

# *Agency Accountability Report*

*Fiscal Year 2004-2005*

*Jon E. Ozmint, Director*

*September 15, 2005*

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# ACCOUNTABILITY REPORT TRANSMITTAL FORM

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

**DATE OF SUBMISSION:**.....September 15, 2005

**AGENCY DIRECTOR:**.....Jon E. Ozmint

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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.**

#### 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

#### Service Means:

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

#### Stewardship Means:

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

#### SCDC's Vision Statement:

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

#### Guiding Principles for Employee Conduct:

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

## **B. Major Achievements from Past Year**

After several years of budget deficits, SCDC balanced its budget and expenditures in FY2005 as inmate population stabilized and medical expenditures were contained through a reduction in catastrophic illnesses. SCDC continued to supervise close to 23,000 inmates per day, housed in 29 facilities, at a cost of \$12,096 per inmate per year (among the lowest in the nation). FY 2005 witnessed no major disturbances/incidents, few escapes, decreased assaults, and significant increases in inmate contributions towards subsistence payment, family support, restitution, and victim compensation. SCDC ensured timely communications with victims/witnesses and coordinated DNA testing and Sex Offender Registry requirements with law enforcement agencies. In FY 2005, SCDC moved closer to self-sufficiency as several operational areas increased revenue and/or reduced costs to the agency. The following quantifies these accomplishments in greater detail.

### **1. Effective Inmate Processing/Management and Operating Safe and Secure Prisons:**

- In FY 2005 SCDC processed, housed, secured, and provided basic care to *all* offenders sentenced to its jurisdiction/custody (13,237 admissions and 13,571 releases). Employees completed 84,703 classification reviews to assign inmates to an appropriate level of security.
- While SCDC's daily inmate count averaged close to 23,000, only 23 escapes occurred in FY 2005 (4 from maximum/medium security institution), for an escape rate of 0.1%. Inmate assaults declined by 4% in FY2005. To minimize contraband, SCDC allocated 124 additional correctional officers to implement more stringent control procedures.

### **2. Supporting Victims and Protecting the Public**

- SCDC successfully complied with existing/new legislative mandates for public protection. It expanded DNA testing to over 20,000 offenders (felons) and ensured timely notification to victims/witnesses (148,000 telephone calls in FY 2005 represented a 19% increase over FY 2004, and 6,422 written notifications in FY 2005 was 8.7% higher than in FY 2004). SCDC's Division of Victim Services registered 3,973 new cases in FY 2005, and maintained an active file of over 18,760 victims.
- In FY 2005, inmates contributed more toward restitution, victim compensation, and their own subsistence. The Prison Industry Private Sector Program contributed \$1.4 million to support inmate families in FY2005 (a 46% increase over FY 2004), \$1.2 million toward room and board (48% increase), and \$1.6 million towards victim compensation (50% increase).
- Inmates in work release programs also increased their contributions in FY 2005 (restitution payments totaled \$210,000, a 67% increase over FY2004). Their contributions of \$1 million in victim assistance and \$1.2 million toward family support were similar to the amount paid in FY04.

### **3. Increased Efficiency: Cost Containment, Rising Revenues, and Self-sufficiency Initiatives**

- SCDC sustained a relatively low per inmate cost in comparison with other states. Excluding medical expenses, daily inmate direct costs averaged \$23 for male high security facilities, \$20 for male medium security, \$19 for male minimum, and \$24-29 for female facilities.

- About \$6 million savings in medical costs resulted from cost containment/reduction measures such as: (a) re-opening infirmaries instead of more costly contractual services; (b) "gate keeping" practices (utilization review) and reducing inmate in-patient days (formerly 15 - 20 days, currently 5 - 10 days); (c) instituting prescription co-pay by inmates to (d) Medicaid reimbursement plan for inmates, (e) adding inmates to state health plan to require that providers treat inmates at the same cost as state employees; (f) increased use of SCDC's in-house laboratory; (g) pharmacy purchases through the Minnesota Multi-State Contract; (h) better preventive care (i) more in-house services (a behavioral management unit to treat self-mutilators); and (j) staffing utilization changes in psychiatric and dental care.
- Utilizing distance-learning technology (Corrections Learning Network) to substitute for teachers reduced personnel and overhead costs by \$4 million.
- Realignment of construction and maintenance functions under the Division of Facilities Management resulted in the reduction of fixed overhead costs, the privatization and improved coordination of several areas: savings of about \$807,000.
- Prison Industry marketing and sales generated over \$25 million, enabling SCDC to offset more than \$1 million in operating costs.
- SCDC Canteens, employing about 150 inmates, generated sales of about \$16 million (3% increase over FY2004) and realized a profit of about \$3 million (6% over FY 2004). The revenue from canteen operations supplemented state appropriations.
- SCDC's Division of Transportation generated revenues by providing services to other agencies: \$265,275 generated from auto repairs/bodywork and \$17,754 generated from car washing operation. The Division also contributed 7,737 hours of unbilled inmate labor for vehicle maintenance, representing a cost avoidance of \$309,480.
- SCDC continued to provide recycling services (employing 50 inmates) for 80 state agencies/entities to provide cost savings to the State. Recycling efforts reduced the volume of waste, realizing cost avoidance of \$400,000 (which would have been spent for dumpster rentals and land fill fees).
- Completed construction on a new egg-laying facility at McDougall Correctional Institution. The new facility supplies 100% of SCDC's daily egg needs, saving \$100,000 per year. SCDC estimates the operation will generate \$250,000 to \$300,000 revenue annually from egg sales.
- SCDC's 18 litter control crews engaged 180 inmates to clean 800 miles of interstate highways.
- Increased level of automation for depositing funds into inmate E.H. Cooper accounts generated net savings of \$100,000 per year (new automated process allowed SCDC to reassign two administrative positions to other duties).
- Utilized inter-state resources and "best practice" solution to facilitate new software development. SCDC joined the National Consortium of Offender Management System (NCOMS) and is adapting its "offender management plan" component to implement program service monitoring.

- SCDC Training academy shared its training sites with other agencies/entities while providing SCDC employees with orientation (1,000 new employees), certification training (900 security employees), and in-service training (1,400 participants.)

#### 4. Inmate Program/Service Expansion and New Developments

##### Inmate Education

- In FY 2005, SCDC's academic program registered the highest number of GED's earned by inmates in a year. The total of 1,106 GED's earned by inmates in FY 2005 was 20% higher than that in FY 2004.
- SCDC's Palmetto Unified School district achieved a passing rate of 66% among its students who sat for GED examination. This rate is comparable to community achievement standards.
- Correctional Learning Network – 28 SCDC sites continued to provide access of over 600 hours of annual staff development and 1,600 hours of offender education telecast. In FY 2005, 9,204 inmates participated in 23,426 courses with a total of 48,241 actual class hours and 384,621 contact hours. 99 inmates obtained their GED through this program.
- 12 Vocational programs were reopened and two additional transition programs were added.
- SCDC's Self-Paced In-Class Education (SPICE) provided training to inmates with cooperation from partners (SC Vocational Education and Greenville County Workforce Development). Participants of SPICE enrolled in Greenville Technical College as part of their reentry preparation.

##### Prison Industries

- The Division of Prison Industries operates three categories of programs: private sector (PIE) programs, traditional prison industries, and Prison Industries service group. For PIE, in FY 2005, four new federally certified Private Sector (PIE) programs were added. PIE employed about 1,300 inmates with gross revenue of about \$11.6 million, and a profit margin of 5%. In FY 2005, traditional prison industries employed 500 inmates, within 13 programs among various institutions. Annual sales for traditional prison industries totaled over \$10 million, with a profit margin of 4%. PI Service program employed 580 inmates, generated revenue of \$3.3 million in FY 2005 with a net profit margin of 20 - 30%. Overall, about 10 % of the total inmate population participates in Prison Industries' programs.

##### Inmate Reentry

- The Short Term Offender Program (STOP) allowed over 800 short term offenders to participate and receive over 1,600 hours of educational and transitional programming and services.
- The Reentry program developed a network of community resources to facilitate offenders' return to society upon release. The Community Resource Database was developed to facilitate the release referral process. The South Carolina Reentry Interagency Collaborative Team now consists of 12 agencies, which meet regularly to address issues and barriers to

inmate reentry. In FY 2005, the reentry program processed 346 placements (a 34% increase over FY 2004). At the end of fiscal year FY 2005, 192 inmates were enrolled in the reentry program.

#### Other Program Developments

- Implemented a behavioral management unit to treat self-mutilators. Services provided by this unit have reduced the incidents of self-mutilation by 50% and minimized inmate visits to emergency rooms.
- SCDC staff registered 209,494 inmate visits, an average of 9 visits per inmate per year.
- SCDC's substance abuse program served 1,605 inmates in FY 2005. The program's 671 drug treatment beds were occupied 90% of the time.

### **C. Key Strategic Goals for the Present and Future Years**

1. Safely and securely incarcerate all inmates sentenced to SCDC
2. Release inmates properly upon the completion of their sentences
3. Operate the Agency in a cost-effective and efficient manner by maximizing utilization of resources and by leveraging technology.
4. Prepare inmates for appropriate institutional adjustment and re-entry into the community
5. Attend to victim rights and concerns when making inmate housing and programming decisions
6. Promote professionalism and fiscal responsibility among staff

### **D. Opportunities and Barriers**

#### **Opportunities:**

1. Citizen Support: Over 8,000 citizens volunteered in institutions, providing educational, faith-based, and specialized services directly to inmates; volunteers also donated volumes of books, bibles, and other items useful to inmates' adjustment to incarceration and preparation for release. SCDC recognizes that public understanding of its mission and functions will enhance citizen support for its programs.
2. Interagency Cooperation and Community Partnership: SCDC collaborates with numerous Federal, State, and Local agencies, as well as with community organizations to work toward a common goal of preparing inmates for release, supporting families, and promoting public safety. Examples include sharing of case-level information with the Department of Social Services, electronic exchange of data with the Law Enforcement Division and with Clerks of Court, and partnering with school districts and community to provide vocational training. The South Carolina Re-entry Interagency Collaborative Team now consists of 12 agencies which meet regularly to address issues and barriers to inmate re-entry
3. Federal Resources: SCDC actively pursues federal funding in major policy initiatives, such as the program for the Violent Offender Re-entry Program Initiative. SCDC also utilizes Department of Justice funds to facilitate an exchange of information between county detention centers and SCDC and, starting in FY 2005, will undertake a study to improve efficiency of transporting inmates between institutions and county locations.

4. Technology, Innovation, and National Standards SCDC is committed to improving its efficiency and effectiveness by adopting innovative procedures, leveraging technology, and adhering to national performance standards. Examples include the following: installation of satellite dishes to provide educational programming; video conferencing of parole hearings and court arraignments; streamlining and standardizing procedures relating to disciplinary infractions and hearings; automatically checking SLED's DNA database to avoid needless submissions of blood samples; and automatically printing labels for inmates required to submit blood samples. SCDC continues to explore innovative program alternatives, such as classification revisions, privatization of health services, new revenue generating opportunities, and operational improvements. SCDC joined the National Consortium of Offender Management Systems (NCOMS) and is leveraging its shared software to implement re-entry offender follow up in the Web technology environment. SCDC supports and participates in the Association of State Correctional Administrators' project to standardize performance measures.

**Barriers:**

1. Increasing Demands from a Larger and More Difficult to Manage Inmate Population: SCDC's average daily prison population in FY 2005 was 22,970, 9.1% higher than in FY 2001. Since FY 2001, the number of inmates aged 55 and older increased by 46% (from 644 to 943 inmates) and 22% of the FY2005 population (5,116 inmates) have "special needs" (i.e., mentally ill or retarded, 24 hour or daily nursing, dialysis, HIV positive, sex offender therapy, substance abuse treatment, etc.) The number of long-term offenders incarcerated in SCDC also increased, as the number of inmates serving life without parole sentences increased by 64% (369 in 2001 to 604 in 2005).
2. Resource Reduction and Unbudgeted Increase in Costs: In FY 2005, SCDC lost over 1,200 of its authorized positions because previous budget reductions/deficits had preempted these positions from being filled. SCDC is currently operating with 762 fewer employees than its full-authorized strength. State appropriated funds (96% of the Agency's operating funds) are still far below funding levels of four years ago. While catastrophic medical expenses were minimized in FY 2005, SCDC has limited control over these unavoidable costs. Similarly, SCDC has little reserve to meet continually increasing gasoline/fuel/utility costs.
3. Aging Facilities and Obsolete Equipment: SCDC did not receive any budget allocations for scheduled repairs and/or replacement of its obsolete equipment. Its vehicle fleet continues to have 60% registering over 100,000 miles and 140 vehicles have over 200,000 miles. In addition, 90% of SCDC's over 800 personal computers are more than six years old and use defunct software, and SCDC's 20-year old mainframe-based inmate information system is beyond its system "life cycle" and increasingly expensive to operate and difficult to use and maintain.
4. High Correctional Officer Turnover , Loss of Experience and Increased Demands on Staff SCDC continues to lose about 30% of its new hires within the first six months of their employment. While the hiring freeze and early retirement incentives made up the bulk of SCDC's budget reduction, SCDC lost valuable knowledge and expertise, particularly in areas of institutional management, health and social services, investigations, and information technology. In many cases, less experienced staff are assigned an increased degree of responsibility and must "wear many hats" without having received any increase in compensation.

5. Statutory Requirements and Public Opinion Constraints: Many factors that affect SCDC's costs are beyond the control of the Agency. Public sentiment in South Carolina generally favors harsher sentences and is opposed to alternatives to incarceration. As legislators respond to specific social issues, SCDC anticipates that the number admitted to prison may increase along with the sentences imposed, and SCDC costs will rise accordingly. "Truth in Sentencing", mandatory sentences for drug offenders, and domestic violence legislation are examples of legislation that have affected SCDC's costs.
6. Expanded Responsibilities and Requirements: As law enforcement and other criminal justice and social services agencies focus increasingly on individuals released from prison, SCDC's responsibilities for collecting and sharing information will continue to increase, placing additional pressure on SCDC's operating budget. Examples of increasing responsibilities include drawing and submitting blood samples for the DNA file, sex offender registry, tracking and review of sexually violent predators, Hepatitis C immunization, and notification to local law enforcement of inmates scheduled for release to the community.

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

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

## SECTION II: BUSINESS OVERVIEW

### A. Statutory Authority

The South Carolina Department of Corrections is responsible for the housing, care, and security of individuals sentenced by South Carolina Courts to a term of incarceration exceeding 90 days. By contractual agreements, SCDC houses a small number of offenders from the Department of Juvenile Justice, South Carolina counties, and other states (under the Interstate Corrections Compact) and transfers selected inmates to designated county-operated facilities. In addition, SCDC is responsible for supervising sexually violent predators committed to the Department of Mental Health. SCDC releases inmates when they have completed their prison sentences or when they are paroled by the Department of Probation, Parole, and Pardon services.

During FY 2004-05, SCDC admitted 13,237 (11,645 males and 1,592 females) and released 13,571 inmates (11,987 males and 1,584 females), for a combined processing workload of 26,808 offenders in a 12-month period. Admitting inmates to prison is a labor-intensive process that involves review and data entry of Court documents, fingerprinting, taking blood samples for the DNA file, collecting personal and criminal history information, complete medical and mental health examinations, and administering a battery of tests to identify needs relating to education, addiction, and social services. After the intake assessment, SCDC classifies and assigns inmates to institutions based upon their risk, taking into consideration inmate needs and bed constraints.

On June 30, 2005, SCDC's twenty-nine institutions housed 23,057 inmates (21,446, males and 1,611 females) inmates, with an additional 104 inmates on authorized absence (i.e., out to Court, at medical facilities, etc.) and 408 inmates housed in county-operated designated facilities.

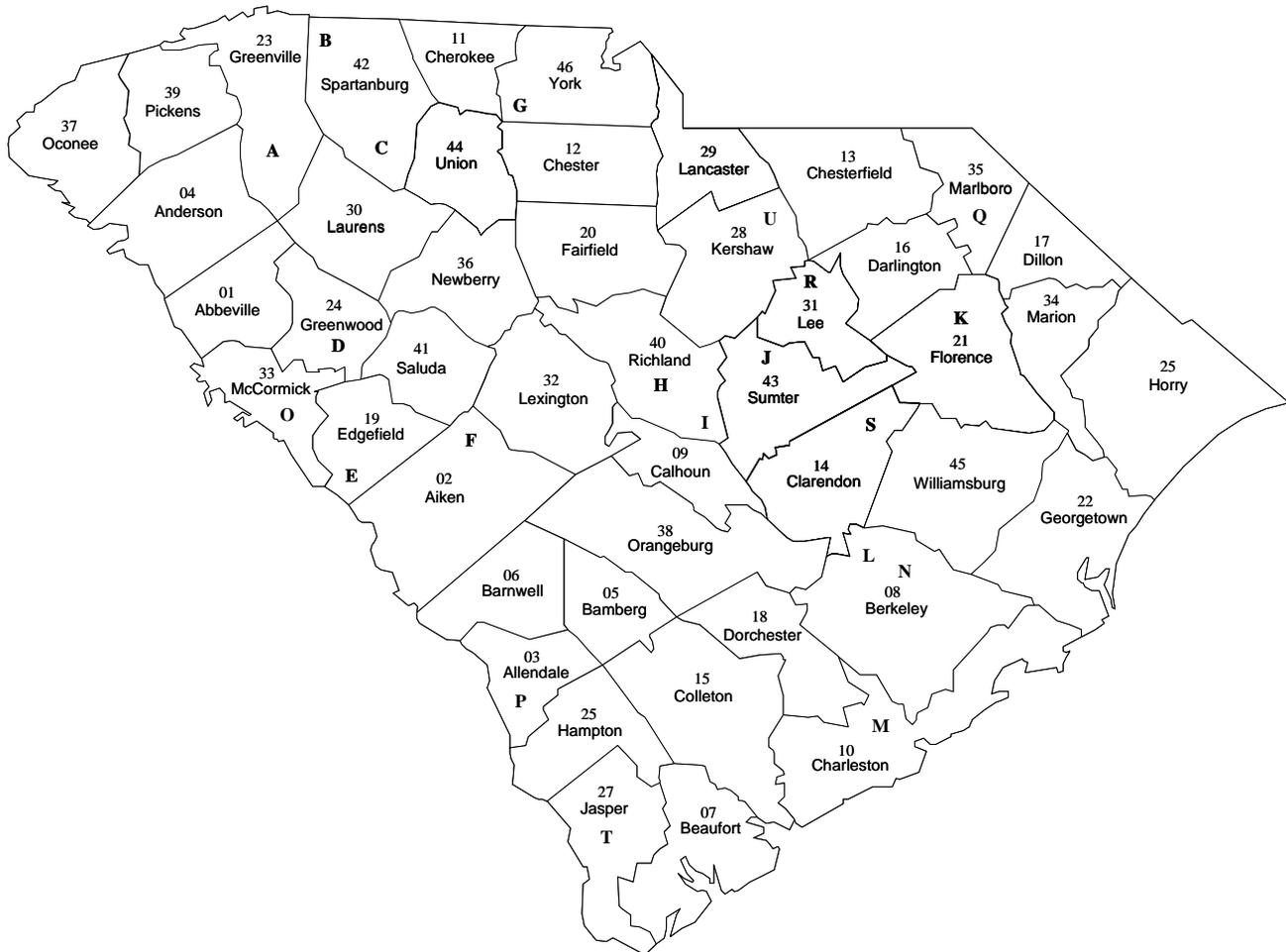
### B. Employees

On June 30, 2005, SCDC employed 5,569 personnel, 762 short of the number of "full-time equivalent" positions allocated to SCDC. At the end of fiscal year 2005, 66% of SCDC's personnel were directly involved in security and supervision of inmates. During fiscal year 2005, SCDC hired 1,369 new employees, 961 of whom were security staff, while 1,452 employees left SCDC employment (972 were security staff). Thus far, 271 of the officers hired in FY 2005 left SCDC within six months of being hired. Consistent with previous years, SCDC anticipates that by December 31, 2005 nearly a third of the security staff hired during fiscal year 2005 will leave after working fewer than six months for SCDC.

## C. Operation Locations: Prisons of the South Carolina Department of Corrections

SCDC operates twenty-nine prisons dispersed geographically across South Carolina. Of the twenty-six facilities that house male inmates, six are designated as maximum-security, nine are medium, and eleven are minimum-security facilities. Meanwhile, three institutions house female inmates: two maximum and one minimum-security facility.

### LOCATIONS OF SCDC INSTITUTIONS AND CENTERS



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

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

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

## D. Financial Resources

### Base Budget Expenditures and Appropriations

Major Budget Categories	03-04 Actual Expenditures		04-05 Actual Expenditures		05-06 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$166,974,040	\$149,779,881	\$170,278,897	\$150,042,557	\$185,812,489	\$164,330,489
Other Operating	\$77,742,232	\$63,595,851	\$85,790,678	\$59,141,213	\$100,115,256	\$64,110,724
Special Items	\$0	\$0	\$0	\$0	\$0	\$0
Permanent Improvements	\$7,633,558	\$0	\$9,023,947	\$0	\$0	\$0
Case Services	\$23,864,120	\$21,033,785	\$18,043,009	\$10,255,094	\$7,880,532	\$7,650,532
Distributions to Subdivisions	\$8,063,072	\$0	\$3,228,593	\$0	\$10,000,000	\$0
Fringe Benefits	\$61,246,353	\$47,099,178	\$62,269,908	\$57,631,476	\$58,663,665	\$53,425,185
Non-recurring	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$345,523,375</b>	<b>\$281,508,695</b>	<b>\$348,635,032</b>	<b>\$277,070,340</b>	<b>\$362,471,942</b>	<b>\$289,516,930*</b>

### Other Expenditures

Sources of Funds	03-04 Actual Expenditures	04-05 Actual Expenditures
Supplemental Bills	\$0	\$0
Capital Reserve Funds	\$0	\$0
Bonds	\$5,786,371	\$36,866,683

## **Insert Major Program Areas Table**

## E. Key Customer Segments Linked to Key Products and Services

SCDC's primary customers are its clients, i.e., inmates. Other customers include inmate families, crime victims and their families, the South Carolina legislature, law enforcement and criminal justice officials, other federal, state, and local agencies, and last but not least the citizens of South Carolina. The following describes SCDC services to these customer groups:

### 1. Inmates

- a. *Housing, Care, and Security:* SCDC houses, feeds, and clothes inmates, adhering to statutory and professional standards. To ensure inmates are released accurately, SCDC tracks inmate sentences, time served, work credits, and good time earned and lost, and painstakingly audits all inmate information prior to releasing the inmate. During their incarceration, SCDC provides essential health care and conducts frequent classification reviews to assign inmates to an appropriate level of security based upon risk factors and their individual needs. Institutional security staff monitors inmate behavior, charge inmates with rules violations and, in accordance with departmental policy, assign extra duties or deduct good time credits as appropriate. While in prison, inmates have access to the following services: (a) visitation from authorized visitors; (b) telephones; (c) canteen; (d) law library; (e) grievance petition; (f) pastoral care; (g) recreation; and (f) financial accounts (i.e., E. H. Cooper Trust Accounts, credit from family deposits and debits for canteen purchases, victim compensation, and contribution to maintenance cost).
- b. *Inmate Work Assignments:* Institutional staff assigns inmates to work details and inmates accrue work credits based upon their individual custody level. Common work details include food service, grounds keeping and litter pick-up, laundry, building and vehicle maintenance, horticulture, farming operations, and prison industries. Non-violent offenders classified as minimum security, in most cases, become eligible to work outside prison walls for local and county agencies and for private companies and concerns. In accordance with SCDC policy, most inmates assigned to outside "work programs" receive incentive pay. Finally, selected inmates work for private sector companies within SCDC's prison industries program. By statute, SCDC pays inmates employed in private sector prison industries the prevailing wage, at or above minimum wage. In all cases where inmates receive incentive pay or compensation, SCDC automatically withdraws restitution and room and board, before depositing the pay in the inmate's trust fund account.
- c. *Education:* The Palmetto Unified School District within SCDC, delivers academic, vocational, and special education services to inmates. It also operates libraries and life skill programs. SCDC also utilizes the Correctional Learning Network to provide satellite based distance learning, broadening inmates' educational opportunities.
- d. *Motivation and Growth:* SCDC provides inmates a wide range of "motivational and growth" services, with the goal of helping inmates adjust to incarceration and to prepare them for release to society. For example, at time of admission, SCDC identifies inmates' addictions and special needs and, to the extent possible given limited budget resources, places inmates in therapeutic addictions treatment programs, sex offender counseling, and in specific courses that address anger management, parenting skills, emotional welfare, etc. With significant assistance from volunteers and faith-based organizations, SCDC provides inmates the opportunity to participate in a wide range of pastoral services, including prison ministries, study groups, special events, and inmate mentoring programs. In addition, as an incentive to abide by institutional rules, inmates may participate in organized recreation and physical fitness programs.

e. *Internal Administration and Support:* Prison operations, inmate management, and rehabilitative programs are supported by administrative services. Internal Administration includes: human resources, information technology, management information services, general counsel, budget and finance, construction, maintenance, food service, canteen and commissary, agriculture, vehicle and transportation management, and staff training and safety.

2. Inmate Families

SCDC recognizes that inmate family relationships directly affect inmates' emotional welfare, their ability to adjust to incarceration, their efforts to prepare for release, and ultimately influence their successful return to society. To help inmates maintain family relationships, inmates are allowed to send and receive mail from friends and family members, with certain restrictions and monitoring. Inmates are also allowed to place collect telephone calls to approved family members. For security reasons, calls are recorded and monitored, three-way calls and calls to cell phones are disallowed, and parties receiving calls from inmates can easily block all future calls from inmates. In addition to the inmate telephone system, SCDC allows approved family, relatives, and friends supervised visits with inmates in SCDC facilities. SCDC maintains an approved visitor list, and registers visits in its automated system. SCDC also allows inmate family members to make deposits to inmate financial accounts.

3. Victims and Their Families

Crime victims and their families may register with SCDC, requesting to be notified when their inmate perpetrators are transferred between SCDC institutions, transferred to county locations, or released. Victims and their families are notified by telephone of all institutional and county transfers and are notified by mail in advance of inmate release. Victims and their families can also call a toll-free telephone number to check inmate status, location, and release dates and have access to an Internet site with the same information. In addition to automated notification procedures, SCDC's Division of Victim Services maintains an open line of communication with victims and their families, responding to questions and concerns that victims may have regarding inmate supervision and release eligibility, and generally supporting the special needs of victims.

4. South Carolina Legislature

Recognizing that legislators require timely and accurate analysis relevant to proposed legislation, SCDC personnel retrieve information from an automated database and apply statistical methods to predict the short and long-term impact of proposed legislation. SCDC summarizes their statistical analysis to formulate a brief, financial impact statement, so that legislators can better anticipate the costs of their proposals.

5. Criminal Justice Agencies

SCDC electronically transmits inmate information to other criminal justice agencies on a daily basis. For example, to assist DPPPS in supervising released offenders, SCDC automatically transmits all data collected throughout an inmate's incarceration. SCDC also hosts a secure web site that allows local law enforcement to view customizable lists of inmates scheduled for release in their community, and SCDC coordinates inmate Court appearances with Clerks of Court via automated exchange of E-mail. In addition, SCDC operates the "Statewide Offender Records Database" (SWORD), a web-based system to which county detention facilities transmit bookings and releases. Through SWORD, local law enforcement and other authorized officials are able to track the location and status of individuals within the criminal justice system. Prior to releasing an inmate, SCDC checks all federal and statewide "wanted" files and coordinates transfer to other jurisdictions as appropriate. On an on-going basis, SCDC assists in crime prevention and criminal apprehension by providing inmate/release identification data to local law enforcement, and by submitting statistical and profile reports to other criminal justice agencies.

6. Other federal, state, and local agencies

SCDC provides inmate labor and specific services to other agencies, such as laundry services, litter control, and ground maintenance. SCDC transmits or otherwise provides information to a wide range of federal, state, and local agencies. For example, officials with the Department of Social Services have direct access into SCDC's information system to aid them in tracking "dead-beat dads", children placed in foster homes, and related social services. With SCDC's active assistance, the Internal Revenue Service is able to identify and prosecute fraudulent tax returns and the Social Security Administration tracks down illegitimate payments. SCDC also provides information to Immigration and Naturalization, foreign consulates, Veterans Administration, Employment and Security Commission, and local organizations seeking information to assist them in applying for grant funding.

7. Citizens

SCDC is keenly aware of the importance of public support, and that public support depends upon SCDC being forthright with accurate and timely information that concerns the public. Information regarding serious incidents, escapes and apprehensions are promptly posted on the Agency's web site, along with information concerning SCDC activities and programs and an "inmate search" feature. SCDC responds to E-mail generated from the web site and devotes resources to answer citizen's inquiries and "freedom of information" requests. As the largest single employer in many South Carolina communities, SCDC is actively involved in the community. SCDC managers frequently attend and speak at numerous local meetings, and are involved in beautification and renewal projects. A final example of SCDC's support to the citizens is "Operation Get Smart", a program whereby supervised inmates speak to groups of "at risk" adolescents, steering them away from a life of crime and incarcerations.

## **F. Key Stakeholders (other than customers)**

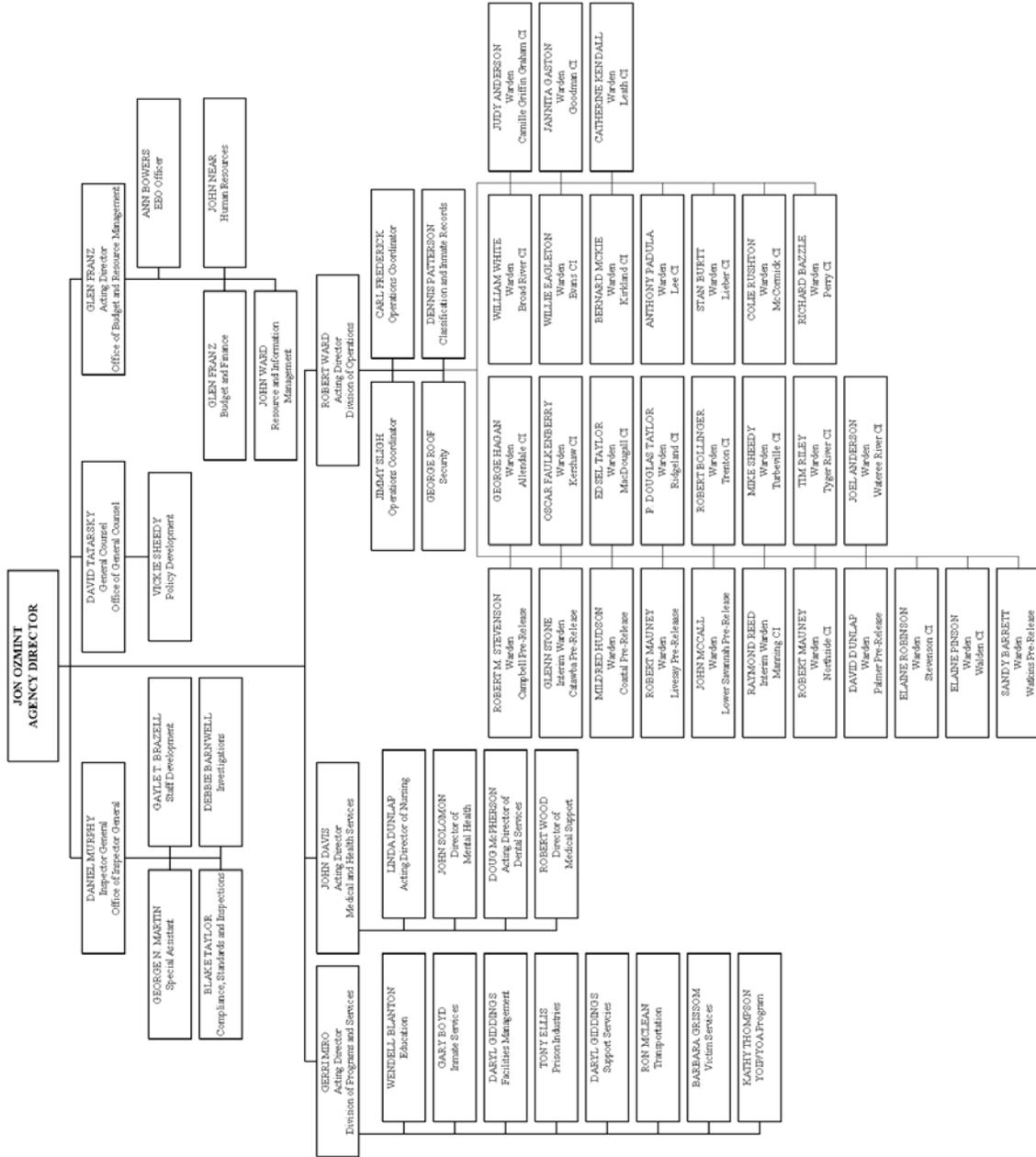
Individuals and organizations that have an investment or interest in the success of, or actions taken by the Department of Corrections include Agency employees, researchers, professional associations, public service organizations, private businesses, and academic institutions.

## **G. Key Suppliers**

1. Financial Resources – SCDC receives funding from the General Assembly, and Federal Government. SCDC is reimbursed for inmate labor from other agencies. Some inmates reimburse SCDC for room and board.
2. Services – State and local agencies provide programming support services such as mental health referrals, vocational training, and housing in designated facilities. Other services include technical assistance from federal agencies (such as the National Institute of Corrections) and professional organizations (such as the American Correctional Association). Private vendors provide services on a fee basis (contract medical services, and maintenance). Volunteers deliver services in counseling, and faith based programs.
3. Products – SCDC purchases products from vendors in accordance with state guidelines. SCDC receives products from the United States Food Administration for consumption by eligible inmates.
4. Data – SCDC receives offender information from criminal justice agencies, and related government entities.

# H. Organizational Structure:

## SOUTH CAROLINA DEPARTMENT OF CORRECTIONS ORGANIZATIONAL CHART



## SECTION III: ELEMENTS OF MALCOLM BALDRIGE AWARD CRITERIA

### Category 1 – Leadership

#### A. Setting, Deploying, and Communicating Goals

Subject	How Senior Leaders Set, Deploy, and Communicate
Short and Long Term Direction	<ul style="list-style-type: none"> <li>• Director meets weekly with Executive Staff (General Counsel and Division Directors) to direct short-term goals and problem resolution strategies.</li> <li>• Formal Strategic Planning Process – on going review of performance indicators with input from managers setting goals and objectives.</li> <li>• Managers communicate and coordinate with their staff in the planning process.</li> <li>• Employees are informed via Internet and Intranet, and employee newsletters.</li> </ul>
Performance Expectations	<ul style="list-style-type: none"> <li>• Agency Strategic Plan establishes performance expectations.</li> <li>• Employee Performance Management System (EPMS) sets individual performance expectation in accordance with Strategic Plan.</li> <li>• Agency Policy and Procedures describe mandatory performance requirements in accordance with statutory and professional standards.</li> </ul>
Organizational Values	<ul style="list-style-type: none"> <li>• Senior leaders developed Principles of Employee Conduct and Guiding Principles.</li> <li>• These principles are posted in all Agency facilities.</li> </ul>
Empowerment and Innovation	<ul style="list-style-type: none"> <li>• Employee Innovation System encourages employees to submit suggestions.</li> <li>• Strategic Planning Process promotes participatory planning and employee feedback.</li> </ul>
Organizational Employee Learning	<ul style="list-style-type: none"> <li>• Director and Executive staff set training objectives and requirements.</li> <li>• Periodic Agency managers’ meeting/training allows director and executive staff to review organizational issues/development/strategies with facility/program managers.</li> </ul>
Ethical Behavior	<ul style="list-style-type: none"> <li>• Specific policies and procedures clearly describe employee ethical behavior expectations and prescribe penalties for violations.</li> <li>• All employees must attend, at least annually, a training session on “Professionalism and Ethics in the Correctional Setting” – addressing employee/inmate relations, and staff sexual misconduct with inmates.</li> <li>• Principles of Employee Conduct, posted visibly in all facilities, alert employees.</li> <li>• Director personally attends new employee orientations and emphasizes ethical behavior.</li> </ul>

#### B. Establishing and Promoting Focus on Customers

Customers	Measures of Establishing and Promoting Focus
Inmates	<ul style="list-style-type: none"> <li>• Inmate housing, care, safety and security is priority in Agency mission, goals and objectives.</li> <li>• A formal inmate grievance system allows inmate concerns/complaints to be heard/resolved.</li> </ul>
Inmate Families	<ul style="list-style-type: none"> <li>• Institutional employees consult with inmate families during family visits.</li> <li>• SCDC responds to inmate family inquires expeditiously.</li> </ul>
Victims and their families	<ul style="list-style-type: none"> <li>• The Division of Victim Services registers these customers and notifies them of all relevant inmate movements, by correspondence and automated telephone calls.</li> <li>• Victim requirements are strictly adhered to in all inmate housing/program decisions.</li> </ul>
Legislature	<ul style="list-style-type: none"> <li>• A Legislative Liaison attends legislative sessions, consults with Agency director and Legislators, and communicates Agency information and impact statements to the Legislature.</li> </ul>

<b>Customers</b>	<b>Measures of Establishing and Promoting Focus (continued)</b>
Criminal Justice Agencies	<ul style="list-style-type: none"> <li>Senior leaders and/or their designees establish/attend special task force and/or professional organizations to execute legislative requirements and/or address criminal justice issues.</li> </ul>
Other Federal, State and Local Agencies	<ul style="list-style-type: none"> <li>Senior leaders identify/initiate cooperative opportunities/agreements.</li> <li>Agency policy and procedures specify standards to meet federal/state/local requirements.</li> <li>Employees are instructed to cooperate and deliver.</li> </ul>
Citizens	<ul style="list-style-type: none"> <li>SCDC web site provides information and venue for citizen inquiries and feedback.</li> <li>Employees are instructed to respond to citizen inquiries accurately and expeditiously.</li> </ul>

### **C. Maintaining Fiscal, Legal, and Regulatory Accountability**

Fiscal Accountability	<ul style="list-style-type: none"> <li>Executive staff regularly reviews Agency budget and expenditures</li> <li>All requests for expenditures are formally reviewed and signed off by appropriate Department managers prior to procurement, and all budgeting and procurement functions are centralized.</li> <li>Managers are tasked with identifying cost savings/containment strategies.</li> <li>Conducts internal audits and complies with external auditors' requirements.</li> </ul>
Legal Accountability	<ul style="list-style-type: none"> <li>General Counsel, a member of executive staff, regularly reviews SCDC operations and programs, to ensure legal compliance.</li> <li>Agency policies/procedures specify guidance on coordination with General Counsel.</li> <li>General Counsel reviews new legislation and prescribes compliance requirements.</li> </ul>
Regulatory Accountability	<ul style="list-style-type: none"> <li>Division of Inspections and Compliance regularly conducts inspections and reviews, with focus on compliance with policy and regulations.</li> <li>Administrative Divisions are organized and dedicated to compliance with specific regulations (e.g., Division of Compliance, Standards, and Inspections is responsible for safety inspections, Division of Support Services ensures compliance with food service regulations, Medical and Health Services staff are responsible for healthcare regulations, etc.)</li> <li>Executive staff and institutional managers institute procedures to comply with American Correctional Association standards.</li> </ul>

### **D. Regular Review of Performance Measures**

<b>Key Performance</b>	<b>Measures Being Reviewed Regularly by Senior Leaders</b>
Customer Satisfaction	Senior leaders monitor the following on a regular basis: summary of medical services rendered and associated costs; grievances/complaints filed by inmates; contacts with victims and their families; complaints relating to inmate telephones; incidents are reported through an online, workflow-based system that escalates serious incidents to the attention of senior leaders.
Mission Accomplishment and Organizational Effectiveness	Admissions; releases; population counts; inmate movements (location transfers, medical transfers, parole hearings, court hearings); medical encounters; disciplinary infractions; assaults; escapes and apprehensions; GED completions; education enrollment; ATU enrollment; vocational education; classification reviews; record updates; and recidivism.
Financial Performance	On-going review of budgets, expenditures, and costs and revenues associated with the following categories are reviewed regularly by senior leaders: payroll, staff overtime, contracts, food, medications, outside medical services, telephone and system usage, prison industry operations, canteen sales; utilities, fuel, transportation, supplies, construction and maintenance.

## **D. Regular Review of Performance Measures (continued)**

Human Resource Results	Employee count; hiring and termination of employees; payroll and overtime; shift relief factor; inmate to staff ratio; employee disciplinary actions; employee grievances.
Regulatory, Legal Compliance and Community Support	Fingerprint inmates and enter commitment information into NCIC; draw blood samples for submission to DNA file; hepatitis and TB testing/immunization/treatment; sex registry notification; sexual predator review board; parole review; drug testing of inmates and employees; litter control; reporting of work related injuries; fire drills and safety inspections; inmate contributions to restitution, room and board, child support, taxes, and social security.

## **E. Using Performance Reviews and Employee Feedback to Improve Leadership and Management Effectiveness**

To follow up on performance reviews and employee feedback, SCDC senior leaders:

- Identify problems, direct investigation/analysis, and implement solution strategies.
- Revise goals and objectives if necessary and appropriate, and update Agency strategic plan.
- Engage and inform employees in problem solution and updated goals and objectives.

## **F. Addressing Current and Potential Impact on the Public**

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

## **G. Set and Communicate Key Organizational Priorities for Improvement**

- Update and communicate Agency Strategic Plan.
- Update Agency policy and procedures annually.
- Direct Agency managers and supervisors to communicate and involve employees at all levels.

## **H. Actively Support and Strengthen the Community**

### 1. Promote Employee Support of Community Projects and Charities

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

### 2. SCDC Institution's Community Support Functions/Events

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

3. Support to Local Governments

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

4. Public Education of Corrections Operations

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

5. Timely Communication

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

6. Participatory Planning of Community Projects

SCDC supports private foundations and community groups in their planning and execution of community projects. For example, organizations such as the Fatherhood Initiative, Engagement Council on Homelessness, a planning grant for Substance Abuse and Mental Health, Big Brothers/Big Sisters, and the United Way receive data from SCDC to plan for services and to apply for grant funding.

7. Inmate Re-entry Initiative

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

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

## **SECTION III: ELEMENTS OF THE MALCOLM BALDRIGE AWARD CRITERIA**

### **Category 2 – Strategic Planning**

#### **A. Strategic Planning Process**

SCDC's strategic planning process is comprised of these phases:

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

SCDC executive staff identifies initiatives and sets the timeframe for the strategic planning process. Executive staff directs the Office of Budget and Resource Management to gather information from all functional areas on needs and solutions, and the Division of Resource and Information Management conducts information analysis. Executive staff evaluates information and decides on priorities. The strategic process encompasses and emphasizes communication among Executive Staff and managers, who in turn engage staff from appropriate functional areas. These managers and staff members perform responsibilities in customer needs and expectations, financial and regulatory requirements, human resources, institutional operations, and resource management. This participatory approach enhances the accountability of SCDC's strategic planning process.

#### **B. Key Strategic Objectives: (Per instructions, this section is addressed in Strategic Planning Chart on the following pages.)**

#### **C. Develop and Track Action Plans – Allocation of Resources**

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

#### **D. Key Action Plans/Initiatives: (Per instructions, this section is addressed in Strategic Planning Chart on the following pages.)**

#### **E. Communication and Deployment of Strategic Objectives, Action Plans and Performance Measures**

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

#### **F. SCDC's Strategic Plan is currently not available on the Agency's Web Page**

**Insert Strategic Planning Table (4 pages)**







## SECTION III: ELEMENTS OF THE MALCOLM BALDRIGE SUCCESS CRITERIA

### Category 3 –Focus on External Customers

#### A. Identification of Customers and Their Key Requirements

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

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

#### B. Keeping Current with Changing Customer/Business Needs

- Legislative Liaison – SCDC designates an employee to monitor legislative developments and receive inquiries from legislator.
- Community Outreach – SCDC managers participate in civic organization and advocacy groups to identify prevailing concerns and emerging needs.

- Keeping Abreast of Public Opinion and Information in the Media – Newspaper editorials, TV reporting, and citizen opinions expressed by mail/email correspondence provide senior leaders with guidance on changing customer/business needs.
- Communication with Victims – Correspondence and telephone contacts with victims to identify needs.
- Professional Journals and Federal Guidelines/Grant Opportunities – SCDC managers routinely correspond with other state correctional administrators, peruse various professional journals, and attend national meetings to learn of new developments in the field of criminal justice and corrections practices, including others use of innovative technologies and programs, federal funding and partnership opportunities.
- Inter-Agency Meetings - SCDC employees participate in inter-agency meetings to learn about other agencies' expectations and identify ways in which interagency cooperation can increase mutual effectiveness and efficiency. For example, SCDC managers attend regular Criminal Justice Information System task force meetings, focusing on collaboration between criminal justice agencies.
- Using Technology for Expedient Communication – SCDC employs E-mail and Internet technologies to maintain open communication with “customers”. For example, SCDC places information on a public web site, as well as on web sites that are restricted to authorized users.

### **C. Using Information from Customers/Stakeholders to Maintain Relevance and Improvements**

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

### **D. Measuring Customer/Stakeholder Satisfaction**

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

To allow feedback from the inmate population, SCDC implements a formal inmate grievance mechanism. Each grievance filed by an inmate is investigated and evaluated in a timely fashion to determine its legitimacy and relevance.

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

## **E. Building Positive relationships with Customers/Stakeholders – Key Distinctions Among Different Customer Groups**

To build positive relationships with various customers/stakeholders, SCDC is committed to:

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

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

## SECTION III: ELEMENTS OF THE MALCOLM BALDRIGE AWARD CRITERIA

### Category 4 – Information and Analysis

#### A. Selecting which Operations and Processes to Measure Financial and Operational Performance

SCDC selects performance measures that are linked to the Agency’s mission, relating to safety, services, and stewardship. Operations, processes and systems selected for measurement are:

- 1) Inmate Processing (admission and releases); 2) Inmate Housing and Care; 3) Inmate Classification and Movement; 4) Facility Management/Bedspace Utilization; 5) Inmate Behavior Monitoring; 6) Inmate Program Participation; 7) Information System Support for Operations and Processes; 8) Resource Utilization Patterns; 9) Staff Retention; and 10) Outcome Monitoring.

#### B. The Key Measures

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

Key Measures	Issues addressed
Monitoring daily admissions, releases, institutional count, extent of overcrowding, inmate special needs, inmate to staff ratio, degree and content of staff training, number and nature of incidents and rules violations, employee use of sick leave, and employee terminations.	Ensure that facilities and inmates are managed effectively to provide the greatest degree of protection for the public, inmates and staff
Tracking number of registered victims and number of notifications; Monitoring the number of inmates requiring transfer to Courts or release to other jurisdictions; tracking the number of inmates with healthcare needs that require transportation and outside healthcare providers; Tracking the number and response time relating to inmate phone system problems, visitation complaints; Tracking the number and type of scheduled releases.	Provide timely, relevant, and accountable information/feedback to all customers
Monitor number of inmates enrolled in and completing specialized programs and classes; track number of GED’s awarded; Measuring inmate attendance in faith-based programs, recreation and attendance in voluntary programs. Monitor extent of inmate family relationships (visitors, number of children, geographic location of family, etc.); Analyze number and outcomes of classification reviews; track inmate recidivism rate.	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, medications, food, overtime, prison industry balance sheet, employee attrition, employee use of sick leave.	Maximize efficiency of operations and use of available resources

### **C. Ensuring Data Integrity, Timeliness, Accuracy, Security, and Availability for Decision Making**

Although SCDC's information system makes use of out-dated technology, the system is constructed using an integrated database management system that facilitates data integrity across related functional areas. SCDC's Management Information Services branch makes data and information analysis available to decision makers and implements on-going procedures to identify missing and inaccurate data. Procedures in place to promote data integrity, security and availability of information are as follows:

- Nearly all data entry is performed in a "real time" fashion by staff directly involved in the functional area, facilitating timely and accurate entries of inmate, personnel, and financial data.
- On-line validation of data entered by system users.
- In accordance with sound auditing practices, systematic (both random and targeted) audits are conducted on an on-going basis by staff that is not involved in the initial data entry.
- Access to inmate, financial and personnel data is restricted by comprehensive security mechanisms; employee supervisors, as well as designated "system owners" approve all requests for system access.
- IT staff implement disaster recovery procedures and monitor system performance, response time, and resource utilization.
- Maintain rapport between senior management, system users and information professionals to continually improve the system, generate informational reports, and leverage new technologies to meet the needs of decision-makers.

### **D. Using Information to Support Decision Making**

Legislative and policy changes are analyzed to project the financial and operational impact on the correctional system. Several scenarios of population projections are generated, based on various assumptions about judicial and system interactions. These results are compiled, with both detailed data and executive summaries, and submitted to Agency managers for facility and budget planning. Statutory impact analyses employ statistical methods to assess the affect that proposed legislation will have on the number and composition of inmate admissions, releases, average length of stay in prison, and resources required to comply with the proposal. SCDC submits empirically based impact analyses to legislative bodies within five working days.

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

- Classification and Movement of Inmates – Statistical analyses are conducted to correlate inmate attributes with negative behavior indicators to identify inmate risk factors and derive consistent and objective classification criteria. "What-if" analyses are conducted to anticipate the impact of policy changes. Objectives of analysis are to derive cost-effective classification policy, which will protect the public, inmates and staff
- Staffing Analysis – Staff sick and holiday leave patterns are analyzed to derive shift relief factors to determine the number of staff required to cover "24 by 7" posts. Staffing configuration at institutions for security coverage and service delivery is examined to ensure consistent and effective management. Staff retention or turnover statistics are compared across demographic groups and institutions to identify recruitment and training strategies.

- Identification of Inmate Management and Cost Control Issues/Remedies - Profiles of inmates who frequently commit infractions or abuse resources (such as medical services or property destruction) are studied for management solutions. Exception analyses (such as abnormally high expenses in contractual medical services or large deposits in inmate financial accounts) are conducted in various operational areas to identify/thwart emerging problems. Inmate assaultive infractions and incidents involving use of force are scrutinized to derive preventive measures and corrective actions.

## **E. Selection/Use of Comparative Data and Information**

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

When necessary, SCDC chooses comparative statistics only when discrete and distinct definitions are available, either defined by federal government or national standards, or adopted by professional organizations. To illustrate, across the nation, overall system recidivism rates are generally defined as the proportion of inmate releases returning to prison within three years of release. Accordingly, SCDC generates data under similar definitions to enable its comparison with other state systems.

Unless definitions are consistent, it is difficult to compare data across state correctional systems in areas such as escapes, costs, and turnover.

Despite definitional difficulties, SCDC does select national standards and professional guidelines in conducting data analysis and compare information regarding staffing and programs.

## **F. Leveraging Employee Knowledge and Identifying Best Practices**

### Collect, Transfer, and Maintain Accumulated Employee Knowledge

SCDC identifies the continued loss of accumulated employee knowledge as a barrier to effectiveness. The budget crisis and resulting early retirement of senior employees, inability to retain junior employees, and the on-going hiring freeze pose challenges to SCDC's maintaining accumulated knowledge. To collect, transfer and maintain accumulated employee knowledge, SCDC:

- Requires managers to cross train staff and designate "backups" to critical functions
- Requires that Agency managers ensure that procedures are clearly documented
- Requires employees to document actions and events
- Expects employees to possess a broad understanding of policy and procedures

### Identification and Sharing of Best Practices

- Agency managers review publications, participate in national organizations, and communicate with criminal justice professionals in other states and counties to identify innovative procedures, new technologies, and best practices
- SCDC designated a federal grants coordinator to maximize opportunities for SCDC to take an active, leadership role in establishing best practices in the field of corrections
- Through the strategic planning process, senior management applies its knowledge of best practices to update and refine strategic goals and objectives. Action plans are developed for adoption and implementation of best practices.

## SECTION III: ELEMENTS OF THE MALCOLM BALDRIGE AWARD CRITERIA

### Category 5 – Human Resources

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

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

#### B. Identifying and Addressing Key Developmental and Training Needs

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

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

2. Addressing Training/Development Needs – Training and Advisory Councils at the institutional and Agency levels provide feedback to SCDC’s Division of Training (Training Academy). The Academy develops and delivers training programs. Training needs and programs are integrated with the strategic planning process.

### **C. How Employee Performance Management System Supports High Performance**

The Employee Performance Management System supports high employee performance through:

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

### **D. Formal/Informal Assessment Methods and Measures to Determine Employee Well-Being, Satisfaction and Motivation**

- Staff Meetings – Executive staff meets weekly with division directors to obtain feedback from their respective areas. Wardens and divisional directors address staffing issues in their weekly/quarterly meetings.
- Quarterly Correctional Officer Representative Meeting – Security staff relate to senior leaders their concerns and interests.
- Women’s Task Force – submits observations and recommendations relating to gender issues in employee relations and inmate management.
- Correctional Officer Retention Committee – Key administrators on the committee focus on issues relating to turnover. Questionnaires are sent to collect information relating to job performance and satisfaction.
- A Job Task Analysis is planned to obtain feedback, via questionnaire responses, from security staff regarding the job duties. This will provide the venue for obtaining empirical data on employee well being, satisfaction, and motivation issues.

### **E. Maintaining a Safe and Healthy Work Environment**

- Establish Standards to Meet Legal, Regulatory, and Professional Requirements – SCDC’s policy and procedures document the various requirements in fire prevention/control, pathogens, food service preparation, equipment operations, and emergency preparedness.
- Monitoring to Ensure Standards are Met – The Agency designates the Division of Compliance, Standards, and Inspection to oversee work place safety and to ensure a healthy work environment. Each medium or maximum-security institution is assigned a full-time Environmental Health and Safety Officer (EHSO), who performs monthly inspections, notes deficiencies, and ensures corrective action. The EHSO receives on-going training from the State Fire Academy and conducts on-going training for institutional staff.

- Provide Employees with Safety and Health Training – All Agency employees are mandated to attend annual refresher courses on safety and healthy work environment. At the institutional level, the EHSO provides on-going training.
- Promote Health Consciousness – The Agency supports and encourages employees to participate in State sponsored wellness programs, without interrupting normal operations.
- Emergency/Disaster Preparedness - SCDC policy and procedures familiarize employees with its emergency/disaster preparedness plan. Employee responsibilities and the hierarchy of respondents are clearly defined and visibly posted at key locations. The Emergency Action Center (EAC) is designated as the coordinating entity for employee notification and information exchange for emergency situations. Emergency/Disaster Preparedness training is part of the annual mandatory requirements for all employees.
- Response to Institutional Disturbance – Because of the unique work environment and challenges in prison management, SCDC trains and designates a special S.W.A.T team of employees (Special Weapons and Tactics) to be prepared for and to curb disturbances or serious incidents, such as taking of hostages. Mandatory training alerts employees to detection and prevention, and provides guidance for appropriate reactions.

## **F. Positive Contribution of Employee Community Activities**

- Employees as Individuals – Employees support the schools of their children and their churches.
- Employees Representing SCDC – SCDC sponsors, and employees contribute time and money to causes such as United Way fund drive, Community Health Charities, School Lunch Buddy Program, Easter Seals, and Christmas gift drive for under-privileged children.
- Employees as Members of Community Organizations – Employees volunteer in charity or community organizations such as Boys Scouts, Sister Care, Salvation Army, and Prison Fellowship.
- Employees as Members of Criminal Justice and Other Professional Organizations – Many SCDC employees are active members of American, Southern States and South Carolina Correctional Associations and the National Association of Blacks in Criminal Justice. Select employees serve on the board of various national organizations, e.g., the Association of State Correctional Administrators, the National Correctional Industries Association, the National Association of Institutional Agribusiness, the South Carolina Information Technology Director’s Association, and the Correctional Technology Association.

## SECTION III: ELEMENTS OF THE MALCOLM BALDRIGE AWARD CRITERIA

### Category 6 – Process Management

#### A. **Key Processes that Produce, Create or Add Value for Customers/Organization and How They Contribute to Success**

1. Housing, Security and Care of Inmates – These processes include the safe and secure operation of prisons, and the delivery of food, clothing and essential medical care to inmates. Executing these processes fulfills SCDC's statutory mandate and mission of protecting the public, inmates, and employees. Custody of inmates for the duration of their prison sentence satisfies court requirements.
2. Inmate Management – These processes include inmate discipline, which should assist inmate to conform to positive behavior.
3. Inmate Rehabilitation – These processes include the assessment of inmate needs and risks, assignment to work, education and treatment programs which enhance their productivity, and self-sufficiency.
4. Inmate Re-entry – These processes include preparing inmates with education and job skills, coordinating their release with other agencies, and providing transitional support. The primary goal of reentry services is lowering the recidivism rate.
5. Public Information – The processes of informing the public (including victims, inmate families, employers, etc.) contributes to public protection, and generates feedback on correctional policy and practices to increase SCDC effectiveness.
6. Accountability Reporting – The processes of preparing legislative impact projections, developing strategic plans, conducting cost benefit analysis, and preparing accountability reports, contribute to the Agency's efficiency.

#### B. **How to Incorporate Efficiency and Effectiveness Factors in Process Design and Delivery**

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

- Annual Policy and Procedural Updates – This requirement mandates managers to critically evaluate their operations and processes at least annually, if not more often, in the context of new legislation and programs, employee input, and system performance indicators. Revision to policy and procedures are staffed within the Agency, coordinated by the Division of Policy Development, under the supervision of General Counsel.
- Routine Review of System Performance- On-going analysis of operational and financial data identify areas which warrant investigation, such as reviewing the operating procedures of institutions with dramatic changes in assault incidents/rates.
- Strategic Planning – This provides a systematic approach to update goals and objectives, identify new technology and emerging needs, and develop policy/strategic/procedural alternatives.
- Identification, Acquisition, and Application of New Technology – SCDC assesses and installs new technologies in inmate management and prison security such as the automated fingerprint identification system (AFIS), video parole hearings, recording and monitoring of inmate telephones, video surveillance systems and data mining.
- Exploration and Implementation of Alternatives/Innovation Exemplified by Other Systems – Critical processes are studied to examine the applicability of new approaches, as in the case of healthcare delivery. Presently, following the national trend, and aiming to achieve greater efficiency, SCDC is investigating the feasibility of contracting/privatizing health services. SCDC constantly evaluates its prison industry, farming and other operations, to identify and implement cost control measures.

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

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

**D. Key Support Processes**

<b>Key Support Processes</b>	<i>How SCDC Improves and Updates These Support Processes</i>
Information and Knowledge Management	Staff retention; Employee mentoring; Replacement of obsolete information technology; Staff training on the use of information technology; and Objective management decision-making, based on information and data.
Finance and Accounting	Checks and balances to ensure accurate accounting; Automation of processes (such as direct electronic deposit of inmate funds); and Development of useful budget monitoring reports.
Facilities Management	Identification and deployment of cost effective technologies to increase security and reduce personnel cost; and Preventive maintenance to control costs.
Research and Development	Incorporating relevant data analysis and research methodology in the policy and program development process; Increased monitoring of national trends, and new program initiatives; Dedication of resources to research and development functions (beyond day to day operations).
Administration	Stream line administrative reporting requirements; periodic review of organization structure to ensure its flexibility and effectiveness.
Inter-governmental Relations	Dedication of resources to inter-agency needs; initiation of processes which can increase mutual efficiency (such as accurate court commitment documents and efficient file transfers among criminal justice agencies.)
Legislative and Public Affairs	Dedication of resources to attend to legislative and public affairs; and Use of information technology (e.g. automated telephone notification to inform victims and web technology for fugitive posting).

## E. Key Supplier/Contractor/partners – Management and Support

Key Suppliers, Contractors, and Partners	How SCDC Manages and Supports Interactions and Processes to Improve Performance
Legislature – Supplier of Funds	<ul style="list-style-type: none"> <li>• Ongoing monitoring of operations and programs</li> <li>• Periodic financial and budgetary reports/forecasts</li> <li>• Close Liaison with Budget Office</li> <li>• Prompt response to inquiries</li> <li>• Timely reporting of problems and issues</li> </ul>
Federal Agencies – Supplier of Funds and Technical Assistance	<ul style="list-style-type: none"> <li>• Ongoing monitoring of federally funded programs/projects</li> <li>• Timely submission of reports, including evaluation</li> <li>• Active pursuit of federal funding and technical assistance opportunities</li> <li>• Rapport with key federal agencies to expand funding possibilities.</li> </ul>
Criminal Justice Agencies – Partners in Offender Tracking, and Crime Prevention; and Suppliers of Offender Information and Data.	<ul style="list-style-type: none"> <li>• Timely and efficient exchange of offender criminal history/sentence data (supporting a jail management information system)</li> <li>• Cost effective procedures for processing offenders (e.g. standardizing crime codes with Courts Administration)</li> <li>• Development of integrated information systems</li> <li>• Application of state-of-the art technology (e.g. video conferencing to reduce parole hearing transportation)</li> <li>• More efficient central data bank for victim registration (among SCDC, Attorney General Office and the Department of Probation, Parole, and Pardon Services).</li> </ul>
Federal/State/Local Government Entities – Partners/Contractors in Service Delivery	Exploration of new partnership and expansion of existing partnership to increase resources for inmate services or reduce SCDC costs (e.g. National School Breakfast and Lunch program; cooperative training with Criminal justice Academy, SLED, and S.C. Law Enforcement Officers Association;)
Professional Organizations – Partners/Suppliers in Technical Assistance and Knowledge Transfer	<ul style="list-style-type: none"> <li>• Encourages employee membership in professional organizations</li> <li>• Supports professional organizations in their research and fact finding endeavors (providing data and input for surveys and questionnaires)</li> <li>• SCDC shares the expertise of its seasoned employees who are called upon to provide technical assistance or to serve on governing/policy boards of professional organizations.</li> </ul>
Private Vendors – Supplier of Goods and Services	<ul style="list-style-type: none"> <li>• SCDC abides by state requisition and purchasing procedures in its management of vendor relationship.</li> <li>• SCDC expeditiously process payments to achieve maximum discounts.</li> <li>• SCDC uses state contracts to achieve savings.</li> <li>• To facilitate the Request for Proposal (RFP) process, SCDC provides timely data and feedback to potential vendors.</li> </ul>
Volunteers – Supplier of Services at No Charge to the Agency	<ul style="list-style-type: none"> <li>• Maintains open communication with volunteers</li> <li>• SCDC staff speaks at community organizations and mobilize volunteers.</li> <li>• SCDC monitors volunteer activities to ensure their safety and operational integrity.</li> <li>• SCDC recognizes its volunteers at special events.</li> </ul>

**SECTION III : ELEMENTS OF MALCOLM BALDRIDGE AWARD CRITERIA**

**Category 7 – Results**

**7.1 Performance Levels and Trends for the Key Measures of Customer Satisfaction**

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

**Inmates**

Inmate satisfaction is measured by: (1) the absence or low number of serious incidents and disturbances; (2) a high percentage of grievances satisfactorily resolved (see Figure 7.1.1); and (3) relatively few medical grievances and complaints filed by inmates.

**7.1.1** While trend data presented below illustrate some aspects of inmate satisfaction, the primary measure of success relating to inmate satisfaction is the absence of major disturbances in prison operations. In FY 2005 there were no major disturbances (in accordance with definition used by the Association of State Correctional Administrators).

**7.1.2** SCDC operates an inmate grievance system to identify inmate concerns and promptly resolve legitimate issues. The numbers of grievances filed, however, may not necessarily reflect the level of satisfaction across the population, as some inmates file frivolous complaints. Furthermore, recent administrative law changes made reporting procedures and requirements in FY 2005, resulting in significant increase in data entries. Despite these changes the rate for grievance resolution increased indicating staff effort to issue did not deteriorate.

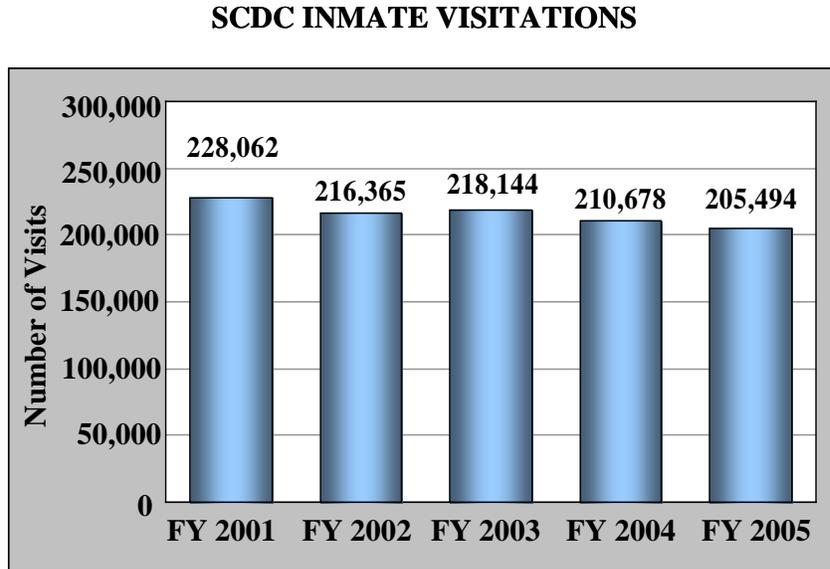
	Fiscal Year				
	2001	2002	2003	2004	2005
<b>Inmate Grievances</b>					
<i>Grievances Filed</i>	12,950	10,549	9,496	8,637	18,216
<i>% Grievances Resolved<sup>1</sup></i>	99.9%	99.7%	98.3%	77.3%	85.1%
<i>% Grievances Resolved within 60 Days of Filing</i>	51%	60%	62%	46%	61%

<sup>1</sup> Percentage of grievances resolved of the grievances filed for the given fiscal year.

Figure 7.1.1

**Inmate Families**

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



**Figure 7.1.2**

**Victims and the General Public**

**7.1.4** Crime victims increasingly utilized SCDC’s automated notification system thus demonstrating their acceptance of this technology.

<b>VICTIM/WITNESS INQUIRIES AND NOTIFICATIONS</b>					
	<b>Fiscal Year</b>				
	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
<b>Victim/Witness Calls to Automated System</b>	n/a	34,345	62,656	68,895	60,326
<b>Notification Calls to Registered Victims/Witnesses</b>	n/a	98,144	134,858	124,529	147,897
<b>Written Notifications</b>	4,191	4,106	4,828	5,907	6,422

**Figure 7.1.3**

### 7.1.5 Legislative Impact Analysis

As customers, the Legislature expects a timely response to its request for impact analysis and inquires. Figure 7.1.4 shows the number of new bills analyzed for the Legislature by calendar year, and the average response time. The short response time demonstrates SCDC’s customer focus and efficiency, and should indicate legislative satisfaction. In addition to legislative impact analysis, which involves extensive and complex data analysis, SCDC responded to hundreds of inquiries from legislators relating to individual inmates or SCDC operations.

NEW BILLS ANALYZED AND IMPACTS PROJECTED FOR LEGISLATURE					
	Calendar Year				
	2001	2002	2003	2004	2005
Number of Bills Analyzed	47	18	33	27	55
SCDC Response Time (Work Days)	1.6	5.0	4.3	2.3	5.9

Figure 7.1.4

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

### SCDC’s Mission:

- Safety - protect the public, inmates, and employees,
- Service - to provide rehabilitative services to inmates and facilitate their return to society,
- Stewardship – achieve organizational effectiveness and efficiency.

### 7.2.1 Performance Measures of Safety:

#### Admission/Processing of Adult Offenders Sentenced to a Term of Incarceration by the Courts

To protect society from criminal behavior and execute penalties imposed by South Carolina Courts, SCDC received and processed all offenders upon their conviction and sentencing. Figure 7.2.1 shows the level of SCDC admissions FY 2001 to FY 2005.

#### ADMISSIONS TO SCDC INMATE POPULATION

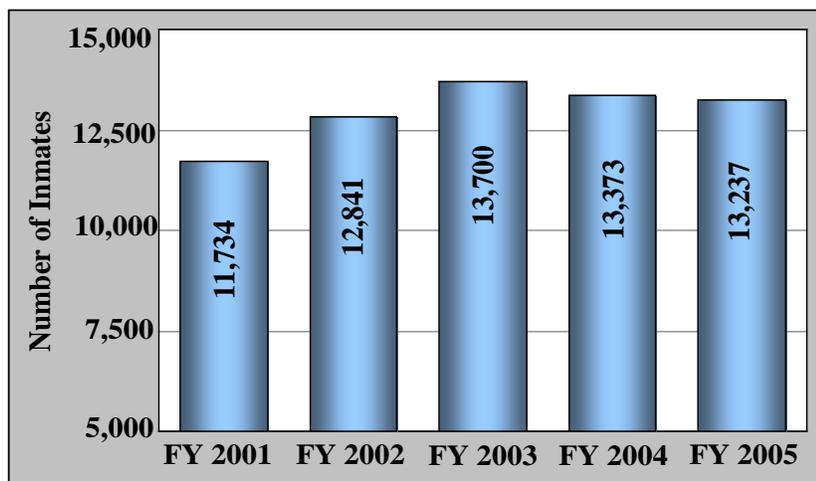
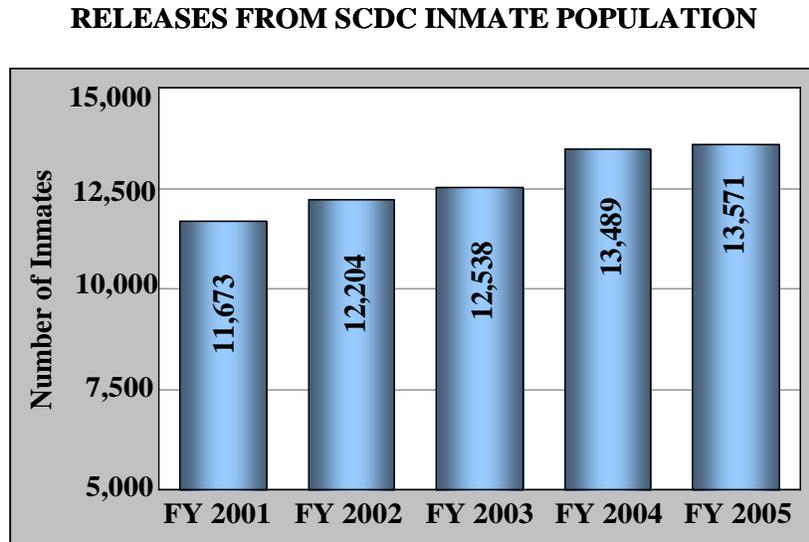


Figure 7.2.1

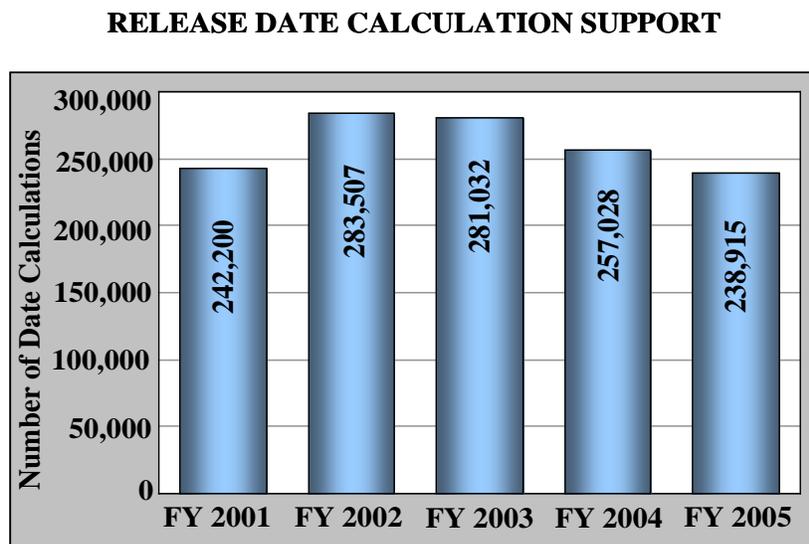
**7.2.2** Proper and Accurate Release of Inmates When They Have Completed Their Sentences

To protect the public and to execute judiciary intent, SCDC can only release inmates when they have satisfied their sentences. Figure 7.2.2 shows the number of inmates released from SCDC, FY 2001 to FY 2005.



**Figure 7.2.2**

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 date that individual inmates will be released. Since a number of factors affect an individual inmate’s projected release date (e.g., sentence length, earned work credits, good behavior credits, etc.), SCDC must re-calculate an inmate’s release date when any of these factors change. Thus, the number of recalculations completed by SCDC represents a measure of the Agency’s accomplishing its mission relating to the release of inmates. Figure 7.2.3 shows that SCDC consistently performed over 240,000 calculations each year.



**Figure 7.2.3**

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

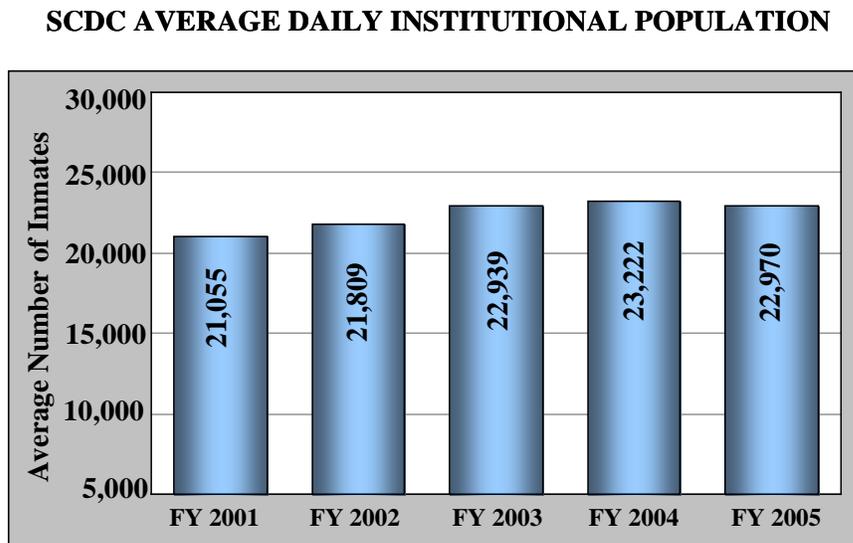
<b>RELEASE CALCULATION SUPPORT</b>					
<b>Records Created</b>	<b>Fiscal Year</b>				
	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
Conviction Records	26,451	29,701	30,687	30,421	29,678
Inmate Movements	106,416	105,195	113,946	118,645	118,588
Earned Work Credits (EWC)	50,428	48,794	53,489	53,994	49,830
Earned Education Credits (EEC)	13,431	12,572	12,042	11,609	10,830
Disciplinary Infraction Records	50,122	54,088	55,140	48,257	38,521

**Figure 7.2.4**

### **7.2.3 Housing and Supervision of Inmates During Their Term of Incarceration**

#### *SCDC Average Daily Inmate Population*

SCDC provides housing and care as inmates serve their incarceration sentence in SCDC's 29 prisons. Figure 7.2.5 shows the average daily inmate population during fiscal years 2001 to 2005.

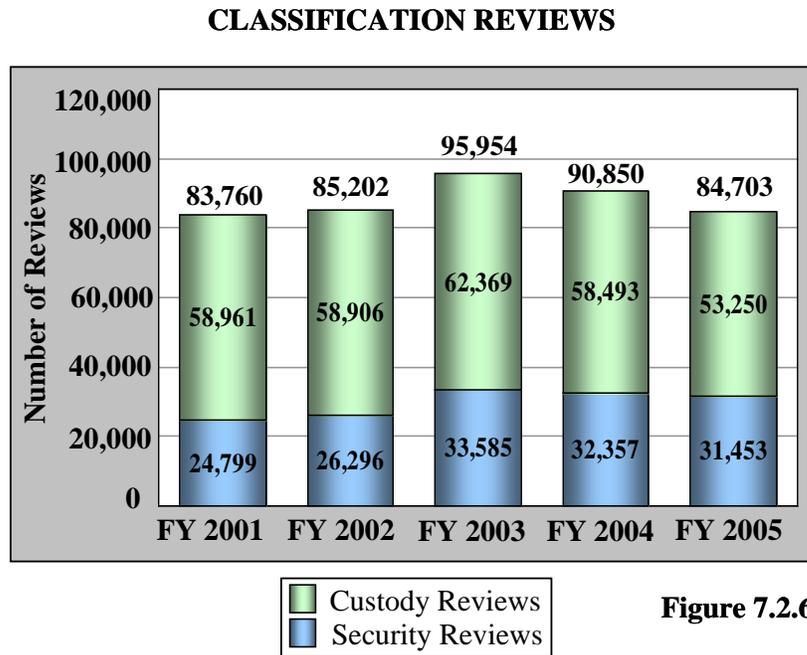


**Figure 7.2.5**

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

## 7.2.4 Proper Housing Assignments

To accommodate inmates' medical needs, potential risk, and work requirements, SCDC reviews inmate behavior and service records to ensure proper housing assignment. Figure 7.2.6 shows the level of classification reviews conducted from FY 2001 to FY 2005.

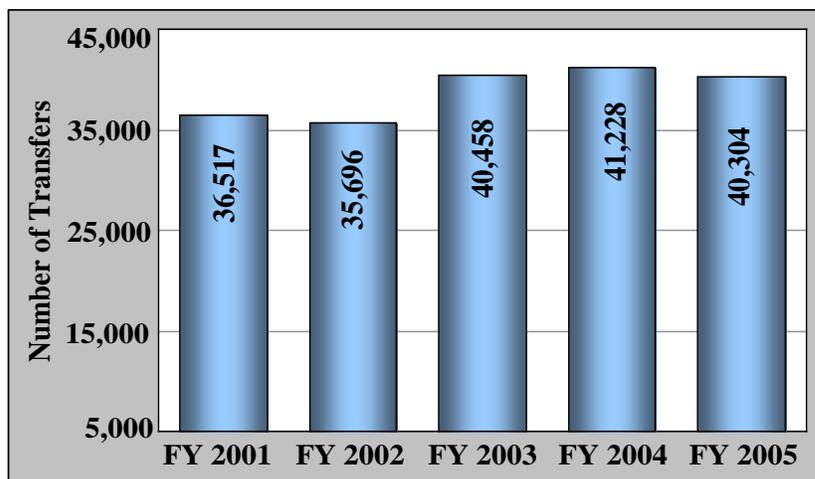


**Figure 7.2.6**

## 7.2.5 Transporting Inmates to Court Hearings and for Institutional Transfers

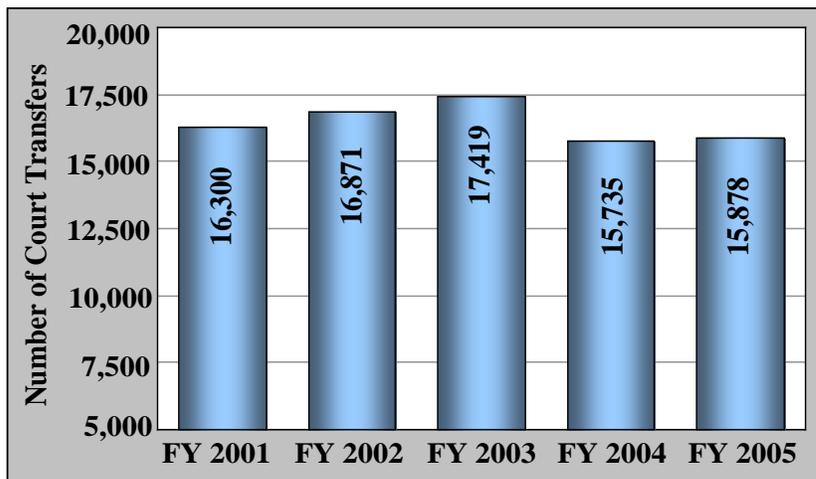
The Agency's mission and service to "customers" mandates that SCDC securely transport inmates between institutions and to counties for court hearings and for medical treatment. Figures 7.2.7 through 7.2.9 provide empirical numbers for FY 2001 – FY 2005.

**INMATE MOVEMENTS - INSTITUTIONAL TRANSFERS**



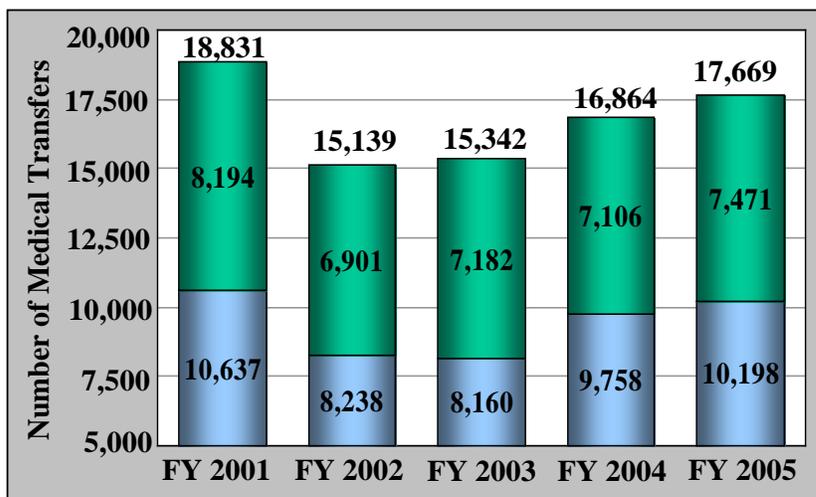
**Figure 7.2.7**

**INMATE MOVEMENTS - COURT TRANSFERS**



**Figure 7.2.8**

**INMATE MOVEMENTS - MEDICAL TRANSFERS**



■ Between SCDC Facilities  
■ Outside Hospitals

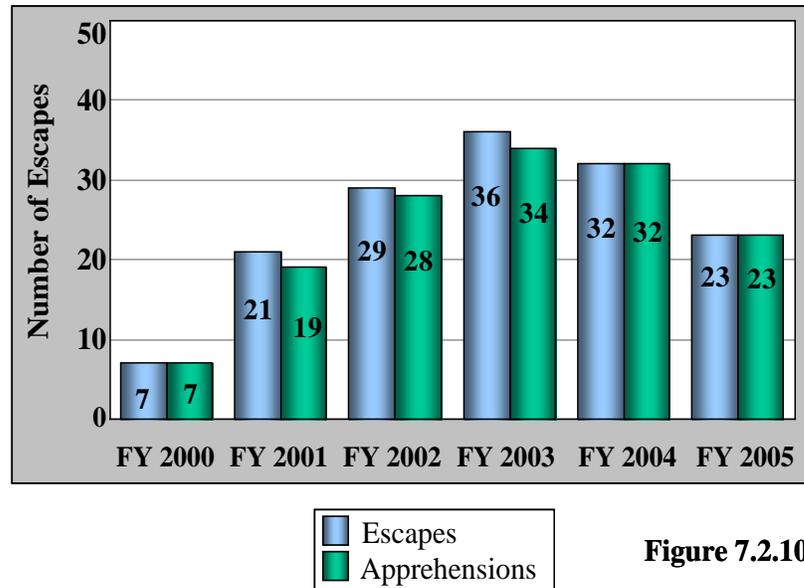
**Figure 7.2.9**

## 7.2.6 Inmate Supervision and Management

### Escapes

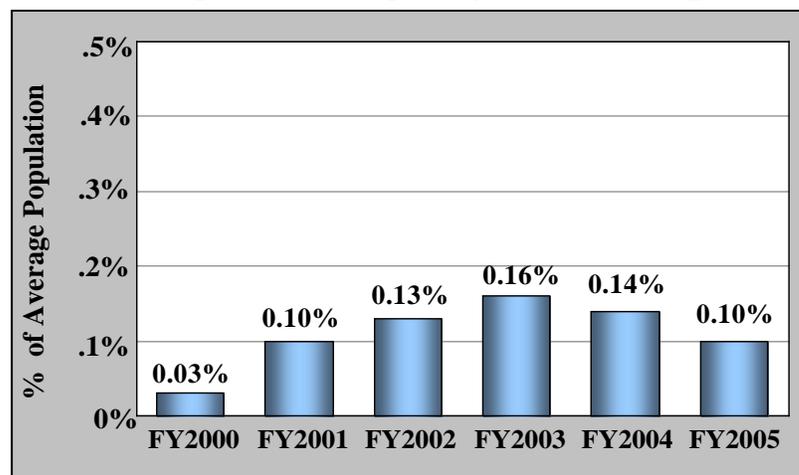
The number of escapes measure the extent to which prisons are secure. Figure 7.2.10 shows the numbers of escapes and apprehensions, FY 2001 to 2005. The numbers of escapes, in the context of SCDC's daily population, are translated into escape rates as shown in Figure 7.2.11.

**SCDC INMATE ESCAPES AND APPREHENSIONS**



**Figure 7.2.10**

**ESCAPE RATE  
as a Percentage of the Average Daily Institutional Population**



**Figure 7.2.11**

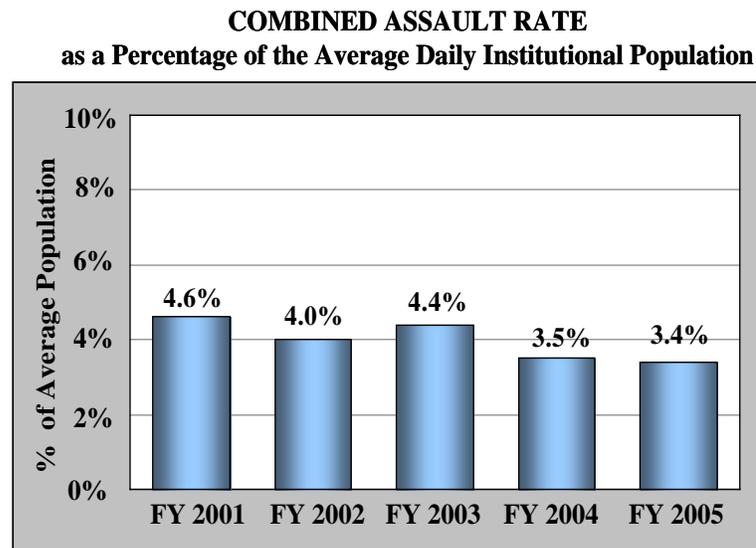
Assaults

Figure 7.2.12 shows the number of inmate assaults, broken down by the nature of assault and Figure 7.2.13 shows the overall assault rate as a percentage of SCDC's average daily inmate population.

Assault Charges*	Fiscal Year				
	2001	2002	2003	2004	2005
<i>Inmate on Inmate</i>	306	302	361	316	279
<i>Inmate on Employee</i>	629	534	626	491	486
<i>Inmate on Other Person</i>	25	26	27	17	22

\* based on Management Information Notes (MINS)

**Figure 7.2.12**

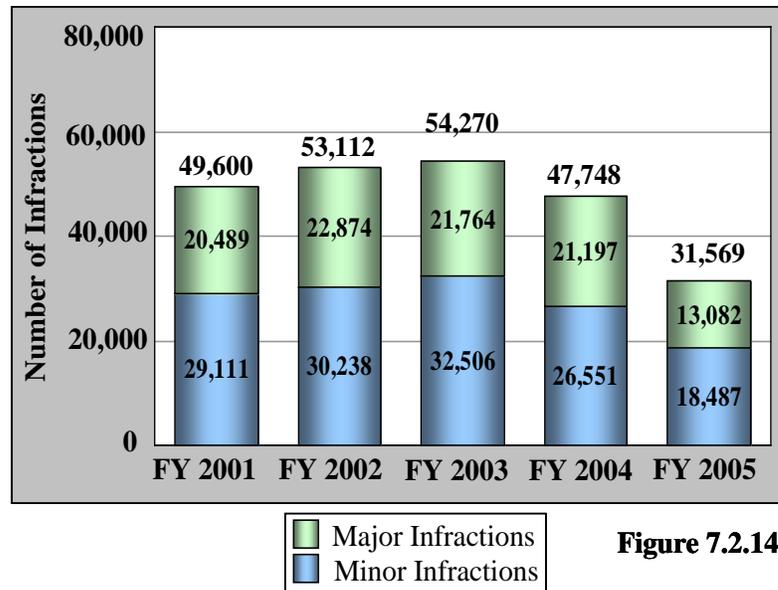


**Figure 7.2.13**

Disciplinary Infractions

Figure 7.2.14 shows the level of major and minor infractions between FY 2001 to FY 2005. 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.

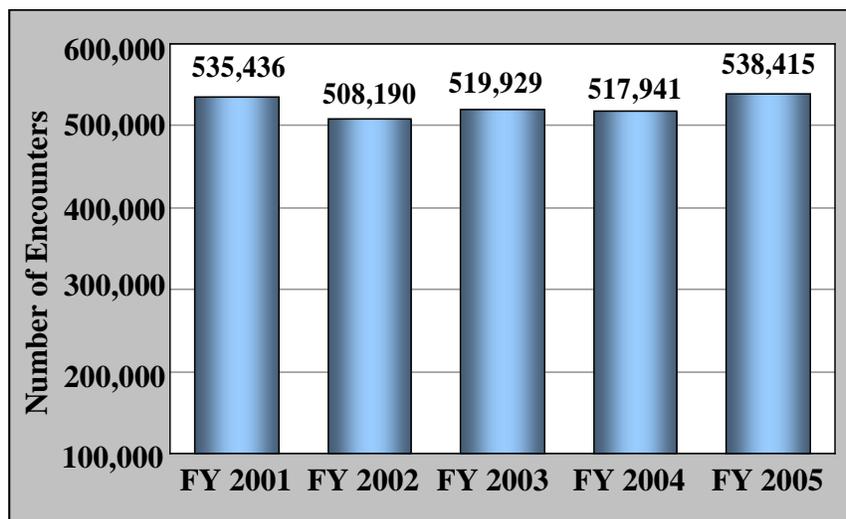
**INMATE INFRACTIONS BY TYPE**



**7.2.7 Inmate Healthcare**

The Agency’s mission requires that SCDC treat inmates humanely and provide basic care and services. Figure 7.2.15 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).

**INMATE MEDICAL ENCOUNTERS**



**Figure 7.2.15**

## 7.2.8 Performance Measures that Represent Service Needs

In general, performance measures reflect the extent of services rendered. However, for SCDC, metrics that quantify specific service *needs* of its “customers” are equally important. SCDC uses performance measures that represent service needs of inmates to redirect limited staff resources to areas where inmates have the greatest needs. Figure 7.2.16 quantifies specific service needs among SCDC’s inmate populations from FY 2001 through FY 2005.

Special Needs Indicators	Average for Inmates in SCDC Population as of June 30				
	2001	2002	2003	2004	2005
<b>Education</b>					
Beta IQ Score Less Than/Equal to 70	13%	13%	12%	12%	11%
Reading Score Grade Level Equivalency	7.4	7.5	8.3	7.9	8.6
Average Education Level at Intake	10.4	10.4	10.4	10.5	10.5
<b>Medical/Mental/Other Health</b>					
Chemical Dependent per SASSI/TCUDDS**	55%	54%	50%	44%	43%
Intensive Medical Services	14%	14%	14%	14%	16%
Intensive Mental Services	7%	7%	7%	6%	6%
Mental Retardation Services	0.3%	0.3%	0.2%	0.2%	0.1%
Handicap Unit	0.3%	0.3%	0.3%	0.3%	0.2%

Figure 7.2.16

### Education Services

As indicated by the service needs metrics, presented in the preceding chart, education is an important service that SCDC provides to inmates. Figure 7.2.17 presents performance measures relating to SCDC accomplishing its mission to educate inmates.

Educational Services	Number of Inmates Enrolled as of June 30				
	2001	2002	2003	2004	2005
All Educational Programs	5,169	4,750	2,894	4,096	4,194
<i>% of Total Population</i>	24.1%	21.4%	12.4%	17.5%	18.1%
Educational Achievements <sup>1</sup>	12-Month School Year (July - June)				
	2001	2002	2003	2004	2005
# Receiving GED	890	579 <sup>2</sup>	842	919	1,106
# Completing Vocational Program	2,072	1,876	1,911	1,068 <sup>3</sup>	1,512

<sup>1</sup>Source: Palmetto Unified School District Annual School Report Card

Figure 7.2.17

<sup>2</sup>Drop in number "Receiving GED" due to suspension of testing resulting from new test development.

<sup>3</sup>Drop in number "Completing Vocation Program due to reduction in staffing and program availability.

Work Programs

Inmate work programs provide inmates with valuable work experience and vocational skills, and in the case of prison industry and outside work assignments where inmates are paid, SCDC automatically deducts a portion of work program wages to pay victim restitution and room and board expenses. Figure 7.2.18 shows that a high percentage of SCDC inmates are involved in work programs.

Inmate Work Programs	Number Participating as of June 30				
	2001	2002	2003	2004	2005
Prison Industry	1,725	1,901	1,840	1,980	2,195
<i>% of Total Population</i>	8.0%	8.5%	7.9%	8.5%	9.5%
Prison Farm	399	252	311	303	258
<i>% of Total Population</i>	1.9%	1.1%	1.3%	1.3%	1.1%
Other Work	14,889	14,828	16,450	15,959	15,263
<i>% of Total Population</i>	69.5%	66.7%	70.2%	68.2%	65.9%
EWC Jobs	17,013	16,981	18,601	18,242	17,176
<i>% of Total Population</i>	79.4%	76.4%	79.4%	77.9%	74.2%

**Figure 7.2.18**

Inmates

Re-Entry and Recidivism

Recidivism rates measure the extent to which released inmates return to prison after some periods of time in the community. In accordance with the prevailing national standard, SCDC calculates recidivism as the percentage of inmates released in a given year who return to prison within three years of being released. Figure 7.2.19 shows the recidivism rates for inmates released from 1998 through 2002.

Total Number Released	1998	1999	2000	2001	2002
		10,927	10,969	11,165	11,673
Returned to SCDC Custody - Fiscal Year					
Recidivism Rates	1998	1999	2000	2001	2002
Within One Year or Less	10.0%	9.4%	10.0%	11.9%	13.1%
Within Two Years or Less	20.9%	20.4%	22.1%	24.3%	25.1%
Within Three Years or Less	28.0%	27.6%	29.3%	32.0%	32.3%

\* based on Management Information Notes (MINS)

**Figure 7.2.19**

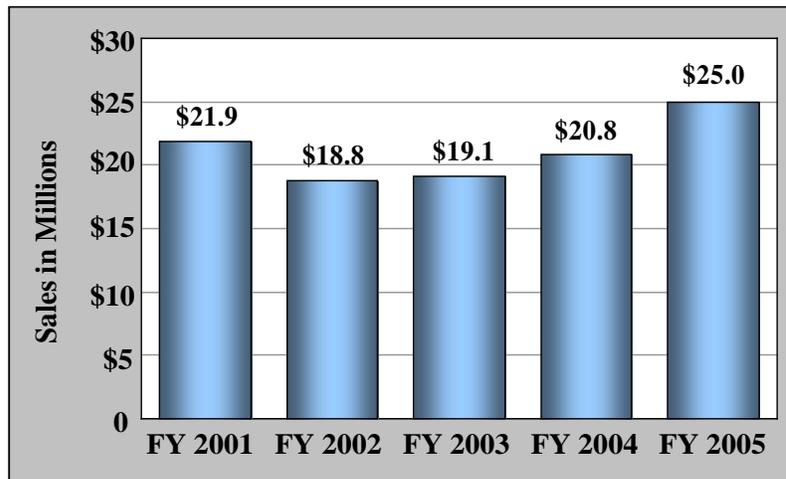
## 7.2.9 Performance Measures of Stewardship

Organizational effectiveness and efficiency are reflected in cost containment and program initiatives. Figure 7.2.20 shows the number of inmates participating in new program initiatives, and Figure 7.2.21 documents revenues from prison industry sales.

<b>Inmates Enrolled in New Program Initiatives</b>	
<b>Program</b>	<b>June 30, 2005</b>
STOP (Short-Term Offender Program)	302
CLN (Correctional Learning Network)	527

**Figure 7.2.20**

### **PRISON INDUSTRY SALES**



**Figure 7.2.21**

### 7.3 Performance Levels for the Key Measures of Financial Performance

#### 7.3.1 Stable Average Inmate Cost

Figure 7.3.1 - average inmate cost FY 2001 to FY 2005.

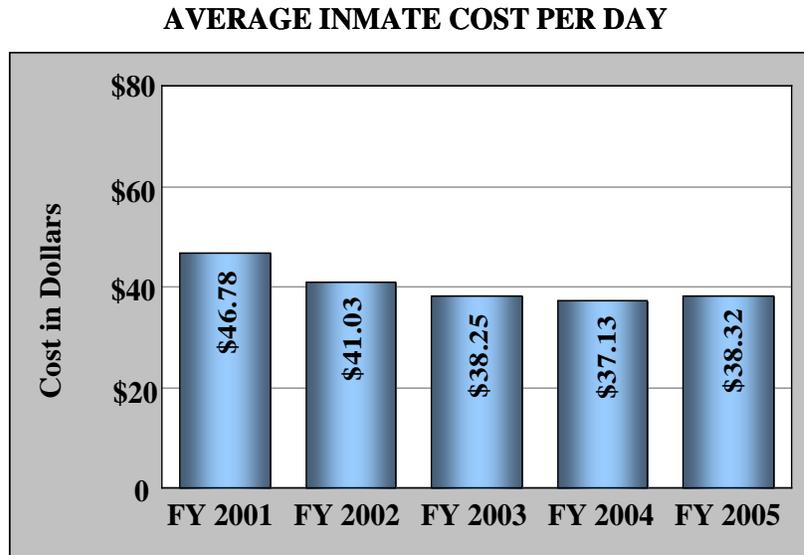


Figure 7.3.1

#### 7.3.2 SCDC continues to Feed Inmates at Low Cost

Figure 7.3.2 shows average food costs FY 2001 to FY 2005.

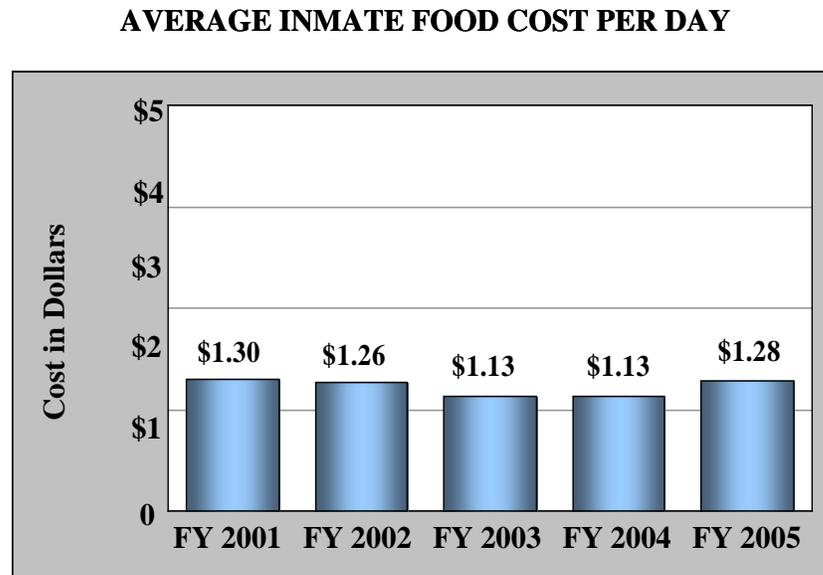
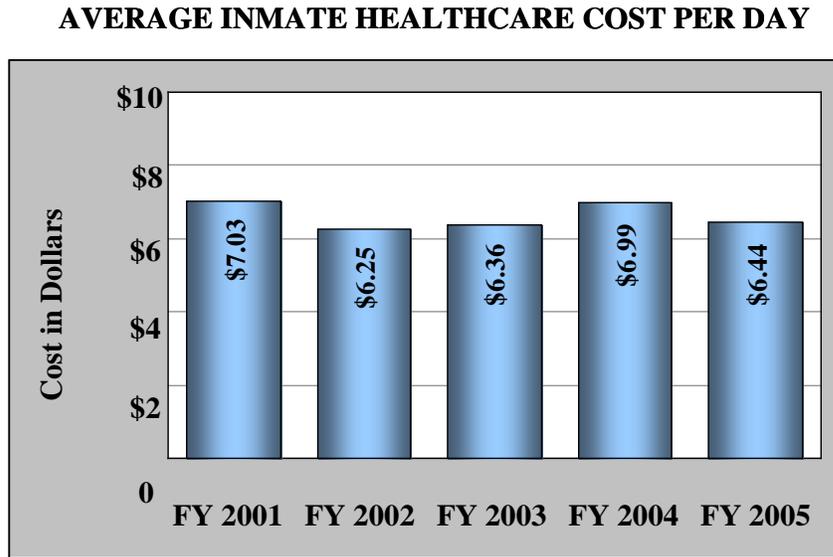


Figure 7.3.2

### 7.3.3 Stabilizing Inmate Healthcare Costs

Figure 7.3.3 shows SCDC average inmate health costs FY 2001 to FY 2005.



**Figure 7.3.3**

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

### 7.4.1 Performance Measurements

#### Security Staff - Shift Coverage

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

<b>SECURITY STAFF SHIFT RELIEF FACTOR</b>					
<b>Type of Leave/Calendar Year Work Days</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>
Agency Work Days (Based on 365 or 366 (Leap years) days per year)	366	365	365	365	366
Regular Days Off (Based on 2 days off per week (= 52 X 2))	104	104	104	104	104
Vacation Days (Annual Leave)	<b>13.21</b>	<b>13.47</b>	<b>14.12</b>	<b>14.44</b>	<b>14.22</b>
State Holidays	13.00	12.00	12.00	12.00	12.00
Sick Leave	<b>10.50</b>	<b>10.63</b>	<b>10.94</b>	<b>10.62</b>	<b>10.07</b>
Other Days Off (time off for injury on job, military leave, funeral leave, unexcused absences, disciplinary time off, special assignments, etc.)	<b>3.54</b>	<b>5.14</b>	<b>7.20</b>	<b>10.65</b>	<b>10.99</b>
Training	<b>8.42</b>	<b>7.73</b>	<b>6.81</b>	<b>6.58</b>	<b>5.36</b>
<b>Total Days Off</b>	<b>152.67</b>	<b>152.97</b>	<b>155.07</b>	<b>158.29</b>	<b>156.64</b>
<b>Number of employees needed to cover one (1) eight-hour shift, 7 days-a-week</b>	<b>2.02</b>	<b>1.97</b>	<b>1.97</b>	<b>1.98</b>	<b>1.99</b>

**Figure 7.4.1**

Correctional Officer – Salary

Figure 7.4.2 shows SCDC correctional officer starting salaries from FY 2001 to FY 2005.



\*Based on starting salary figures for correctional officers with “no experience”.

**Figure 7.4.2**

Inmates per Correctional Officer

Figure 7.4.3 illustrates trends relating to the ratio between inmates to correctional officers. The inmate to officer ratio is calculated by dividing SCDC’s inmate count by the total number of correctional officers, regardless of shift schedule. Because it takes more than three officers to cover a single 24-hour post, and because of the large variation in the number officers across shifts, the actual number of inmates that a single correctional officer must supervise during his/her shift is far higher than the ratio indicated below.

<b>AVERAGE NUMBER OF INMATES PER CORRECTIONAL OFFICER BY INSTITUTIONAL TYPE</b>					
	Fiscal Year				
	2001	2002	2003	2004	2005
<b>Total Male Institutions</b>	<b>8.0</b>	<b>8.8</b>	<b>9.4</b>	<b>9.6</b>	<b>9.6</b>
<i>Security Level: Minimum Males</i>	9.9	9.6	10.4	10.3	10.1
<i>Security Level: Medium Males</i>	9.1	10.0	10.5	10.8	10.8
<i>Security Level: Maximum Males</i>	7.2	8.1	8.3	8.5	8.3
<b>Total Female Institutions</b>	<b>7.4</b>	<b>7.7</b>	<b>8.5</b>	<b>7.8</b>	<b>7.9</b>
<b>Institutional Total</b>	<b>8.0</b>	<b>8.8</b>	<b>9.3</b>	<b>9.4</b>	<b>9.4</b>

**Figure 7.4.3**

Employee Drug Testing

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

Drug Test Factors	Fiscal Year				
	2001	2002	2003	2004	2005
Pre-Employment Tested	1,556	928	1,269	1,315	1,387
Random/Target Tested	1,853	1,854	1,700	1,672	1,711
Tests Conducted for Cause /Suspicion/Post Accident	16	19	140	32	21
Positive Tests	40	28	37	34	44

**Figure 7.4.4**

**7.4.2** Employee Satisfaction

While surveys were not administered to formally measure employee satisfaction, employee attrition is a logical measure of employee satisfaction. Staff turnover is measured by the extent to which new hires leave SCDC employment. Figure 7.4.5 shows the percentage of individuals hired into security positions who were still employed with SCDC after 6 months, 1 year, 2 years, and 3 years, respectively.

<b>EMPLOYEE RETENTION RATES FOR "SECURITY" NEW HIRES</b>					
	Fiscal Year				
	2000	2001	2002	2003	2004
<b>Total Number of Security New Hires</b>	<b>1,312</b>	<b>1,011</b>	<b>621</b>	<b>912</b>	<b>934</b>
% Retained after 6 Months of Hiring	65.4%	60.6%	68.1%	67.8%	70.7%
% Retained after 1 Year of Hiring	49.2%	45.7%	49.3%	52.2%	51.0%
% Retained after 2 Years of Hiring	35.2%	33.1%	34.9%	35.4%	N/A
% Retained after 3 Years of Hiring	28.0%	25.9%	25.9%	N/A	N/A

**Figure 7.4.5**

### 7.4.3 Employee Well-Being and Development

SCDC views the amount of training provided to employees as a measure of employee well being and development. Quantitative measures of the number of employees who completed specific training from FY 2001 through FY 2005 are presented in Figure 7.4.6.

Employee Training	Number of Employees Completing as of June 30				
	2001	2002	2003	2004	2005
Orientation	323	578	926	912	899
Employee/Inmate Relations	2,146	4,225	5,068	3,726	5,061
Safety	4,163	4,327	5,096	4,237	3,817

**Figure 7.4.6**

### 7.4.4 Employee Diversity

Minority representation in SCDC's work force measures diversity. Figure 7.4.7 shows the race and gender composition of SCDC's employees between FY 2001 and FY 2005.

Employee Diversity	Number of Employees as of June 30				
	2001	2002	2003	2004	2005
Number of Employees	6,514	5,986	5,750	5,696	5,569
Gender					
% Male	53.8%	54.5%	54.9%	55.7%	54.9%
% Female	46.2%	45.5%	45.1%	44.3%	45.1%
Race					
% Black	57.3%	57.2%	58.1%	58.5%	59.4%
% White	41.0%	41.1%	40.1%	39.6%	38.7%
% Hispanic	0.7%	0.7%	0.9%	0.8%	0.8%
% Other	1.0%	1.0%	1.0%	1.0%	1.1%

**Figure 7.4.7**

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

### 7.5.1 Regulatory/Legal Compliance

By statute, SCDC is required to submit blood samples to the State's DNA repository, is required to enter data into the State's sex offender registry, and must review cases to determine if they should be treated as sexually violent predators. Figure 7.5.1 shows performance measures for each of these requirements.

	Fiscal Year				
	2001	2002	2003	2004	2005
<b>Sexual Violent Predator</b>					
<i>Cases Screened</i>	364	375	408	420	369
<i>Cases Referred</i>	97	75	67	44	68
<b>Sex Registry Notifications</b> [Inmates released from SCDC with Sex Registry Crime(s)]	638	699	655	721	743
<b>Inmate DNA Testing*</b>	12,313	5,018	3,661	3,025	20,545

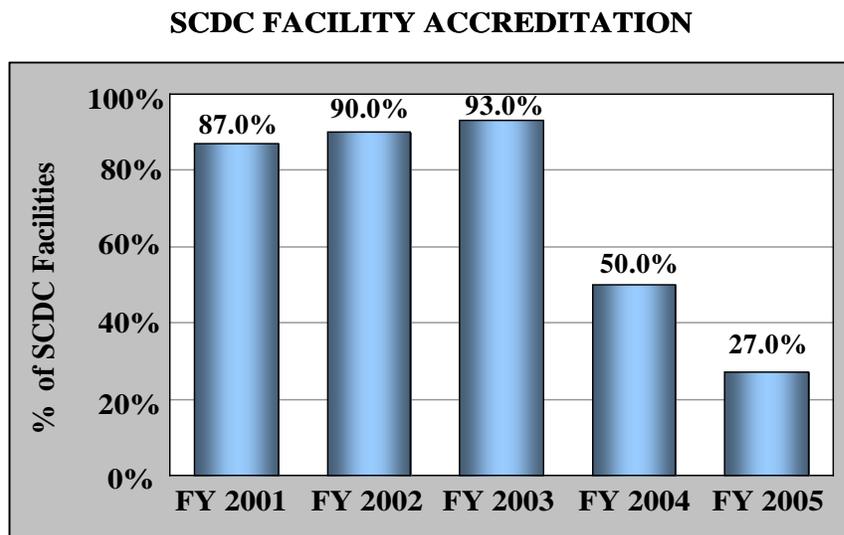
\* Number of tests administered. Beginning in FY 2000, due to change in State Statute, SCDC tested all inmates admitted in prior years who met criteria for testing. Beginning in FY2002, all inmates meeting the established statute criteria were tested upon admission. Beginning July 2004, all inmates convicted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

**Figure 7.5.1**

### Statutory Impact Analysis

Figure 7.1.3 in the section entitled, "Customer Satisfaction" presents performance measures related to statutory impact analysis.

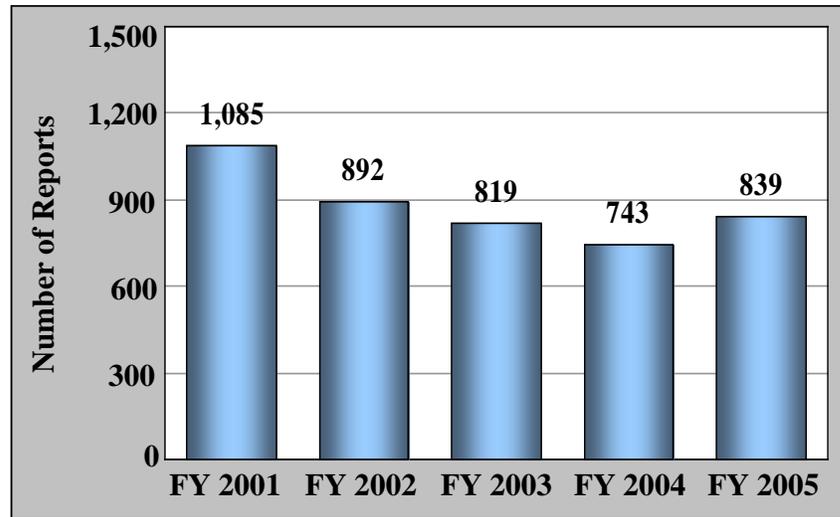
### Accreditation of SCDC Facilities\*



**Figure 7.5.2**

\* Facilities include Correctional Institutions, Pre-Release Centers, Training Academy, and Central Office.

**WORKERS' COMPENSATION INJURY REPORTS**



**Figure 7.5.3**

*Community Support*

SCDC provides inmates for litter control for local government. Figure 7.5.4 shows the numbers of bags collected and miles of highway cleaned.

	Fiscal Year				
	2001	2002	2003	2004	2005
<b>Bags Collected</b>	147,607	148,385	136,315	125,466	111,297
<b>Number of Miles Cleaned</b>	15,526	14,950	15,915	15,235	15,701

**Figure 7.5.4**

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

Figures 7.5.5 – 7.5.6 shows inmate contributions collected for FY 2001 to FY2005.

<b>Prison Industry Private Sector Wage Deductions</b>					
	<b>Fiscal Year</b>				
	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
<b>Family Support</b>	\$563,975.29	\$547,768.67	\$695,770.71	\$939,601.16	\$1,371,084.64
<b>Room and Board</b>	\$511,034.95	\$490,914.77	\$502,992.87	\$779,702.57	\$1,155,612.56
<b>Restitution</b>	\$34,586.86	\$26,981.91	\$38,790.61	\$69,551.39	\$74,262.48
<b>Victim Compensation</b>	\$694,051.14	\$680,098.14	\$763,029.49	\$1,095,666.42	\$1,638,307.08

**Figure 7.5.5**

<b>Work Release Program Wage Deductions</b>					
	<b>Fiscal Year</b>				
	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
<b>Family Support</b>	\$1,364,582.03	\$1,145,994.52	\$1,058,486.58	\$1,294,260.36	\$1,221,173.04
<b>Room and Board</b>	\$671,162.33	\$503,480.55	\$452,864.53	\$516,429.18	\$570,475.76
<b>Restitution</b>	\$111,269.88	\$109,174.85	\$112,132.04	\$125,988.12	\$210,449.21
<b>Victim Assistance</b>	\$1,199,441.35	\$539,630.44	\$428,761.87	\$502,682.16	\$502,732.64
<b>Victim Assistance Account (SCDC)</b>	n/a	\$420,217.67	\$430,782.39	\$503,705.02	\$503,939.00

**Figure 7.5.6**