

Agency Accountability Report

Fiscal Year 2011-2012

William R. Byars, Jr., Director

September 17, 2012

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Accountability Report Transmittal Form

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Date of Submission: September 17, 2012

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SECTION I: EXECUTIVE SUMMARY

A. MISSION AND VALUES

Mission of the South Carolina Department of Corrections:

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

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

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

1. Safety Means:

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

2. Service Means:

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

3. Stewardship Means:

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

SCDC's Vision Statement:

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

B. MAJOR ACHIEVEMENTS FY 2012

Effective March 16, 2012, Watkins Pre-Release Center closed. With the closing, SCDC reduced its overall number of beds by 224 to a total of 24,215. The overall number of inmates at the SCDC has continued to trend downward in recent years. The Agency's average inmate population in July 2012 stood at 22,317 down from 23,419 in December 2010.

Effective April 17, 2012, SCDC's Division of Operations restructured to better support institutions by dividing the agency's 27 institutions into four correctional regions with a Regional Director supervising each area. The new restructuring allows each Regional Director the opportunity to get out and visit their facilities on a much more frequent basis. The new regional concept allows the regional directors to make at least a couple of visits per week to their assigned facilities.

The Shock Incarceration Program for male inmates which had been housed at Stevenson Correctional Institution for the past 15-years moved back to Wateree River Correctional Institution on May 1, 2012. The male shock participants will provide work details for a number of state and local community projects working out of Wateree River Correctional Institution.

Centralization and expansion of the male pre-release program at Manning Correctional Institution increased the number of inmates from two hundred to six hundred and the length of the program from thirty to ninety days.

The substance abuse treatment program for youthful offenders was expanded from one to three institutions.

Ten Command Leadership classes were conducted, graduating 199 attendees. This curriculum serves to provide employees with information that will allow them to return to their work location with tools necessary to be more effective in their roles as supervisors.

The SCDC established an internal working group to improve services to female offenders and to guide the initial work of a National Institute of Corrections (NIC) Technical Assistance Initiative. The purpose of the initiative was to develop and implement a comprehensive, gender informed corrections system responsive to the risk and needs of the women under SCDC custody. NIC Staff will assist the SCDC in developing a Gender Informed Practices Assessment (GIPA) survey that will be given to both agency employees and inmates.

The dairy at Wateree Farm located in Rembert, SC, on the grounds of the Wateree River Correctional Institution, produced in excess of 887,700 gallons of milk. 526,000 gallons of milk were processed and shipped to the Food Service Branch for distribution to the various institutions. The second cattle barn is near completion and will further increase milk production.

Construction has been completed on a multi-purpose building at Leath. There has been substantial progress in the construction of a multi-purpose building at McCormick. These projects utilized an inmate and employee work force during construction.

Health Services continues to research new opportunities to control expenditures. Drug formularies are reviewed on a regular basis to reduce costs, using generic medication when available. Consolidation of services based on inmate health needs is being expanded to assist in reducing costs and to best utilize staff.

Palmetto Unified School District continues to set higher levels of inmate achievement. In 2012, PUSD presented a total of 5,472 awards (High School Diplomas, GED's, Vocational Certificates, WorkKeys and On-The-Job Training (OJT) credentials). This was the third highest number of awards in the history of the Agency.

Palmetto Unified School District continues to evaluate program locations/offerings, establishing new programs for the expanded Pre-Release Program at Manning Correctional Institution and the Young Offender Programs at Turbeville, Trenton and Wateree River Correctional Institutions.

Palmetto Unified School District has been funded directly by the South Carolina Department of Education to manage all Adult Basic Education (ABE) programs within SCDC. The District's goal is to expand ABE programs to all SCDC institutions as funding increases.

Palmetto Unified School District received an ALL CLEAR status for the 2012 school year from the Office of State and Federal Accountability of the South Carolina Department of Education. The ALL CLEAR Accreditation status includes District Operations to include the Board of Trustees as well as for all school operations. The District received the Palmetto Gold Award from the SC Department of Education for Academic Excellence as noted on the Annual Report Card and has consistently received this honor since 2002.

Work has been completed on an Agency-wide system that will reduce water, sewer and electrical consumption. The Agency received additional energy saving measures through the award of ARRA Energy Grant funds.

The Food Service Branch has developed gender and age specific master menus for our inmate population. Testing on the female menu at Camille Griffin-Graham, Goodman, and Leath Correctional Institutions was conducted in July 2012. Age specific menus are in draft format and testing will begin as soon as commodities become available in our inventory. The Food Service Branch has also submitted bid specifications for whole grain commodities that will enhance nutritional standards in our master menus while simultaneously bringing the Agency on line with current Federal USDA guidelines in the National School Lunch & Breakfast Program (NSLBP). Starting in October, 2012 we will offer whole grains in breads, pastas, and rice products. Two versions of milk (1% skimmed & lactose free), fresh fruits and more leafy green vegetables will be offered to all inmates at Trenton, Turbeville, and Tyger River (Upper Yard) Correctional Institutions participating in the USDA NSLBP. Whole grains will gradually be offered to our entire inmate population during FY 2013-2014.

The Division of Training and Staff Development conducted the following training: Orientation for 1,121 newly hired employees, Basic Training (Certification – 4 weeks) for 708 employees, Basic Training (Non-Certification – 3 weeks) for 134 Non-Uniform/Cadets, Basic Supervisory Skills program was completed by 144 participants, Advanced Supervisory Training was completed by 53 employees, Command Leadership Institute program was completed by 199 participants and the Medical Education Section conducted 45 medical related classes attended by 295 medical employees, i.e. New Nurse Orientation, IV Therapy, King Airway, TB Skin Testing, Head to Toe Assessment, and Professional CPR. A total of 175 employees completed the Team Building and Leadership Training conducted by Clemson University's Youth Learning Institute and coordinated by the Division of Training and Staff Development.

SCDC received a \$19,000 EPA emission grant through SC DHEC for the purchase of a 2013 diesel truck, narrow banded its radio communications system to meet 2013 FCC regulations, and purchased one million dollars worth of new vehicles to replace aging/worn out vehicles. SCDC's vehicle maintenance facility received its 2012 automotive maintenance certification from State Fleet Management.

The Division of Human Resources has piloted a Correctional Officer scheduling project at three correctional institutions. This pilot is expanding security coverage by utilizing all available straight time hours allowed by FLSA work rules. The cost of this expanded coverage is offset by reducing the number of full FTE positions assigned, saving on both fringe and training costs. If successful, we will expand this project to other correctional institutions.

The Division of Resource Information Management (RIM) and the Division of Human Resources have focused on the improvement of "computer skills" to help employees learn and effectively utilize SCEIS. They have each hired a trainer to work with our staff to improve individual computer skills and teach employees how to access and use SCEIS. We have been able to improve computer portal use and are

experiencing significantly reduced time reporting errors. RIM has installed computer KIOSKS in all institutions so employees can access SCEIS to view pay and leave information.

The SCDC Division of Human Resources recently merged its Time and Leave Branch with its Payroll Branch. This will help the Agency to better manage employee time, leave and pay. The Division will also provide more support for individual Correctional Institution HR Managers by dedicating an experienced Branch Chief to develop, train and certify new HR Managers and identify/resolve employee issues.

SCDC implemented a new inmate telephone system in the Fall of 2011. The transition was completed on schedule and has been very successful. Long distance connection and per minute charges have been replaced with a flat cost per call, regardless of the destination, time of day, etc. Most calls are now less expensive, and the flat rate is fair to all parties and much easier to understand. A recent survey conducted by the Association of State Correctional Administrators confirmed that SCDC's calling rates continue to be among the lowest in the nation. The new telephone system also allows enforcement of calling restrictions based on the custody level of the inmate, and features have enhanced investigative capabilities.

A Memorandum of Understanding between the South Carolina Law Enforcement Division (SLED) and the South Carolina Department of Corrections (SCDC) has been signed to establish guidelines relating to the investigation of criminal cases and the notification of certain events that occur on property controlled by SCDC.

The Division of Visitation and Inmate Drug Testing utilized a reverse bid auction in order to update/improve the efficiency of the Agency's Inmate Drug Testing program which drug tests 4.5% of the inmate population without raising the cost.

There were a total of 207 Workers' Compensation claims filed during FY 2012. This represents another 6% decrease over FY 2011 (220 claims) and a total decrease of 61% from a high of 533 in FY 2007 when the Division of Occupational Safety and Workers' Compensation was formed. This has resulted in another decrease in Workers' Compensation premiums of \$500,000 annually. Premium costs have now dropped from a high of \$13.2 million in FY 2008 to its current low of \$8.3 million, representing a near \$5 million decrease in 4 years and a cumulative savings of more than \$14 million over the same time period.

Recycling revenue increased \$102,692.61 over FY 2011.

The Spring and Fall Inmate Package Program for FY 2012 had total sales of \$2,059,718 resulting in \$370,750 in commissions for SCDC.

The net commission revenue from the vending operation for FY 2012 was \$235,534.

C. KEY STRATEGIC GOALS FOR THE PRESENT AND FUTURE YEARS

1. Development of community-based intensive supervision of young offenders
2. Redesign institution-based programs for young offenders
3. Consolidate medical and mental health services for cost efficiency and better service delivery
4. Expand working relationships with local, State and Federal agencies to promote better programming/community support for released offenders
5. Develop relationships with other outside organizations/groups to encourage volunteers for institutional and community programs and provide a mechanism for fund raising for pilot programs
6. Continue to advocate for victims' rights

D. KEY STRATEGIC CHALLENGES

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

SECTION II: ORGANIZATIONAL PROFILE

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

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

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

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

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

A broad range of health care services are provided to the inmate population at our 27 correctional facilities. In addition to maintaining nursing staff at the Level II, Level III and the larger Level I institutions, Health Services operates twenty-four hour a day infirmaries, a hospice unit, and long-term care units and provides specialized care for HIV positive inmates.

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

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

State highways are patrolled for litter by inmate work crews across the state and in conjunction with Palmetto Pride. Litter crews covered over ten thousand miles of highways and collected over 62,000 bags of litter last year.

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

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

B. KEY CUSTOMER SEGMENTS AND THEIR KEY REQUIREMENTS/EXPECTATIONS

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

The key requirements of the Agency are:

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

C. KEY STAKEHOLDERS

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

D. KEY SUPPLIERS AND PARTNERS

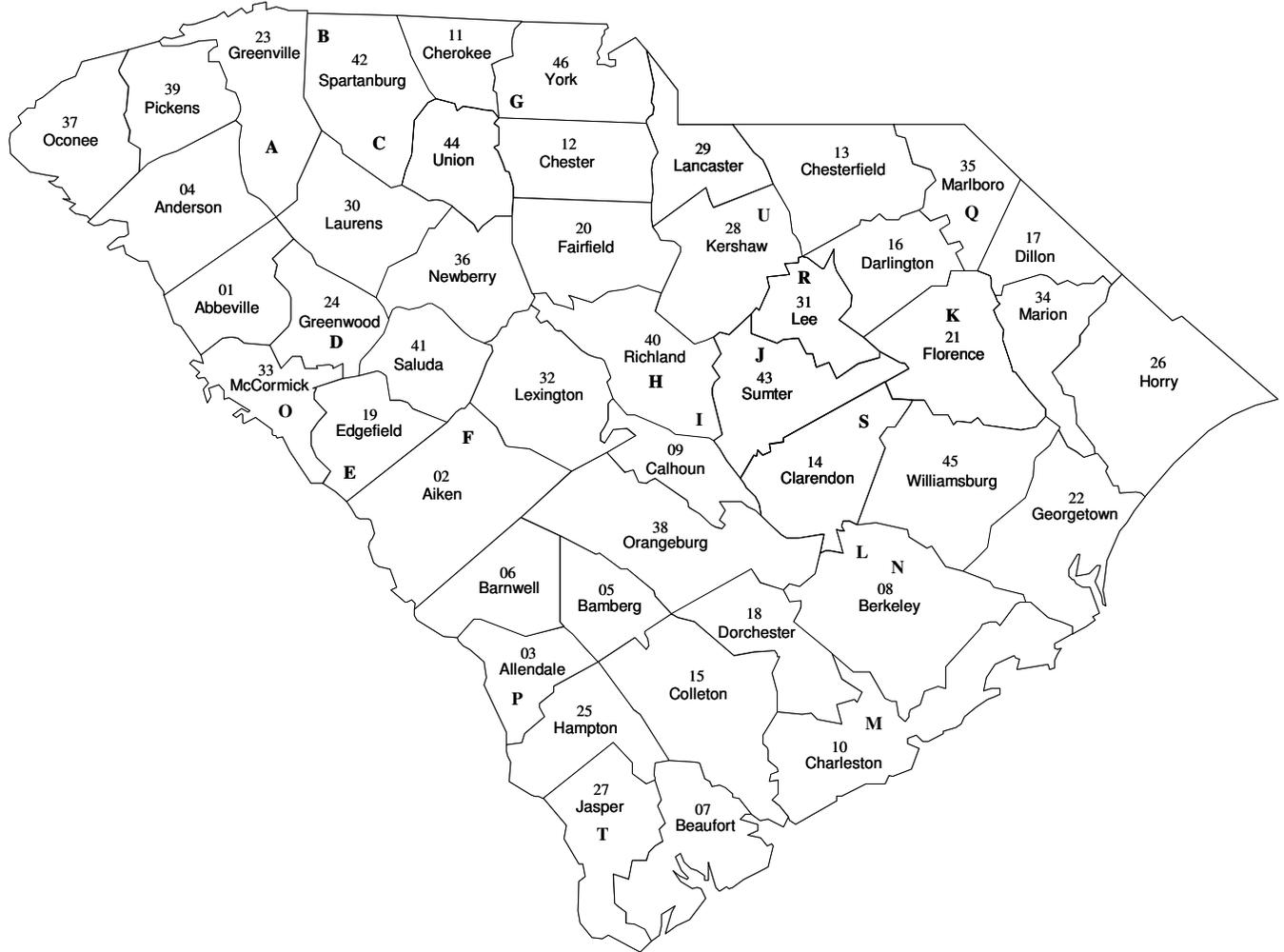
- 1. Financial Resources:** SCDC receives funding from the General Assembly, Federal Government, from products produced by SCDC, and reimbursement for inmate labor from other agencies. Inmates with jobs in PI Service, the P.I.E. Program, and work release reimburse SCDC for room and board.
- 2. Services:**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

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

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

SCDC operates 27 prisons dispersed geographically across South Carolina. Of the 24 facilities that house male inmates, 6 are designated as maximum-security, 8 are medium, and 10 are minimum-security facilities. Meanwhile, 3 institutions house female inmates: 2 maximum and 1 minimum-security facility.

LOCATIONS OF SCDC INSTITUTIONS AND CENTERS



Map ID	Level	Institution	Location	Map ID	Level	Institution	Location
A	3	Perry Correctional Institution	Pelzer	H	1	Watkins Pre-Release Center***	Columbia
B	1	Livesay Correctional Institution **	Spartanburg	I	1	Manning Correctional Institution	Columbia
C	2	Tyger River Correctional Institution	Enoree	J	2	Wateree Correctional Institution	Rembert
D	3	Leath Correctional Institution (Females)	Greenwood	K	1	Palmer Pre-Release Center	Florence
E	2	Trenton Correctional Institution	Trenton	L	2	MacDougall Correctional Institution	Ridgeville
F	1	Lower Savannah Pre-Release Center	Aiken	M	1	Coastal Pre-Release Center	N. Charleston
G	1	Catawba Pre-Release Center	Rock Hill	N	3	Lieber Correctional Institution	Ridgeville
H	3	Broad River Correctional Institution	Columbia	O	3	McCormick Correctional Institution	McCormick
H	1	Campbell Pre-Release Center	Columbia	P	2	Allendale Correctional Institution	Fairfax
H	1	Goodman Correctional Institution (Females)	Columbia	Q	2	Evans Correctional Institution *	Bennettsville
H	3	Camille Graham Correct. Institution (Females)	Columbia	R	3	Lee Correctional Institution	Bishopville
H	3	Kirkland Correctional Institution	Columbia	S	2	Turbeville Correctional Institution	Turbeville
H	1	Stevenson Correctional Institution	Columbia	T	2	Ridgeland Correctional Institution	Ridgeville
H	1	Walden Correctional Institution	Columbia	U	2	Kershaw Correctional Institution	Kershaw

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

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

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

F. EMPLOYEES - COUNTS BY CATEGORY

On June 30, 2012, SCDC employed 5,343 personnel, 869 short of the number of authorized “full-time equivalent” positions allocated to SCDC. Security personnel accounted for 67.5% of the FTEs.

Employee Counts by Category			
	Classified	Unclassified	Contract
Total Count	5,281	62	0
Percentage of Employees	98.8%	1.2%	0.0%

G. REGULATORY ENVIRONMENT UNDER WHICH SCDC OPERATES

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

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

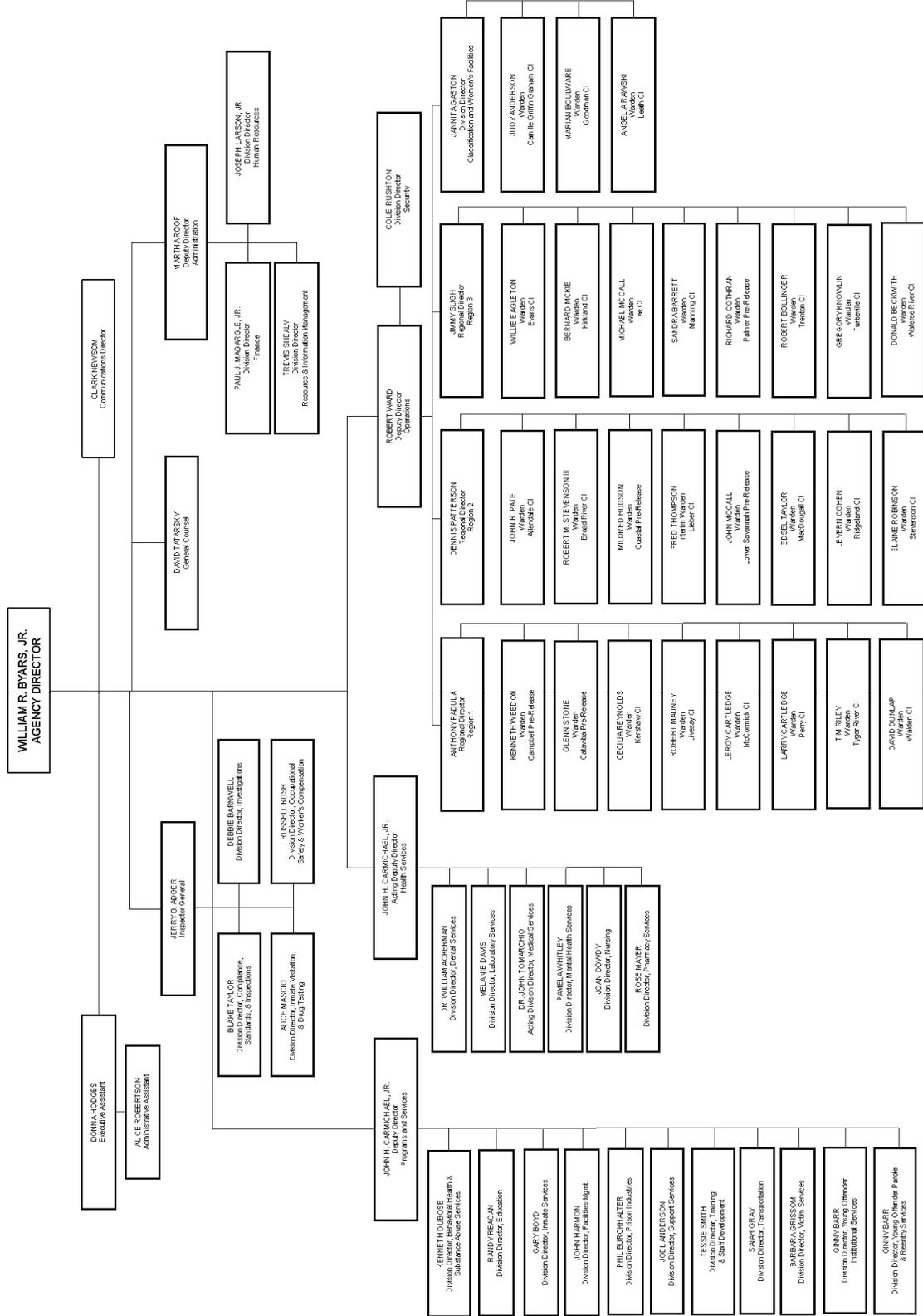
SCDC policies/procedures are created in compliance with State and Federal statutes as listed in the heading of said policies/procedures. Statistical reporting is completed and maintained by our Resource Information Management Division. In addition to Federal and State statutes, in the daily operation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

H. PERFORMANCE IMPROVEMENT SYSTEMS

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

I. ORGANIZATIONAL STRUCTURE

SOUTH CAROLINA DEPARTMENT OF CORRECTIONS ORGANIZATIONAL CHART



J. EXPENDITURES/APPROPRIATIONS CHART

Base Budget Expenditures and Appropriations

Major Budget Categories	10-11 Actual Expenditures		11-12 Actual Expenditures		12-13 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$195,535,193	\$175,427,581	\$198,348,510	\$178,228,674	\$209,891,829	\$187,983,556
Other Operating	\$90,339,759	\$82,184,998	\$97,631,199	\$77,033,790	\$103,538,271	\$76,148,502
Special Items	\$1,967,720	\$1,967,720	\$1,967,720	\$1,967,720	\$1,967,720	\$1,967,720
Permanent Improvements	\$0	\$0	\$0	\$0	\$0	\$0
Case Services	\$18,729,049	\$5,149,599	\$19,417,660	\$18,718,760	\$17,869,871	\$14,819,871
Distributions to Subdivisions	\$0	\$0	\$0	\$0	\$0	\$0
Fringe Benefits	\$76,672,148	\$71,918,533	\$77,631,750	\$72,894,581	\$79,994,480	\$76,241,650
Non-recurring	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	\$383,243,869	\$336,648,431	\$394,996,839	\$348,843,525	\$413,262,171	\$357,161,299

Other Expenditures

Sources of Funds	10-11 Actual Expenditures	11-12 Actual Expenditures
Supplemental Bills	\$0	\$0
Capital Reserve Funds	\$429,304	\$361,102
Bonds	\$482,252	\$410,433

K. MAJOR PROGRAM AREAS

Program Number and Title	Major Program Area Purpose (Brief)	FY 10-11 Budget Expenditures	FY 11-12 Budget Expenditures	Key Cross References for Financial Results*
I. INTERNAL ADMN	Administrative functions critical to the operation of the Agency include: Office of General Counsel, Budget, Finance, Resource and Information Management, Construction and Maintenance, Agriculture and Food Services management, Vehicle Maintenance management, Human Resources, Canteen and Commissary.	State: 11,352,402 Federal: 19,715 Other: 1,000,743 Total: 12,372,860 % of Total Budget: 3%	State: 12,258,743 Federal: 71,162 Other: 1,786,392 Total: 14,116,297 % of Total Budget: 4%	Figures 7.1.1 to 7.4.3 Figures 7.5.1 to 7.5.3 Figures 7.6.1 to 7.6.3
II. A. HOUSING,CARE, SECURITY	Safe and secure inmate housing within a structured and controlled environment that holds offenders accountable for their actions. Also, includes Medical, Canteen, Commissary, and Food operations.	State: 192,768,078 Federal: 1,883,709 Other: 17,959,868 Total: 212,611,655 % of Total Budget: 56%	State: 237,443,391 Federal: 2,657,085 Other: 21,075,162 Total: 261,175,638 % of Total Budget: 66%	Figures 7.1.1 to 7.1.16 Figures 7.3.1 to 7.3.3 Figures 7.4.1 to 7.4.2
II. B. WORK & VOCATIONAL ACTIVITIES	Productive work and vocational skill development opportunities to assist the inmate population with their transition into the community upon release. Includes areas such as industries, agriculture, building maintenance, construction, grounds maintenance, food service and warehousing.	State: 916,322 Federal: 0 Other: 23,054,763 Total: 23,971,085 % of Total Budget: 7%	State: 1,659,498 Federal: 0 Other: 26,094,119 Total: 27,753,617 % of Total Budget: 7%	Figures 7.1.12 to 7.1.15 Figures 7.5.2 to 7.5.3
II. C. PALMETTO UNIFIED SCHOOL	Academic, vocational, special education, library services and life skills intended to enhance community reintegration, the basic literacy skills, and the economic self-sufficiency of inmates.	State: 2,530,471 Federal: 1,680,959 Other: 2,134,834 Total: 6,346,264 % of Total Budget: 2%	State: 2,808,664 Federal: 1,228,658 Other: 2,393,482 Total: 6,430,804 % of Total Budget: 2%	Figures 7.1.13 to 7.1.15
II. D. IND GROWTH & MOTIVATION	Programs and services for offenders in the areas of religion, recreation, volunteer activities, inmate organizational activities, inmate visitation and correspondence, substance abuse, re-entry programs, grants, HIV/AIDS and sex offender counseling and special programs/services for youthful offenders.	State: 2,936,581 Federal: 0 Other: 66,483 Total: 3,003,064 % of Total Budget: 1%	State: 2,968,188 Federal: 0 Other: 65,348 Total: 3,033,536 % of Total Budget: 1%	Figures 7.1.12 to 7.1.14 Figure 7.1.16 Figure 7.2.2 Figure 7.5.3 Figure 7.6.3

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

Remainder of Expenditures:	State: 73,987,874	State: 74,970,751
II E PENAL FACILITY INSPECTION	Federal: 40,828,494	Federal: 1,215,283
III EMPLOYEE BENEFITS	Other: 10,122,573	Other: 6,300,913
CAPITAL PROJECTS	Total: 124,938,941	Total: 82,486,947
	% of Total Budget: 31%	% of Total Budget: 20%

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

SECTION III: ELEMENTS OF MALCOLM BALDRIGE CRITERIA

CATEGORY 1 – LEADERSHIP

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

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

2. **How do senior leaders establish and promote a focus on customers and other stakeholders?**
 - a) Formal inmate grievance procedures
 - b) Institutional employees consult with inmate families during family visits
 - c) Registration of victims
 - d) Legislative liaison attends legislative sessions and briefs the Director and senior leaders on legislation which may impact SCDC
 - e) Senior leaders attend special task force meetings and professional organizations
 - f) SCDC website provides information to citizens and provides a venue for feedback/inquiries
3. **How does the organization address the current and potential impact on the public of its programs, services, facilities and operations, including associated risks?**

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

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

Financial statements are reviewed monthly by the Director and senior leaders, including spending forecasts for the entire year. General Counsel reviews policies, contracts and legislation to ensure legal compliance.
5. **What performance measures do senior leaders regularly review to inform them on needed actions?**
 - a) Medical services rendered and associated costs
 - b) Inmate grievances
 - c) Inmate movements – admissions, releases, transfers
 - d) Inmate actions – disciplinary infractions, assaults, escapes, GED, Addictions Treatment Unit (ATU) enrollment, vocational education, classification review
 - e) Employee counts – hiring, termination, overtime, inmate to staff ratios
 - f) Regulatory – DNA collection, medical testing, drug testing, inmate and employee injuries, and safety inspections.

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

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

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

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

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

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

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

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

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

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

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

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

SECTION III: ELEMENTS OF THE MALCOLM BALDRIGE CRITERIA

CATEGORY 2 – STRATEGIC PLANNING

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

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

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

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

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

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

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

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

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

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

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

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

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

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Key Agency Action Plan/Initiatives	Key Cross References for Performance Measures*
I. Internal Administration & Support	Review, improve or modify employee training	<ul style="list-style-type: none"> • Expand training on diversity, character enhancement, sexual harassment, gender and supervision. • Restore training required to meet all applicable ACA standards. • Revise Agency training evaluation process to include measurement of intermediate and ultimate impact of training programs on employee job performance and retention. • Revise and expand leadership training curriculum. • Implement Field Training Officer (Correctional Officer Skills Enhancement Program) program Agency-wide. • Complete Job Task Analysis for Correctional Officers and Revise Correctional Officer Basic Training curriculum. • Revise curriculum for Basic Supervisory Training Program using modified Job Task Analysis and Developing Curriculum process. 	Figure 7.4.3
I. Internal Administration & Support	Improve the handling and processing of inmate grievances	<ul style="list-style-type: none"> • Improve CRT grievance tracking system to reflect all grievances filed by inmates, to include processed and unprocessed grievances. • Improve supervision of institutional Grievance Coordinators by increasing the number of visits to the institutions by Central Office Grievance Administrators. • Ensure Central Office Grievance Administrators are responsible for completing the technical portions of EPMS appraisals for Institutional Grievance Coordinators. 	Figure 7.2.1
I. Internal Administration & Support	Attend to victim rights and concerns when making inmate housing and programming decisions	<ul style="list-style-type: none"> • Establish a method for victim input into the Youthful Offender Act parole process by conducting monthly hearings where victims may attend to voice their concerns. 	
I. Internal Administration & Support	Keep the Public Informed	<ul style="list-style-type: none"> • Maximize opportunities for positive interaction with the public and professional organizations. • Enhance the automated victim notification system by adding more information through the inquiry function. 	Figure 7.2.3
I. Internal Administration & Support	Review methods for recruiting, retaining, and recognizing staff	<ul style="list-style-type: none"> • Analyze turnover rates and provide recommendations to enhance recruiting strategies and reduce turnover. • Expand the employee compensation, incentive and recognition plan to reward employees. • Increase CO recruiting initiatives, including expanded media coverage and job fairs. 	Figures 7.4.1 to 7.4.3

I. Internal Administration & Support	Upgrade the Agency information technology infrastructure	<ul style="list-style-type: none"> • Identify program applications that can be transferred from mainframe processing to a more efficient/less costly internal system. • Upgrade/replace hardware and software equipment that has become outdated and inefficient. • Provide the necessary systems and equipment to all institutions to improve communications and eliminate needless paper documentation. 	
I. Internal Administration & Support	Continue to engage in activities that will positively impact the culture of the organization	<ul style="list-style-type: none"> • Construct a new dairy to provide more milk quantities for consumption and revenue. • Maintain timber management program. • Increase farm crop production as feasible. • Enhance/enlarge the food processing plant. • Construct larger food service warehouse to take advantage of quantity purchases. • Reduce energy consumption. • Implement the Guaranteed Energy Performance contract. 	Figure 7.3.3
II A. Programs & Services—Housing, Care & Security	Plan for and accommodate inmate-housing requirements	<ul style="list-style-type: none"> • Identify changing population levels to determine future bed capacity requirements. • Construct stand alone Reception and Evaluation center to handle admission of all new inmates. 	Figures 7.1.1 to 7.1.6
II A. Programs & Services—Housing, Care & Security	Modify and improve our inmate disciplinary system	<ul style="list-style-type: none"> • Review/Revise visitation policy and coordinate with disciplinary policy. • Review inmate walk-offs and escapes from Level I facilities. • Adjust the security level criteria to include convictions for certain disciplinary offenses. 	Figure 7.1.4 Figure 7.1.6 Figure 7.1.8 Figure 7.1.9 Figure 7.1.10
II A. Programs & Services—Housing, Care & Security	Review, modify and implement plan for the replacement and maintenance of vehicles and radios consistent with available resources	<ul style="list-style-type: none"> • Identify vehicle and radio replacement criteria. • Review current maintenance/replacement of radios (portable, mobile, base/ control stations and remote units). 	
II A. Programs & Services—Housing, Care & Security	Accredit institutions and functions	<ul style="list-style-type: none"> • Update plan to conduct management reviews of every institution. • Develop plan to contract for accreditation. 	
II A. Programs & Services—Housing, Care & Security	Make improvements in employee safety	<ul style="list-style-type: none"> • Review needs and identify funds for employee safety equipment. • Procure and/or replace self-contained breathing apparatus (SCBA's) at all institutions and other work sites. • Create a study group on employee assaults; establish review criteria, and implement new procedures/policies. • Update a plan for the utilization of additional camera equipment to provide/enhance safety and management of inmates 	Figure 7.1.9 Figure 7.1.10
II A. Programs & Services—Housing, Care & Security	Update the plan and request resources to implement a maintenance program	<ul style="list-style-type: none"> • Review "critical" and "preventive maintenance" plan for every institution. • Certify institutional maintenance personnel in wastewater treatment operations. 	

<p>II A. Programs & Services—Housing, Care & Security</p>	<p>Evaluate, assess, revise and validate our inmate classification system and the Reception and Evaluation Process</p>	<ul style="list-style-type: none"> • Assess security level and custody level designations of specific institutions. • Review assessment process for females and short-term offenders. • Develop a system to centrally monitor bed space in Special Management Units (SMU) that will help to ensure that we do not encumber this valuable bed space unnecessarily and to assist the institutions in dealing with these issues in a timely manner. • Study the feasibility of creating pre-release beds in a more secure environment in order to make those services available to the segment of our population currently ineligible for the services but who arguably need them the most. 	<p>Figures 7.1.1 to 7.1.4 Figures 7.1.6 to 7.1.10 Figure 7.1.16</p>
<p>II A. Programs & Services—Housing, Care & Security</p>	<p>Assess and modify the provision of medical services consistent within institutional re-designations</p>	<ul style="list-style-type: none"> • Hire and retain adequate medical staff to stabilize the Agency workforce and provide appropriate medical services for inmates. • Improve the "on-call" procedures for efficient use of physicians and nurse practitioners. • Implement training for physicians and nurses concerning SCDC medical protocol. • Focus on preventive medicine for those inmates with potentially severe health issues such as hypertension, diabetes, high cholesterol, etc. • Maintain cardiac care program statewide and continue efforts to setup a cardiac care unit. 	<p>Figure 7.1.11 Figure 7.1.12</p>
<p>II A. Programs & Services—Housing, Care & Security</p>	<p>Improve mental health services for inmates.</p>	<ul style="list-style-type: none"> • Provide additional mental health coverage for female offenders. • Provide appropriate psychiatric coverage for mentally ill population. • Continue to develop partnerships with other behavioral health resources by promoting inter-agency understanding of mental health needs of inmates. • Provide mentally ill inmates with timely and necessary behavioral health services that are consistent with generally accepted practices of care. 	<p>Figure 7.1.11 Figure 7.1.12 Figure 7.6.1</p>
<p>II A. Programs & Services—Housing, Care & Security</p>	<p>Review the services provided to our special needs population</p>	<ul style="list-style-type: none"> • Define and identify special needs populations. • Evaluate/develop services for special needs offenders. • Review utilization of assisted living and handicapped beds. • Utilizing donated/other funds, construct multi-purpose facilities at three institutions. 	<p>Figure 7.1.12 Figure 7.6.1</p>
<p>II A. Programs & Services—Housing, Care & Security</p>	<p>Reduce inmates' use of controlled substances</p>	<ul style="list-style-type: none"> • Evaluate current programming effectiveness and make recommendations for appropriate changes. • Identify and secure funding to maintain current substance abuse services. • Expand and develop new program efforts. 	<p>Figure 7.1.12</p>
<p>II B. Programs & Services--Work & Vocational Activities</p>	<p>Maximize utilization of inmate labor</p>	<ul style="list-style-type: none"> • Maintain inmate labor plan consistent with institutional and Agency needs, reentry plans, and the State. • Consider incentive programs that would allow inmates to favorably progress. 	<p>Figure 7.1.15 Figure 7.3.3</p>

<p>II C. Programs & Services--Palmetto Unified School Distr. I</p>	<p>Improve inmate educational and vocational programs</p>	<ul style="list-style-type: none"> • Maintain vocational training opportunities for all inmates. • Increase participation in the "SPICE" program. • Improve the school district's unit of credit program in keeping with the curriculum frameworks and course requirements proscribed by the State Department of Education. 	<p>Figure 7.1.13 Figure 7.1.14 Figure 7.1.15</p>
<p>II D. Programs & Services--Individual Growth & Management</p>	<p>Prepare inmates for reentry</p>	<ul style="list-style-type: none"> • Develop a comprehensive plan for the reentry process and implement programs throughout SCDC institutions. • Ensure full utilization of pre-release program(s), the work release programs, and the Intensive Supervision Services (ISS). • Assess the feasibility of expanding the pre-release program. • Develop and implement community partnership, and faith-based programs. 	<p>Figure 7.1.2 Figure 7.1.3 Figure 7.1.15</p>

SECTION III: ELEMENTS OF THE MALCOLM BALDRIGE CRITERIA

CATEGORY 3 – CUSTOMER FOCUS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

SECTION III: ELEMENTS OF THE MALCOLM BALDRIGE CRITERIA

CATEGORY 4 – MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT

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

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

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

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

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

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

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

As problems and needs emerge, new measures are generated.

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

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

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

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

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

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

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

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

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

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CATEGORY 5 – WORKFORCE FOCUS

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

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

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

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

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

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

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

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

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

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

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

Ongoing evaluation is conducted of training needs for the Agency to ensure that leadership training requirements are met. A senior level training council reviews all training needs. The enumerated topics are covered in our two supervisory courses: Supervisory 101 and Advanced Supervision. We train, in particular, in organization culture, personality skills needed to be a supervisor, what it takes to be a leader, as well as an ethical component. This ethical component is also bolstered by the Character Development training required of all employees. The Division of Operations initiated a Command Leadership Training course, which is required for all Lieutenants and above. In FY 2012, we collaborated with Clemson University to send select current and future leaders to their Leadership Training Course.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

SCDC policy and procedures mandate standards in fire prevention, pathogens, food service preparation, equipment operations, and emergency procedures. Institutions have Environmental Health and Safety Officers to perform inspections, note deficiencies, and follow up on corrective actions. Agency employees are required to attend training on safety and health issues. The Agency supports the State sponsored wellness programs and several institutions have started their own wellness centers.

Emergency/Disaster Preparedness is stressed with training required of all employees. An Emergency Action Center is designated as the coordinating entity for employee notification and informational exchange in emergencies. Emergency response teams exist to resolve critical incidents, e.g., hostage situations, riots, etc. Training for special teams is mandated. The Agency also has a resolute Employee Drug Testing policy. This policy includes pre-employment, for cause, reasonable suspicion and random testing.

SECTION III: ELEMENTS OF THE MALCOLM BALDRIGE CRITERIA

CATEGORY 6 – PROCESS MANAGEMENT

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

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

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

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

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

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

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

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

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

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

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

Periodic review of performance measures;
special studies to examine problem areas or emerging issues;
evaluate feedback from customers;
develop strategic plans to address issues identified through customer feedback.

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

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

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

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

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

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

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

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

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

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

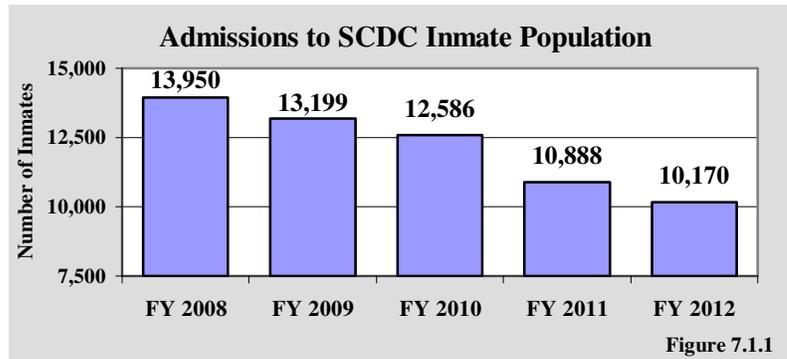
SECTION III: ELEMENTS OF THE MALCOLM BALDRIGE CRITERIA

CATEGORY 7 – RESULTS

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

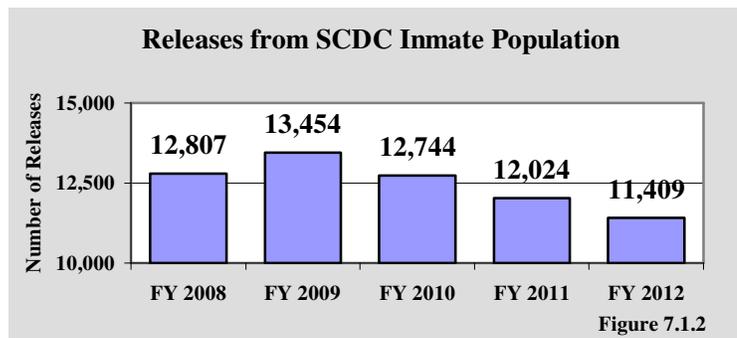
SAFETY AND SECURITY

7.1.1 Admission of New Adult Offenders:



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

To protect the public and to execute judiciary intent, SCDC can only release inmates when they have satisfied their sentences. Figure 7.1.2 shows the number of inmates released from SCDC, FY 2008 through FY 2012.



7.1.3 Real Time Update of Projected Release:

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

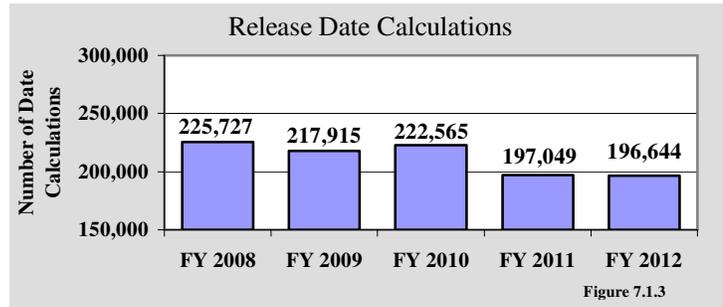


Figure 7.1.3

7.1.4 Real Time Update of Inmate Transactions and Activities:

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

RELEASE CALCULATION SUPPORT					
Records Created	Fiscal Year				
	2008	2009	2010	2011	2012
Conviction Records	30,572	29,092	28,355	25,111	24,073
Inmate Movements	157,989	153,243	141,854	129,953	130,426
Earned Work Credits (EWC)	47,151	46,750	44,678	43,197	41,574
Earned Education Credits (EEC)	9,037	8,404	8,609	7,286	7,398
Disciplinary Infraction Records	43,261	42,147	39,873	34,318	37,395

Figure 7.1.4

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

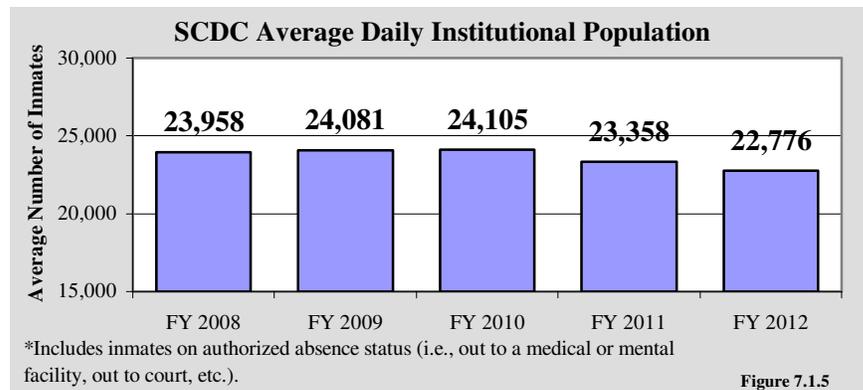


Figure 7.1.5

7.1.6 Proper Secure Housing Assignments:

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

Classification Reviews					
Type of Review	Fiscal Year				
	2008	2009	2010	2011	2012
Security	36,202	35,756	35,113	33,189	32,077
Custody	57,578	57,127	55,797	52,198	48,510
Total	93,780	92,883	90,910	85,387	80,587

Figure 7.1.6

7.1.7 Inmate Movements:

Inmate Movements					
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
<i>Institutional Transfers*</i>	60,736	57,757	53,610	48,343	46,998
<i>Court Transfers</i>	15,518	14,097	13,931	12,779	12,151
<i>Medical Transfers</i>	36,759	35,876	31,382	29,129	32,270
<i>To SCDC Facilities</i>	28,386	27,471	24,188	21,939	25,032
<i>Outside Hospitals</i>	8,373	8,405	7,194	7,190	7,238

*Excludes medical transfers.

Figure 7.1.7

7.1.8 Escapes:

Escapes, Apprehensions and Escape Rate					
	Fiscal Year				
	2008	2009	2010	2011	2012
Escapes	13	24	13	14	14
Apprehensions	12	24	12	14	13
Escape Rate	0.05%	0.10%	0.05%	0.06%	0.06%

Figure 7.1.8

7.1.9 Assaults:

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

TOTAL ASSAULTS AND COMBINED ASSAULT RATE					
Assault Charges	Fiscal Year				
	2008	2009	2010	2011	2012
<i>Inmate on Inmate*</i>	339	341	343	318	319
<i>Inmate on Employee</i>	516	501	424	397	425
<i>Inmate on Other Person</i>	23	14	22	17	13
Total	878	856	789	732	757
Combined Assault Rate	3.7%	3.6%	3.3%	3.1%	3.3%

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

Figure 7.1.9

7.1.10 Disciplinary Infractions:

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

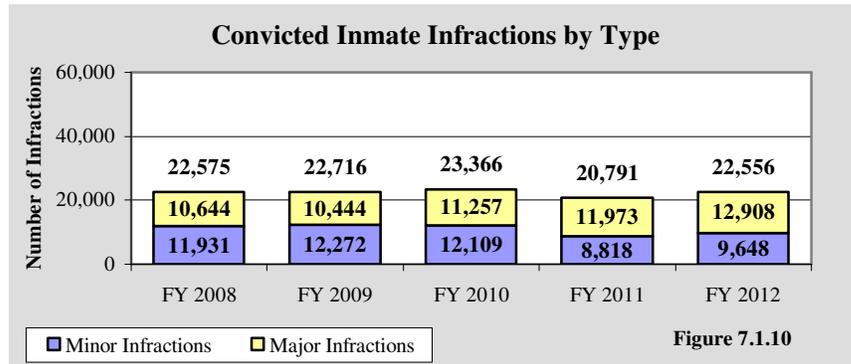


Figure 7.1.10

7.1.11 Inmate Healthcare:

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

	Fiscal Year				
	2008	2009	2010	2011	2012
Number of Medical Encounters	590,434	633,180	691,983	643,382	736,364
Average Number Per Inmate	24.6	26.3	28.7	27.5	32.3

Figure 7.1.11

SERVICES

7.1.12 Inmate Service Needs:

In general, performance measures reflect the extent of services rendered. For SCDC, the intensity of inmate service needs illustrate the demand or pressure imposed on SCDC resources. Figure 7.1.12 quantifies specific service needs among SCDC’s inmate populations from FY 2008 through FY 2012: SCDC inmates are under-educated with prevalent substance abuse and/or mental/medical problems.

Special Needs Indicators	2008	2009	2010	2011	2012
Education					
Reading Score Grade Level Equivalency	8.5	8.5	8.6	8.7	8.8
Average Education Level at Intake*	10.5	10.5	10.5	10.5	10.5
Medical/Mental/Other Health					
Chemical Dependent per SASSI/TCUDDS**	48%	46%	41%	42%	40%
Intensive Medical Services	17%	17%	16%	16%	15%
Intensive Mental Services	6%	6%	7%	8%	8%
Mental Retardation Services	0.1%	0.1%	0.1%	0.1%	0.1%
Handicap Unit	0.2%	0.2%	0.2%	0.3%	0.2%

* Based on inmate self-reported information at intake.

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

Figure 7.1.12

7.1.13 Educational Services:

Educational Services	Number of Inmates Enrolled as of June 30				
	2008	2009	2010	2011	2012
All Educational Programs ¹	3,961	3,958	4,103	4,155	3,705
% of Total Population	16.1%	16.2%	16.8%	17.8%	16.7%
Educational Achievements ²	12-Month School Year (July - June)				
	2008	2009	2010	2011	2012
# Receiving GED	984	753 ³	1,089	1,209	1,042
# Completing Vocational Program	1,824	2,012	2,423	2,769	2,726

¹Figures revised from previous Accountability Reports.

Figure 7.1.13

²Source: Palmetto Unified School District Annual School Report Card

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

7.1.14 Alternate Education Programs:

Program	As of June 30				
	2008	2009	2010	2011	2012
CLN (Correctional Learning Network)	503	458	331	N/A*	N/A*
SPICE (Self-paced Education)	41	27	53	38	37

*CLN program was discontinued in FY 2011.

Figure 7.1.14

7.1.15 Work Programs:

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

Inmate Work Programs	Number Participating as of June 30				
	2008	2009	2010	2011	2012
Prison Industry	2,078	1,637	1,721	1,689	1,600
% of Total Population	8.4%	6.7%	7.1%	7.2%	7.2%
Prison Farm	243	285	340	254	270
% of Total Population	1.0%	1.2%	1.4%	1.1%	1.2%
Other Work	14,646	15,186	14,993	14,936	13,933
% of Total Population	59.5%	62.1%	61.4%	64.1%	62.9%
EWC Jobs	16,967	17,108	17,054	16,879	15,803
% of Total Population	69.0%	69.9%	69.9%	72.4%	71.3%

Figure 7.1.15

7.1.16 RECIDIVISM – Releases' Return to SCDC Prisons

Recidivism rates measure the extent to which released inmates return to prison after some period of time in the community. SCDC calculates recidivism as the number released in a given fiscal year who return to prison within three years of being released. Figure 7.2.16 shows the recidivism rates for inmates released FY 2005 through FY 2009.

Recidivism Rate	Fiscal Year of Release				
	2005	2006	2007	2008	2009
Within One Year or Less	12.1%	11.9%	13.1%	12.3%	11.9%
Within Two Years or Less	25.5%	25.6%	25.7%	24.0%	22.8%
Within Three Years or Less	33.9%	33.6%	33.5%	30.6%	29.4%

Figure 7.1.16

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

7.2.1 Inmates:

SCDC operates an inmate grievance system to identify inmate concerns and promptly resolve legitimate issues. The number of grievances filed, however, may not necessarily reflect the level of satisfaction across the population, as some inmates file frivolous complaints. It should be noted that staff efforts to resolve grievances were sustained in all cases, and 56% of FY 2012 grievances were resolved in 60 days.

	Fiscal Year				
	2008	2009	2010	2011	2012
INMATE GRIEVANCES					
<i>Grievances Filed</i>	26,248	25,283	25,720	26,293	27,276
<i>% Grievances Resolved</i> ¹	81%	79%	82%	79%	72%
<i>% Grievances Resolved within 60 Days of Filing</i>	66%	61%	66%	63%	56%

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

Figure 7.2.1

7.2.2 Inmate Families:

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

	Fiscal Year				
	2008	2009	2010	2011	2012
Number of Visits	182,917	168,199	162,746	142,189	130,265
Average Number of Visits Per Inmate Per Year	7.6	7.0	6.8	6.1	5.7

Figure 7.2.2

7.2.3 Victims and the General Public:

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

	Fiscal Year		
	2008	2009	2010
	VICTIM INQUIRIES AND NOTIFICATIONS		
Public Inquiries into Automated System	50,779	47,246	N/A*
Notification Calls to Registered Victims	325,446	350,579	397,330
Written Notifications	15,703	14,184	15,222

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

Figure 7.2.3a

	Fiscal Year	
	2011	2012
SC Statewide Automated Victim Information and Notification (SAVIN)		
Automated Public Inquiries	127,970	116,746
Operator-assisted Public Inquiries	31,738	37,168
Public Website Inquiries	277,667	488,495
Notifications - Calls	700,303	877,570
Notifications - Written*	15,793	15,777
Notifications - Email	16,302	23,549
New Victim Registrations	26,329	26,815
Active Administrative Accounts**	606	697

* Letters generated by SCDC staff manually are included and equal 15,768.

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

Figure 7.2.3b

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

7.3.1 Consistently Low Per Inmate Cost:

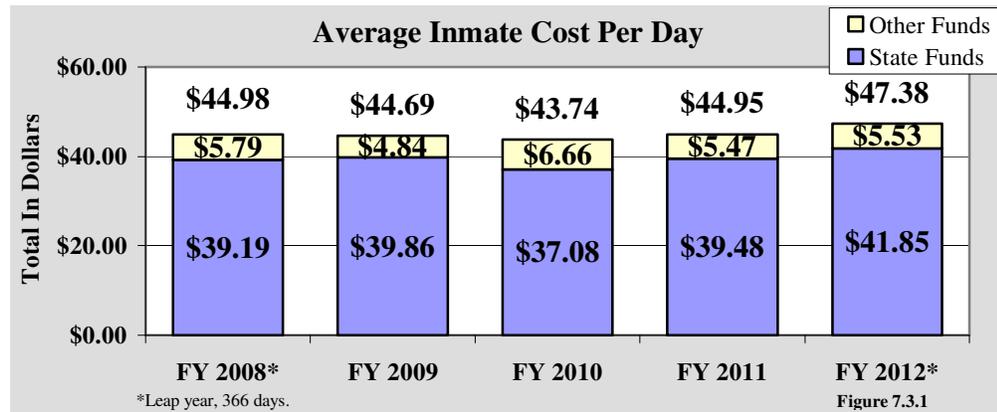


Figure 7.3.1

7.3.2 SCDC Continues to Keep Per Inmate Costs Low:

All Funds	Fiscal Year				
	2008*	2009	2010	2011	2012*
<i>Average Per Inmate Per Day...</i>					
Food Cost	\$1.47	\$1.51	\$1.42	\$1.42	\$1.52
Healthcare Cost	\$7.33	\$7.85	\$7.44	\$7.17	\$7.67

*Leap year, 366 days.

Figure 7.3.2

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

	Fiscal Year				
	2008	2009	2010	2011	2012
Prison Industry Revenue	\$30,947,873	\$23,324,252	\$23,892,931	\$21,824,471	\$21,396,819
Prison Industry Profits(\$)	\$2,197,300	(\$723,595)	\$2,926,379	\$1,147,404	\$5,800
Prison Industry Profit Margin (%)	7.1%	-3.1%	12.3%	5.3%	0.03%
Agricultural Production \$ Value	\$2,743,067	\$3,410,107	\$2,844,489	\$2,768,918	\$3,777,283
Egg Plant Production	\$2,160,715	\$1,638,473	\$1,707,247	\$1,770,356	\$1,859,157
Canteen sales	\$17,484,865	\$16,792,645	\$17,307,663	\$16,509,640	\$15,395,004
Canteen Profits	\$3,551,176	\$3,136,714	\$3,466,725	\$2,520,858	\$1,878,482
Transportation Maintenance Cost Avoidance/savings	\$374,400	\$312,000	\$360,000	\$380,000	\$392,400
Revenue from Vehicle Repair/Maintenance for other agencies	\$307,577	\$217,827	\$184,775	\$267,933	\$339,880
Recycling Cost Avoidance/Savings	\$596,529	\$540,042	\$592,298	\$595,160	\$556,498

Figure 7.3.3

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

7.4.1 *Inmates Per Correctional Officer:*

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

AVERAGE NUMBER OF INMATES PER CORRECTIONAL OFFICER BY INSTITUTIONAL TYPE					
	At End of Fiscal Year				
	2008	2009	2010	2011	2012
Total Male Institutions	9.5	9.0	9.5	9.1	9.4
<i>Security Level: Minimum Males</i>	10.2	9.7	10.0	10.0	10.2
<i>Security Level: Medium Males</i>	10.4	9.9	10.4	10.0	10.3
<i>Security Level: Maximum Males</i>	8.4	8.0	8.5	8.0	8.4
Total Female Institutions	8.3	7.7	7.8	7.2	7.1
Institutional Total	9.4	8.9	9.3	9.0	9.2

Figure 7.4.1

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

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

EMPLOYEE RETENTION RATES FOR "SECURITY" NEW HIRES					
	Fiscal Year				
	2007	2008	2009	2010	2011
Total Number of Security New Hires	1,075	1,048	1,021	710	855
% Retained after 6 Months of Hiring	68%	67%	69%	70%	73%
% Retained after 1 Year of Hiring	53%	50%	55%	57%	57%
% Retained after 2 Years of Hiring	42%	41%	41%	43%	N/A
% Retained after 3 Years of Hiring	35%	33%	31%	N/A	N/A

Figure 7.4.2

7.4.3 *Employee Diversity:*

Minority representation in SCDC's work force measures diversity. Figure 7.4.3 shows the race and gender composition of SCDC's employees between FY 2008 and FY 2012.

Number of Employees as of June 30 (Including employees filling permanent and temporary positions, excluding all other employee types.)					
Employee Diversity	2008	2009	2010	2011	2012
Number of Employees	5,889	6,030	6,001	5,765	5,713
Gender					
% Male	53.1%	54.0%	54.1%	54.7%	54.0%
% Female	46.9%	46.0%	45.9%	45.3%	46.0%
Race					
% Black	60.1%	59.1%	59.1%	58.7%	58.2%
% White	37.6%	38.6%	38.6%	38.7%	38.9%
% Hispanic	1.2%	1.2%	1.3%	1.2%	1.2%
% Other	1.1%	1.1%	1.0%	1.4%	1.8%

Figure 7.4.3

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

7.5.1 Workers' Compensation:

Workers' Compensation Injury Reports					
	Fiscal Year				
	2008	2009	2010	2011	2012
Number of Reports	696	660	628	541	521

Figure 7.5.1

7.5.2 Prison Industries:

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

Prison Industry Private Sector Wage Deductions					
	Fiscal Year				
	2008	2009	2010	2011	2012
Family Support	\$1,437,175.20	\$1,103,072.04	\$976,932.18	\$970,517.59	\$923,394.81
Room and Board	\$1,767,946.14	\$1,461,657.41	\$1,453,541.37	\$1,629,825.91	\$1,499,092.18
Restitution	\$121,774.34	\$77,810.29	\$82,019.29	\$115,852.80	\$91,319.40
Victim Compensation	\$2,111,934.54	\$1,721,872.64	\$1,590,802.66	\$1,737,679.38	\$1,634,458.43

Figure 7.5.2

7.5.3 Work Release Program:

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

Work Release Program Wage Deductions					
	Fiscal Year				
	2008	2009	2010	2011	2012
Family Support	\$1,198,251.83	\$1,229,526.00	\$1,102,677.22	\$1,062,280.60	\$1,164,595.08
Room and Board	\$777,516.29	\$846,162.67	\$934,629.38	\$927,492.41	\$1,071,414.70
Restitution	\$260,777.60	\$280,460.66	\$320,756.22	\$364,495.00	\$399,353.85
Victim Assistance	\$527,093.35	\$548,362.75	\$519,627.55	\$241,797.99	\$276,880.45
Victim Assistance Account (SCDC)	\$527,149.46	\$548,429.06	\$530,603.12	\$725,667.83	\$830,836.26

Figure 7.5.3

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

7.6.1 Regulatory/Legal Compliance:

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

	Fiscal Year				
	2008	2009	2010	2011	2012
Sexual Violent Predator					
<i>Cases Screened</i>	548	500	455	486	407
<i>Cases Referred</i>	85	38	63	53	54
Sex Registry Notifications					
[Inmates released from SCDC with Sex Registry Crime(s)]	802	852	793	788	756
Inmate DNA Testing*	5,330	4,766	4,874	3,844	3,540

Figure 7.6.1

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

7.6.2 Statutory Impact Analysis:

	Fiscal Year				
	2008	2009	2010	2011	2012
NEW BILLS ANALYZED AND IMPACTS PROJECTED FOR LEGISLATURE					
Number of Bills Analyzed	16	27	20	19	25
SCDC Response Time (Work Days)	1.9	3.0	2.4	2.5	1.4

Figure 7.6.2

7.6.3 Community Support:

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

	Fiscal Year				
	2008	2009	2010	2011	2012
ROAD CREW LITTER CONTROL					
Bags Collected	129,354	92,506	89,448	67,826	62,054
Number of Miles Cleaned	26,901	14,966	14,372	11,698	10,752

Figure 7.6.3