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SOUTH CAROLINA DEPARTMENT OF CORRECTIONS

ACCOUNTABILITY REPORT

FY 1996-97

TRANSMITTAL MESSAGE

The Agency Mission, for the most part, has been determined by the South Carolina Constitution and the South Carolina Code of Laws. We have expanded the Agency's Mission through its Program Objectives to reflect what the public requires from the Department of Corrections. In addition, to being good stewards of the taxpayers resources; the public wants protection from the offender, offender accountability, effective offender programming, community service/restitution and increased input into the Criminal Justice System.

Performance Measures, although difficult to quantify relative to humane treatment categories, are targeted to illustrate how the Agency is doing, i.e., recidivism rate, inmate involvement in opportunity programs, restitution, self-sustaining systems and the cost of operations as compared to other states.

If you need any additional information or have any questions, please contact Mr. Glen Franz, Director of Budget and Finance at 896-2160.

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SOUTH CAROLINA DEPARTMENT OF CORRECTIONS

ACCOUNTABILITY REPORT

EXECUTIVE SUMMARY

The South Carolina Department of Corrections has custody of all adults (any person 17 or older who committed a crime), sentenced to more than 90 days in prison. As of September, 1997, the Agency had jurisdiction of over 20,867 inmates. At any point in time during FY 1996-97 20,142 of those inmates were housed in state prisons. The remainder are involved in some form of community based programs. The average inmate age is 33 years old and their average sentence length is 12.8 years. Approximately eighty-three percent of the inmates have some form of addiction problem. Sixty-two percent of inmates have not completed high school and thirty-two percent read below the sixth grade level. Considering these demographics and the public requirements from the Department of Corrections the following are the goals of this Agency and the basis for establishing program priorities:

1. To protect the public, employees, and offenders;
2. To develop a staff committed to professionalism and fiscal responsibility;
3. To prepare the offenders for community re-entry; and,
4. To assess and respect the impact upon victims in all administrative decision making.

The Agency management realizes the demands on state revenues and for that reason we have placed a great emphasis on maximizing resources and funding new initiatives from existing resources. Expenditure savings and cost reductions have allowed the Agency to improve security throughout the Agency, construct new bed capacity with internal funding and expand programs that give inmates the opportunity to return to society.

The Agency recidivism rate is below the national average. The South Carolina's overall cost per inmate and cost of medical/mental health services are among the lowest in the country.

During FY 1996-97 the Department of Corrections has worked with a number of state agencies to centralize a state printing operation within the Agency Industries Program. The Department of Corrections has established a recycling operation which conservatively has saved fifty-six agencies a total of approximately one-half million dollars. Six state agencies contract with the Department of Corrections to provide them with vehicle maintenance services. The Agency has been working with Clemson University to develop a number of agricultural improvement projects and corrections is in the process of developing automated computer programs for the Department of Juvenile Justice which should reduce a portion of that Agency's overhead costs. Attached is a list other cooperative efforts with state agencies.

SOUTH CAROLINA DEPARTMENT OF CORRECTIONS'
COOPERATIVE EFFORTS WITH STATE AGENCIES

The South Carolina Department of Corrections enjoys cooperative work relationships with numerous state agencies in an effort to better serve the taxpayer.

The following is a listing of some of those cooperative efforts:

1. Corrections/Department of Juvenile Justice:

a. SCDC provides state vehicle maintenance for the Department of Juvenile Justice (DJJ).

b. SCDC supplies inmate workers for food services and other maintenance functions.

c. SCDC, at the request of DJJ, conducted a management audit of the food service program and made numerous recommendations to enhance the DJJ operations.

d. Automated Systems - Helping create / establish.

2. Corrections/Department of Probation, Parole and Pardon Services:

a. Through Clark Foundation Grant, SCDC is working with SCPPPS to develop a cohesive criminal justice plan to include uniform standards and a comprehensive information system.

b. Application for a grant has been submitted to develop with SCDPPPS and DJJ a continuance of services for young offenders from institutionalization through aftercare.

c. SCDC provides to SCDPPPS all security services for Community Control and Restitution Centers.

d. SCDC provides office space to SCDPPPS for examination staff at facilities throughout the state.

3. Corrections/Department of Alcohol and Other Drug Abuse Services: SCDC jointly manages substance abuse intervention programs at the Watkins, State Park, Manning, Livesay and Coastal Facilities with funding and staffing provided through DAODAS.

4. Corrections/Department of Parks, Recreation and Tourism:

a. SCDC, using inmate labor, performs annual cleaning at Goodale, Poinsett, Lee and Cheraw State Parks.

b. SCDC painted and repaired buildings and planted approximately 40,000 shrubs at Cheraw State Park Golf Course.

5. Corrections/Department of Public Safety:

a. SCDC provides laundry services at Manning Correctional Institution for the Criminal Justice Academy.

b. SCDC provides inmate labor for maintenance and food service at the Criminal Justice Academy.

c. SCDC, through grant funding, is working with DPS and SLED to develop a model warrant-tracking system among SCDC facilities and local jails. The program will also provide jails an offender management system to track the criminal records of inmates.

6. Corrections/Department of Social Services: SCDC jointly manages the Bright Futures Program with the Department of Social Services. The program provides for DSS to refer qualified AFDC recipients to SCDC for enrollment in a training program that, once successfully completed, guarantees the participant employment as a correctional officer.

7. Corrections/Department of Natural Resources:

a. SCDC inmates construct predator guards for wood duck nesting boxes and distributes boxes statewide.

b. SCDC inmates construct dove traps used to monitor dove regulations and construct transport boxes used in the relocation of deer.

8. Corrections/Forestry Commission: SCDC provides labor crews to plant tree seeds, transplant seedlings, and prepare seedlings for transfer to South Carolina farmers.

9. Corrections/Department of Transportation: SCDC provides inmates for litter control for highways throughout the state.

10. Corrections/Clemson University:

a. SCDC inmates pick seed peaches for distribution to peach farmers.

b. SCDC grows tree and shrub seedlings for distribution to landscape highways, parks and school grounds.

c. SCDC provides labor to paint and repair buildings at the extension centers.

In addition to the relationships listed herein, SCDC enjoys cooperative efforts with numerous local and federal (IRS, INS, SSA, Others) governmental entities.

SOUTH CAROLINA DEPARTMENT OF CORRECTIONS

ANNUAL ACCOUNTABILITY REPORT

FY 1996-97

SOUTH CAROLINA DEPARTMENT OF CORRECTIONS:

MISSION STATEMENT:

The Department of Corrections protects the public by operating a safe, secure, humane and efficient state prison system in accordance with statutory and constitutional mandates. The Agency provides offenders under its jurisdiction with opportunities to become productive law-abiding citizens, while ensuring that crime victims are treated with dignity, respect and sensitivity.

AUTHORITY:

Article XII, Section 2, South Carolina Constitution provides "The General Assembly shall establish institutions for the confinement of all persons convicted of such crimes as may be designed by law, and provide for the custody, maintenance, health, welfare, education, and rehabilitation of the inmates."

Towards that end, the General Assembly enacted Section 24-1-30, South Carolina Code, 1976, creating the Department of Corrections as an administrative agency of the state government. The functions of the Department shall be to implement and carry out the policy of the state with respect to institutional prison system, as set forth in Code Section 24-1-20, South Carolina Code, 1976, and the performance of such other duties and matters as may be delegated to it pursuant to law.

SOUTH CAROLINA DEPARTMENT OF CORRECTIONS

PRIORITY ONE

PROGRAM - HOUSING, CARE, SECURITY, AND SUPERVISION:

Program Goal:

This program is targeted to provide for proper care, treatment, feeding, and clothing within a controlled and structured environment which holds offenders accountable for their actions. It includes the operation the Agency's 33 correctional institutions, inmate medical/mental care and those functions performed under statutory requirements in regard to those inmates sentenced under the State's Youthful Offender Act. Eighty-four percent of the Agency's funds are allocated to this program. Sixty-eight percent of the Agency's authorized FTE's are uniformed correctional officers. Medical costs require fourteen percent of dollar resources allocated to this program.

Program Objectives:

To not exceed an escape rate of zero percent per inmate population. To achieve an assault rate of not more than 1.5 percent per inmate population and not to exceed a 35 percent overall recidivism rate. To accredit all institutions under American correctional Association Standards.

Performance Measures:

FY 1996-97

Workload Indicators:

Average Inmate Population	20,142
Number of Inmates per Authorized Employee	2.93
Number of Inmates per Authorized Correctional Officer	4.22
Actual Expenditures All Funds (Includes Allocation of Employer Contributions)	\$255,155,038
Included in above is \$20,516,427 of other funds associated with the operation of the canteen enterprise and shock, restitution, community control operations funded by Probation, Parole and Pardon Services.	

Efficiency Measures:

Inmate costs	
Total Annual Operating Costs (All Funds)	\$13,857
Male Minimum Security Inmate (Appropriated)	12,270
Male Medium/Maximum Inmate	13,808

Effectiveness Measures:

Percent of Institutions ACA Accredited	63.0
Ratio Escapes per Inmate Population	.002
Ratio Assaults on Employees per Inmate Population	.02
Annual Recidivism Rate	32.0

*1996

The National Average Recidivism rate is 32.6 percent.
The National Average Annual Operating Per Inmate Costs - \$19,801.
The Average Annual Operating Per Inmate Cost, North Carolina -
\$20,933.
The Average Annual Operating Per Inmate Cost, Georgia - \$17,439.

*Reference - Corrections Yearbook - Criminal Justice Institute,
Inc.

PRIORITY TWO

PROGRAM - INTERNAL ADMINISTRATION AND SUPPORT:

Program Goal:

This program includes all administrative/support functions critical to the operation of the Agency, the Director, his immediate staff, and all functions relative to personnel, training, accounting and automated systems/records maintenance and public information.

Program Objectives:

To develop a staff committed to fiscal responsibility and to continue to provide "state of the art" employee training at a minimal cost. To effectively utilize technology and eliminate duplication of duties to maximize resources.

Performance Measures:

FY 1996-97

Efficiency Measures:

Actual Expenditures All Funds (Includes Allocation of Employer Contributions)	\$14,733,490
Included in above is \$222,098 of Other Funds associated with the Canteen Enterprise and the operation of the Cashless System.	
Percent of Total Funds for Administration Costs	4.8
Total Cost Avoidances - Disposal Costs - Fifty-six Other State Agencies Approximately	\$610,000
Reduction Disposal Costs/Cost Avoidances - SCDC	209,172
Income Received from Sale of Recyclables	235,728

PRIORITY THREE

PROGRAM - WORK AND VOCATIONAL ACTIVITIES:

Program Goal:

The purpose of this program is to have offenders abide by a strong work ethic and to provide productive work and vocational skill opportunities for inmates. The intent is to contribute necessary goods and services or other economic benefits to the state.

Included in this program are the Agency's various industries, agriculture activities, vocational training, and inmate work release.

Program Objectives:

To have every eligible inmate working or being trained. To increase annual sales to \$15,000,000 for Prison Industries during FY 1997-98. To increase by ten percent per year the amount of agricultural produce grown by the Department which can be sold or utilized to feed the inmate population.

To implement a consolidated print shop operation with satellite quick copy centers in the Greater Columbia Metro Area.

Performance Measures:

FY 1996-97

Workload Indicators:

State Taxes Paid by Inmates	\$ 425,748
Victim Assistance Paid by Inmates	1,051,815
Remitted to State Through Work Program	1,693,645
Dependent Support Paid by Inmates	590,227
Actual Expenditures All Funds (Includes Allocation of Employer Contributions)	\$21,831,261
Included in above is \$16,405,417 of Other Funds associated with the operation of Prison Industries and the farm.	

Efficiency Measures:

Annual Work Release Program Cost Per Inmate	\$ 8,384
Agricultural Produce Grown For Department Consumption (Lbs.)	1,100,000
Agricultural Outside Vegetable Sales	\$ 10,716
Value of Dairy Products Shipped/Consumed by Agency.	\$ 1,292,622

Effectiveness Measures:

Number of:

Inmates Employed in Prison Industries	1,814
Annual Sales Dollars From Industries	14,165,892
Inmates Employed in Work Center Jobs	680
Inmates Released Through Work Centers	868
Number of Inmates Assigned to Community Work Centers	2,365*
*1,488 Labor Crew	
Cost Savings Associated with Consolidating State Printing	\$500,000

PRIORITY FOUR

PROGRAM - PALMETTO UNIFIED SCHOOL DISTRICT NO. 1:

Program Goal:

The District provides programs and services assessment, including academic, vocational, special education, library services and life skills intended to enhance community reintegration, the basic literacy skills, and the economic self-sufficiency of inmates.

PRIORITY ONE - ASSESSMENT:

Program Objective:

1. To provide a variety of assessments for all inmate students including the TABE (Test of Adult Basic Skills), Apticom (Aptitude/Achievement Vocational Instrument) and OASYS (Job Training and Placement Evaluation Tool).

PRIORITY TWO - ACADEMIC:

Program Objectives:

1. To improve the functional level of inmates enrolled in school by at least one grade level per year until they achieve a GED or high school diploma.
2. To fully implement a program of mandatory education for inmates that will allow school enrollment to be maintained at or near the school's operating capacity. (90% of capacity at a minimum).
3. To increase by five percent over FY 1996-97 the number of inmates completing high school/GED's during FY 1997-98.

PRIORITY THREE - VOCATIONAL:

Program Objectives:

1. To increase by five percent over FY 1996-97 levels, inmates completing vocational trade education programs.
2. To expand Vocational Education to include additional innovative programs and to increase by five percent or more over 1996-97 the number of inmates completing vocational trade education programs.

PRIORITY FOUR - SPECIAL EDUCATION:

Program Objectives:

1. To increase by ten percent over FY 1996-97, the number of inmates identified and served by the provision of IDEA (Individuals With Disabilities Act).

2. To increase by ten percent over FY 1996-97, the number of inmates identified and served under the provision of Title I, ESEA.

PRIORITY FIVE - LIFE SKILLS:

Program Objective:

1. To provide Life Skills training to all inmates assigned to school. The target dates if July, 1998.

Performance Measures:

FY 1996-97

Workload Indicators and Effectiveness Measures:

Actual Expenditures All Funds (Includes Allocation of Employer Contributions)	\$10,322,857
Included in Above \$3,652,969 of Federal and Other Funds Allocated by the Department of Education and utilized for "EIA" and "EFA" Program	
Total Academic:	14,153
Average Enrollment (Unduplicated)	5,876
GED Diploma	750
High School Diploma	4
Number Enrolled in Literacy Program	2,003
Total Vocational:	
Enrollment	2,811
Completions	1,047
Average Enrollment Unduplicated	868
Total Special Education:	43
Total Life Skills:	525
<u>Efficiency Measures:</u>	
Average Cost Per Inmate Enrolled:	\$648.79

PRIORITY FIVE

PROGRAM - INDIVIDUAL GROWTH AND MOTIVATION:

Program Goal:

The purpose of this program is to provide personal skill development, family strengthening, employment transition, substance abuse prevention, promote spiritual understanding and provide a mechanism for formal review of inmate complaints.

Program Objectives:

To maintain Federal Certification by the United States District Courts of South Carolina, and obtain State Certification from the State Courts.

To resolve grievances at the lowest level of organizational responsibility.

To serve an average of 3,300 inmates weekly in religious worship services and average 4,000 inmates weekly in religious educational basis.

Performance Measures:

FY 1996-97

Workload Indicators:

Number of Inmate Grievances	11,855
Number of Inmates Provided Weekly Religious Services	3,734
Number of Inmates Provided Weekly Religious Educational Services	5,692
Number of Inmates Provided Crisis Intervention on Monthly Basis	508
Number of Volunteer Hours Provided Monthly	11,900
Actual Expenditures All Funds (Including Allocation of Employer Contributions)	\$4,091,537
Included in Above are \$808,444 of Other Funds (Revenue and Grants) Utilized to Subsidize Various Motivational Projects Within This Program	

Efficiency Measures:

Average program cost/inmate.	\$203
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Effectiveness Measures:

Saves the taxpayer of South Carolina dollars by minimizing the number of frivolous lawsuits by requiring that before filing a lawsuit, the inmate must exhaust all remedies within the Department of Corrections.

<u>Grievance Resolution</u>	<u>Level</u>	<u>Percentage</u>
	Institutional	75%
	Regional	11%
	Central Office	14%

Dollar savings realized by utilizing volunteers - \$1,890,646.

Twenty percent (20%) of the inmate population will participate in worship services; twenty-five (25%) of the inmate population will participate in religious education.

PRIORITY SIX

PROGRAM - PENAL FACILITY INSPECTION SERVICES;

Program Goal:

This unit inspects every penal facility in the state at least annually to ensure enforcement of minimum standards and advises appropriate corrective action if an institution fails to meet minimum standards.

Program Objectives:

To inspect 100% of all penal facilities operated in this State on an annual basis. To reinspect 100% of those facilities which failed to meet minimum standards during the initial inspection.

Performance Measures:

FY 1996-97

Workload Indicators:

Actual Expenditures All Funds (Includes Allocation of Employer Contributions)	\$293,658
Prisons/Jails Inspected	335
(In Compliance)	(84)
(Not in Compliance)	(251)

Efficiency Measures:

Average Costs per Facility Inspected	\$ 877
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Effectiveness Measures:

Percent of:	
Annual Inspections Completed	100%
Reinspections Completed	100%