency has in place an inmate grievance system whereby inmates may seek formal review of complaints relative to disciplinary hearing appeals, classification appeals, SCDC policies/procedures, directives, or conditions they feel directly affect them. The Agency advocates timely and efficient resolution of complaints and grievances brought to the attention of administrators by inmates. The grievance system has been designed to provide inmates with a mechanism by which they may seek formal review of their complaints and provide a vehicle for internal solutions at the level having most direct contact with the inmates. The system also provides a means for management review of staff decisions and policies/procedures that may be the source of a complaint. The Agency's Inmate Grievance Branch is responsible for the development, management and implementation of the grievance system. As evidenced in Figure 7.1.4, the number of grievances filed has steadily decreased, despite an increase in the number of inmates in the Agency.
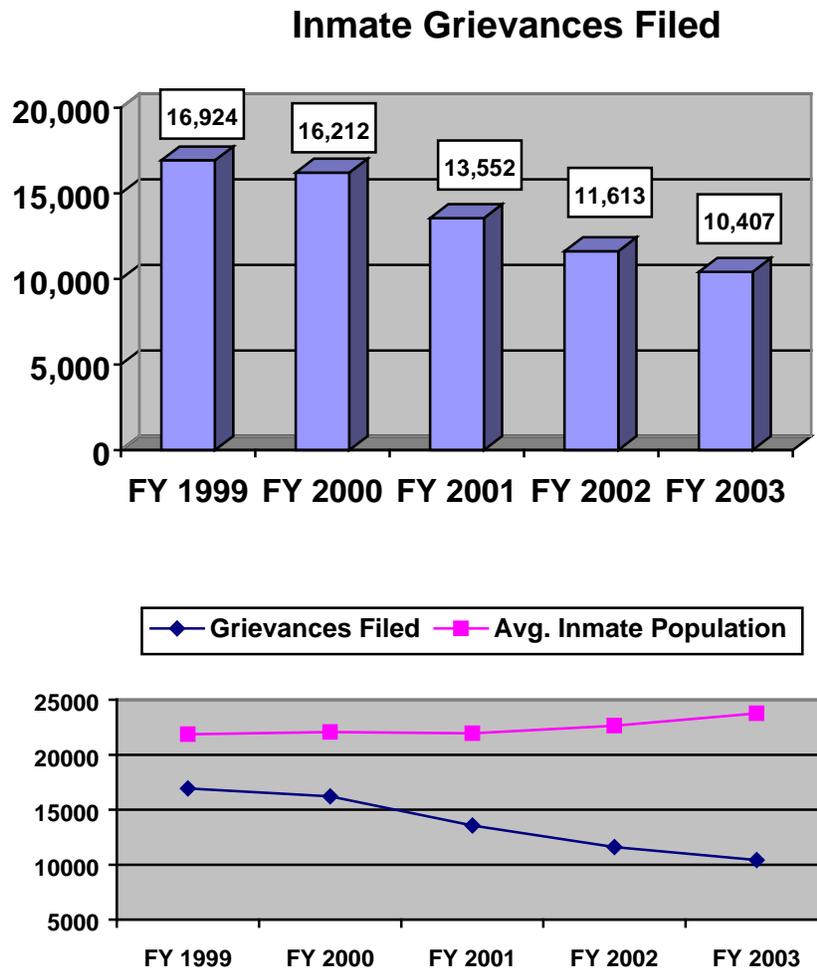
Inmate Grievances Filed

Figure 7.1.4

A separate component of the grievance system, the Medical Review Office, handles only health care grievances and complaints, including written and verbal grievances and hotline calls. Complaints of this nature are investigated and responded to by medical professionals. Decisions are made on the legitimacy of claims based on Agency Medical Directives and Policies and American Correctional Association Standards. As with the general inmate grievances, medical grievances and complaints have been reduced despite an increase in the inmate population (See Figure 7.1.5).
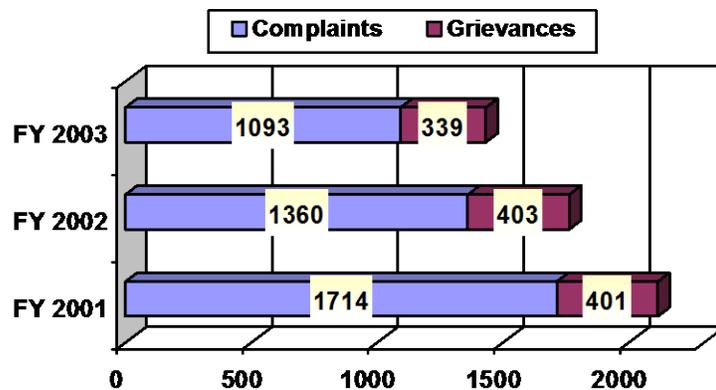
Medical Grievances and Complaints

Figure 7.1.5

7.2 What are your performance levels and trends for the key measures of mission accomplishment?

Re-Entry Programs and Agency Recidivism Rate - Even through these difficult financial times, the Department has not lost its focus on ways to prepare inmates for their return to society as successful, law-abiding citizens. In 2002 the Agency was awarded a federal grant in the amount of $1,000,002 as part of the Serious and Violent Offender Reentry Initiative. Funding is from the Department of Justice and Department of Labor. Because of the Department of Labor involvement, at least 30% of the funds must be used for activities related to offender employment issues. This allows the Agency to provide some services related to the Offender Employment Preparation Program, an act passed by the SC General Assembly in 2001 and described in last year's report.

The grant provides for the hiring of seven (7) Transition Coordinators to be placed at designated institutions around the state. These coordinators will provide institutional re-entry programming, as well as recruit and coordinate volunteers to provide various re-entry programs and services. They will establish contacts with representatives from agencies such as the Department of Probation, Parole and Pardon Services, Vocational Rehabilitation, Employment Security Commission and the local One-Stop Centers. In addition, they will explore resources in the community for offender transitional and post-release services. Offenders in the target population to be served include those that are 17 - 35 years old, have a prior criminal history and have to serve at least one year before release. A specialized program at one institution will serve sex offenders and the age limitations do not apply.

There are currently two Transition Coordinator positions filled and recruitment is ongoing to fill the additional positions. Partnership meetings have begun with representatives from other government

agencies and community organizations. The curriculum is being developed for classroom programs and a re-entry handbook is being prepared for offenders. The plan is for all positions to be filled and the program to be fully functioning by January 2004.

One method of assessing the success of re-entry initiatives is through the Agency Recidivism Rate. An inmate who has been released (either conditionally via placement on probation/parole or completed sentence) is considered a "recidivist" when he/she re-enters SCDC custody.   A "Recidivism Rate" is the percentage of released inmates who recidivated. A one-year rate is based on the number who returned within 12 months of release; a two-year rate is based on the number returned within 24 months; and a three-year rate is based on the number returned within 36 months. SCDC utilizes a three-year rate, which is the standard recommended by the Commission on Criminal Justice Standards and Goals. Therefore the latest available rate is for those inmates released in FY 2000. The Agency's recidivism rate for the past five (5) years is shown in Figure 7.2.1.

In the past, comparisons in recidivism rates were available from the "Corrections Yearbook" publication; however, this year the information is no longer being included due to the many differences in calculation methods. In past years, South Carolina's recidivism rate was comparable to the published national average.
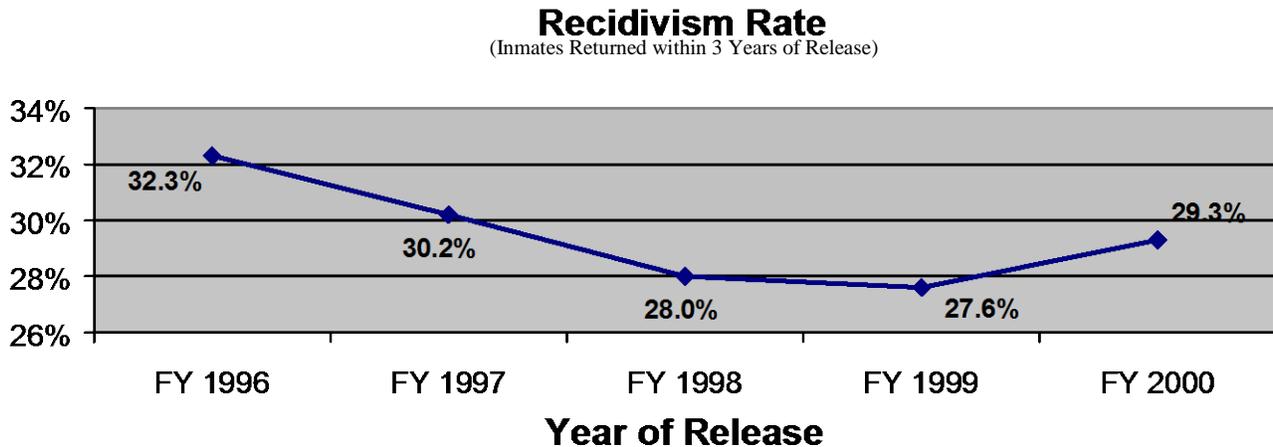
Recidivism Rate
(Inmates Returned within 3 Years of Release)

Figure 7.2.1

Escape Rates - To protect the public, the Agency has developed uniform escape procedures that stress the prompt apprehension and return of any escapee from an SCDC institution and of any SCDC inmate who escapes from a designated facility. All of the Agency's escape apprehension and investigative efforts are conducted in compliance with applicable state and federal statutes, Agency policies and procedures and American Correctional Association standards. In addition, each Warden is responsible for developing a written escape apprehension process specific to their institution. Figure 7.2.2 provides the Agency's escape rate for recent years. A national comparison is no longer provided by the Corrections Yearbook due to different definitions and calculation methods, but in the past SCDC had less escapes per inmate than the national average.
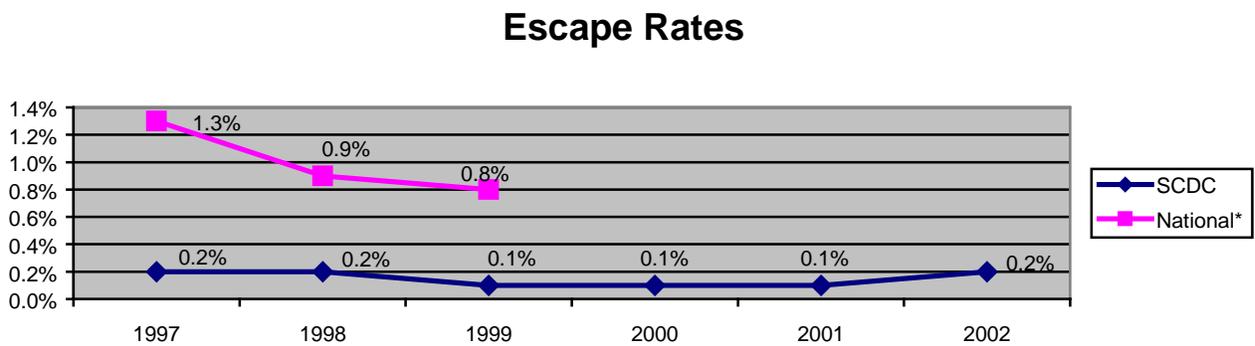
Escape Rates

Figure 7.2.2

Inmate Work/Vocational Education Assignments - The Agency's goal is to have all eligible inmates assigned to meaningful work or educational assignments. The training and skill development opportunities for inmates enrolled in these programs are unlimited. For example, inmates assigned to the Agency's farm operations learn how to operate a dairy, tend livestock and plant and tend crops. Our canteen and commissary branches provide opportunities for inmates to develop skills as stockers, truck loaders, barbers, warehousemen and laundry workers. In addition to providing inmates with the necessary skills for successful reintegration into the community, utilizing inmates in these types of positions saves the Agency and the state millions of dollars each year.

Those inmates that meet all minimum basic education requirements and other criteria are eligible to enroll in the Agency's vocational education program. Current vocational education opportunities include classes in auto mechanics, plumbing, carpentry, auto-cad, brick masonry and electronics.

Data presented in Figure 7.2.3 demonstrates that SCDC has consistently had a higher proportion of inmates employed or enrolled in vocational programs than the national averages.

INMATE ASSIGNMENTS**

	South Carolina					National				
	1997	**1998**	**1999**	**2000**	**2001 ***	**1997**	**1998**	**1999**	**2000**	**2001 ***
Prison Industries	1,678	1,399	1,764	1,898	1,811	1,463	1,404	1,493	1,488	***
% of Total Population	8.1%	6.7%	8.4%	8.7%	8.0%	7.4%	6.7%	6.4%	7.1%	7.8%
Prison Farm	505	492	249	177	176	807	1,115	884	1,029	***
% of Total Population	2.4%	2.3%	1.2%	.8%	.8%	2.5%	2.9%	3.7%	3.1%	3.6%
Other Work	14,101	14,536	15,583	13,580	13,513	10,084	12,875	15,746	14,909	***
% of Total Population	68.3%	69.2%	64.7%	62.2%	59.8%	48.5%	45.1%	54.0%	49.4%	47.0%
Acad or Vocational	5,428	4,237	4,083	6,037	5,626	5,213	4,175	4,117	3,895	***
% of Total Population	26.3%	20.2%	19.5%	27.7%	24.9%	17.9%	15.4%	16.2%	17.7%	13.0%

*Latest comparable available   ** Source: 1997 - 2002 Corrections Yearbooks   *** No longer provided
.
Figure 7.2.3

Palmetto Unified School District - The mission of the Palmetto Unified School District is "To improve the academic, vocational and life-skills of offenders assigned to the SCDC so that they are better prepared to successfully re-enter society when released to the community." Despite a very difficult year of budget and personnel cuts, the District was able to maintain its excellent performance and fulfill its mission. The District increased its number of GED graduates from 579 in FY 01/02 to 842 in 02/03 (See Figure 7.2.6). High school students who were post tested after 100 days of enrollment showed an average gain of 1.26 grade levels (See Figure 7.2.7). Seventy-seven percent of the vocational students who enrolled in a vocational program completed course requirements (See Figure 7.2.6). Eighty-two percent of the high school students who were enrolled in the GED class completed the GED and 80% of the students who took the GED test passed it. These achievements occurred in a school year where 84 positions were lost in a reduction-in-force. Last school year (FY01/02) the Agency reported 160 certified positions. At the end of 02/03, the district had only 84 certified staff members.

During the year, the District applied for and received $612,522 in grant funding to renovate three vocational facilities. Also, major improvements were made to the special education program especially in the early identification of eligible students at the Reception and Evaluation Center. The District was named a Palmetto Gold Award Winner for FY 2002-2003.

The Palmetto Unified School District faces many challenges and opportunities in the coming year. The SCDC has entered into a contractual arrangement with the Corrections Learning Network, which provides instructional opportunities by satellite. The Agency will continue to develop as

many cooperative agreements with local adult education programs as possible in an effort to increase adult education programming.

Student Performance Levels

	FY 2001 SCORE	**FY 2002 SCORE**	**FY 2003 SCORE**
Pre-Post Test Gains on the TABE	Average Gain = .95	Average Gain = 1.08	Average Gain = 1.26
GED Completers	69%	77%	82%
Vocational Program Completers	52%	70%	77%

Figure 7.2..4

Ratio of Completers to Non-Completers For Vocational Programs

2001

2002

2003
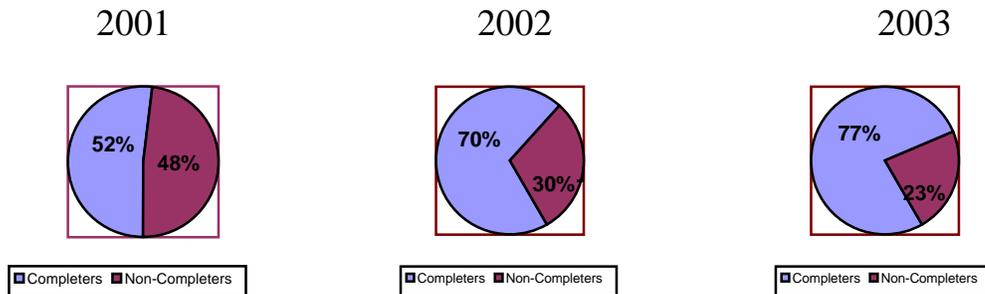
Figure 7.2.5

Ratio of Pass/Fail on GED Testing

2001

2002

2003
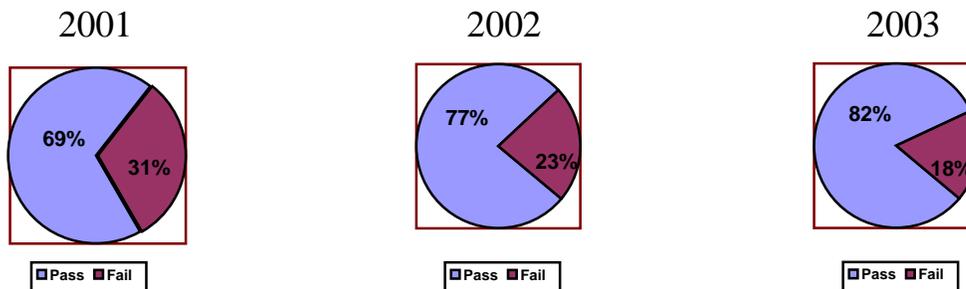
Figure 7.2.6

Average Gain On Tabe
Grade Equivalency

	.20	.40	.60	.80	1.0	1.2	1.4	
.95								**2001**

	.20	.40	.60	.80	1.0	1.2	1.4	
1.08								**2002**

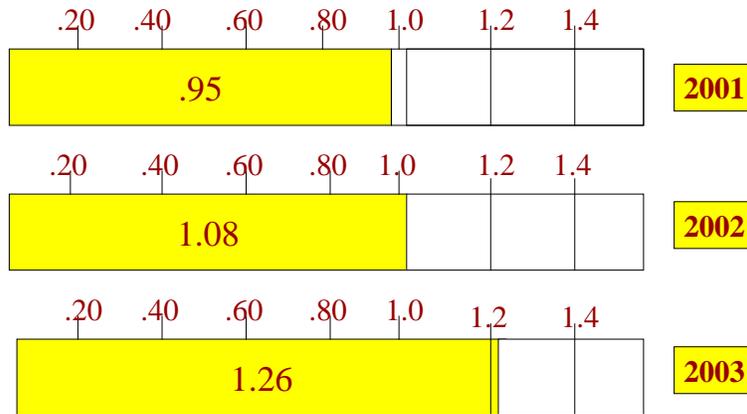|	.20	.40	.60	.80	1.0	1.2	1.4	
1.26								**2003**

Figure 7.2.7

Inmate Disciplinary Infractions - To promote order and maintain the security and safety of the Department, SCDC has developed an Inmate Disciplinary System to provide appropriate sanctions for violations of any Agency rules and regulations and federal/state statutes by inmates. The system is administered in a manner to ensure inmates are afforded adequate due process protection. All disciplinary rules and regulations are distributed to inmates in a written handbook. Regular review of infraction types and rates helps Agency managers assess institutional "climate" and identify problem areas.   Although the number of major and minor infractions has fluctuated over the past few years, overall infractions have declined (See Figure 7.2.8).
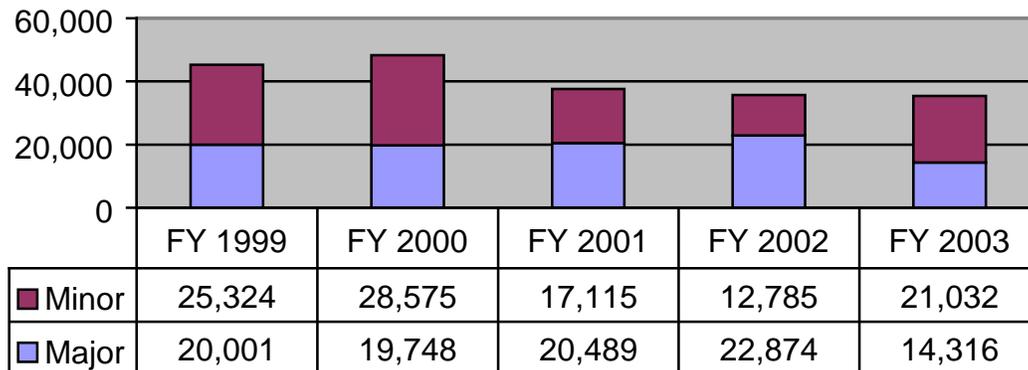
Disciplinary Infractions

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Minor	25,324	28,575	17,115	12,785	21,032
Major	20,001	19,748	20,489	22,874	14,316

Figure 7.2.8
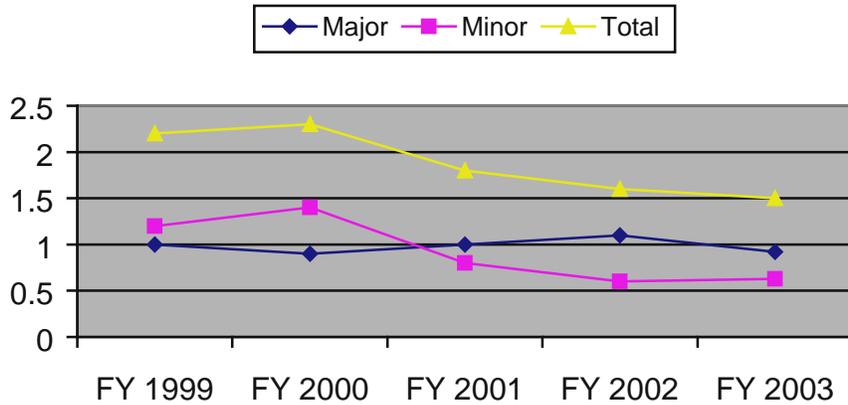
Infractions Per Inmate/Per Year

Figure 7.2.9

7.3 What are your performance levels and trends for the key measures of employee satisfaction, involvement and development?

Employee Retention - SCDC's dedicated, professional and committed staff is the backbone of the Agency. Therefore, it is important that SCDC focus attention on developing initiatives to retain its employees and which demonstrate concern and care for them. Significant budget cuts and the resulting reductions in staffing have made employee retention all the more difficult.   With over 1,300 less employees than the Agency had at this time three years ago, SCDC has had to ask and expect more from its remaining employees than it had to in the past. Under these conditions, it is more difficult than ever to retain employees, particularly in the security field, where compensation offered by the Agency still falls short of that available from other local police departments and jail facilities in South Carolina (See Figure 7.3.1) and throughout the South (See Figure 7.3.2). The Agency will be concentrating further efforts on improving its retention of employees during the upcoming year.   Specifically, SCDC wants to more closely examine how it recruits, trains, supervises and pays its employees. Initially hiring the right people, providing them with relevant training that continues on a day-to-day basis while on the job, ensuring supervisors demonstrate care and concern, and offering a competitive salary, will be the goals the Agency will strive for to improve its turnover rate.   Director Ozmint and the previous administration have clearly directed all Agency managers to focus on reducing turnover rates for their respective areas. Depending on the impact of budget and personnel cuts, some areas may be more successful in this endeavor than others, but the turnover rates for individual areas are routinely examined and questioned if warranted. Figure 7.3.3 shows the Agency turnover rate for the past four (4) years.

For FY 2001 the national average turnover rate for correctional officers was 16.6* (latest comparable available).

*2002 Corrections Yearbook

SECURITY SALARY SURVEY - ENTRY LEVEL
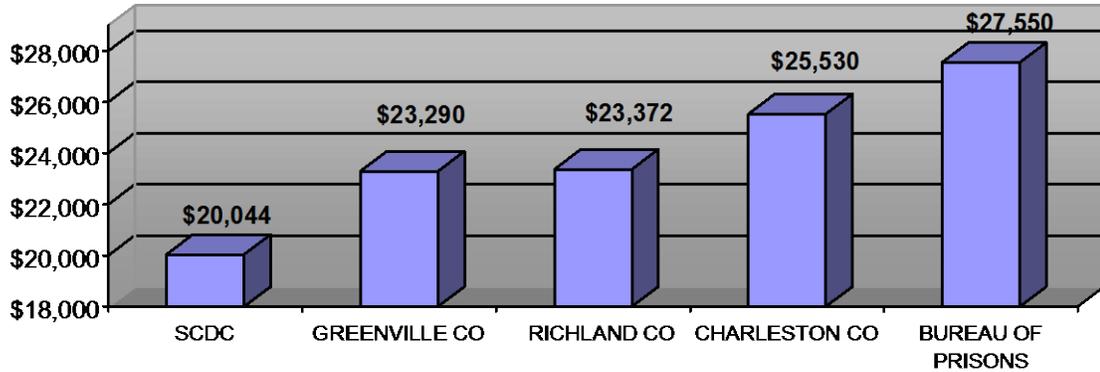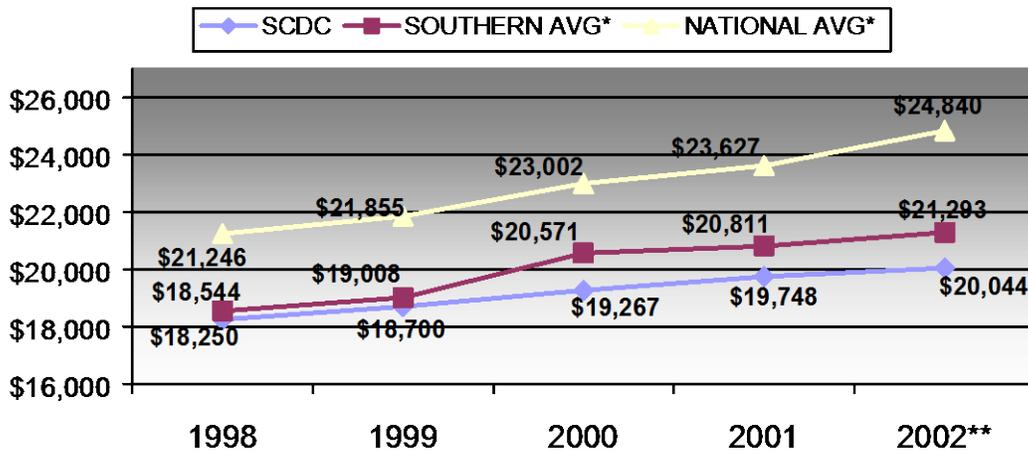## SC DETENTION/CORRECTIONAL OFFICERS
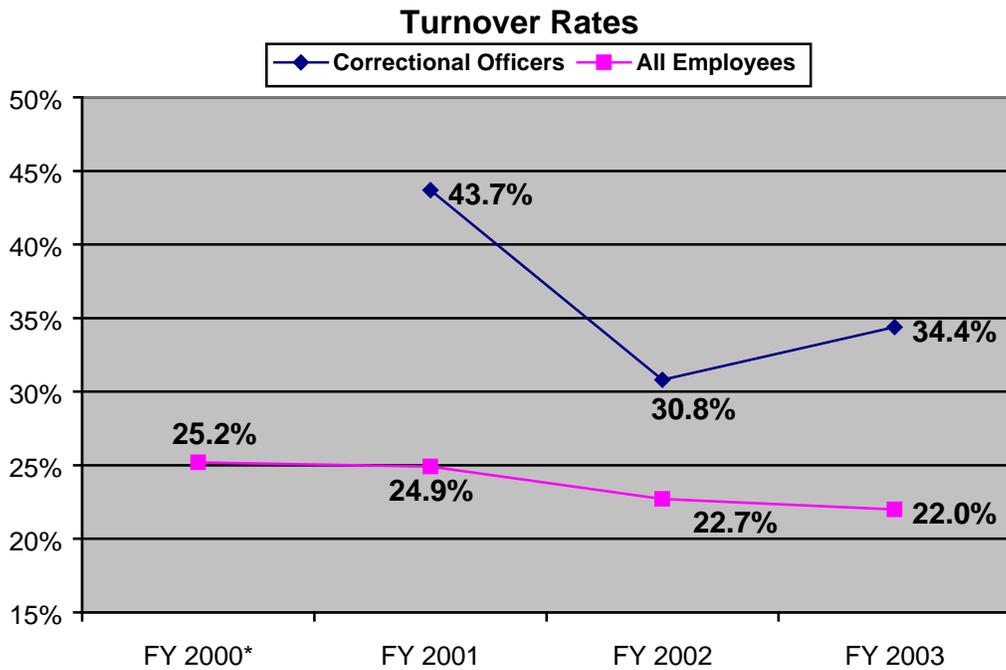## FY 02/03

Figure 7.3.1

Starting Salary Comparison
Correctional Officers

*Source: 1998-2002 Corrections Yearbooks
**Latest Comparable Available
Figure 7.3.2

Turnover Rates

*Separate Rate for Correctional Officers not available for FY 2000

Figure 7.3.3

Employee/Inmate Drug Testing - SCDC maintains a zero tolerance for all employees regarding the use of illegal drugs. In order to promote this philosophy and to provide for a safe, secure and drug free workplace, the Agency has established an employee Drug Testing Program (see Figure 7.3.4), and drug as well as alcohol testing of commercial vehicle drivers, to assist in the detection and deterrence of illegal drug use by employees. Employees found in violation of this provision will have their employment with SCDC terminated. SCDC employees may choose to participate in the Agency's Employee Assistance Program (EAP). The EAP provider is responsible for helping employees deal with drug abuse/chemical dependency problems. Employees must be already enrolled in an approved EAP program and be satisfactorily participating prior to selection for testing in order to avoid automatic termination as the result of positive results from drug tests.

Employee Drug Testing

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Random Tests Conducted	1,722	1,737	1,750	1,750	1,601
Tests Conducted for Cause/Suspicion	33	10	3	9	0
Positive Tests	32	33	14	15	11
Refusals	2	4	0	7	0
Terminations Related to Drug Testing	34	37	14	22	11

NOTE: Positive results or refusals lead to termination.
Figure 7.3.4

40

SCDC also is committed to a zero tolerance of illegal drug use or possession by inmates. To further this commitment, SCDC has developed and implemented a controlled substance testing program (see Figure 7.3.5), and put into effect sanctions as well as an intervention program designed to prevent, identify and or treat inmate drug abuse. Inmates who are identified as chemically dependent and/or abusers are required to participate in and successfully complete appropriate treatment as assessed and structured by Substance Abuse Services.

Inmate Drug Testing

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Samples Collected	6,777	24,256	28,383	31,473	25,068
Random	6,224	18,151	17,336	17,245	16,117
For Cause	553	6,105	11,047	14,228	8,951
Positive	337	903	1,703	2,074	1,180

Figure 7.3.5

7.4 What are your performance levels and trends for the key measures of supplier/contractor/ partner performance?

Labor Crews - To promote fiscal responsibility, the Agency contracts with other governmental agencies for the use of inmate labor crews to perform work on highway and other public improvement or development projects. To ensure public safety only minimum security inmates are assigned to any inmate labor crew. Figures 7.4.1 and 7.4.2 show the results of inmate litter pick-up on South Carolina highways.

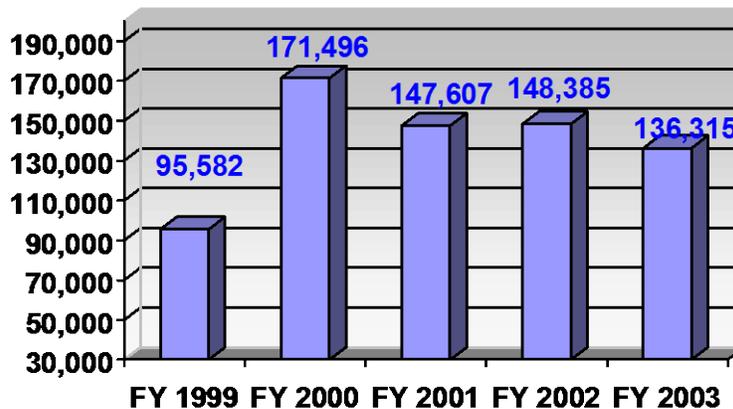## Road Crew Litter Control
Number of Bags Collected

Figure 7.4.1

Road Crew Litter Control
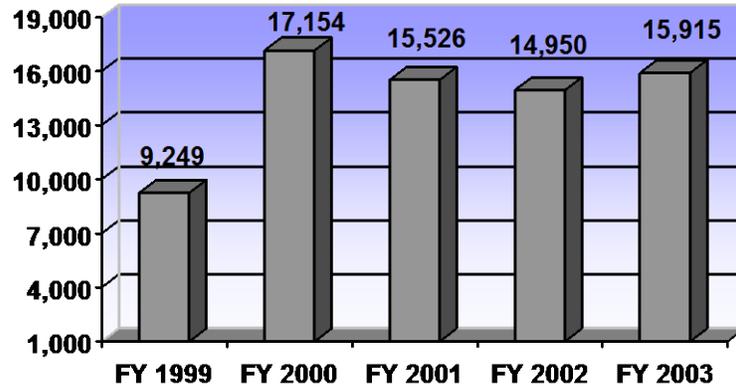## Number of Miles Cleaned

Figure7.4.2

Accreditation - During FY 2003, SCDC voluntarily participated in the standards and accreditation program of the American Correctional Association/Commission on Accreditation for Corrections (ACA/CAC) to refine management practices, enhance accountability, improve operational procedures, ensure compliance with all Agency policies/procedures, and generally promote good correctional practices. Figure 7.4.3 demonstrates the steady increase in the number of accredited SCDC institutions. As a comparison, the national average for the number of state facilities accredited in January 2002 was 72.9% (2002 Corrections Yearbook).

Percentage of SCDC Facilities** Accredited
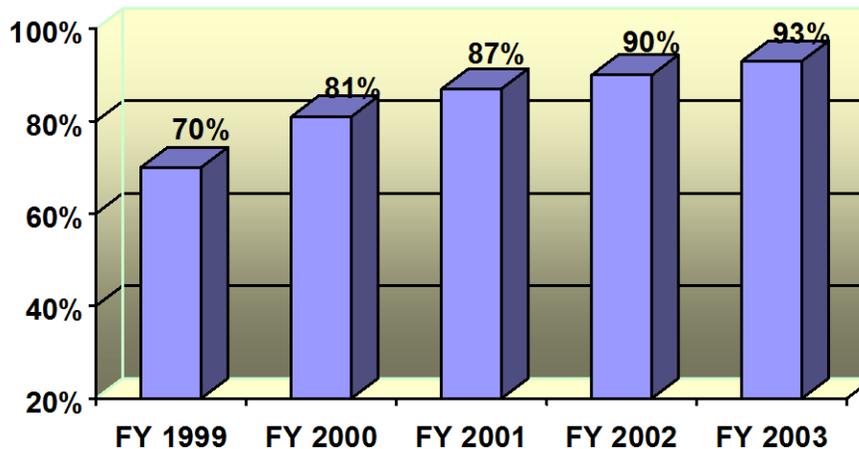
* *"Facilities" includes Correctional Institutions, Pre-Release Centers, Training Academy and Central Office

Figure 7.4.3

7.5 What are your performance levels and trends for the key measures of regulatory/legal compliance and citizenship?

♦ **Review of Sexually Violent Predators -** In 1998 the Sexually Violent Predator Act was signed into law. In accordance with this act, the Sexual Predator Multi-Disciplinary Team, chaired by the Division Director of Classification and Inmate Records, met and reviewed all required cases and made recommendations.

♦ **Inmate DNA Testing -** SCDC conducts DNA testing of inmates as required by State law.

♦ **Sex Offender Notification** - As required by State law, SCDC provides notification of persons required to register as sex offenders with the county's sheriff's office.

REGULATORY/LEGAL COMPLIANCE

	FY 1999	FY 2000	FY 2001*	FY 2002	FY 2003
SEXUALLY VIOLENT PREDATORS Cases Reviewed	516	424	364	375	408
Cases Referred	251	143	97	75	67
SEX REGISTRY NOTIFICATIONS	619	583	638	722	623
INMATE DNA TESTING*	1621	248	12,266	5,018	2,819

* Beginning in FY 2001, due to a change in the State Law, the Agency tested all inmates admitted in prior years who met the criteria for testing. Beginning in FY 2002, all inmates meeting the established State Law criteria are tested upon admission.
Figure 7.5.1

Equal Employment Opportunity - SCDC recognizes and assumes responsibility for Equal Employment Opportunity and all federal and state regulations prescribing equal employment opportunities and affirmative action. As figure 7.5.1 demonstrates, SCDC has been consistently successful in its goal attainment (as reported by the SC Human Affairs Commission in their annual report to the General Assembly). In 2003, SCDC ranked number five (5) out of 18 state agencies with 1,000 or more employees.
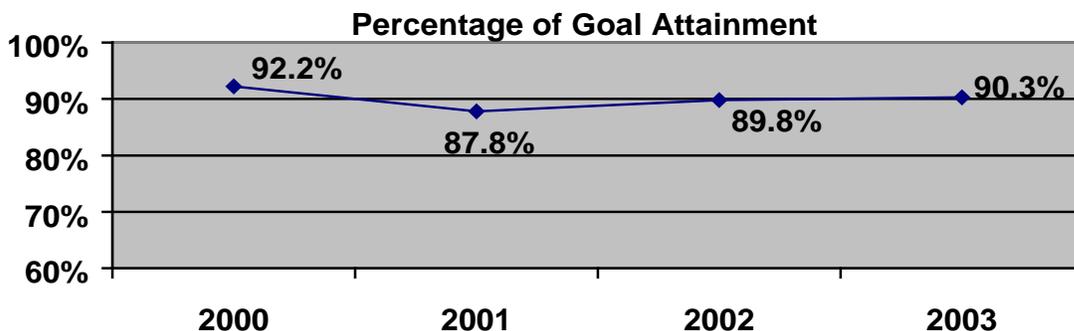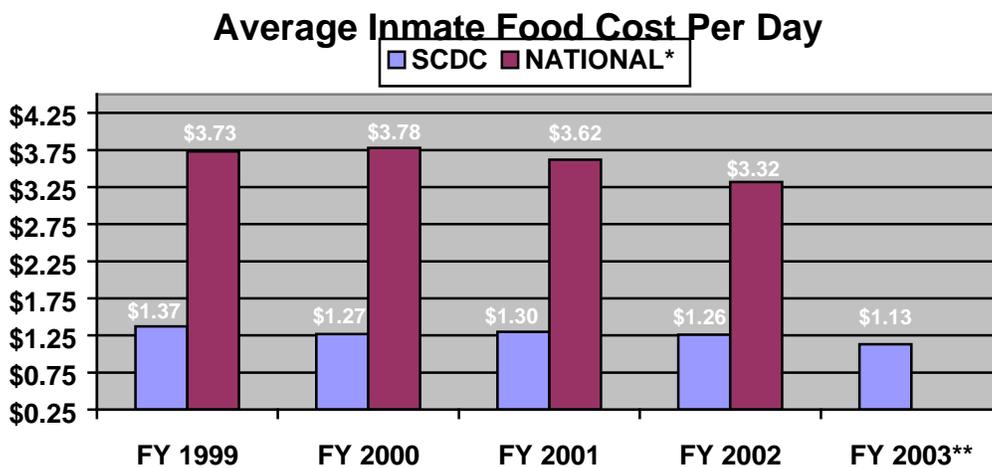
Percentage of Goal Attainment

92.2% 87.8% 89.8% 90.3%

2000   2001   2002   2003

Figure 7.5.1

7.6 What are your current levels and trends of financial performance?   Like other State agencies, SCDC has experienced unprecedented budget reductions. Between fiscal years 2001 and 2003, annual state appropriations decreased by $51 million, and starting in 2002, SCDC used other funds (prison industries, canteen and agriculture) to supplement State appropriations ($13 million in 2002 and $8 million in 2003). For FY 2002 and 2003 total deficit spending of $33 million was authorized and the deficit is expected to continue in 2004.

Even in years when SCDC received more funding, Agency food costs were consistently among the lowest in the nation and these costs continue to decrease as SCDC personnel implement further cost saving initiatives while still providing nutritious meals to inmates.   Figure 7.6.1 compares SCDC costs to the national average.

Average Inmate Food Cost Per Day

□ SCDC ■ NATIONAL*

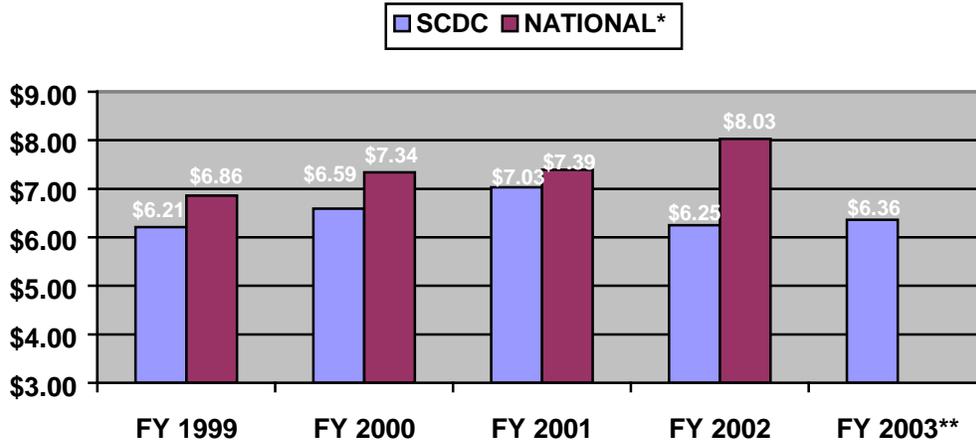|	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003**
SCDC	$1.37	$1.27	$1.30	$1.26	$1.13
NATIONAL*	$3.73	$3.78	$3.62	$3.32	

*Source: 1999 - 2002 Corrections Yearbook
** National Comparison Not Available
Figure 7.6.1

Average Inmate Health Care Cost Per Day

☐ SCDC ☐ NATIONAL*

Chart showing SCDC and National average inmate health care cost per day:
- FY 1999: SCDC $6.21, National $6.86
- FY 2000: SCDC $6.59, National $7.34
- FY 2001: SCDC $7.03, National $7.39
- FY 2002: SCDC $6.25, National $8.03
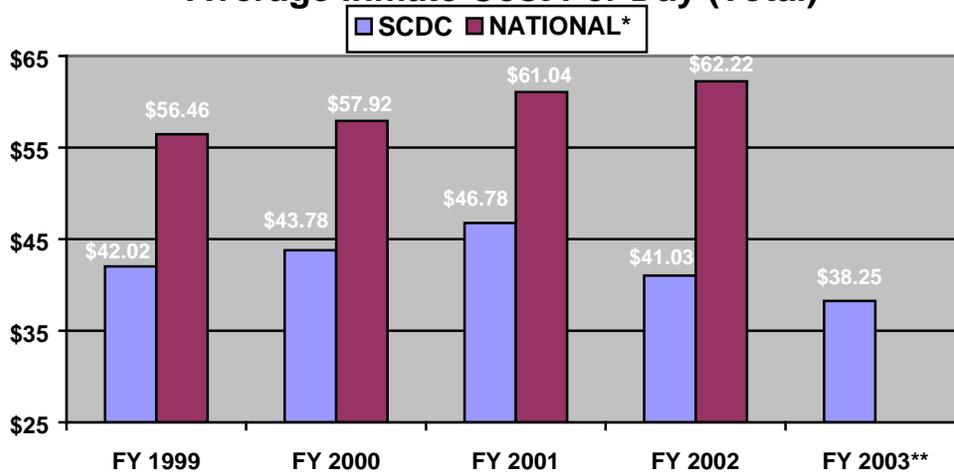- FY 2003**: SCDC $6.36

***Source: 1999 - 2002 Corrections Yearbook
* National Comparison Not Available
Figure 7.6.2

Although health care costs continue to rise nationwide, SCDC has managed its care so as to contain costs while still providing adequate care. (See Figure 7.6.2) Figure 7.6.3 demonstrates total daily cost per inmate based on all funds spent which includes State, Federal and Special Revenues (excluding permanent improvement, canteen, prison industries, miscellaneous enterprise funds and improvement enterprise funds).

Average Inmate Cost Per Day (Total)

☐ SCDC ☐ NATIONAL*

Chart showing SCDC and National average inmate cost per day (total):
- FY 1999: SCDC $42.02, National $56.46
- FY 2000: SCDC $43.78, National $57.92
- FY 2001: SCDC $46.78, National $61.04
- FY 2002: SCDC $41.03, National $62.22
- FY 2003**: SCDC $38.25

*Source: 1999-2002 Corrections Yearbook
**National Comparison Not Available
Figure 7.6.3

Prison Industries - The Division of Industries serves the Department of Corrections and the State by employing and training inmates in various areas that will allow the inmates to return to society with skills that will enable him/her to become a useful and productive citizen. While pursuing this objective, the cost of incarceration is offset through inmate wages, and quality products and services are provided to qualified businesses and organizations. Even with the present economic conditions, Prison Industry sales have remained consistent (See Figure 7.6.4). Three (3) programs operate within Prison Industries: Traditional, Service and Prison Industry Enhancement (P.I.E). In the P.I.E. program strict guidelines must be followed which require that inmates voluntarily work in the program and that taxes, victim compensation and room and board be deducted from their gross pay. Inmates in this program are paid the prevailing wage of the local area for the particular job they perform. Over a 23-year period, South Carolina is second in the nation in wages paid in the P.I.E program. (Figure 7.6.5). Figure 7.6.6 shows wages paid by other Southeastern States participating in the P.I.E. program.
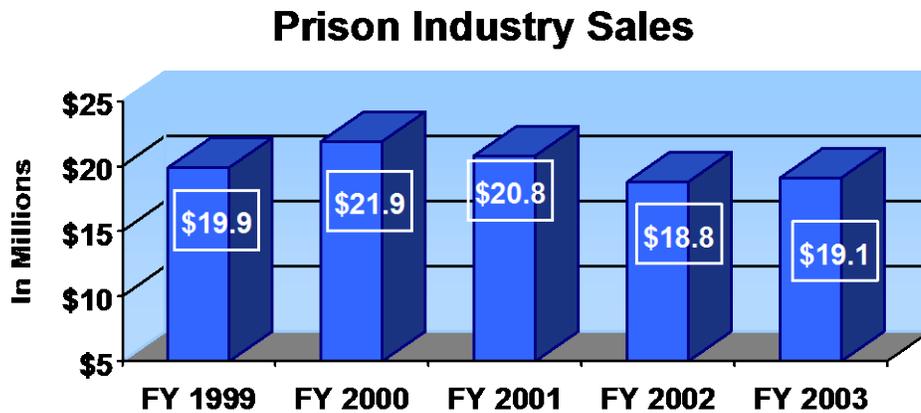
Prison Industry Sales

Figure 7.6.4

Prison Industries Enhancement (PIE)*

Certification Program Cumulative Data
(1979 through March 31, 2003)
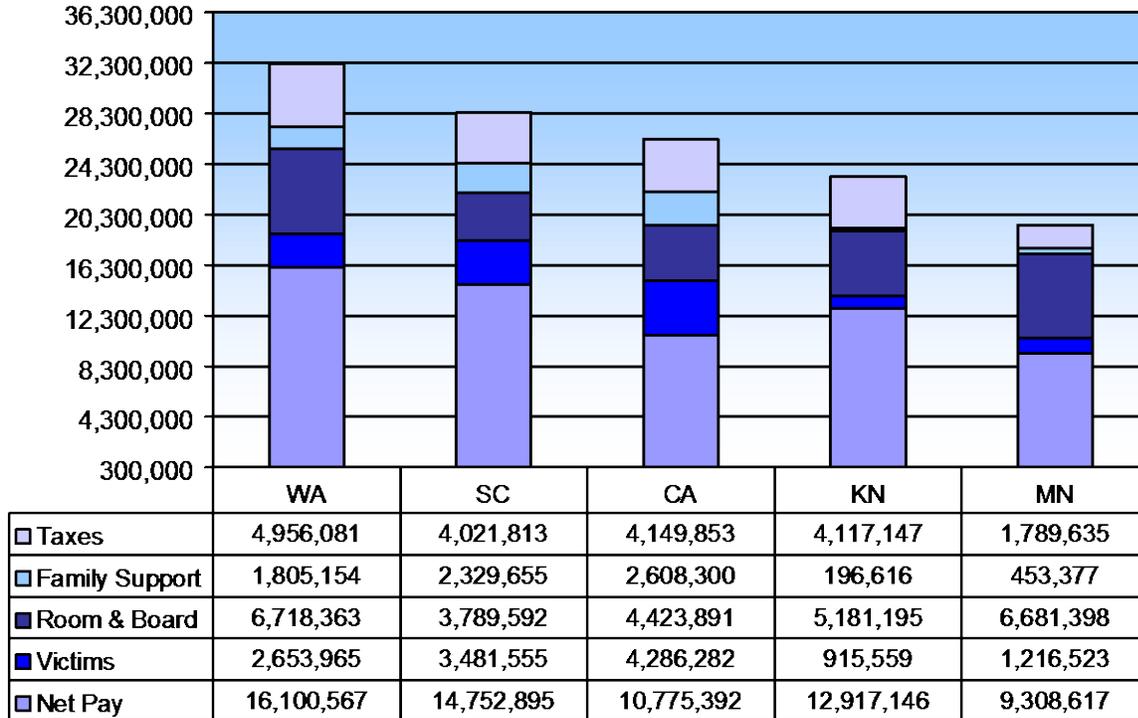**Top Five Among Participating States**

	WA	SC	CA	KN	MN
☐ Taxes	4,956,081	4,021,813	4,149,853	4,117,147	1,789,635
☐ Family Support	1,805,154	2,329,655	2,608,300	196,616	453,377
◼ Room & Board	6,718,363	3,789,592	4,423,891	5,181,195	6,681,398
◼ Victims	2,653,965	3,481,555	4,286,282	915,559	1,216,523
☐ Net Pay	16,100,567	14,752,895	10,775,392	12,917,146	9,308,617

Figure 7.6.5

Southeastern States Participating in the PIE Program

Cumulative Data (1979 through March 2003)

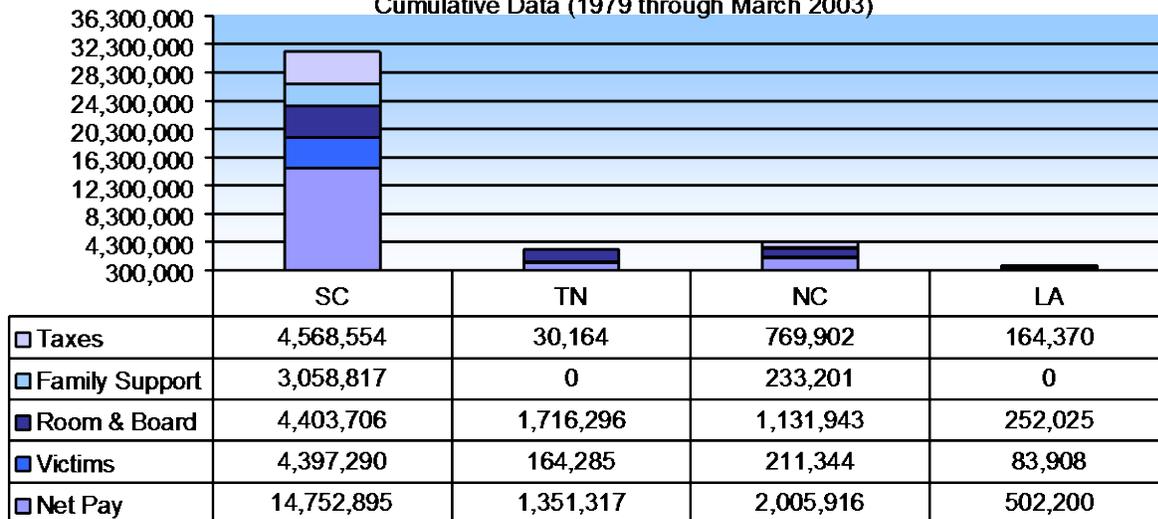|	SC	TN	NC	LA
☐ Taxes	4,568,554	30,164	769,902	164,370
☐ Family Support	3,058,817	0	233,201	0
◼ Room & Board	4,403,706	1,716,296	1,131,943	252,025
◼ Victims	4,397,290	164,285	211,344	83,908
☐ Net Pay	14,752,895	1,351,317	2,005,916	502,200

Figure 7.6.6

*Data provided by the National Correctional Industries Association website