Legislative Oversight Committee
South Carolina House of Representatives
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2016 Annual Restructuring Report Guidelines

<u>PLEASE NOTE</u>:
The information included in the agency's report will appear online for all legislators and the public to view.

Agency Name:	**South Carolina Department of Corrections**
Date Report Submitted:	**January 12, 2016**
<u>Agency Head</u>	
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General Instructions

SUBMISSIONS	
What to submit?	Please submit this document in electronically only in both the original format (Excel) as well as in a PDF document. Save the document as "2016 - Agency ARR (*insert date agency submits report*)."
When to submit?	The deadline for submission is by the first day of session, January 12, 2016.
Where to submit?	Email all electronic copies to HCommLegOv@schouse.gov.

NOTE: If the agency enters its Name and the Date of Submission in the "Cover Page" tab, it should automatically populate at the top of each tab in this report.

WHERE INFORMATION WILL APPEAR	
Where will submissions appear?	The information included in the agency's report will appear online for all legislators and the public to view. On the South Carolina Statehouse Website it will appear on the Publications page as well as on the individual agency page, which can be accessed from the House Legislative Oversight Page.

QUESTIONS	
Who to contact?	House Legislative Oversight at 803-212-6810.

OTHER INFORMATION	
House Legislative Oversight	
Mailing	Post Office Box 11867
Phone	803-212-6810
Fax	803-212-6811
Email	HCommLegOv@schouse.gov
Web	The agency may visit the South Carolina General Assembly Home Page (http://www.scstatehouse.gov) and click on "Citizens' Interest" then click on "House Legislative Oversight Committee Postings and Reports."

Legal Standards

This is the first chart in the report because the legal standards which apply to the agency should serve as the basis for the agency's

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016

Instructions : List all state and federal statutes, regulations and provisos that apply to the agency ("Laws") and a summary of the statutory requirement and/or authority granted in the

Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
1	24-1-20	State	It shall be the policy of this State in the operation and management of the Department of Corrections to manage and conduct the Department in such a manner as will be consistent with the operation of a modern prison system, and with the view of making the system self‑sustaining, and that those convicted of violating the law and sentenced to a term in the State Penitentiary shall have humane treatment, and be given opportunity, encouragement and training in the matter of reformation.	SC Code of Laws
2	24-1-30	State	There is hereby created as an administrative agency of the State government the Department of Corrections. The functions of the Department shall be to implement and carry out the policy of the State with respect to its prison system, as set forth in Section 24‑1‑20, and the performance of such other duties and matters as may be delegated to it pursuant to law.	SC Code of Laws
3	24-1-40	State	The department shall be governed by a director appointed by the Governor with the advice and consent of the Senate. Any vacancy occurring for any cause shall be filled by the Governor in the manner provided for by law for the unexpired term. The director shall be subject to removal from office as provided in Section 1‑3‑240.	SC Code of Laws
4	24-1-90	State	The director shall have authority to make and promulgate rules and regulations necessary for the proper performance of the department's functions.	SC Code of Laws
5	24-1-100	State	The director shall possess qualifications and training which suit him to manage the affairs of a modern penal institution.	SC Code of Laws
6	24-1-110	State	(A) The duty of the director shall extend to the employment and discharge of such persons as may be necessary for the efficient conduct of the prison system. (B) In order to positively impact the retention of qualified correctional officers, and notwithstanding any provision of law to the contrary, the Director of the Department of Corrections is authorized to expend no appropriated funds for the purpose of providing certain services to correctional officers at no cost or at a reduced cost. These services may include, but are not limited to, haircuts, cleaning of agency uniforms, and other services that relate directly to job requirements for correctional officers. These services may be provided by inmates incarcerated within the department. The price for the services, if any, shall be determined by the Director of the Department of Corrections. Any funds generated by these activities may be retained by the department and applied to costs associated with the operation of correctional officer retention incentrs ar	SC Code of Laws
7	24-1-120	State	The director shall execute a good and sufficient bond payable to the State in the sum of fifty thousand dollars, conditioned for the faithful performance of the duties of his office and the accurate accounting for all moneys and property coming into his hands; and he may require of other officers, employees and agents of the prison system a good and sufficient bond in such sum as it may determine upon, payable to the State upon like conditions. Such bonds shall be executed by a surety company authorized to do business under the laws of this State, and the premium on any such bond shall be paid by the State out of the support and maintenance fund of the prison system.	SC Code of Laws
8	24-1-130	State	The director shall be vested with the exclusive management and control of the prison system, and all properties belonging thereto, subject to the limitations of Sections 24‑1‑20 to 24‑1‑230 and 24‑1‑260 and shall be responsible for the management of the affairs of the prison system and for the proper care, treatment, feeding, clothing, and management of the prisoners confined therein. The director shall manage and control the prison system.	SC Code of Laws
9	24-1-140	State	The director shall have power to prescribe reasonable rules and regulations governing the humane treatment, training, and discipline of prisoners, and to make provision for the separation and classification of prisoners according to sex, color, age, health, corrigibility, and character of offense upon which the conviction of the prisoner was secured.	SC Code of Laws
10	24-1-145	State	Notwithstanding any other provisions of law, when any treaty between the United States and a foreign country provides for the transfer or exchange of convicted offenders to the country of which they are citizens or nationals, the Governor, on behalf of this State, shall be authorized, subject to the terms of such treaty, to permit the Director of the Department of Corrections to transfer or exchange offenders and take any other action necessary to participate in such treaty.	SC Code of Laws
11	24-1-150	State	Annually the director shall cause a full and complete inventory of all property of every description belonging to the prison system to be made, and there shall be set opposite each item the book and actual market value of same. Such inventory shall further include a statement of the fiscal affairs of the system for the preceding fiscal year; and a sufficient number of copies of such inventory and report shall be printed to give general publicity thereto.	SC Code of Laws

Legal Standards

12	24-1-160	State	The director shall have power to require all necessary reports from any department, officer, or employee of the prison system at stated intervals.	SC Code of Laws
13	24-1-170	State	The director shall keep, or cause to be kept, correct and accurate accounts of each and every financial transaction of the prison system, including all receipts and disbursements of every character. He shall receive and receipt for all money paid to him from every source whatsoever, and shall sign all warrants authorizing any disbursement of any sum or sums on account of the prison system. He shall keep full and correct accounts with any industry, department and farm of the prison system, and with all persons having financial transactions with the prison system.	SC Code of Laws
14	24-1-210	State	The department shall prosecute all violations of the law in reference to the treatment of convicts.	SC Code of Laws
15	24-1-220	State	All actions or suits at law accruing to the department shall be brought in the name of the director, who shall also appear for and defend actions or suits at law in which it is to the interest of the department to appear as a party defendant. No suit or action at law shall be brought for or defended on behalf of the department except by authority of the director.	SC Code of Laws
16	24-1-230	State	The Department of Corrections may purchase or condemn lands for the construction of any building or sewerage or water line essential to the operation of the prison system.	SC Code of Laws
17	24-1-250	State	(A) The Department of Corrections is hereby authorized to sell mature trees and other timber suitable for commercial purposes from lands owned by the department. Prior to such sales, the director shall consult with the State Forester to determine the economic and environmental feasibility of and obtain approval for such sales. Funds derived from timber sales shall be utilized by the Department of Corrections to maintain and expand the agricultural program subject to the approval of the State Budget and Control Board or at the discretion of the director, for projects or services benefiting the general welfare of the inmate population. (B) The Department of Corrections is hereby authorized to sell horticultural products suitable for commercial purposes that are grown or produced through the department's horticulture program. Notwithstanding any other provision of law, the proceeds from the sale of horticultural products by the Department of Corrections shall be retained by the agency to fund services benefitirs around them, please list all that a	SC Code of Laws
18	24-1-252	State	Notwithstanding another provision of law, the Department of Corrections shall retain proceeds from the sale of surplus products produced by its farm program. These funds may be used to: (1) offset the operating costs of the farm program; (2) expand and modernize the farm program; and (3) support a project or service to benefit the general welfare of the prison population.	SC Code of Laws
19	24-1-260	State	The Department of Corrections is hereby authorized to retain all fees collected in connection with the clinical pastoral training program conducted by the department for use in the continued operation of that program.	SC Code of Laws
20	24-1-270	State	(A) As used in this section, the term 'state correctional properties' includes all property under the control of the Director of the South Carolina Department of Corrections, or his agents, for the confinement of inmates or other uses pursuant to the director's responsibilities. (B) It is unlawful for a person to: (1) trespass or loiter on state correctional properties after notice to leave is given by the director or his authorized agents or, after lawful entry, refuse to leave the premises after notice is given; or (2) incite, solicit, urge, encourage, exhort, instigate, or procure a person to violate the provisions of item (1) of this subsection. (C) A person violating the provisions of this section is guilty of a felony and, upon conviction, must be fined not more than five thousand dollars or imprisoned not more than five years, or both. (D) The provisions of this section must not be construed to bar prosecution of other offenses committed on state correctional property.	SC Code of Laws
21	24-1-280	State	An employee of the South Carolina Department of Corrections, the South Carolina Department of Juvenile Justice, or the Department of Mental Health whose assigned work location is one of the correctional facilities of the Department of Corrections or the Department of Juvenile Justice, while performing his officially assigned duty relating to the custody, control, transportation, or recapture of an inmate within the jurisdiction of his department, or an inmate of any jail, penitentiary, prison, public work, chain gang, or overnight lockup of the State or any political subdivision of it not within the jurisdiction of his department, has the status of a peace officer anywhere in the State in any matter relating to the custody, control, transportation, or recapture of the inmate.	SC Code of Laws

Legal Standards

22	24-1-285	State	(A) An organ and tissue donor program is established within the Department of Corrections. The purpose of the program is to educate prisoners about the need for organ and tissue donors, the procedures required to become a registered organ donor, and, in the case of bone marrow donors, the procedures for determining the person's tissue type and the medical procedures a donor must undergo to donate bone marrow. The Medical University of South Carolina and the University of South Carolina, School of Medicine, in conjunction with the Department of Corrections, must make available to prisoners educational pamphlets and brochures concerning bone marrow donation and the bone marrow donation programs operating in this State. (B) Organ or tissue donations, other than bone marrow donations, may be made by a prisoner, or other person, who meets the requirements contained in Section 44 43 315 and in the manner provided by Section 44 43 320. However, if the department determines that a prisoner's participation in the program would constitute a threat to security, then the department may prohibit the prisoner from participating. (C) The department is not responsible for any costs associated with tests or other procedures required to make an organ or tissue donation, including costs associated with follow up doctor appointments or complications arising from donation. (D) Within its prisoner housing units, the department must display signage informing prisoners of the donor program and, upon request, must provide prisoners with a form, sufficient under the provisions of the Uniform Anatomical Gift Act, for the gift of all or part of the donor's body conditioned upon the donor's death and a document containing a summary description and explanation of the act. If the prisoner would like to make an organ or tissue donation, the department must provide the prisoner with appropriate assistance and the presence of the legally required number of witnesses. A prisoner's election to donate all or any part of his body pursuant to this section must be noted in his prison records. (E) The department, in conjunction with appropriate medical authorities, must develop and maintain policies and procedures to: (1) facilitate participation by interested prisoners in the bone marrow donor programs established in Article 2, Chapter 43, Title 44; and (2) ensure that organ and tissue donations made by prisoners, other than bone marrow donations, comply with Articles 5, 7, and 11, Chapter 43 of Title 44. (F) All organ or tissue donations, including bone marrow donations, made pursuant to this section must be made on a voluntary basis.	SC Code of Laws
23	24-1-290	State	(A) The Department of Corrections, in conjunction with the Department of Commerce, shall develop and maintain a marketing plan to attract private sector service businesses for the employment of inmates through the prison industries program. (B) Prior to entering into new contracts and renewals of existing contracts with private sector service entities that want to hire inmates through the prison industries program, the Department of Corrections must provide public notice of its intention to establish or continue a prison based industry at a particular facility and receive certification by the Department of Commerce that an unfair competitive wage disadvantage to the local economy is not created by each new contract for prison labor. (1) The public notice required in this subsection must be forwarded to a newspaper of general circulation in the county where the prison based industry is or will be located, with a request that it be published at least once a week for two consecutive weeks. The notice must include a description of the work to be performed, the intent to contract for inmate labor, and provide that objections to the proposed hiring of prison labor may be filed with the Department of Commerce within thirty days of the last date that the notice appears. (a) The Department of Commerce must maintain a copy of any objections filed for a period of three years from the date that the objections were received. (b) Advertising costs associated with the publication of notice must be borne by the entity seeking to contract for prison labor. (2) The certification required by this subsection must be based upon objections to the establishment of a prison industry program provided for in item (1). (C) No contract may be negotiated or executed prior to forty days after the last date that the notice required by subsection (A) appears. New contracts and renewals of existing contracts between private sector entities and the Department of Corrections must be negotiated in accordance with procedures established jointly by the Department of Commerce and the Department of Corrections. The procedures must be drafted to ensure fairness and consistency in establishing contracts with private sector entities seeking to establish or continue prison based operations whenever the wage to be paid is less than the federally established minimum wage. (D) The marketing plan and the procedures for negotiating new contracts and contract renewals must be submitted to and approved by the Budget and Control Board prior to implementation. The Department of Corrections shall annually submit an audit report of the program to the Senate Corrections and Penology Committee and the House Medical, Military, Public and Municipal Affairs Committee. The provisions of the section may not be construed to apply to traditional prison industries as authorized in Section 24 3 320.	SC Code of Laws

Legal Standards

24	24-1-295	State	The Director of the Department of Corrections may enter into contracts with private sector entities that allow inmate labor to be provided for prison industry service work and export work that involves exportation of products. The use of inmate labor may not result in the displacement of employed workers within the local region in which work is being performed. Pursuant to this section, service work is defined as any work that includes repair, replacement of original manufactured items, packaging, sorting, recycling, labeling, or similar work that is not original equipment manufacturing. The department may negotiate the wage to be paid for inmate labor provided under prison industry service work contracts and export work contracts, and these wages may be less than the prevailing wage for work of a similar nature in the private sector. However, the Director of the Department of Corrections shall deduct the following from the gross earnings of the inmates engaged in prison industry service work in addition to any other required deductions:1) If restitution to a particular victim or victims has been ordered by a court of appropriate jurisdiction, then twenty percent must be used to fulfill the restitution obligation. (2) If restitution to a particular victim or victims has not been ordered by a court of appropriate jurisdiction, or if the court ordered restitution to a particular victim or victims has been satisfied, then twenty percent must be applied to the South Carolina Victim's Compensation Fund. (3) Thirty five percent must be used to pay the prisoner's child support obligations pursuant to law, court order, or agreement of the prisoner. These child support monies must be disbursed to the guardian of the child or children or to appropriate clerks of court, in the case of court ordered child support, for application toward payment of child support obligations, whichever is appropriate. If there are no child support obligations, then twenty five percent must be used by the Department of Corrections to defray the cost of the prisoner's room and board. Furthermore, if there are no child support obligations, then ten percent must be made available to the inmate during his incarceration for the purchase of incidentals pursuant to item (4). This is in addition to the ten percent used for the same purpose in item (4). (4) Ten percent must be made available to the inmate during his incarceration for the purchase of incidentals. Any monies made available to the inmate for the purchase of incidentals also may be distributed to the person or persons of the inmate's choice. (5) Ten percent must be held in an interest bearing escrow account for the benefit of the prisoner. (6) The remaining balance must be used to pay federal and state taxes required by law. Any monies not used to satisfy federal and state taxes must be made available to the inmate for the purchase of incidentals pursuant to item (4).	SC Code of Laws
25	24-3-20	State	Custody of convicted persons; designation of place of confinement; participation in work release and training program; litter removal; establishment and administration of restitution program.	SC Code of Laws
26	24-3-27	State	Establishing local regional correctional facilities; useful employment of inmates; service of warrants on inmates.	SC Code of Laws
27	24-3-30	State	Designation of places of confinement; exceptions; notification to Department of Corrections in advance of closing of local detention facilities.	SC Code of Laws
28	24-3-40	State	Disposition of wages of prisoner allowed to work at paid employment.	SC Code of Laws
29	24-3-50	State	The willful failure of a prisoner to remain within the extended limits of his confinement as authorized by Section 24-3-20(b), or to return within the time prescribed to the designated place of confinement, including a local facility, is an escape and is punishable as provided in Section 24-13-410.	SC Code of Laws
30	24-3-60	State	The county clerks of court, upon the adjournment of the court of general session, in their respective counties, immediately shall notify the Department of Corrections of the number of prisoners sentenced by the court to imprisonment in the state prison system. The department, as soon as it receives such notice, shall send a suitable number of employees to transfer the prisoners to the state prison system.	SC Code of Laws
31	24-3-70	State	No sum beyond the actual expenses incurred in transferring prisoners to the Department of Corrections must be allowed for these services. This sum must be paid to the department by the State Treasurer upon the warrant of the Comptroller General.	SC Code of Laws
32	24-3-80	State	The director of the prison system shall admit and detain in the Department of Corrections for safekeeping any prisoner tendered by any law enforcement officer in this State by commitment duly authorized by the Governor, provided, a warrant in due form for the arrest of the person so committed shall be issued within forty-eight hours after such commitment and detention. No person so committed and detained shall have a right or cause of action against the State or any of its officers or servants by reason of having been committed and detained in the state prison system.	SC Code of Laws
33	24-3-81	State	A prisoner who is incarcerated within the state prison system or who is being detained in a local jail, local detention facility, local correctional facility, or local prison camp, whether awaiting a trial or serving a sentence, is not permitted to have conjugal visits.	SC Code of Laws
34	24-3-85	State	The director of the prison system shall admit and detain in the Department of Corrections for safekeeping a person transferred to his custody pursuant to an interagency agreement authorized pursuant to Chapter 48 of Title 44.	SC Code of Laws
35	24-3-90	State	The director shall receive and safely keep at hard labor, in the prison, all prisoners sentenced to confinement, at hard labor herein, by the authority of the United States, until they shall be discharged agreeably to the laws of the United States.	SC Code of Laws
36	24-3-93	State	No prisoner within the state prison system shall be allowed to wear any jewelry of any description with the exception of watches not exceeding a value of $35.00 and wedding bands. For the purposes of this section jewelry shall include, but is not limited to, rings, bracelets, necklaces, earrings, anklets, nose rings, and any other ornamentation determined by the department to constitute jewelry.	SC Code of Laws

Legal Standards

37	24-3-110	State	The State Department of Corrections may purchase the machinery and establish a plant for the purpose of manufacturing motor vehicle license plates and metal road signs. The charge for license plates and metal road signs sold to the Department of Motor Vehicles and the Department of Transportation shall be in line with the prices previously paid private manufacturers and all state motor vehicle license plates, metal road signs, and other signs capable of being manufactured by such a plant shall be purchased through the Department of Corrections and manufactured by it. The Department of Motor Vehicles may prescribe the specifications of plates and the Department of Transportation may prescribe the specifications of signs used, the specifications to include colors, quality, and quantity.	SC Code of Laws
38	24-3-130	State	Use of inmate labor on State highways or other public projects. The Department of Corrections may permit the use of inmate labor on state highway projects or other public projects that may be practical and consistent with safeguarding of the inmates employed on the projects and the public. The Department of Transportation, another state agency, or a county, municipality, or public service district making a beneficial public improvement may apply to the department for the use of inmate labor on the highway project or other public improvement or development project.	SC Code of Laws
39	24-3-131	State	Supervision of inmates used on public projects. The Department of Corrections shall determine whether an agency permitted to utilize inmate labor on public projects pursuant to Section 24 3 130 can adequately supervise the inmates.	SC Code of Laws
40	24-3-140	State	Use of inmate labor on State House and Grounds. The Director of the Department of Corrections shall, when called upon by the keeper of the State House and Grounds, furnish such inmate labor as he may need to keep the State House and Grounds in good order.	SC Code of Laws
41	24-3-160	State	An institution of this State getting inmates from the state prison system by any act or joint resolution of the General Assembly is required to pay to the Director of the Department of Corrections all monies expended by him for transportation, guarding, clothing, and feeding the inmates while working for the institutions and also for medical attention, and the officer in charge of any such institution also shall execute and deliver to the director, at the end of each year, a receipt of five dollars and fifty cents each month for the work of each inmate so employed.	SC Code of Laws
42	24-3-170	State	Clemson University shall pay to the Department of Corrections a fee for all inmates used by the college at the rate of six dollars each month and shall pay the cost of clothing, feeding, and guarding the inmates while used and also the transportation of the inmates and employees back and forth from the prison to the university.	SC Code of Laws
43	24-3-180	State	Whenever an inmate is discharged from a state prison, the Department of Corrections shall furnish the inmate with a suit of common clothes, if necessary, and transportation from the prison to his home or as near to it as can be done by public conveyances.	SC Code of Laws
44	24-3-190	State	The balance in the hands of the Department of Corrections at the close of any year, together with all other amounts received or to be received from the hire of inmates or from any other source during the current fiscal year, are appropriated for the support of the department.	SC Code of Laws
45	24-3-210	State	The director may extend the limits of the place of confinement of a prisoner, where there is reasonable cause to believe he will honor his trust, by authorizing him, under prescribed conditions, to leave the confines of that place unaccompanied by a custodial agent for a prescribed period of time. See specific law for limitations	SC Code of Laws
46	24-3-310	State	intent of this article to: (1) further provide more adequate, regular, and suitable employment for the inmates of this State, consistent with proper penal purposes; (2) further utilize the labor of inmates for self maintenance and for reimbursing this State for expenses incurred by reason of their crimes and imprisonment; (3) effect the requisitioning and disbursement of prison products directly through established state authorities with no possibility of private profits; and (4) provide prison industry projects designed to place inmates in a realistic working and training environment in which they are able to acquire marketable skills and to make financial payments for restitution to their victims, for support of their families, and for the support of themselves in the institution.	SC Code of Laws
47	24-3-315	State	The Department of Corrections shall ensure that inmates participating in any prison industry program pursuant to the Justice Assistance Act of 1984 is on a voluntary basis. The director must determine prior to using inmate labor in a prison industry project that it will not displace employed workers, that the locality does not have a surplus of available labor for the skills, crafts, or trades that would utilize inmate labor, and that the rates of pay and other conditions of employment are not less than those paid and provided for work of similar nature in the locality in which the work is performed.	SC Code of Laws
48	24-3-320	State	The Department of Corrections may purchase, in the manner provided by law, equipment, raw materials, and supplies and engage the supervisory personnel necessary to establish and maintain for this State at any penal farm or institution now, or hereafter, under control of the department, industries for the utilization of services of inmates in the manufacture or production of such articles or products as may be needed for the construction, operation, maintenance, or use of any office, department, institution, or agency supported in whole or in part by this State and its political subdivisions.	SC Code of Laws

Legal Standards

49	24-3-330	State	All offices, departments, institutions, and agencies of this State supported in whole or in part by this State shall purchase, and all political subdivisions of this State may purchase, from the Department of Corrections, articles or products made or produced by inmate labor in this State or another state as provided for by this article. These articles and products must not be purchased by an office, a department, an institution, or an agency from another source, unless excepted from the provisions of this section, as provided by law. The Materials Management Office of the Division of General Services shall monitor the cooperation of state offices, departments, institutions, and agencies in the procurement of goods, products, and services from the Division of Prison Industries of the Department of Corrections.	SC Code of Laws
50	24-3-340	State	Notwithstanding the provisions of Sections 24‑3‑310 to 24‑3‑330 and 24‑3‑360 to 24‑3‑420, no office, department, institution, or agency of this State, which is supported in whole or in part by this State, shall be required to purchase any article or product from the Department of Corrections unless the purchase price of such article or product is no higher than that obtainable from any other producer or supplier.	SC Code of Laws
51	24-3-350	State	The State Department of Corrections may install dry‑cleaning facilities at any institution under its supervision; provided, however, that these facilities shall be used only for cleaning State‑owned uniforms of security personnel employed by the Department.	SC Code of Laws
52	24-3-360	State	The State Department of Corrections shall cause to be prepared, annually, at times it may determine, catalogues containing the description of all articles and products manufactured or produced under its supervision pursuant to the provisions of this article. Copies of this catalogue must be sent by it to all offices, departments, institutions, and agencies of this State and made accessible to all political subdivisions of this State referred to in Sections 24‑3‑310 to 24‑3‑330.	SC Code of Laws
53	24-3-370	State	The articles or products manufactured or produced by inmate labor in accordance with the provisions of this article shall be devoted, first, to fulfilling the requirements of the offices, departments, institutions, and agencies of this State which are supported in whole or in part by this State; and, secondly, to supplying the political subdivisions of this State with such articles or products.	SC Code of Laws
54	24-3-380	State	The State Department of Corrections shall fix and determine the prices at which all articles or products manufactured or produced shall be furnished, which prices shall be uniform and nondiscrimination to all and shall be as near as the usual market price for such as may be practicable.	SC Code of Laws
55	24-3-390	State	The State Department of Corrections shall have power and authority to prepare and promulgate rules and regulations which are necessary to give effect to the provisions of this article with respect to matters of administration and procedure respecting it.	SC Code of Laws
56	24-3-400	State	All monies collected by the Department of Corrections from the sale or disposition of articles and products manufactured or produced by inmate labor, in accordance with the provisions of this article, must be forthwith deposited with the State Treasurer to be kept and maintained as a special revolving account designated “Prison Industries Account”, and the monies so collected and deposited must be used solely for the purchase of manufacturing supplies, equipment, machinery, and buildings used to carry out the purposes of this article, as well as for the payment of the necessary personnel in charge, and to otherwise defray the necessary expenses incident thereto and to discharge any existing obligation to the Sinking Funds and Property Division of the State Budget and Control Board, all of which must be under the direction and subject to the approval of the Director of the Department of Corrections. The Department of Corrections shall contribute an amount of not less than five percent nor more than twenty percny other required deductions:1) If restitution to a particular victim or victims has been ordered by a court of appropriate jurisdiction, then twenty percent must be used to fulfill the restitution obligation. (2) If restitution to a particular victim or victims has not been ordered by a court of appropriate jurisdiction, or if the court ordered restitution to a particular victim or victims has been satisfied, then twenty percent must be applied to the South Carolina Victim’s Compensation Fund. (3) Thirty five percent must be used to pay the prisoner’s child support obligations pursuant to law, court order, or agreement of the prisoner. These child support monies must be disbursed to the guardian of the child or children or to appropriate clerks of court, in the case of court ordered child support, for application toward payment of child support obligations, whichever is appropriate. If there are no child support o	SC Code of Laws
57	24-3-410	State	It is unlawful to sell or offer for sale on the open market of this State articles or products manufactured or produced wholly or in part by inmates in this or another state.	SC Code of Laws
58	24-3-420	State	Any person who willfully violates any of the provisions of this article other than Section 24‑3‑410 is guilty of a misdemeanor and, upon conviction, shall be confined not less than ten days nor more than one year, or fined not less than ten dollars nor more than five hundred dollars, or both, in the discretion of the court.	SC Code of Laws
59	24-3-430	State	The Director of the Department of Corrections may establish a program involving the use of inmate labor by a nonprofit organization or in private industry for the manufacturing and processing of goods, wares, or merchandise or the provision of services or another business or commercial enterprise considered by the director to enhance the general welfare of South Carolina.	SC Code of Laws
60	24-3-510	State	Upon the conviction of any person in this State of a crime the punishment of which is death, the presiding judge shall sentence such convicted person to death according to the provisions of Section 24‑3‑530 and make such sentence in writing.	SC Code of Laws
61	24-3-520	State	The facility manager who has custody of an inmate for the county in which the inmate is sentenced shall transfer the inmate as soon as practical to the custody of the Department of Corrections at a place designated by its director, unless otherwise directed by the Governor or unless a stay of execution has been caused by appeal or the granting of a new trial or other order of a court of competent jurisdiction.	SC Code of Laws

Legal Standards

62	24-3-530	State	A person convicted of a capital crime and having imposed upon him the sentence of death shall suffer the penalty by electrocution or, at the election of the person, lethal injection under the direction of the Director of the Department of Corrections. The election for death by electrocution or lethal injection must be made in writing fourteen days before the execution date or it is waived. If the person waives the right of election, then the penalty must be administered by lethal injection.	SC Code of Laws
63	24-3-540	State	The Department of Corrections shall provide a death chamber and all necessary appliances for inflicting this penalty and pay the costs thereof out of any funds in its hands. The expense of transporting an inmate to the state prison system must be borne by the county in which the offense was committed.	SC Code of Laws
64	24-3-550	State	To carry out an execution properly, the executioner and necessary staff must be present at the execution. In addition, the following persons may be present: (1) three representatives, approved by the director, of the family of a victim of the crime for which a death penalty was imposed, provided that, if there is more than one victim, the director may reduce the number of family representatives to one representative for each victim's family; provided further, that, if there are more than two victims, the director may restrict the total number of victims' representatives present in accordance with the space limitations of the Capital Punishment Facility; (2) the solicitor, or an assistant solicitor or former solicitor designated by the solicitor, for the county where the offense occurred; (3) a group of not more than three representatives of the South Carolina media, one of whom must represent the dominant wire service, one of whom must represent the print media, and one of whom must represent the electronic news media; (4) the chief law enforcement officer, or an officer designated by the chief, from the law enforcement agency that had original jurisdiction in the case; and (5) the counsel for the inmate and a religious leader. However, the inmate may substitute one person from his immediate family for either his counsel or a religious leader, or two persons from his immediate family for both his counsel and a religious leader. For purposes of this item, "immediate family" means those persons eighteen years of age or older who are related to the inmate by blood, adoption, or marriage within the second degree of consanguinity.	SC Code of Laws
65	24-3-560	State	The executioner and the attending physician shall certify the fact of such execution to the clerk of the court of general sessions in which the sentence was pronounced. The certificate shall be filed by the clerk with the papers in the case.	SC Code of Laws
66	24-3-570	State	The body of the person executed must be delivered to his relatives. If no claim is made by relatives for the body, it must be disposed of in the same manner as bodies of inmates who die in the state prison system. If the nearest relatives of a person executed desire that the body be transported to the person's former home, the expenses for this transportation must be paid by the state prison system.	SC Code of Laws
67	24-3-580	State	A person may not knowingly disclose the identity of a current or former member of an execution team or disclose a record that would identify a person as being a current or former member of an execution team. However, this information may be disclosed only upon a court order under seal for the proper adjudication of pending litigation.	SC Code of Laws
68	24-3-590	State	No licensing agency, board, commission, or association may file, attempt to file, initiate a proceeding, or take any action to revoke, suspend, or deny a license to any person solely because that person participated in the execution of a sentence of death on a person convicted of a capital crime as authorized by law or the director.	SC Code of Laws
69	24-3-710	State	The director may investigate any misconduct occurring in the state prison system, provide suitable punishment and execute it, and take all precautionary measures as in his judgment will make for the safe conduct and welfare of the institutions. The director may suppress any disorders, riots, or insurrections that may take place in the prison system and prescribe rules and promulgate regulations which in his judgment are reasonably necessary to avoid any occurrence.	SC Code of Laws
70	24-3-720	State	In order to suppress any disorders, riots, or insurrection among the prisoners, the Director of the Department of Corrections may require the aid and assistance of any of the citizens of the State.	SC Code of Laws
71	24-3-730	State	If any person, when so required by the Director of the Department of Corrections, shall neglect or refuse to give such aid and assistance, he shall pay a fine not exceeding fifty dollars.	SC Code of Laws
72	24-3-740	State	Any person so aiding and assisting the Director of the Department of Corrections shall receive a reasonable compensation, to be paid by the department, and allowed him on the settlement of his account.	SC Code of Laws
73	24-3-750	State	If, in suppressing a disorder, riot, or insurrection, a person who is acting, aiding, or assisting in committing the same is wounded or killed, the Director of the Department of Corrections, the keeper or a person aiding or assisting him must be held as justified and guiltless.	SC Code of Laws
74	24-3-760	State	In the absence of the Director of the Department of Corrections, the keeper has the same power in suppressing disorders, riots, and insurrections and in requiring aid and assistance in so doing that is given to the director.	SC Code of Laws
75	24-3-910	State	It is unlawful for a person employed in keeping, taking care of, or guarding a correctional facility or its prisoners to contrive, procure, connive at, or otherwise voluntarily suffer or permit the escape of a prisoner.	SC Code of Laws
76	24-3-920	State	The Director of the Department of Corrections may award up to two thousand dollars for information leading to the capture of each escaped inmate. Funds to support such awards shall be generated from monies or things of value used as money found in the unlawful possession of a prisoner and confiscated as contraband by the Department of Corrections.	SC Code of Laws

Legal Standards

77	24-3-930	State	All guards, keepers, officers, and other employees who are employed at the state prison system are exempted from serving on juries and from military or street duty.	SC Code of Laws
78	24-3-940	State	Gambling is not permitted at a prison, farm, or camp where inmates are kept or worked. An officer or employee engaging in, or knowingly permitting, gambling at a prison, farm, or camp must be dismissed immediately.	SC Code of Laws
79	24-3-950	State	It shall be unlawful for any person to furnish or attempt to furnish any prisoner under the jurisdiction of the Department of Corrections with any matter declared by the director to be contraband. It shall also be unlawful for any prisoner under the jurisdiction of the Department of Corrections to possess any matter declared to be contraband.	SC Code of Laws
80	24-3-951	State	Effective July 1, 1995, notwithstanding Section 24-3-956 and any other provision of law, United States currency or money, as it relates to use within the state prison system, is declared contraband and must not be utilized as a medium of exchange for barter or financial transaction between prisoners or prison officials and prisoners within the state prison system, except prisoners on work release or in other community based programs.	SC Code of Laws
81	24-3-960	State	Monies or tokens or things of like nature used as money found in the unlawful possession of a prisoner confined in a penal institution under control of the Department of Corrections is contraband, and monies or tokens or things of like nature used as money seized must be deposited in a fund maintained by the department and is the property of the fund. This fund must be used to aid drug interdiction efforts undertaken by the department.	SC Code of Laws
82	24-3-965	State	Notwithstanding the provisions of Sections 22-3-540, 22-3-545, 22-3-550, 24-3-950, and 24-7-155, the offenses of furnishing contraband, other than weapons or illegal drugs, to an inmate under the jurisdiction of the Department of Corrections or to an inmate in a county jail, municipal jail, regional detention facility, prison camp, work camp, or overnight lockup facility, and the possession of contraband, other than weapons or illegal drugs, by an inmate under the jurisdiction of the Department of Corrections or by an inmate in a county jail, municipal jail, regional detention facility, prison camp, work camp, or overnight lockup facility must be tried exclusively in magistrates court.	SC Code of Laws
83	24-3-970	State	It is unlawful for an inmate, or a person acting on behalf of or enabling an inmate, to utilize any Internet-based social networking website for purposes of harassing, intimidating, or otherwise contacting a crime victim.	SC Code of Laws
84	24-9-10	State	There is hereby established a Jail and Prison Inspection Division under the jurisdiction of the Department of Corrections. The inspectors and such other personnel as may be provided for the division shall be selected by the director of the department.	SC Code of Laws
85	24-9-20	State	The division shall be responsible for inspecting, in conjunction with a representative of the State Fire Marshal, at least annually every facility in this State housing prisoners or pretrial detainees operated by or for a state agency, county, municipality, or any other political subdivision, and such inspections shall include all phases of operation, fire safety, and health and sanitation conditions at the respective facilities.	SC Code of Laws
86	24-9-30	State	Enforcement of minimum standards. If an inspection under this chapter discloses that a local confinement facility does not meet the minimum standards established by the South Carolina Association of Counties and adopted by the Department of Corrections, or the appropriate fire and health codes and regulations, or both, the Director of the South Carolina Department of Corrections shall notify the governing body of the political subdivision responsible for the local confinement facility.	SC Code of Laws
87	24-9-35	State	If a person dies while incarcerated or in the custody of a municipal, county, or multijurisdictional overnight lockup or jail, county prison camp, or state correctional facility, the facility manager or any other person physically in charge of the facility at the time death occurs immediately shall notify the coroner of the county in which the institution is located. The facility manager or other person in charge also shall report the death and circumstances surrounding it within seventy-two hours to the Jail and Prison Inspection Division of the Department of Corrections. The division shall retain a permanent record of the reports. Reports must be made on forms prescribed by the division.	SC Code of Laws
88	24-9-40	State	In order to certify compliance with minimum design standards, the Jail and Prison Inspection Division of the Department of Corrections and the State Fire Marshal shall be provided with architectural plans before construction or renovation of any state or local confinement facility.	SC Code of Laws
89	24-9-50	State	Each local governmental entity responsible for a municipal, county, regional, or multijurisdictional detention facility shall report to the Department of Corrections, at the times and in the form required by the department, data and information prescribed by the department: (1) for the classification and management of inmates who receive sentences greater than three months; and (2) on the classification and management of inmates who are in pretrial status and inmates who receive sentences to be served locally.	SC Code of Laws
90	24-11-10	State	The party states, desiring by common action to fully utilize and improve their institutional facilities and provide adequate programs for the confinement, treatment and rehabilitation of various types of offenders, declare that it is the policy of each of the party states to provide such facilities and programs on a basis of cooperation with one another, thereby serving the best interests of such offenders and of society and effecting economies in capital expenditures and operational costs. The purpose of this compact is to provide for the mutual development and execution of such programs of cooperation for the confinement, treatment and rehabilitation of offenders with the most economical use of human and material resources.	SC Code of Laws
91	24-13-10	State	In all prisons and local detention facilities in the State, a separation of the sexes must be observed at all times.	SC Code of Laws
92	24-13-20	State	The sheriffs of this State under the penalty provided, in this section must arrest in their respective counties, with or without a warrant, all escaped inmates from the state prisons or from the local detention facilities found in their respective counties.	SC Code of Laws

Legal Standards

93	24-13-30	State	A person officially charged with the safekeeping of inmates, whether the inmates are awaiting trial or have been sentenced and confined in a state correctional facility, local detention facility, or prison camp or work camp, may use necessary force to maintain internal order and discipline and to prevent the escape of an inmate lawfully in his custody without regard to whether the inmate is charged with or convicted of a felony or misdemeanor.	SC Code of Laws
94	24-13-40	State	The computation of the time served by prisoners under sentences imposed by the courts of this State must be calculated from the date of the imposition of the sentence.	SC Code of Laws
95	24-13-50	State	Every municipal and county facility manager responsible for the custody of persons convicted of a criminal offense on or before the fifth day of each month must file with the Department of Corrections a written report stating the name, race, age, criminal offense, and date and length of sentence of all prisoners in their custody during the preceding month.	SC Code of Laws
96	24-13-60	State	The Department of Corrections shall automatically screen all offenders committed to its agency for non‑violent offenses with sentences of five years or less for possible placement on work release or supervised furlough.	SC Code of Laws
97	24-13-65	State	The Department of Corrections shall provide prisoners not otherwise engaged in a useful prison occupation for litter control projects proposed by counties and municipalities.	SC Code of Laws
98	24-13-80	State	Prisoners to pay for certain costs; definitions; criteria for deductions from inmates' accounts; reimbursement to inmates; recovery from estates of inmates.	SC Code of Laws
99	24-13-100	State	For purposes of definition under South Carolina law, a "no parole offense" means a class A, B, or C felony or an offense exempt from classification as enumerated in Section 16‑1‑10(d), which is punishable by a maximum term of imprisonment for twenty years or more.	SC Code of Laws
100	24-13-125	State	Notwithstanding any other provision of law, except in a case in which the death penalty or a term of life imprisonment is imposed, or as provided in this subsection, an inmate convicted of a "no parole offense", as defined in Section 24‑13‑100, and sentenced to the custody of the Department of Corrections, including an inmate serving time in a local facility pursuant to a designated facility agreement authorized by Section 24‑3‑20 or Section 24‑3‑30, is not eligible for work release until the inmate has served not less than eighty percent of the actual term of imprisonment imposed.	SC Code of Laws
101	24-13-150	State	Notwithstanding any other provision of law, except in a case in which the death penalty or a term of life imprisonment is imposed, an inmate convicted of a "no parole offense" as defined in Section 24‑13‑100 and sentenced to the custody of the Department of Corrections, including an inmate serving time in a local facility pursuant to a designated facility agreement authorized by Section 24‑3‑20 or Section 24‑3‑30, is not eligible for early release, discharge, or community supervision as provided in Section 24‑21‑560, until the inmate has served at least eighty‑five percent of the actual term of imprisonment imposed.	SC Code of Laws
102	24-13-175	State	Notwithstanding any other provision of law, sentences imposed and time served must be computed based upon a three hundred and sixty‑five day year.	SC Code of Laws
103	24-13-210	State	An inmate convicted of an offense against this State, except a "no parole offense" as defined in Section 24‑13‑100, and sentenced to the custody of the Department of Corrections, including an inmate serving time in a local facility pursuant to a designated facility agreement authorized by Section 24‑3‑20 or Section 24‑3‑30, whose record of conduct shows that he has faithfully observed all the rules of the institution where he is confined and has not been subjected to punishment for misbehavior, is entitled to a deduction from the term of his sentence beginning with the day on which the service of his sentence commences to run, computed at the rate of twenty days for each month served. When two or more consecutive sentences are to be served, the aggregate of the several sentences is the basis upon which the good conduct credit is computed.	SC Code of Laws
104	24-13-220	State	The provisions of Section 24‑13‑210 shall also apply when a portion of a sentence which has been imposed is suspended. Credits earned for good conduct shall be deducted from and computed on the time the person is actually required to serve, and the suspended sentence shall begin on the date of his release from servitude as herein provided.	SC Code of Laws
105	24-13-230	State	The Director of the Department of Corrections may allow an inmate sentenced to the custody of the department, except an inmate convicted of a "no parole offense" as defined in Section 24‑13‑100, who is assigned to a productive duty assignment, including an inmate who is serving time in a local facility pursuant to a designated facility agreement authorized by Section 24‑3‑20 or Section 24‑3‑30 or who is regularly enrolled and actively participating in an academic, technical, or vocational training program, a reduction from the term of his sentence of zero to one day for every two days he is employed or enrolled. A maximum annual credit for both work credit and education credit is limited to one hundred eighty days.	SC Code of Laws
106	24-13-235	State	Notwithstanding any other provision of law, the governing body of any county may authorize the sheriff or the chief administrative officer, or the equivalent, in charge of a local detention facility to offer a voluntary program under which any person committed to such facility may perform labor on the public works or ways.	SC Code of Laws
107	24-13-260	State	An officer having charge of an inmate who refuses to allow a deduction in time of serving sentence is guilty of a misdemeanor and, upon conviction, must be imprisoned for not less than thirty days or pay a fine of not less than one hundred dollars.	SC Code of Laws
108	24-13-410	State	It is unlawful for a person, lawfully confined in a prison or local detention facility or while in the custody of an officer or another employee, to escape, to attempt to escape, or to have in his possession tools, weapons, or other items that may be used to facilitate an escape.	SC Code of Laws

Legal Standards

109	24-13-420	State	Unlawful escape; harboring or employing escaped convicts; penalty.	SC Code of Laws
110	24-13-425	State	Tampering with the operation of an electronic monitoring device; penalty.	SC Code of Laws
111	24-13-430	State	An inmate of the Department of Corrections or of a local detention facility who conspires with another inmate to incite the inmate to riot or commit any other acts of violence is guilty of a felony and, upon conviction, must be sentenced in the discretion of the court.	SC Code of Laws
112	24-13-440	State	It is unlawful for an inmate of a state correctional facility or of a local detention facility to carry on his person or to have in his possession a dirk, slingshot, metal knuckles, razor, firearm, or an object, homemade or otherwise, that may be used for the infliction of personal injury upon another person, or to willfully conceal any weapon within any Department of Corrections facility or other place of confinement.	SC Code of Laws
113	24-13-450	State	An inmate of a state correctional facility, a local detention facility, or a private entity that contracts with a state, county, or city to provide care and custody of inmates, including persons in safekeeper status, acting alone or in concert with others, who by threats, coercion, intimidation, or physical force takes, holds, decoys, or carries away any person as a hostage or for any other reason is guilty of a felony and, upon conviction, must be imprisoned for a term of not less than five years nor more than thirty years.	SC Code of Laws
114	24-13-460	State	It is unlawful for a person in this State to furnish a prisoner in a local detention facility any alcoholic beverages or narcotic drugs, including prescription medications and controlled substances that have not been issued legally to the prisoner.	SC Code of Laws
115	24-13-470	State	An inmate, a detainee, a person taken into custody, or a person under arrest, who attempts to throw or throws body fluids including, but not limited to, urine, blood, feces, vomit, saliva, or semen on an employee of a state correctional facility or local detention facility, a state or local law enforcement officer, a visitor of a state correctional facility or local detention facility, or any other person authorized to be present in a state correctional facility or local detention facility in an official capacity is guilty of a felony and, upon conviction, must be imprisoned not more than fifteen years.	SC Code of Laws
116	24-13-640	State	Notwithstanding any other provision of law, any state or local prisoner who is not in the highest trusty grade and who is assigned to a work detail outside the confines of any state correctional facility or local detention facility must wear a statewide uniform.	SC Code of Laws
117	24-13-650	State	No offender committed to incarceration for a violent offense as defined in Section 16‑1‑60 or a “no parole offense” as defined in Section 24‑13‑100 may be released back into the community in which the offender committed the offense under the work release program, except in those cases wherein, where applicable, the victim of the crime for which the offender is charged or the relatives of the victim who have applied for notification under Article 15, Chapter 3, Title 16 if the victim has died, the law enforcement agency which employed the arresting officer at the time of the arrest, and the circuit solicitor all agree to recommend that the offender be allowed to participate in the work release program in the community where the offense was committed.	SC Code of Laws
118	24-13-660	State	A criminal offender committed to incarceration anywhere in this State may be required by prison or jail officials to perform public service work or related activities while under the supervision of appropriate employees of a federal, state, county, or municipal agency, or of a regional governmental entity or special purpose district.	SC Code of Laws
119	24-13-710	State	The Department of Corrections and the Department of Probation, Parole and Pardon Services shall jointly develop the policies, procedures, guidelines, and cooperative agreement for the implementation of a supervised furlough program which permits carefully screened and selected inmates who have served the mandatory minimum sentence as required by law or have not committed a violent crime as defined in Section 16‑1‑60, a “no parole offense” as defined in Section 24‑13‑100, the crime of criminal sexual conduct in the third degree as defined in Section 16‑3‑654, or the crime of criminal sexual conduct with a minor in the third degree as defined in Section 16‑3‑655(C) to be released on furlough prior to parole eligibility and under the supervision of state probation and parole agents with the privilege of residing in an approved residence and continuing treatment, training, or employment in the community until parole eligibility or expiration of sentence, whichever is earlier.	SC Code of Laws
120	24-13-720	State	Unless sentenced to life imprisonment, an inmate under the jurisdiction or control of the Department of Corrections who has not been convicted of a violent crime under the provisions of Section 16‑1‑60 or a “no parole offense” as defined in Section 24‑13‑100 may, within six months of the expiration of his sentence, be placed with the program provided for in Section 24‑13‑710 and is subject to every rule, regulation, and condition of the program.	SC Code of Laws
121	24-13-730	State	Implementation of new programs and program changes subject to appropriations by General Assembly.	SC Code of Laws
122	24-13-910	State	Beginning January 1, 1988, local governing bodies may establish regulations consistent with regulations of the Department of Corrections, and administer a program under which a person convicted of an offense against this State or other local jurisdiction and confined in a local detention facility, or punished for contempt of court in violation of Section 63‑3‑620 and confined in a local detention facility may, upon sentencing, and while continuing to be confined in the facility at all times other than when the prisoner is either seeking employment, working, attending his education, or traveling to or from the work or education location, be allowed to seek work and to work at paid employment in the community, be assigned to public works employment, or continue his education.	SC Code of Laws
123	24-13-915	State	Wherever in the Code of Laws of South Carolina, 1976, as amended, a reference is made to a local detention facility, it means a county, municipal, or multijurisdictional detention facility.	SC Code of Laws

Legal Standards

124	24-13-920	State	If the inmate participating in the work/punishment program violates the regulations of the program relating to conduct or employment, as established by the local governing body, pursuant to Section 24-13-950, the inmate may be removed from the program on the direction of the official designated in charge by the local governing body.	SC Code of Laws
125	24-13-930	State	The earnings of each inmate participating in the work/punishment program, less payroll deductions required by law, must be collected by or surrendered to the official administering the program or his authorized representative.	SC Code of Laws
126	24-13-940	State	The official administering the work/punishment program may contract with the South Carolina Department of Corrections or with other governmental bodies to allow inmates committed to serve sentences in the custody of the department or in other local detention facilities to participate in the program and be confined in the local detention facility of the receiving official.	SC Code of Laws
127	24-13-950	State	The Department of Corrections shall, by January 1, 1987, develop standards for the operation of local inmate work programs.	SC Code of Laws
128	24-13-1310	State	"Shock incarceration program" means a program pursuant to which eligible inmates are ordered by the court to participate in the program and serve ninety days in an incarceration facility, which provides rigorous physical activity, intensive regimentation, and discipline and rehabilitation therapy and programming.	SC Code of Laws
129	24-13-1320	State	The director of the department, guided by consideration for the safety of the community and the welfare of the inmate, shall promulgate regulations, according to procedures set forth in the Administrative Procedures Act, for the shock incarceration program.	SC Code of Laws
130	24-13-1330	State	A court may order that an "eligible inmate" be sentenced to the "Shock Incarceration Program". If an "eligible inmate" is sentenced to the "Shock Incarceration Program" he must be transferred to the custody of the department for evaluation.	SC Code of Laws
131	24-13-1520	State	An approved electronic monitoring device may record or transmit: oral or wire communications or an auditory sound; visual images; or information regarding the offender's activities while inside the offender's home. These devices are subject to the required consent as set forth in Section 24-13-1550.	SC Code of Laws
132	24-13-1530	State	Notwithstanding another provision of law which requires mandatory incarceration, electronic and non-electronic home detention programs may be used as an alternative to incarceration for low risk, nonviolent adult and juvenile offenders as selected by the court if there is a home detention program available in the jurisdiction.	SC Code of Laws
133	24-13-1540	State	If a department desires to implement a home detention program, it must promulgate regulations that prescribe reasonable guidelines under which a home detention program may operate. These regulations must require that the participant remain within the interior premises or within the property boundaries of his residence at all times during the hours designated by the department.	SC Code of Laws
134	24-13-1550	State	Annually the director shall cause a full and complete inventory of all property of every description belonging to the prison system to be made, and there shall be set opposite each item the book and actual market value of same. Such inventory shall further include a statement of the fiscal affairs of the system for the preceding fiscal year; and a sufficient number of copies of such inventory and report shall be printed to give general publicity thereto.	SC Code of Laws
135	24-13-1560	State	The participant shall use an approved electronic monitoring device if instructed by the department at all times to verify his compliance with the conditions of his detention and shall maintain a monitoring device in his home or on his person.	SC Code of Laws
136	24-13-1570	State	The participant shall obtain approval from the department before he changes his residence or the schedule described in Section 24-13-1540.	SC Code of Laws
137	24-13-1580	State	Before entering an order for commitment for electronic home detention, the court shall inform the participant and other persons residing in the home of the nature and extent of the approved electronic monitoring devices.	SC Code of Laws
138	24-13-1590	State	Article not applicable to certain controlled substance offenders; probation and parole authority not diminished.	SC Code of Laws
139	24-13-1910	State	There is established one or more centers for alcohol and drug rehabilitation under the jurisdiction of the Department of Corrections to treat and rehabilitate alcohol and drug offenders. The Department of Alcohol and Other Drug Abuse Services has primary responsibility for the addictions treatment of the offenders, and the Department of Corrections has primary responsibility for the maintenance and security of the offenders.	SC Code of Laws
140	24-13-1920	State	The Department of Alcohol and Other Drug Abuse Services shall establish a program to provide alcohol and drug abuse intervention, prevention, and treatment services for offenders sentenced to a center for alcohol and drug rehabilitation established pursuant to Section 24-13-1910.	SC Code of Laws
141	24-13-1930	State	A judge may suspend a sentence for a defendant convicted of a drug or alcohol offense for which imprisonment of more than ninety days may be imposed or as a revocation of probation and may place the offender in a center for alcohol and drug rehabilitation. The Department of Corrections, on the first day of each month, shall present to the general sessions court a report detailing the availability of bed space in the center for alcohol and drug rehabilitation.	SC Code of Laws
142	24-13-1950	State	Upon release from a center for alcohol and drug rehabilitation, the offender must be placed on probation for a term as ordered by the court. Failure to comply with program requirements may result in a request to the court to revoke the suspended sentence.	SC Code of Laws
143	24-13-2110	State	To aid incarcerated individuals with reentry into their home communities of this State, the South Carolina Department of Corrections shall assist inmates in preparing for meaningful employment upon release from confinement.	SC Code of Laws

Legal Standards

144	24-13-2120	State	The Department of Corrections, Probation, Parole and Pardon Services, the Department of Vocational Rehabilitation, the Department of Employment and Workforce, and the Alston Wilkes Society shall adopt a memorandum of understanding that establishes the respective responsibilities of each agency.	SC Code of Laws
145	24-13-2130	State	The memorandum of understanding between the South Carolina Department of Corrections, Probation, Parole and Pardon Services, the Department of Vocational Rehabilitation, Department of Employment and Workforce, Alston Wilkes Society, and other private sector entities shall establish the role of each agency	SC Code of Laws
146	24-13-2140	State	The Department of Corrections shall coordinate the efforts of the affected state agencies through the Program Services Administration.	SC Code of Laws
147	24-19-20	State	There is hereby created within the Department of Corrections a Youthful Offender Division. The division shall be staffed by appointees and designees of the Director of the Department of Corrections.	SC Code of Laws
148	24-19-30	State	The division shall consider problems of treatment and correction; shall consult with and make recommendations to the director with respect to general treatment and correction policies and procedures for committed youthful offenders, and recommend orders to direct the release of youthful offenders conditionally under supervision and the unconditional discharge of youthful offenders; and take such further action and recommend such other orders to the director as may be necessary or proper to carry out the purpose of this chapter.	SC Code of Laws
149	24-19-40	State	The division shall adopt such rules as the South Carolina Department of Corrections approves and promulgate them as they apply directly or indirectly to its procedure.	SC Code of Laws
150	24-19-50	State	Powers of courts upon conviction of youthful offenders.	SC Code of Laws
151	24-19-60	State	Youthful offenders shall undergo treatment in minimum security institutions, including training schools, hospitals, farms, forestry and other camps, including vocational training facilities and other institutions and agencies that will provide the essential varieties of treatment.	SC Code of Laws
152	24-19-80	State	Facilities for the Division are to be provided from facilities of the Department.	SC Code of Laws
153	24-19-90	State	Director’s options upon receiving report and recommendations from Reception and Evaluation Center and members of Division.	SC Code of Laws
154	24-19-100	State	The director may transfer at any time a committed youthful offender from one agency or institution to any other agency or institution.	SC Code of Laws
155	24-19-110	State	Procedure for conditional release of youthful offenders; search and seizure; fee; victim notification.	SC Code of Laws
156	24-19-120	State	Time for release of youthful offenders.	SC Code of Laws
157	24-19-130	State	The Division may revoke or modify any of its previous orders respecting a committed youthful offender except an order of unconditional discharge.	SC Code of Laws
158	24-19-140	State	Committed youthful offenders permitted to remain at liberty under supervision or conditionally released shall be under the supervision of supervisory agents appointed by the Division.	SC Code of Laws
159	24-19-150	State	If, at any time before the unconditional discharge of a committed youthful offender, the Division is of the opinion that such youthful offender will be benefited by further treatment in an institution or other facility any member of the Division may direct his return to custody or if necessary may issue a warrant for the apprehension and return to custody of such youthful offender and cause such warrant to be executed by an appointed supervisory agent, or any policeman.	SC Code of Laws
160	24-19-160	State	Nothing in this chapter limits or affects the power of a court to suspend the imposition or execution of a sentence and place a youthful offender on probation.	SC Code of Laws
161	24-21-60	State	Cooperation of public agencies and officials; surveys. The Director of the Department of Corrections and the wardens, jailers, sheriffs, supervisors, or other officers in whose control a prisoner may be committed must aid and assist the director and the probation agents in the surveys.	SC Code of Laws
162	24-21-70	State	The Director of the Department of Corrections, when a prisoner is confined in the State Penitentiary, the sheriff of the county, when a person is confined in the county jail, and the county supervisor or chairman of the governing body of the county if there is no county supervisor, when a prisoner is confined upon a work detail of a county, must keep a record of the industry, habits, and deportment of the prisoner, as well as other information requested by the board or the director and furnish it to them upon request.	SC Code of Laws
163	24-22-40	State	The South Carolina Department of Probation, Parole and Pardon Services, in cooperation with the South Carolina Department of Corrections shall develop and establish policies, procedures, guidelines, and cooperative agreements for the implementation of an adult criminal offender management system which permits carefully screened and selected male offenders and female offenders to be enrolled in the criminal offender management system.	SC Code of Laws
164	24-23-10	State	Plans to be developed for statewide case classification system and community‑based correctional programs.	SC Code of Laws
165	24-23-20	State	The case classification plan must provide for case classification system.	SC Code of Laws
166	24-23-30	State	Community corrections plan to include description of community‑based program needs.	SC Code of Laws
167	24-23-40	State	Development of statewide policies with state agencies; guidelines for monitoring of restitution orders and fines; research and special studies; training of employees.	SC Code of Laws

Legal Standards

168	24-25-10	State	There is hereby established a special statewide unified school district within the South Carolina Department of Corrections to be known as the "Palmetto Unified School District No. 1."	SC Code of Laws
169	24-25-20	State	The purpose of the district is to enhance the quality and scope of education for inmates within the Department of Corrections so that they will be better motivated and better equipped to restore themselves in the community. The establishment of this district shall ensure that education programs are available to all inmates with less than a high school diploma, or its equivalent, and that various vocational training programs are made available to selected inmates with the necessary aptitude and desire. Where enrollment in an education program must be restricted, justification for that restriction should be documented by the district.	SC Code of Laws
170	24-25-30	State	Academic and vocational training provided by the Palmetto Unified School District No. 1 shall meet standards prescribed by the State Board of Education, for the academic and vocational programs of these schools.	SC Code of Laws
171	24-25-35	State	The Palmetto Unified School District 1 of the South Carolina Department of Corrections shall submit appropriate student membership information to the State Department of Education and the South Carolina Department of Education's appropriation request under the line item "Education Finance Act" shall include sufficient funds for the Palmetto Unified School District 1.	SC Code of Laws
172	24-25-40	State	The Palmetto Unified School District No. 1 shall be under the control and management of a board of nine trustees who shall operate the district under the supervision of the State Department of Corrections.	SC Code of Laws
173	24-25-50	State	The members of the school board may be removed at any time for good cause by the Director of the Department of Corrections.	SC Code of Laws
174	24-25-60	State	The school board at its first meeting, and every two years thereafter, shall elect a chairman, a vice‑chairman and such other officers as it deems necessary who shall serve for two years each and until their successors are elected and qualify.	SC Code of Laws
175	24-25-70	State	With the consent and concurrence of the Director of the Department of Corrections, the board of the school district shall operate as executory agent for the schools under its jurisdiction and shall perform administrative functions.	SC Code of Laws
176	24-25-80	State	Duties of district Superintendent of Education.	SC Code of Laws
177	24-25-90	State	The superintendent of the district and all other educational personnel shall be employed, supervised, and terminated according to the South Carolina Department of Corrections' personnel policies and procedures.	SC Code of Laws
178	24-26-10	State	There is established the South Carolina Sentencing Guidelines Commission composed of thirteen voting members as follows: (3) the Chairman of the State Board of Corrections, or his designee who must be a member of that board or who must be the Commissioner of the Department of Corrections;	SC Code of Laws
179	24-27-100	State	Unless another provision of law permits the filing of civil actions without the payment of filing fees by indigent persons, if a prisoner brings a civil action or proceeding, the court, upon the filing of the action, shall order the prisoner to pay as a partial payment of any filing fees required by law a first‑time payment of twenty percent of the preceding six months' income from the prisoner's trust account administered by the Department of Corrections and thereafter monthly payments of ten percent of the preceding month's income for this account.	SC Code of Laws
180	24-27-110	State	Unless another provision of law permits the filing of civil actions without the payment of court costs by indigent persons, if a prisoner brings a civil action, the prisoner is responsible for the full payment of the court costs.	SC Code of Laws
181	24-27-130	State	The court may dismiss without prejudice any civil action pertaining to the prisoner's incarceration or apprehension brought by a prisoner who has previously failed to pay filing fees and court costs imposed under this chapter, except as otherwise provided in Section 24‑27‑150 or 24‑27‑400.	SC Code of Laws
182	24-27-150	State	If a prisoner does not have a trust account, or if the prisoner's trust account does not contain sufficient funds to make the first‑time payments required by this chapter, the civil action may still be filed, but the prisoner shall remain responsible for the full payment of filing fees and court costs.	SC Code of Laws
183	24-27-200	State	A prisoner shall forfeit all or part of his earned work, education, or good conduct credits in an amount to be determined by the Department of Corrections upon recommendation of the court if the court finds that the prisoner has done any of the following in a case pertaining to his incarceration or apprehension filed by him in state or federal court or in an administrative proceeding while incarcerated: (1) submitted a malicious or frivolous claim, or one that is intended solely to harass the party filed against; (2) testified falsely or otherwise presented false evidence or information to the court; (3) unreasonably expanded or delayed a proceeding; or (4) abused the discovery process.	SC Code of Laws
184	24-27-210	State	If the court does not make such findings in the original action brought by the prisoner, the Attorney General is authorized to initiate a separate proceeding in the court of common pleas for the court to recommend to the Department of Corrections the revocation of work, education, or good conduct credits as set forth in Section 24‑27‑200.	SC Code of Laws
185	24-27-220	State	Nothing in this chapter shall affect the discretion of the Director of the Department of Corrections in determining whether or not a prisoner's earned work, education, or good conduct credits shall be forfeited.	SC Code of Laws
186	24-27-500	State	Application of Religious Freedom Act to prison regulations.	SC Code of Laws

Legal Standards

187	2-65-70	State	All agencies receiving federal grants or contracts shall recover the maximum allowable indirect costs on those projects, subject to applicable federal laws and regulations.	SC Code of Laws
188	11-13-45	State	Donations or contributions from sources other than the federal government, for use by any state agency, must be deposited in the State Treasury, but in special accounts, and may be withdrawn from the treasury as needed to fulfill the purposes and conditions of the donations or contributions, if specified, and if not specified, as directed by the proper authorities of the department.	SC Code of Laws
189	11-11-320	State	The General Assembly, in the annual general appropriations act, shall appropriate, out of the estimated revenue of the general fund for the fiscal year for which the appropriations are made, into a Capital Reserve Fund, which is separate and distinct from the General Reserve Fund, an amount equal to two percent of the general fund revenue of the latest completed fiscal year.	SC Code of Laws
190	37-29-130	State	Palmetto Pride may accept gifts, bequests, and grants from any person or foundation, and also may receive and expend public funds appropriated to it or authorized by the General Assembly. Receipt of funds allocated to Palmetto Pride shall flow through the Department of Parks, Recreation and Tourism. Monies designated to the Palmetto Pride‑Litter Control Program pursuant to Section 14‑1‑208(10) must not be transferred or used for a purpose other than Palmetto Pride‑Litter Control. Unexpended funds must be carried forward and used only for authorized purposes.	SC Code of Laws
191	2-65-20	State	The General Assembly shall appropriate all anticipated federal and other funds for the operations of state agencies in the appropriations act and must include any conditions on the expenditure of these funds as part of the appropriations act, consistent with federal laws and regulations.	SC Code of Laws
192	Code of Regs 33-1	State	List of articles that are considered contraband in the SC Department of Corrections institutions.	Code of Regs 33-1
193	Code of Regs 33-2	State	The mission of the Shock Incarceration Program is to change lives by instilling discipline, positive attitudes, values, and behavior.	Code of Regs 33-2
194	Appropriations Act	State	**65.1.** (CORR: Canteen Operations) Revenue derived wholly from the canteen operations within the Department of Corrections on behalf of the inmate population, may be retained and expended by the department for the continuation of the operation of said canteens and the welfare of the inmate population or, at the discretion of the Director, used to supplement costs of operations. The canteen operation is to be treated as an enterprise fund within the Department of Corrections and is not to be subsidized by state appropriated funds.	Appropriation Act Proviso
195	Appropriations Act	State	**65.2.** (CORR: E.H. Cooper Trust Fund) Any unclaimed funds remaining in any inmate account, after appropriate and necessary steps are taken to determine and contact a rightful owner of such funds, shall be deposited into the Inmate Welfare Fund.	Appropriation Act Proviso
196	Appropriations Act	State	**65.3.** (CORR: Instructional Salaries) The certified instructional personnel of the Department of Corrections shall receive a percentage increase in their annual salary for the current fiscal year equal to the percentage allocated to the instructional personnel throughout the State.	Appropriation Act Proviso
197	Appropriations Act	State	**65.4.** (CORR: Funding Through State Criminal Assistance Program) All funds received by the State from the United States Department of Justice, State Criminal Alien Assistance Program, for care and custody of illegal aliens housed in the state correctional facilities shall be retained by the South Carolina Department of Corrections to offset incurred expenses.	Appropriation Act Proviso
198	Appropriations Act	State	**65.5.** (CORR: Remedial Education Funding) A criminal offender committed to the custody of the Department of Corrections, who has been evaluated to function at less than an eighth grade educational level, or less than the equivalent of an eighth grade educational level, may be required by department officials to enroll and actively participate in academic education programs. Funds appropriated to the Department of Corrections for educational programs shall be prioritized to assure such remedial services are provided.	Appropriation Act Proviso
199	Appropriations Act	State	**65.6.** (CORR: Tire Retreading Program Restriction) The tire retreading program at the Lieber Correctional Institution shall be limited to the marketing and sale of retreads to state governmental entities.	Appropriation Act Proviso
200	Appropriations Act	State	**65.7.** (CORR: Social Security Administration Funding) All funds received by the South Carolina Department of Corrections from the Social Security Administration under Section 1611 (e)(1)(I) of the Social Security Act, which provides payment for information regarding incarcerated Social Security Insurance recipients, shall be retained by the South Carolina Department of Corrections and credited to a fund entitled "Special Social Security" for the care and custody of inmates housed in the state correctional facilities.	Appropriation Act Proviso
201	Appropriations Act	State	**65.8.** (CORR: Medical Expenses) The Department of Corrections shall be authorized to charge inmates a nominal fee for any medical treatment or consultation provided at the request of or initiated by the inmate. A nominal co-pay shall be charged for prescribed medications. Inmates shall not be charged for psychological or mental health visits.	Appropriation Act Proviso
202	Appropriations Act	State	**65.9.** (CORR: Prison Industry Funds) The Director of the Department of Corrections, at his discretion, is hereby authorized to utilize prison industry funds for projects or services benefiting the general welfare of the inmate population or to supplement costs of operations.	Appropriation Act Proviso
203	Appropriations Act	State	**65.10.** (CORR: Reimbursement for Expenditures) The Department of Corrections may retain for general operating purposes any reimbursement of funds for expenses incurred in a prior fiscal year.	Appropriation Act Proviso
204	Appropriations Act	State	**65.11.** (CORR: Sale of Real Property) Funds generated from the sale of real property owned by the Department of Corrections shall be retained by the department to offset renovation and maintenance capital expenditures.	Appropriation Act Proviso
205	Appropriations Act	State	**65.13.** (CORR: Funds From Vehicle Cleaning) Monies generated by inmates engaged in the cleaning and waxing of private vehicles, or any other adult work activity center, shall be placed in a special account and utilized for the welfare of the inmate population.	Appropriation Act Proviso
206	Appropriations Act	State	**65.14.** (CORR: Release of Inmates) The Director of the Department of Corrections and other persons having charge of prisoners who are required to serve a period of six months or more, may release all such prisoners, including prisoners to whom Section 24-13-150, subsection (A) of the 1976 Code applies, on the first day of the month in which their sentences expire, and if the first day of the month falls on a Saturday, Sunday, or a legal holiday, such prisoners may be released on the last weekday prior to the first of the month which is not a holiday.	Appropriation Act Proviso

Legal Standards

207	Appropriations Act	State	**65.15.** (CORR: Western Union Funding) All funds received by the South Carolina Department of Corrections from the Western Union Quick Collect Revenue Sharing Program or similar private sector entities, which provides payment for processing electronic transfers into the E.H. Cooper Trust Fund, shall be retained by the South Carolina Department of Corrections and credited to a fund entitled "Inmate Welfare Fund" to be expended for the benefit of the inmate population.	Appropriation Act Proviso
208	Appropriations Act	State	**65.16.** (CORR: Monitoring Fees) The Department of Corrections is authorized to charge an inmate who participates in community programs a reasonable fee for the cost of supplying electronic and telephonic monitoring. The fees charged may not exceed the actual cost of the monitoring.	Appropriation Act Proviso
209	Appropriations Act	State	**65.17.** (CORR: Inmate Insurance Policies) The Department of Corrections may collect and record private health insurance information from incarcerated individuals. The department may file against any private insurance policy covering an inmate to recoup any health care expenditures covered by the policy. Health care will be provided in accordance with law and standards regardless of whether or not an inmate is covered by insurance.	Appropriation Act Proviso
210	Appropriations Act	State	**65.18.** (CORR: Work Release Transportation Fee) The South Carolina Department of Corrections is authorized to charge a $4.00 per-day transportation fee to participants in the work release program only when such transportation is provided by the department. Monies collected shall be credited to the South Carolina Department of Corrections, and utilized solely to fund transportation of work release participants and vehicle replacement for the work release program.	Appropriation Act Proviso
211	Appropriations Act	State	**65.19.** (CORR: Special Assignment Pay Level 2 & 3 Facilities) Funds appropriated for special assignment pay at the Department of Corrections are for the purpose of addressing vacancies and turnover of staff by providing a pay differential for certain employees assigned to institutions with a Level II or Level III security designation. The funds are to be used for special assignment pay only and may not be transferred to any other program. If the employee leaves one of the qualifying job classes or leaves a Level II or Level III institution for a non-Level II or non-Level III facility, they shall no longer be eligible for this special assignment pay. Only employees in full-time equivalent positions are eligible for this special assignment pay.	Appropriation Act Proviso
212	Appropriations Act	State	**65.20.** (CORR: Quota Elimination) Pursuant to Section 24-3-60 of the 1976 Code, upon notification by the county, the Department of Corrections shall accept newly sentenced inmates from each local jail and detention center.	Appropriation Act Proviso
213	Appropriations Act	State	**65.21.** (CORR: Public/Private Partnerships for Construction) Funds appropriated in Act 407 of 2006, Item 23, shall be used to construct as many multi-purpose buildings at Department of Corrections institutions as possible. For such facilities at Lieber, McCormick, Leath, Perry, or Allendale Correctional Institution, at least $150,000 in matching funds and/or construction materials or services must be donated before construction of the facility may begin. At other Department of Corrections locations, the Director may require that donated funds and/or materials or services equal one-half of the cost of construction, including design and engineering costs.	Appropriation Act Proviso
214	Appropriations Act	State	**65.22.** (CORR: Inmate Barbering Program) Inmate barbers in the Inmate Barbering Program at the Department of Corrections, shall not be subject to the licensing requirement of Section 40-7-30 of the 1976 Code.	Appropriation Act Proviso
215	Appropriations Act	State	**65.23.** (CORR: Executed Inmate Autopsy) For the current fiscal year, the autopsy requirements of Section 17-7-10 of the 1976 Code are suspended when an inmate is executed by the Department of Corrections pursuant to a valid order of the Supreme Court of South Carolina.	Appropriation Act Proviso
216	Appropriations Act	State	**65.24.** (CORR: Recoupment of Expenses Associated with Inmate Cremation) If the Department of Corrections incurs expenses for cremating and disposing of an unclaimed deceased inmate, the department may recoup all associated costs of cremation, including transportation, through the deceased inmate's E.H. Cooper account, providing funds are available.	Appropriation Act Proviso
217	Appropriations Act	State	**65.25.** (CORR: Credited Jail Time; DNA Sample Collection) Inmates committed to the Department of Corrections for sentences greater than ninety days, but who have credit for jail time in excess of their sentence to incarceration are not required to be transported to the Reception and Evaluation Center of the Department of Corrections. Cities and counties housing inmates who have credit for jail time in excess of their sentence may, through written agreement with the Department of Corrections, transfer required commitment records to the department electronically or by other means. The Department of Corrections must establish reasonable documentation requirements to facilitate the implementation of this cost savings measure. Employees of the Department of Probation, Parole, and Pardon Services assigned to the court or employees of the Department of Corrections, as applicable, shall obtain DNA samples from the offenders who are required to submit DNA samples. This provision does not exempt the above referenced inmates from the $250 DNA fee as required by Section 23-3-670 of the 1976 Code. The $250 fee shall be collected in the same manner as other fines and fees and submitted to the State Treasurer for remittance to SLED.	Appropriation Act Proviso
218	Appropriations Act	State	**65.26.** (CORR: Cell Phone Interdiction) The Director of the Department of Corrections is granted the right to add a surcharge to all inmate pay phone calls to offset the cost of equipment and operations of cell phone interdiction measures. The surcharge will be added to the cost per call, collected by chosen telephone vendor and paid to the department on a monthly basis. The department is authorized to retain the funds to pay, either directly or through the State lease program, for equipment required to enact cell phone interdiction. When the equipment has been paid in full, the surcharge amount will be reviewed and adjusted to cover the cost of ongoing operational expenses of the interdiction equipment. Any unexpended balance may be carried forward from the prior fiscal year into the current fiscal year and be used for the same purpose.	Appropriation Act Proviso
219	Appropriations Act	State	**65.27.** (CORR: Correctional Institution Maintenance and Construction) For maintenance and construction activities funded in the current fiscal year, the Department of Corrections may utilize inmate labor to perform any portion of the work on its own grounds and facilities. The provisions of Section 40-11-360(A)(9) of the 1976 Code shall apply to any such project, including new construction.	Appropriation Act Proviso
220	Appropriations Act	State	**65.28.** (CORR: Meals in Emergency Operations) The Department of Corrections may provide meals to public employees who are not permitted to leave their stations and are required to work during actual emergencies, emergency simulation exercises, or when the Governor declares a state of emergency.	Appropriation Act Proviso

Legal Standards

221	Appropriations Act	State	**65.29.** (CORR: Prohibition on Funding Certain Surgery) (A) The Department of Corrections is prohibited from using state funds or state resources to provide a prisoner in the state prison system sexual reassignment surgery; however, if a person is taking hormonal therapy at the time the person is committed to the Department of Corrections, the department shall continue to provide this therapy to the person as long as medically necessary for the health of the person.	Appropriation Act Proviso
222	Appropriations Act	State	**117.9.** (GP: Transfers of Appropriations) Agencies and institutions shall be authorized to transfer appropriations within programs and within the agency with notification to the Executive Budget Office and Comptroller General.	Appropriation Act Proviso
223	Appropriations Act	State	**117.17.** (GP: Replacement of Personal Property) The Department of Juvenile Justice, Department of Corrections, Department of Probation, Parole and Pardon Services, Department of Mental Health, Department of Disabilities and Special Needs, Continuum of Care, Department of Social Services and School for the Deaf and the Blind may replace the personal property of an employee which has been damaged or destroyed by a client while in custody of the agency.	Appropriation Act Proviso
224	Appropriations Act	State	**117.23.** (GP: Carry Forward) Each agency is authorized to carry forward unspent general fund appropriations from the prior fiscal year into the current fiscal year, up to a maximum of ten percent of its original general fund appropriations less any appropriation reductions for the current fiscal year. Agencies shall not withhold services in order to carry forward general funds.	Appropriation Act Proviso
225	Appropriations Act	State	**117.25.** (GP: Prison Industries) All agencies funded in this act, when procuring goods and services, shall first consider contracting for services or purchasing goods and services through the Department of Corrections' Prison Industries Program. The Department of Corrections shall furnish, upon request, to all agencies a catalogue of goods and services provided by Prison Industries. The department is hereby directed to develop and market a catalogue of Prison Industries products for nationwide circulation.	Appropriation Act Proviso
226	Appropriations Act	State	**117.29.** (GP: Base Budget Analysis) Agencies' annual accountability reports for the prior fiscal year, as required in Section 1-1-810, must be accessible to the Governor, Senate Finance Committee, House Ways and Means Committee, and to the public on or before September fifteenth, for the purpose of a zero-base budget analysis and in order to ensure that the Agency Head Salary Commission has the accountability reports for use in a timely manner.	Appropriation Act Proviso
227	Appropriations Act	State	**117.31.** (GP: State DNA Database) Funds collected by the South Carolina Department of Corrections, the Department of Probation, Parole and Pardon, and Department of Juvenile Justice to process DNA samples must be remitted to the State Law Enforcement Division to offset the expenses incurred to operate the State DNA Database program. SLED may retain, expend, and carry forward these funds. Any carry forward funds resulting from the DNA Database program must be used solely to operate the DNA Database program.	Appropriation Act Proviso
228	Appropriations Act	State	**117.47.** (GP: Insurance Claims) Any insurance reimbursement to an agency may be used to offset expenses related to the claim. These funds may be retained, expended, and carried forward.	Appropriation Act Proviso
229	Appropriations Act	State	**117.51.** (GP: Assessment Audit / Crime Victim Funds) If the State Auditor finds that any county treasurer, municipal treasurer, county clerk of court, magistrate, or municipal court has not properly allocated revenue generated from court fines, fines, and assessments to the crime victim funds or has not properly expended crime victim funds, pursuant to Sections 14-1-206(B)(D), 14-1-207(B)(D), 14-1-208(B)(D), and 14-1-211(B) of the 1976 Code, the State Auditor shall notify the State Office of Victim Assistance.	Appropriation Act Proviso
230	Appropriations Act	State	**117.53.** (GP: Secure Juvenile Confinement) The Attorney General shall review the interpretation of the current policies of the Department of Public Safety and the Department of Corrections regarding secure juvenile confinement that the departments indicate may jeopardize federal grant funds.	Appropriation Act Proviso
231	Appropriations Act	State	**117.59.** (GP: Purchase Card Incentive Rebates) In addition to the Purchase Card Rebate deposited in the general fund, any incentive rebate premium received by an agency from the Purchase Card Program may be retained and used by the agency to support its operations.	Appropriation Act Proviso
232	Appropriations Act	State	**117.66.** (GP: Healthcare Employee Recruitment and Retention) The Department of Corrections, Department of Disabilities and Special Needs, Department of Health and Environmental Control, Department of Health and Human Services, Department of Juvenile Justice, Department of Mental Health, and Department of Vocational Rehabilitation are allowed to spend state, federal, and other sources of revenue to provide lump sum bonuses to aid in recruiting and retaining healthcare workers in critical needs healthcare jobs based on objective guidelines established by the Budget and Control Board.	Appropriation Act Proviso
233	Appropriations Act	State	**117.68.** (GP: Sexually Violent Predator Program) After the Department of Mental Health obtains all necessary project approvals, the Department of Corrections may utilize inmate labor to perform any portion of the construction of an addition to the Edisto Unit at the Broad River Correctional Institution, which houses the Department of Mental Health's Sexually Violent Predator Treatment Program, such addition to be used for additional treatment space and staff offices. For purposes of this project, the Department of Corrections may exceed the $350,000 limit on projects for which it may use inmate labor.	Appropriation Act Proviso
234	Appropriations Act	State	**117.82.** (GP: Deficit Monitoring) It is the responsibility of each state agency, department, and institution to operate within the limits of its authorized appropriations.	Appropriation Act Proviso
235	Appropriations Act	State	**117.85.** (GP: Websites) All agencies, departments, and institutions of state government shall be responsible for providing on its Internet website a link to the Internet website of any agency, other than the individual agency, department, or institution, that posts on its Internet website that agency, department, or institution's monthly state procurement card statements or monthly reports containing all or substantially all the same information contained in the monthly state procurement card statements.	Appropriation Act Proviso
236	Appropriations Act	State	**117.96.** (GP: Victims Assistance Transfer) The Department of Corrections shall transfer $20,500 each month to the Department of Public Safety for distribution through the State Victims Assistance Program.	Appropriation Act Proviso

237	Appropriations Act	State	**117.97.** (GP: DOC & PPP Potential Consolidation Plan) From the funds appropriated to the Department of Corrections and the Department of Probation, Parole and Pardon Services, the directors of the departments may collaborate and develop a plan to consolidate the functions of the departments.	Appropriation Act Proviso
238	Appropriations Act	State	**117.104.** (GP: Sexually Violent Predator Treatment RFP) The Director of the Department of Mental Health and the Director of the Department of Corrections shall cooperate with the Budget and Control Board, Division of Procurement Services which shall develop and cause to be issued a Request for Proposals (RFP) seeking long-term solutions for securely housing and treating the growing population of individuals adjudicated as Sexually Violent Predators and civilly committed to the Department of Mental Health pursuant to the Sexually Violent Predators Act.	Appropriation Act Proviso
239	Appropriations Act	State	**118.1.** (SR: Year End Expenditures) Unless specifically authorized herein, the appropriations provided in Part IA of this act as ordinary expenses of the State Government shall lapse on July 31, 2015.	Appropriation Act Proviso
240	Appropriations Act	State	**118.14.** (SR: Non-recurring Revenue) N04 - Department of Corrections (a) Mental Health Remediation Plan - $1,499,659; (b) Education Improvement Plan/Vocational Equipment - $440,000;	Appropriation Act Proviso

Mission, Vision and Goals

This is the second chart because the agency's mission and vision should have a basis in the legal standards, which the agency provided in the previous chart. After the agency knows the laws it must satisfy, along with its mission and vision, it can then set goals to satisfy those laws and achieve that vision (and the strategy and objectives to accomplish each goal - see next chart). To ensure accountability, one person below the head of the agency should be responsible for each goal. The same person is not required to be responsible for all of the goals.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions : Provide the agency's mission, vision and laws (i.e. state and/or federal statutes) which serve as the basis for the agency's mission and vision.

Mission	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.
Legal Basis for agency's mission	SC Code of Laws Section 24-1-20 and 30; The Department of Corrections will manage and conduct itself in a manner that will be consistent with the operation of a modern prison system, and with the view of making the system self-sustaining, and that those convicted of violating the law and sentenced to a term in the Department shall have humane treatment, and be given opportunity, encouragement and training in the matter of reformation. The functions of the Department of Corrections shall be to implement and carry out the policy of the State with respect to prison system, as set forth in Section 24-1-20.
Vision	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 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.
Legal Basis for agency's vision	SC Code of Laws Section 24-1-20 and 30; The Department of Corrections will manage and conduct itself in a manner that will be consistent with the operation of a modern prison system, and with the view of making the system self-sustaining, and that those convicted of violating the law and sentenced to a term in the Department shall have humane treatment, and be given opportunity, encouragement and training in the matter of reformation. The functions of the Department of Corrections shall be to implement and carry out the policy of the State with respect to prison system, as set forth in Section 24-1-20.

Mission, Vision and Goals

Instructions :
1) Under the "Legal Responsibilities Satisfied" column, enter the legal responsibilities (i.e. state and/or federal statutes and provisos) the goal is satisfying. All of the laws mentioned in the previous chart (i.e. Legal Standards Chart) should be included next to one of the agency's goals. When listing the Legal Responsibilities Satisfied, the agency can group the standards together when applicable (i.e. SC Code 63-19-320 thru 63-19-450). Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute.
2) Under the "Goals and Description" column, enter the number and description of the goal which will help the agency achieve its vision (i.e. Goal 1 - Increase the number of job opportunities available to juveniles to 20 per juvenile within the next 2 years). The agency should have 3-4 high level goals.
3) Under the "Describe how the Goal is SMART" column, enter the information which shows the goal is Specific, Measurable, Attainable, Relevant and Time-bound.
4) Under the "Public Benefit/Intended Outcome" column, enter the intended outcome of accomplishing the goal.
5) Under the "Responsible Person" columns, provide information about the individual who has primary responsibility/accountability for each goal. The Responsible Person has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person is the person who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives to accomplish the goal. In addition, this is the person who monitors the progress and makes any changes needed to the strategies and objectives to ensure the goal is accomplished. Under the "Position" column, enter the Responsible Person's position/title at the agency.

Legal Responsibilities Satisfied	Goals & Description	Describe how the Goal is S.M.A.R.T.	Public Benefit/Intended Outcome	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:
(i.e. state and federal statutes or provisos the goal is satisfying)	(i.e. Goal 1 - insert description)	Specific Measurable Attainable Relevant Time-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome			
SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	**Goal 1 - House, feed, and clothe inmates in secure and safe institutions until sentence completion.**	The Agency is policy-driven to protect the inmates, our employees and the Public. We have implemented measures through operative experience and nationally-based standards that form the framework of those policies. Like all State Agencies, we are continually monitored by outside entities such as the State Government, Federal Government and interested advocacy public groups.	To maintain a safe and secure environment whereby the inmates will be classified for proper custody level, clothed and fed, maintain their health and provide protection from other inmates and outside sources. Measures are in place to protect the Public as continual surveillance measures, electronic and human, are utilized on a twenty-four hour basis.	Michael McCall Lefford Fate	< 2 Years <2 Years	Deputy Director of Operations, Deputy Director of Health Services
SC Code of Laws 24-1-290, 24-1-29*5, 24-3-20, 24-3-40, 24-3-110 thru 24-3-140, 24-3-170, 24-3-310 thru 24-3-320, 24-3-350, 24-13-235, 24-13-660 thru 24-13-730, 24-13-940 thru 24-13-1540, 24-13-1560 thru 24-19-160, 24-25-10 thru 24-25-90; SC Code of Regs 33-2; Proviso FY16 65.3, 65.5, 65.6, 65.18, 65.22, 65.27, 117.68	**Goal 2 - Prepare inmates for re-entry back into their communities by providing rehabilitation and self-improvement opportunities for inmates.**	The Agency is policy-driven to provide inmates with the educational, vocational and life skills that will help them achieve self-worth upon release back into the community. We have implemented measures through programmatic experience and nationally-based standards that form the framework of those policies. Like all State Agencies, we are continually monitored by outside entities such as the State Government, Federal Government and interested advocacy Public groups.	Concerted effort is made by our programmatic services to provide the inmates with skills that can be utilized by them going back to the community as viable citizens. This is one of the important factors that we use to reduce the recidivism rate of the same inmates returning to our correctional facilities.	Sandy Barrett	< 2 Years	Deputy Director of Programs

Mission, Vision and Goals

SC Code of Laws 24-1-120, 24-1-150, 24-1-160, 24-1-170, 24-1-230 thru 24-1-260, 24-1-285, 24-3-27, 24-3-70, 24-3-180, 4-3-190, 24-3-330, 24-3-340, 24-3-360 thru 24-3-420, 24-3-710 thru 24-3-760, 24-3-930, 24-3-940, 24-3-950, 24-9-10 thru 24-9-50, 24-13-920, 24-13-930, 24-26-10 thru 24-27-220, 24-65-70, 11-13-45, 11-11-320, 37-29-130, 2-65-20; Proviso FY16 65.2, 65.9, 65.10, 65.11, 65.13, 65.20, 65.21, 117.9, 117.317, 117.23, 117.25, 117.29, 117.31, 117.47, 117.51, 117.53, 117.59, 117.66, 117.82, 117.85, 117.96, 117.97, 117.104, 118.1, 118.14	Goal 3 - Promote professional excellence, fiscal responsibility, and self-sufficiency.	The Agency is policy-driven to protect the Agency's resources, properties and employees. We have implemented measures through financial experience and nationally-based standards that form the framework of those policies. Like all State Agencies, we are continually monitored by outside entities such as the State Government, Federal Government and interested advocacy Public groups.	Protects the resources provided to the Agency by the Governor and Legislators through citizen-paid tax revenue. Controls the spending of budget dollars, protects the Agency's capital resources and maintains data that provides critical reporting for management decisions and statistical data for Governor, legislative, and outside interested parties. In addition, the Agency continues to monitor its own policies and procedures for relevancy with the ever changing laws and the trends monitored by national correctional groups.	Tom Osmer Salley Elliot Brian Bolchoz	< 2 Years <2 Years <2 Years	Deputy Director of Administration, Chief Legal and Compliance Officer, Inspector General

Strategy, Objectives and Responsibility

This is the next chart because once the agency determines its goals, and those responsible for each goal, it then needs to determine the strategy and objectives to accomplish each goal. To ensure accountability, one person should be responsible for each objective. This can be the same person responsible for the goal, if it is a small agency, or, for larger agencies, a person who reports to the person responsible for the goal. The same person is not required to be responsible for all of the objectives.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions :
1) Under the "Legal Responsibilities Satisfied" column, enter the legal responsibilities (i.e. state and/or federal statutes and provisos) the goal or objective is satisfying. For each goal, the agency can copy and paste the information from the Mission, Vision and Goals Chart. All of the legal standards mentioned for a particular goal should be included next to one of the objectives under that goal. When listing the Legal Responsibilities Satisfied, the agency can group the standards together when applicable (i.e. 63-19-320 thru 63-19-370). Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute.
2) Under the "Strategic Plan Part and Description" column, enter the strategic plan part number and description (i.e. Goal 1 - Increase the number of job opportunities available to juveniles to 20 per juvenile within the next 2 years). For each goal, the agency can copy and paste the information from the Mission, Vision and Goals Chart. If the agency is still utilizing the same strategies and objectives it submitted as part of the Accountability Report, it can copy and paste those into this chart, then fill in the remainder of the columns. However, if the agency has trouble explaining how each objective is SMART, it may need to revise its objectives. In addition, if the agency has revised its strategic plan since submitting its last Accountability Report, please provide information from the most current strategic plan.
3) Under the "Describe how it is SMART" column, enter the information which shows how each goal and objective is Specific, Measurable, Attainable, Relevant and Time-bound.
4) Under the "Public Benefit/Intended Outcome" column, enter the intended outcome of accomplishing each goal and objective.
5) Under the "Responsible Person" columns, provide information about the individual who has primary responsibility/accountability for each goal and objective. The Responsible Person for a goal has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person for an objective has employees and possibly different teams of employees beneath him/her to help accomplish the objective. The Responsible Person for a goal is the person who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives needed to accomplish the goal. The Responsible Person for an objective is the person who, in conjunction with his/her employees and approval from higher level superiors, sets the performance measure targets and heads the game plan for how to accomplish the objective for which he/she is responsible. Under the "Position" column, enter the Responsible Person's position/title at the agency. Under "Office Address" column, enter the address for the office from which the Responsible Person works. Under the "Department/Division" column, enter the department or division at the agency in which the Responsible Person works. Under the "Department/Division Summary" column, enter a brief summary (no more than 1-2 sentences) of what that department or division does in the agency.

Legal Responsibilities Satisfied:	*Strategic Plan Part and Description*	How it is S.M.A.R.T.:	Public Benefit/Intended Outcome:	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:	Office Address:	Department or Division:	Department or Division Summary:
(i.e. state and federal statutes or provisos the goal or objective is satisfying)	(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	Describe how each goal and objective is... **S**pecific; **M**easurable; **A**ttainable; **R**elevant; and **T**ime-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome						
SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	**Goal 1 - House, feed, and clothe inmates in secure and safe institutions until sentence completion.**	The Agency is policy-driven to protect the inmates, our employees and the Public. We have implemented measures through operative experience and nationally-based standards that form the framework of those policies. Like all State Agencies, we are continually monitored by outside entities such as the State Government, Federal Government and interested advocacy public groups.	To maintain a safe and secure environment whereby the inmates will be classified for proper custody level, clothed and fed, maintain their health and provide protection from other inmates and outside sources. Measures are in place to protect the Public as continual surveillance measures, electronic and human, are utilized on a twenty-four hour basis.	Michael McCall Lefford Fate	< 2 Years <2 Years	Deputy Director of Operations, Deputy Director of Health Services	*4444 Broad River Road, Columbia, SC 29210*	*Operations Health Services*	The Department of Corrections has twenty-four institutions and they are categorized into four distinct security levels: high security (level 3), medium security (level 2), minimum security (level 1B) and community-based pre-release/work centers (level 1A). Operations is responsible for the security and containment of inmates. Health services is responsible for the health and well-being of the 21,173 inmates incarcerated.
n/a	Strategy 1.1 - Reduce overcrowding in Level 2 and Level 3 institutions.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Objective 1.1.1 - A Bedspace Utilization Committee has been created that will monitor inmate population data and review options for re-designing beds or consider new construction on an ongoing basis.	The Agency keeps current data on inmate counts and classification which is important to the safety of the inmates and the correctional staff.	*Overcrowding creates a critical problem in controlling inmates using a smaller population of correctional officers. Also during incidents where institutions have to "lockdown", the reduction of individual space among the inmates can create a volatile environment that reduces the safety of the inmates and correctional staff.*	*Michael McCall Colie Rushton Joette Scarborough*	< 2 Years > 30 Years > 25 Years	*Deputy Director of Operations, Director of Security, Director of Classification*	*4444 Broad River Road, Columbia, SC 29210*	*Operations, Security, Classification*	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Security is responsible for the monitoring of the correctional officer ranks/equipment while Classification assigns inmates to security levels based on Agency policy and procedures.*

Strategy, Objectives and Responsibility

SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24 13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Objective 1.1.2 - Reduce the inmate population in Level 2 and Level 3 institutions to 100% or less and 97% or less bed utilization, respectively, by 2017.	The Agency keeps current data on inmate counts and classification which is important to the safety of the inmates and the correctional staff.	*Overcrowding creates a critical problem in controlling inmates using a smaller population of correctional officers. Also during incidents where institutions have to "lockdown", the reduction of individual space among the inmates can create a volatile environment that reduces the safety of the inmates and correctional staff.*	*Michael McCall Colie Rushton Joette Scarborough*	< 2 Years > 30 Years > 25 Years	*Deputy Director of Operations, Director of Security, Director of Classification*	*4444 Broad River Road, Columbia, SC 29210*	*Operations, Security, Classification*	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Security is responsible for the monitoring of the correctional officer ranks/equipment while Classification assigns inmates to security levels based on Agency policy and procedures.*
thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru	Objective 1.1.3 - Reassign restrictive housing beds to general population beds in Level 2 and Level 3 institutions by 50% by 2015.	The Agency continually monitors the inmate population being released from and entering the institutions. The population classification mix changes during each cycle so inmate "bed" determination changes.	*As the population mix changes via release/intake, medical evaluations/diagnosis and programs targeting at-risk youth, the "beds" change and more general population beds can be classified out of the "restrictive" classification.*	*Michael McCall Colie Rushton Joette Scarborough Ginny Barr*	< 2 Years > 30 Years > 25 Years > 4 years	*Deputy Director of Operations, Director of Security, Director of Classification, Director of Youthful Offender Intensification Program*	*4444 Broad River Road, Columbia, SC 29210*	*Operations, Security, Classification, Youthful Offender Intensification Services*	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Security is responsible for the monitoring of the correctional officer ranks/equipment while Classification assigns inmates to security levels based on Agency policy and procedures.*
SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24 13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Objective 1.1.4 - Determine if any, or how many, Level 2 or Level 3 inmates can be housed safely in under-utilized Level 1 institutions.	Through Legislative reform and Agency programs, the Level I classified inmate population is being reduced.	*The Agency inmate population is continually monitored by the Classification group to determine any changes in an inmate's security level.*	*Michael McCall Colie Rushton Joette Scarborough*	< 2 Years > 30 Years > 25 Years	*Deputy Director of Operations, Director of Security, Director of Classification*	*4444 Broad River Road, Columbia, SC 29210*	*Operations, Security, Classification*	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Security is responsible for the monitoring of the correctional officer ranks/equipment while Classification assigns inmates to security levels based on Agency policy and procedures.*
n/a	Strategy 1.2 - Reduce under-utilization in Level 1 institutions.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24 13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Objective 1.2.1 - Monitor the trend in the inmate population to determine if Level 1 bed utilization continues to drop.	Through Legislative reform and Agency programs, the Level I classified inmate population is being reduced.	*The Agency inmate population is continually monitored by the Classification group to determine any changes in an inmate's security level.*	*Michael McCall Colie Rushton Joette Scarborough*	< 2 Years > 30 Years > 25 Years	*Deputy Director of Operations, Director of Security, Director of Classification*	*4444 Broad River Road, Columbia, SC 29210*	*Operations, Security, Classification*	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Security is responsible for the monitoring of the correctional officer ranks/equipment while Classification assigns inmates to security levels based on Agency policy and procedures.*

SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24 13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Objective 1.2.2 - If Level 1 bed utilization continues to drop, close or consolidate Level 1 institutions to achieve no less than 85% bed utilization by 2016 and redistribute or reduce staffing accordingly.	Through Legislative reform and Agency programs, the Level I classified inmate population is being reduced.	*The Agency inmate population is continually monitored by the Classification group to determine any changes in an inmate's security level.*	*Michael McCall Colie Rushton Joette Scarborough*	< 2 Years > 30 Years > 25 Years	*Deputy Director of Operations, Director of Security, Director of Classification*	*4444 Broad River Road, Columbia, SC 29210*	*Operations, Security, Classification*	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Security is responsible for the monitoring of the correctional officer ranks/equipment while Classification assigns inmates to security levels based on Agency policy and procedures.*
n/a	Strategy 1.3 - Reduce illegal inmate cellular phone usage.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24 13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Objective 1.3.1 - Assess cell phone detection and illegal usage detection technology on an on-going basis for a product or products that will aid in the detection of illegal cell phones or render them ineffective.	The Agency monitors and controls the intakes of contraband into the correctional institutions. The cell phones are one of the most dangerous pieces of contraband that allows inmates unauthorized contact with the public which jeopardizes the overall security of the institutions and the Agency.	*Statistical data is compiled during the discovery and apprehension of cell phones. Also, the Agency is developing electronic means to aid in the discovery of cell phone possession and usage within our institutions.*	*Michael McCall Colie Rushton Brian Bolchoz*	< 2 Years > 30 Years < 2 Years	*Deputy Director of Operations, Director of Security, Inspector General*	*4444 Broad River Road, Columbia, SC 29210*	*Operations, Security, Inspector General*	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Security is responsible for the monitoring of the correctional officer ranks/equipment. The Inspector General's Office is the investigative arm of the Agency enforcing Agency policy and procedures and current law enforcement laws and regulations.*
n/a	Strategy 1.4 - Improve inmate and staff safety by the development and utilization of a validated risk-assessment instrument and Crisis Intervention training for staff.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24 13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Objective 1.4.1 - Develop and implement a validated risk-assessment instrument for the male inmate population by 2015.	The Agency will develop a validated risk-assessment instrument for the male inmate population developed from current and historical data which will increase the safety of the inmates and the correctional staff. The first phase to initiate the testing of the GRAD was completed in May 2015. Staff responsible for implementation were trained and will be working with the selective adult male populations in Mental Health and ATU programming. The second phase of administering the tool will occur during fiscal year 2015-2016.	*The assessment will provide better criteria for the implementation of programs to modify behavioral patterns faced by the male incarcerated population. This assessment will help the Agency to better provide for the reduction of recidivism among males.*	*Michael McCall Lefford Fate*	< 2 Years < 2 Years < 15 Years	*Deputy Director of Operations, Deputy Director of Health Services*	*4444 Broad River Road, Columbia, SC 29210*	*Operations, Health Services*	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Health services is responsible for the health and well-being of the 21,173 inmates incarcerated.*
SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24 13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Objective 1.4.2 - Reduce serious inmate on inmate assaults by 5% by 2015.	The Agency maintains statistical data for all inmate assaults that occur in our institutions.	*Assaults are a serious security issues; the reduction of assaults provides for a more safe and compatible living conditions for the inmates and staff.*	*Michael McCall Lefford Fate Tessie Smith*	< 2 Years < 2 Years	*Deputy Director of Operations, Deputy Director of Health Services, Director of Training and Staff Development*	*4444 Broad River Road, Columbia, SC 29210*	*Operations, Health Services, Training and Staff Development*	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Health services is responsible for the health and well-being of the 21,173 inmates incarcerated. The Division of Training and Staff Development is responsible for the continual training of Agency staff and for the basic framework of new employees entering the Agency.*

Strategy, Objectives and Responsibility

SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Objective 1.4.3 - Reduce serious inmate on staff assaults by 5% by 2015.	The Agency maintains statistical data for all inmate assaults that occur in our institutions.	*Assaults are a serious security issues; the reduction of assaults provides for a more safe and compatible living conditions for the inmates and staff.*	*Michael McCall Lefford Fate Tessie Smith*	< 2 Years < 2 Years < 15 Years	*Deputy Director of Operations, Deputy Director of Health Services*	*4444 Broad River Road, Columbia, SC 29210*	*Operations, Health Services, Training and Staff Development*	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Health services is responsible for the health and well-being of the 21,173 inmates incarcerated. The Division of Training and Staff Development is responsible for the continual training of Agency staff and for the basic framework of new employees entering the Agency.*
SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Objective 1.4.4 - Create an in-service training class on "Effective Communication and De-escalation Techniques" and require 100% of certified staff to complete during 2015 annual in-service mandatory training.	The Agency has a dedicated training group that continues to develop and implement appropriate training methods based on State and national resources to provide a more safe and secure environment in our institutions.	*When security staff are trained to communicate more professionally and effectively with inmates, inmate volatility is reduced.*	*Michael McCall Lefford Fate Tessie Smith*	< 2 Years < 2 Years < 15 Years	*Deputy Director of Operations, Deputy Director of Health Services, Director of Training and Staff Development*	*4444 Broad River Road, Columbia, SC 29210*	*Operations, Health Services, Training and Staff Development*	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Health services is responsible for the health and well-being of the 21,173 inmates incarcerated. The Division of Training and Staff Development is responsible for the continual training of Agency staff and for the basic framework of new employees entering the Agency.*
n/a	Strategy 1.5 - Prevent an increase in the current escape rate and/or reduce the number of escapes.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Objective 1.5.1 - Install security cameras in 3 additional institutions each year until all institutions have acquired this technology.	Security cameras add additional surveillance techniques when security staff is short.	*Protects the security staff, inmates, and the public.*	*Michael McCall Colie Rushton*	< 2 Years > 30 Years	*Deputy Director of Operations, Director of Security*	*4444 Broad River Road, Columbia, SC 29210*	*Operations, Security*	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Security is responsible for the monitoring of the correctional officer ranks/equipment.*
SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Objective 1.5.2 - Maintain a 0% escape rate from maximum security (Level III) institutions.	The Agency maintains statistical data for all inmate escapes from our institutions.	*Security procedures over escapes help protect the Public. The Agency's mission is to house inmates in a safe and secure environment.*	*Michael McCall Colie Rushton*	< 2 Years > 30 Years	*Deputy Director of Operations, Director of Security*	*4444 Broad River Road, Columbia, SC 29210*	*Operations, Security*	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Security is responsible for the monitoring of the correctional officer ranks/equipment.*

Strategy, Objectives and Responsibility

SC Code of Laws 24-1-290, 24-1-29*5, 24-3-20, 24-3-40, 24-3-110 thru 24-3-140, 24-3-170, 24-3-310 thru 24-3-320, 24-3-350, 24-13-235, 24-13-660 thru 24-13-730, 24-13-940 thru 24-13-1540, 24-13-1560 thru 24-19-160, 24-25-10 thru 24-25-90; SC Code of Regs 33-2; Proviso FY16 65.3, 65.5, 65.6, 65.18, 65.22, 65.27, 117.68	**Goal 2 - Prepare inmates for re-entry back into their communities by providing rehabilitation and self-improvement opportunities for inmates.**	The Agency is policy-driven to provide inmates with the educational, vocational and life skills that will help them achieve self-worth upon release back into the community. We have implemented measures through programmatic experience and nationally-based standards that form the framework of those policies. Like all State Agencies, we are continually monitored by outside entities such as the State Government, Federal Government and interested advocacy Public groups	Concerted effort is made by our programmatic services to provide the inmates with skills that can be utilized by them going back to the community as viable citizens. This is one of the important factors that we use to reduce the recidivism rate of the same inmates returning to our correctional facilities.	Sandy Barrett	< 2 Years	Deputy Director of Programs	*4444 Broad River Road, Columbia, SC 29210*	*Programs and Services*	*Program Services is the overall grouping that contains the educational, vocational, work skills and victims' advocacy. These are the groups that are responsible for the individual growth and motivational techniques to enable the inmates to return to the community as viable citizens.*
n/a	Strategy 2.1 - Provide inmates educational and vocational training.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Objective 2.1.1 - Increase the number of inmates completing vocational programs by 3% per year.	The Agency maintains statistical information for inmate programs.	*Education provides skills for inmates that were not exposed to those skills to create a skilled labor force which will reduce recidivism.*	*Dr. Randy Reagan*	> 8 Years	*Director of Palmetto Unified School District*	*4444 Broad River Road, Columbia, SC 29210*	*Palmetto Unified School District*	*Palmetto Unified School District is the Agency's school district established to educate inmates that are below 8th grade levels and expose inmates to vocational programs to create a skilled labor force upon release from custody.*
SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Objective 2.1.2 - Increase the number of inmates receiving a GED (of those who do not have a H. S. diploma) by 3% per year.	The Agency maintains statistical information for inmate programs.	*Education provides skills for inmates that were not exposed to those skills to create a skilled labor force which will reduce recidivism.*	*Dr. Randy Reagan*	> 8 Years	*Director of Palmetto Unified School District*	*4444 Broad River Road, Columbia, SC 29210*	*Palmetto Unified School District*	*Palmetto Unified School District is the Agency's school district established to educate inmates that are below 8th grade levels and expose inmates to vocational programs to create a skilled labor force upon release from custody.*
thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24	Objective 2.1.3 - Increase the number of inmates in work programs by 3% per year.	The Agency is able to determine the existing education and skills of the incoming inmates through the "Reception and Evaluation" process. At this point, the inmates will be assigned educational programs or work assignments for their final institution assignment.	*Education provides skills for inmates that were not exposed to those skills to create a skilled labor force which will reduce recidivism.*	*John Harmon, Mark McCown, Richard Hodgkiss*	> 25 Years, < 2 Years , > 1 Year	*Directors of Facilities Maintenance, Agricultural Services, Industries*	*4444 Broad River Road, Columbia, SC 29210*	*Division of Facilities, Support Services, Prison Industries*	*The Divisions of Facilities Maintenance, Support Services, and Prison Industries were created to provide work skills to incarcerated inmates in the fields of maintenance, agriculture, warehouse and industrial environments.*

SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Objective 2.1.4 - 500 inmates will successfully complete the newly implemented Employability Skills Curriculum by 2016.	The Agency is able to determine the existing education and skills of the incoming inmates through the "Reception and Evaluation" process. At this point, the inmates will be assigned educational programs or work assignments for their final institution assignment.	*Education provides skills for inmates that were not exposed to those skills to create a skilled labor force which will reduce recidivism.*	*Dr. Randy Reagan*	> 8 Years	*Director of Palmetto Unified School District*	*4444 Broad River Road, Columbia, SC 29210*	*Palmetto Unified School District*	*Palmetto Unified School District is the Agency's school district established to educate inmates that are below 8th grade levels and expose inmates to vocational programs to create a skilled labor force upon release from custody.*
SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24	Objective 2.1.5 - Increase the number of On The Job Training Certificates awarded by 3% per year.	The Agency is able to determine the existing education and skills of the incoming inmates through the "Reception and Evaluation" process. At this point, the inmates will be assigned educational programs or work assignments for their final institution assignment.	*Education provides skills for inmates that were not exposed to those skills to create a skilled labor force which will reduce recidivism.*	*Dr. Randy Reagan*	> 8 Years	*Director of Palmetto Unified School District*	*4444 Broad River Road, Columbia, SC 29210*	*Palmetto Unified School District*	*Palmetto Unified School District is the Agency's school district established to educate inmates that are below 8th grade levels and expose inmates to vocational programs to create a skilled labor force upon release from custody.*
SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru	Objective 2.1.6 - Reduce the overall recidivism rate to 25% by 2016.	All of the Agency's programs are focused on teaching the inmates to become productive citizens in the community.	*Division of Programs and Services is comprised of the Education, Facilities, Prison Industries, Support Services, and PUSD.*	*Sandy Barrett*	< 3 Years	*Deputy Director of Programs and Services*	*4444 Broad River Road, Columbia, SC 29210*	*Programs and Services*	*Division of Programs and Services is comprised of the Education, Facilities, Prison Industries, Support Services, and PUSD.*
SC Code of Laws 24-1-120, 24-1-150, 24-1-160, 24-1-170, 24-1-230 thru 24-1-260, 24-1-285, 24-3-27, 24-3-70, 24-3-180, 4-3-190, 24-3-330, 24-3-340, 24-3-360 thru 24-3-420, 24-3-710 thru 24-3-760, 24-3-930, 24-3-940, 24-3-950, 24-9-10 thru 24-9-50, 24-13-920, 24-13-930, 24-26-10 thru 24-27-220, 24-65-70, 11-13-45, 11-11-320, 37-29-130, 2-65-20; Proviso FY16 65.2, 65.9, 65.10, 65.11, 65.13, 65.20, 65.21, 117.9, 117.317, 117.23, 117.25, 117.29, 117.31, 117.47, 117.51, 117.53, 117.59, 117.66, 117.82, 117.85, 117.96, 117.97, 117.104, 118.1, 118.14	**Goal 3 - Promote professional excellence, fiscal responsibility, and self-sufficiency.**	The Agency is policy-driven to protect the Agency's resources, properties and employees. We have implemented measures through financial experience and nationally-based standards that form the framework of those policies. Like all State Agencies, we are continually monitored by outside entities such as the State Government, Federal Government and interested advocacy Public groups.	Protects the resources provided to the Agency by the Governor and Legislators through citizen-paid tax revenue. Controls the spending of budget dollars, protects the Agency's capital resources and maintains data that provides critical reporting for management decisions and statistical data for Governor, legislative, and outside interested parties. In addition, the Agency continues to monitor its own policies and procedures for relevancy with the ever changing laws and the trends monitored by national correctional groups.	Tom Osmer, Salley Elliot, Brian Bolchoz	< 2 Years <1 Years <2 Years	Deputy Director of Administration, Chief Legal and Compliance Officer, Inspector General	*4444 Broad River Road, Columbia, SC 29210*	*Administration, Office of Legal Counsel and Compliance, Office of Inspector General*	*Administration is the overall grouping that contains the financial and administrative resources for the Agency. The Office of Legal and Compliance is responsible for the Agency's legal affairs and self-monitoring of our programs. The Inspector General's Office is the investigative arm of the Agency enforcing Agency policy and procedures and current law enforcement laws and regulations.*
n/a	Strategy 3.1 - Improve occupational safety.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

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SC Code of Laws 24-1-120, 24-1-150, 24-1-160, 24-1-170, 24-1-230 thru 24-1-260, 24-1-285, 24-3-27, 24-3-70, 24-3-180, 4-3-190, 24-3-330, 24-3-340, 24-3-360 thru 24-3-420, 24-3-710 thru 24-3-760, 24-3-930, 24-3-940, 24-3-950, 24-9-10 thru 24-9-50, 24-13-920, 24-13-930, 24-26-10 thru 24-27-220, 24-65-70, 11-13-45, 11-11-320, 37-29-130, 2-65-20; Proviso FY16 65.2, 65.9, 65.10, 65.11, 65.13, 65.20, 65.21, 117.9, 117.317, 117.23, 117.25, 117.29, 117.31, 117.47, 117.51, 117.53, 117.59, 117.66, 117.82, 117.85, 117.96, 117.97, 117.104, 118.1, 118.14	Objective 3.1.1 - Reduce the number of Workers' Compensation claims by 3% by 2017.	Occupational safety is important to the Agency because of the large manpower that the Agency directs; personnel is a large asset that needs to be protected.	*Provide a safe environment to the Agency staff along with safe, workable equipment.*	*Russell Rush*	*>10 years*	*Division Director*	*4444 Broad River Road, Columbia, SC 29210*	*Division of Occupational Safety and Workers' Compensation*	*Division of Occupational Safety and Workers' Compensation is responsible for the monitoring, correcting and reporting safety issues within the Agency.*
SC Code of Laws 24-1-120, 24-1-150, 24-1-160, 24-1-170, 24-1-230 thru 24-1-260, 24-1-285, 24-3-27, 24-3-70, 24-3-180, 4-3-190, 24-3-330, 24-3-340, 24-3-360 thru 24-3-420, 24-3-710 thru 24-3-760, 24-3-930, 24-3-940, 24-3-950, 24-9-10 thru 24-9-50, 24-13-920, 24-13-930, 24-26-10 thru 24-27-220, 24-65-70, 11-13-45, 11-11-320, 37-29-130, 2-65-20; Proviso FY16 65.2, 65.9, 65.10, 65.11, 65.13, 65.20, 65.21, 117.9, 117.317, 117.23, 117.25, 117.29, 117.31, 117.47, 117.51, 117.53, 117.59, 117.66, 117.82, 117.85, 117.96, 117.97, 117.104, 118.1, 118.14	Objective 3.1.2 - Reduce the cost of Workers' Compensation claims by 3% by 2017.	Occupational safety is important to the Agency because of the large manpower that the Agency directs; personnel is a large asset that needs to be protected.	*Provide a safe environment to the Agency staff along with safe, workable equipment.*	*Russell Rush*	*>10 years*	*Division Director*	*4444 Broad River Road, Columbia, SC 29210*	*Division of Occupational Safety and Workers' Compensation*	*Division of Occupational Safety and Workers' Compensation is responsible for the monitoring, correcting and reporting safety issues within the Agency.*
n/a	Strategy 3.2 - Enhance security of information technology (IT).	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
SC Code of Laws 24-1-120, 24-1-150, 24-1-160, 24-1-170, 24-1-230 thru 24-1-260, 24-1-285, 24-3-27, 24-3-70, 24-3-180, 4-3-190, 24-3-330, 24-3-340, 24-3-360 thru 24-3-420, 24-3-710 thru 24-3-760, 24-3-930, 24-3-940, 24-3-950, 24-9-10 thru 24-9-50, 24-13-920, 24-13-930, 24-26-10 thru 24-27-220, 24-65-70, 11-13-45, 11-11-320, 37-29-130, 2-65-20; Proviso FY16 65.2, 65.9, 65.10, 65.11, 65.13, 65.20, 65.21, 117.9, 117.317, 117.23, 117.25, 117.29, 117.31, 117.47, 117.51, 117.53, 117.59, 117.66, 117.82, 117.85, 117.96, 117.97, 117.104, 118.1, 118.14	Objective 3.2.1 - Conduct records management audits of all 24 institutions and 24 divisions by June 30, 2016.	As a State Agency, many interested parties scrutinize our records on a annual basis.	*Protects the Agency from negative reports compiled by outside inspecting authorities.*	*Salley Elliot*	*< 1 Year*	*Division Director*	*4444 Broad River Road, Columbia, SC 29210*	*Chief Legal and Compliance Officer*	*The Chief Legal and Compliance Officer is responsible for all legal matters and self- monitoring Agency programs.*

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SC Code of Laws 24-1-120, 24-1-150, 24-1-160, 24-1-170, 24-1-230 thru 24-1-260, 24-1-285, 24-3-27, 24-3-70, 24-3-180, 4-3-190, 24-3-330, 24-3-340, 24-3-360 thru 24-3-420, 24-3-710 thru 24-3-760, 24-3-930, 24-3-940, 24-3-950, 24-9-10 thru 24-9-50, 24-13-920, 24-13-930, 24-26-10 thru 24-27-220, 24-65-70, 11-13-45, 11-11-320, 37-29-130, 2-65-20; Proviso FY16 65.2, 65.9, 65.10, 65.11, 65.13, 65.20, 65.21, 117.9, 117.317, 117.23, 117.25, 117.29, 117.31, 117.47, 117.51, 117.53, 117.59, 117.66, 117.82, 117.85, 117.96, 117.97, 117.104, 118.1, 118.14	Objective 3.2.2 - Conduct records management training for institutional/divisional records managers and wardens each year.	As a State Agency, many interested parties scrutinize our records on a annual basis.	*Protects the Agency from negative reports compiled by outside inspecting authorities.*	*Salley Elliot*	*< 1 Year*	*Division Director*	*4444 Broad River Road, Columbia, SC 29210*	*Chief Legal and Compliance Officer*	*The Chief Legal and Compliance Officer is responsible for all legal matters and self- monitoring Agency programs.*
n/a	Strategy 3.3 - Utilize resources more efficiently.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
SC Code of Laws 24-1-120, 24-1-150, 24-1-160, 24-1-170, 24-1-230 thru 24-1-260, 24-1-285, 24-3-27, 24-3-70, 24-3-180, 4-3-190, 24-3-330, 24-3-340, 24-3-360 thru 24-3-420, 24-3-710 thru 24-3-760, 24-3-930, 24-3-940, 24-3-950, 24-9-10 thru 24-9-50, 24-13-920, 24-13-930, 24-26-10 thru 24-27-220, 24-65-70, 11-13-45, 11-11-320, 37-29-130, 2-65-20; Proviso FY16 65.2, 65.9, 65.10, 65.11, 65.13, 65.20, 65.21, 117.9, 117.317, 117.23, 117.25, 117.29, 117.31, 117.47, 117.51, 117.53, 117.59, 117.66, 117.82, 117.85, 117.96, 117.97, 117.104, 118.1, 118.14	Objective 3.3.1 - Manage vacant FTEs to realize personnel costs savings of 25% or greater each year.	The Agency keeps close statistical information for managing vacancies.	*Creates savings for budget purposes.*	*Pat Thrailkill*	*>35 Years*	*Director*	*4444 Broad River Road, Columbia, SC 29210*	*Human Resources*	*The Division of Human Resources is responsible for the hiring and maintaining of all Agency employees.*
SC Code of Laws 24-1-120, 24-1-150, 24-1-160, 24-1-170, 24-1-230 thru 24-1-260, 24-1-285, 24-3-27, 24-3-70, 24-3-180, 4-3-190, 24-3-330, 24-3-340, 24-3-360 thru 24-3-420, 24-3-710 thru 24-3-760, 24-3-930, 24-3-940, 24-3-950, 24-9-10 thru 24-9-50, 24-13-920, 24-13-930, 24-26-10 thru 24-27-220, 24-65-70, 11-13-45, 11-11-320, 37-29-130, 2-65-20; Proviso FY16 65.2, 65.9, 65.10, 65.11, 65.13, 65.20, 65.21, 117.9, 117.317, 117.23, 117.25, 117.29, 117.31, 117.47, 117.51, 117.53, 117.59, 117.66, 117.82, 117.85, 117.96, 117.97, 117.104, 118.1, 118.14	Objective 3.3.2 - Expand boiler control systems to additional institutions in 2015 to reduce energy costs via interruptible natural gas competitive rates.	The Agency is dependent upon local and public utility systems.	*Agency seeks a reduction in utility expenditures.*	*John Harmon*	*>25 Years*	*Director*	*4444 Broad River Road, Columbia, SC 29210*	*Facilities and Maintenance*	*The Division of Facilities and Maintenance is responsible for maintaining the Agency's buildings and equipment.*

Associated Programs

This is the next chart because once the agency has determined its goals, strategies and objectives, the agency needs to determine which of its programs will help achieve those objectives and goals and which programs may need to be curtailed or eliminated. If one program is helping accomplish an objective that a lot of other programs are also helping accomplish, the agency should consider whether the resources needed for that program could be better utilized (i.e. so the agency can most effectively and efficiently accomplish all of its goals and objectives) if they were distributed among the other programs that are helping accomplish the same objective or among programs that are helping accomplish other objectives.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions :
1) Under the "Name of Agency Program" column, enter the name of every program at the agency on a separate row.
2) Under the "Description of Program" column, enter a 1-3 sentence description of the agency program.
3) Under the "Legal Statute Requiring Program" column, enter the legal statute which requires (this is different than allows) the program, if the program is required by a state or federal statute or proviso. Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute. If the program is not required by a state or federal statute or proviso, enter "none."
3) Under the "Objective the Program Helps Accomplish" column, enter the strategic plan objective number and description. The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart. Enter ONLY ONE objective per row. If an agency program helps accomplish multiple objectives, insert additional rows with that agency program information and enter each different objective it helps accomplish on a separate row.

Name of Agency Program	Description of Program	Legal Statute or Proviso Requiring the Program	Objective the Program Helps Accomplish (The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart) List **ONLY ONE** strategic objective per row.
Institutional Security, Food, and Health: Protection of the Inmate.	Provides security and operational resources to house the inmate population	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Objective 1.1.1 - A Bedspace Utilization Committee has been created that will monitor inmate population data and review options for re-designing beds or consider new construction on an ongoing basis.

Associated Programs

Palmetto Unified School District	Provides instructional and vocational education to inmates.	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Objective 2.1.2 - Increase the number of inmates receiving a GED (of those who do not have a H. S. diploma) by 3% per year.
Facilities Management	While providing labor to repair/renovate critical areas within the Agency, the inmates learn skills to enable them to join the community workforce upon release.	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Objective 2.1.5 - Increase the number of On The Job Training Certificates awarded by 3% per year.

Associated Programs

Volunteer/Chaplain Program	Provides faith-based counseling to inmates.	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Objective 2.1.6 - Reduce the overall recidivism rate to 25% by 2016.
Prison Industries	While providing labor to industrial entities within the Agency, the inmates learn skills to enable them to join the community workforce upon release.	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Objective 2.1.4 - 500 inmates will successfully complete the newly implemented Employability Skills Curriculum by 2016.

Associated Programs

Agriculture/Horticulture	While providing labor to our farms and gardens within the Agency, the inmates learn skills to enable them to join the community workforce upon release.	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Objective 2.1.6 - Reduce the overall recidivism rate to 25% by 2016.
Youthful Offender Intensification	Working with troubled youths between the ages of 17 and 21 to provide assistance with the courts in reduction of sentences and monitoring them once back into the community.	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Objective 2.1.6 - Reduce the overall recidivism rate to 25% by 2016.

Associated Programs

Victim Information and Notification Program	The Agency provides the funding and manages the network of participating agencies. This network is crucial for communication with victims and their families of offender movements.	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	
Vehicular Maintenance	This program benefits our Agency and other agencies with quality automotive repairs and provides inmates work experience skills for the inmates.	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Objective 2.1.6 - Reduce the overall recidivism rate to 25% by 2016.

Strategic Budgeting

This is the next chart because once the agency determines its goals, strategies and objectives, as well as the programs that will best allow the agency to accomplish its objectives, the agency needs to determine how to allocate its funds to most effectively and efficiently accomplish the objectives. After allocating the funds to the objectives, the agency may decide to go back and revise which associated programs it will continue, curtail or eliminate in order to most effectively and efficiently accomplish its goals and objectives.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-2016

IMPORTANT TIME SAVING NOTE: Please note that only one year of budgeted funds is requested. Once an agency is under study with the House Legislative Oversight Committee, the Committee may request information on how the agency budgeted and spent money for the previous five years. If an agency is chosen for study five years from now, the agency can quickly and easily combine the information from this chart for each of the last five years.

Part A Instructions : **Estimated Funds Available this Fiscal Year (2015-16)**
1) Please enter each source of funds for the agency in a separate column. Group the funding sources however is best for the agency (i.e. general appropriation programs, proviso 18.2, proviso 19.3, grant ABC, grant XYZ, Motor Vehicle User Fees, License Fines, etc.) to provide the information requested below each source (i.e. state, other or federal funding; recurring or one-time funding; etc.). The agency is not restricted by the number of columns below so please delete or add as many as needed. **However the agency chooses to group its funding sources, it should be clear through Part A and B, how much the agency estimates it has available to spend and where the agency has budgeted the funds it has available to spend.**

Part B Instructions : **How Agency Budgeted Funds this Fiscal Year (2015-16)**
1) Enter each agency objective and description (i.e. Objective 1.1.1 - insert description of objective). The agency can insert as many rows as necessary so that all objectives are included.
2) After entering all of the objectives, enter each "unrelated purpose" for which money received by the agency will go (i.e. Unrelated Purpose #1 - insert description of unrelated purpose) on a separate row. An "unrelated purpose" is money the agency is legislatively directed to spend on something that is not related to an agency objective (i.e. pass through, carry forward, etc.).
3) Enter how much money from each source of funds the agency budgets to spend on each objective and unrelated purpose. The "Total budgeted to spend on objectives and unrelated purposes" for each source of funds in Part B should equal the "Amount estimated to have available to spend this fiscal year" in Part A.

Explanations from the Agency regarding Part A: *Insert any additional explanations the agency would like to provide related to the information it provides below.*

PART A
Estimated Funds Available this Fiscal Year (2015-16)

Source of Funds:	Totals	*Appropriations Act*	*Appropriations Act*	*Appropriations Act*	*Appropriations Act*	*Appropriations Act*	*Appropriations Act*
	$ 457,221,029	*$ 386,378,899*	*$ 3,610,435*	*$ 1,939,659*	*$ 60,942,559*	*$ 722,477*	*$ 3,627,000*
Is the source state, other or federal funding:		*State General Fund*	*State General Fund*	*State General Fund Proviso 118.14*	*Other Funds*	*Other Funds*	*Federal*
Is funding recurring or one-time?		*Recurring*	*One-time funding for State $800 bonuses*	*One-time supplemental*	*Recurring*	*Recurring*	*Recurring*
$ From Last Year Available to Spend this Year							
Amount available at end of previous fiscal year	**$23,788,117**	$7,885,500	$0	$317,518	$15,565,506	$0	$19,593
Amount available at end of previous fiscal year that agency can actually use this fiscal year:	**$23,768,524**	$7,885,500	$ -	$ 317,518.00	$ 15,565,506.00	$ -	$ -
If the amounts in the two rows above are not the same, explain why :	Enter explanation for each fund to the right	NA	NA	NA	NA	NA	NA
$ Estimated to Receive this Year							
Amount budgeted/estimated to receive in this fiscal year:	**$481,009,146**	394,264,399	3,610,435	2,257,177	76,508,065	722,477	3,646,593
Total Actually Available this Year							
Amount estimated to have available to spend this fiscal year (i.e. Amount available at end of previous fiscal year that agency can actually use in this fiscal year PLUS Amount budgeted/estimated to receive this fiscal year):	**$481,009,146**	**$394,264,399**	**$3,610,435**	**$2,257,177**	**$76,508,065**	**$722,477**	**$3,646,593**

Strategic Budgeting

Explanations from the Agency regarding Part B: *Insert any additional explanations the agency would like to provide related to the information it provides below.*

PART B
How Agency Budgeted Funds this Fiscal Year (2015-16)

Source of Funds: (the rows to the left should populate automatically from what the agency entered in Part A)	Totals	Appropriations Act	Appropriations Act	Appropriations Act	Appropriations Act	Appropriations Act	Appropriations Act
Is source state, other or federal funding: (the rows to the left should populate automatically from what the agency entered in Part A)	$0	State General Fund	State General Fund	State General Fund Proviso 118.14	Other Funds	Other Funds	Federal
Restrictions on how agency is able to spend the funds from this source:	n/a	None	Only Full-tine FTE's employed during a certain period.	Only for projects denoted in Proviso.	Earmarked for specific purposes.	Restricted per SC Department of Education	Restricted to provisions of grants.
Amount estimated to have available to spend this fiscal year: (the rows to the left should populate automatically from what the agency entered in Part A)	$481,009,146	$394,264,399	$3,610,435	$2,257,177	$76,508,065	$722,477	$3,646,593
Are expenditure of funds tracked through SCEIS? (if no, state the system through which they are recorded so the total amount of expenditures could be verified, if needed)	n/a	Yes	Yes	Yes	Yes	Yes	Yes
Where Agency Budgeted to Spend Money this Year							
Objective 1.1.1 - A Bedspace Utilization Committee has been created that will monitor inmate population data and review options for re-designing beds or consider new construction on an ongoing basis. **(2)**	**$0**						
Objective 1.1.2 - Reduce the inmate population in Level 2 and Level 3 institutions to 100% or less and 97% or less bed utilization, respectively, by 2017. **(2)**	**$0**						
Objective 1.1.3 - Reassign restrictive housing beds to general population beds in Level 2 and Level 3 institutions by 50% by 2015. **(2)**	**$0**						
Objective 1.1.4 - Determine if any, or how many, Level 2 or Level 3 inmates can be housed safely in under-utilized Level 1 institutions. **(2)**	**$0**						
Objective 1.2.1 - Monitor the trend in the inmate population to determine if Level 1 bed utilization continues to drop. **(2)**	**$0**						
Objective 1.2.2 - If Level 1 bed utilization continues to drop, close or consolidate Level 1 institutions to achieve no less than 85% bed utilization by 2016 and redistribute or reduce staffing accordingly. **(2)**	**$0**						
Objective 1.3.1 - Assess cell phone detection and illegal usage detection technology on an on-going basis for a product or products that will aid in the detection of illegal cell phones or render them ineffective. **(1)**	**$2,122,000**				$ 2,122,000		
Objective 1.4.1 - Develop and implement a validated risk-assessment instrument for the male inmate population by 2015.	**$0**						
Objective 1.4.2 - Reduce serious inmate on inmate assaults by 5% by 2015. **(2)**	**$0**						
Objective 1.4.3 - Reduce serious inmate on staff assaults by 5% by 2015. **(2)**	**$0**						
Objective 1.4.4 - Create an in-service training class on "Effective Communication and De-escalation Techniques" and require 100% of certified staff to complete during 2015 annual in-service mandatory training. **(2)**	**$0**						
Objective 1.5.1 - Install security cameras in 3 additional institutions each year until all institutions have acquired this technology. **(2)**	**$0**						
Objective 1.5.2 - Maintain a 0% escape rate from maximum security (Level III) institutions. **(2)**	**$0**						
Objective 2.1.1 - Increase the number of inmates completing vocational programs by 3% per year. **(1)**	**$4,296,906**	$ 2,388,074	$ 35,611		$ 886,156	$ 191,400	$ 795,665
Objective 2.1.2 - Increase the number of inmates receiving a GED (of those who do not have a H. S. diploma) by 3% per year. **(1)**	**$3,794,365**	$ 1,737,477	$ 24,540	$ -	$ 927,348	$ 59,533	$ 1,045,467
Objective 2.1.3 - Increase the number of inmates in work programs by 3% per year. **(3)**	**$0**						
Objective 2.1.4 - 500 inmates will successfully complete the newly implemented Employability Skills Curriculum by 2016. **(3)**	**$0**						
Objective 2.1.5 - Increase the number of On The Job Training Certificates awarded by 3% per year. **(3)**	**$0**						
Objective 2.1.6 - Reduce the overall recidivism rate to 25% by 2016. **(2) (3)**	**$0**						
Objective 3.1.1 - Reduce the number of Workers' Compensation claims by 3% by 2017. **(1)**	**$385,247**	$ 381,247	$ 4,000				
Objective 3.1.2 - Reduce the cost of Workers' Compensation claims by 3% by 2017. **Combined with 3.1.1.**	**$0**						
Objective 3.2.1 - Conduct records management audits of all 24 institutions and 24 divisions by June 30, 2016. **(4)**	**$0**						
Objective 3.2.2 - Conduct records management training for institutional/divisional records managers and wardens each year. **(4)**	**$0**						
Objective 3.3.1 - Manage vacant FTEs to realize personnel costs savings of 25% or greater each year. **(1)**	**$1,022,416**	$ 1,022,416					
Objective 3.3.2 - Expand boiler control systems to additional institutions in 2015 to reduce energy costs via interruptible natural gas competitive rates. **(2) (3)**	**$0**						
etc.							
Internal Administration and Support	**$16,614,759**	$ 14,189,166.00	$ 162,494.00		$ 1,907,027.00		$ 356,072.00
Housing, Care and Security	**$300,833,686**	$ 275,252,107.00	$ 3,059,126.00		$ 20,775,267.00	$ 393,384.00	$ 1,353,802.00

Work and Vocational Activities	$29,298,908	$ 1,183,762.00	$ 14,508.00		$ 28,100,638.00		
Palmetto Unified District One	$431,619	$ -			$ 431,619.00		$ -
Individual Growth and Motivation	$3,680,801	$ 3,172,060.00	$ 51,985.00		$ 456,756.00		
Penal Facilities Inspection Services	$116,006	$ 114,406.00	$ 1,600.00				
Employee Benefits	$92,684,657	$ 86,938,184.00	$ 256,571.00		$ 5,335,748.00	$ 78,160.00	$ 75,994.00
Unrelated Purpose #1 - Capital Projects and Renovations ***(1)***	$17,842,276			$ 2,257,177	$ 15,565,506		$ 19,593.00
Unrelated Purpose #2 -Current Critical Needs not funded by the Act ***(1)***	$7,885,500	$ 7,885,500.00					
etc.							
Total Budgeted to Spend on Objectives and Unrelated **Purposes:** (this should be the same as Amount estimated to have available to spend this fiscal year)	$481,009,146	$394,264,399	$3,610,435	$2,257,177	$76,508,065	$722,477	$3,646,593

NOTE: The Appropriation Act (Section 65) for the Department of Corrections is categorized as:

Internal Administration and Support	Administrative functions critical to the operation of the Agency include: Office of General Counsel, Budget, Finance, Resource and Information Management, Construction and Maintenance, Agriculture and Food Services management, Vehicle Maintenance management, Human Resources, Canteen and Commissary.
Housing, Care and Security	Safe and secure inmate housing within a structured and controlled environment that holds offenders accountable for their actions. Also, includes Medical, Canteen, Commissary, and Food operations
Quota Elimination	FY16 Proviso 65.20; The Department shall use these funds to accomplish this initiative to open a 96-bed unit at the MacDougal CI and 192-bed unit at Kirkland CI.
Work and Vocational Activities	Productive work and vocational skill development opportunities to assist the inmate population with their transition into the community upon release. Includes areas such as industries, agriculture, building maintenance, construction, grounds maintenance, food service and warehousing.
Palmetto Unified District One	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.
Individual Growth and Motivation	Programs and services for offenders in the areas of religion, recreation, volunteer activities, inmate organizational activities, inmate visitation and correspondence, substance abuse, re-entry programs, grants, HIV/AIDS and sex offender counseling and special programs/services for youthful offenders.
Penal Facilities Inspection Services	SC Code of Laws 24-9-10 through 40: There is hereby a Jail and Prison Inspection Division under the jurisdiction of the Department of Corrections. The division will be responsible for inspecting at least annually every facility in this State housing prisoners.
Employee Benefits	This funded program accounts for all employee fringe benefits that are to be allocated within cost centers that have payroll expenditures.

(1) Our budget records are maintained by functional areas and cost centers; some information is readily available to match the objectives.
(2) The Agency compiles statistical data for these objectives and are not specifically identified in the budget. These objectives pertain to the overall function of the Agency to secure, clothe, feed and provide health care to the inmates. The budget for these items are included in the Appropriation Act Section Housing, Care and Security.
(3) The Agency compiles statistical data for these objectives and are not specifically identified in the budget. These objectives pertain to the overall function of the Agency to provide productive work and vocational skills development for the inmates. The budget for these items are included in the Appropriation Act Sections Work and Vocational Activities and Individual Growth and Motivation.
(4) The Agency compiles statistical data for these objectives and are not specifically identified in the budget. These objectives pertain to the overall function of the Agency to provide critical management for the operation of the Agency. The budget for these items are included in the Appropriation Act Sections Internal Administration and Support.

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:		Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:		Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:		Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:		Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:		Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:		Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:		Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:		
Position:		
Office Address:		
Department or Division:		
Department or Division Summary:		
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Objective Details

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	0	
Performance Measure:		
Type of Measure:		
Results		
2013-14 Actual Results (as of 6/30/14):		
2014-15 Target Results:		
2014-15 Actual Results (as of 6/30/15):		
2015-16 Minimum Acceptable Results:		
2015-16 Target Results:		
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)		Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?		
Why was this performance measure chosen?		
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		
What are the names and titles of the individuals who chose the target value for 2015-16?		
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		

POTENTIAL NEGATIVE IMPACT

Instructions: Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	
Level Requires Outside Help	
Outside Help to Request	
Level Requires Inform General Assembly	
3 General Assembly Options	

REVIEWS/AUDITS

Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)

PARTNERS

Objective Details

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	**Goal 1 - House, feed, and clothe inmates in secure and safe institutions until sentence completion.**	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.1 - Reduce overcrowding in Level 2 and Level 3 institutions.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.1.1 - A Bedspace Utilization Committee has been created that will monitor inmate population data and review options for re-designing beds or consider new construction on an ongoing basis.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Overcrowding creates a critical problem in controlling inmates using a smaller population of correctional officers. Also during incidents where institutions have to "lockdown", the reduction of individual space among the inmates can create a volatile environment that reduces the safety of the inmates and correctional staff.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Institutional Security, Food, and Health: Protection of the Inmate.	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		

Objective Details

Name:	*Michael McCall Colie Rushton Joette Scarborough*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	< 2 Years > 30 Years > 25 Years	
Position:	*Deputy Director of Operations, Director of Security, Director of Classification*	
Office Address:	*4444 Broad River Road, Columbia, SC 29210*	
Department or Division:	*Operations, Security, Classification*	
Department or Division Summary:	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Security is responsible for the monitoring of the correctional officer ranks/equipment while Classification assigns inmates to security levels based on Agency policy and procedures*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	See Notes on Strategic Budgeting	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.1.1 - A Bedspace Utilization Committee has been created that will monitor inmate population data and review options for re-designing beds or consider new construction on an ongoing basis.	
Performance Measure:	Level I Bed Utilization	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	78.50%	
2014-15 Target Results:	85%	
2014-15 Actual Results (as of 6/30/15):	79%	
2015-16 Minimum Acceptable Results:	79%	
2015-16 Target Results:	85%	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Agency Management	

Objective Details

Why was this performance measure chosen?	Agency management is trying to utilize more Level I bedspace to decrease overcrowding in Level II and Level III institutions.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Closed one Level I institution
What are the names and titles of the individuals who chose the target value for 2015-16?	Agency Management
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Continuation of an important objective. The inmate population classification changes constantly because of releases and intakes.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Appears to be on target for FY16.
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	NA

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under-utilization creates a man-power problem because inmates still need to be watched and fed: we don't have enough officers to assign to a small population of inmates in a housing unit. The Agency is determining if Level II inmates can populate under-utilized Level I institutions and still maintain safety for the inmates, staff, and the public.*
Level Requires Outside Help	*Governor and General Assembly*
Outside Help to Request	*Governor and General Assembly*
Level Requires Inform General Assembly	*Governor and General Assembly*
3 General Assembly Options	

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	**Goal 1 - House, feed, and clothe inmates in secure and safe institutions until sentence completion.**	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.1 - Reduce overcrowding in Level 2 and Level 3 institutions.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.1.2 - Reduce the inmate population in Level 2 and Level 3 institutions to 100% or less and 97% or less bed utilization, respectively, by 2017.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Overcrowding creates a critical problem in controlling inmates using a smaller population of correctional officers. Also during incidents where institutions have to "lockdown", the reduction of individual space among the inmates can create a volatile environment that reduces the safety of the inmates and correctional staff.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Institutional Security, Food, and Health: Protection of the Inmate.	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Michael McCall Colie Rushton Joette Scarborough*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	< 2 Years > 30 Years > 25 Years	

Objective Details

Position:	*Deputy Director of Operations, Director of Security, Director of Classification*
Office Address:	*4444 Broad River Road, Columbia, SC 29210*
Department or Division:	*Operations, Security, Classification*
Department or Division Summary:	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Security is responsible for the monitoring of the correctional officer ranks/equipment while Classification assigns inmates to security levels based on Agency policy and procedures*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	See Notes on Strategic Budgeting
Total Actually Spent:	*Agency will provide next year*

Copy and paste this information from the Strategic Budgeting Chart

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.1.2 - Reduce the inmate population in Level 2 and Level 3 institutions to 100% or less and 97% or less bed utilization, respectively, by 2017.	
Performance Measure:	Level II Bed Utilization	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	103.50%	
2014-15 Target Results:	100.00%	
2014-15 Actual Results (as of 6/30/15):	101.50%	
2015-16 Minimum Acceptable Results:	100.00%	
2015-16 Target Results:	100.00$	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Agency Management	
Why was this performance measure chosen?	Agency management is trying to reduce overpopulation in Level II institutions.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Looking into the feasibility of utilizing Level I institutional space.	
What are the names and titles of the individuals who chose the target value for 2015-16?	Agency Management	

Objective Details

What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	A current value of over $100% means that overcrowding of cells is occurring. This is a safety issue for our current security staff.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Questionable
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	We have moved a targeted group of youthful offenders in our Shock Program to another like-kind institution that will create additional space for Level II inmates.

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Overcrowding of cells is a safety issue for our correctional staff; we don't have the extra staff to cover the overcrowding of inmates.*
Level Requires Outside Help	*Governor and General Assembly*
Outside Help to Request	*Governor and General Assembly*
Level Requires Inform General Assembly	*Governor and General Assembly*
3 General Assembly Options	*Increase in officer pay to attract more officer candidates, help us compete with the other Law Enforcement agencies, construction of new facilities.*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	**Goal 1 - House, feed, and clothe inmates in secure and safe institutions until sentence completion.**	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.1 - Reduce overcrowding in Level 2 and Level 3 institutions.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.1.3 - Reassign restrictive housing beds to general population beds in Level 2 and Level 3 institutions by 50% by 2015.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*As the population mix changes via release/intake, medical evaluations/diagnosis and programs targeting at-risk youth, the "beds" change and more general population beds can be classified out of the "restrictive" classification.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Institutional Security, Food, and Health: Protection of the Inmate.	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Michael McCall Colie Rushton Joette Scarborough*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	< 2 Years > 30 Years > 25 Years	
Position:	*Deputy Director of Operations, Director of Security, Director of Classification*	
Office Address:	*4444 Broad River Road, Columbia, SC 29210*	

Objective Details

Department or Division:	*Operations, Security, Classification*
Department or Division Summary:	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Security is responsible for the monitoring of the correctional officer ranks/equipment while Classification assigns inmates to security levels based on Agency policy and procedures*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	See Notes on Strategic Budgeting
Total Actually Spent:	*Agency will provide next year*

Copy and paste this information from the Strategic Budgeting Chart

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.1.3 - Reassign restrictive housing beds to general population beds in Level 2 and Level 3 institutions by 50% by 2015.	
Performance Measure:	Level III Bed Utilization	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	98.80%	
2014-15 Target Results:	97.00%	
2014-15 Actual Results (as of 6/30/15):	95.70%	
2015-16 Minimum Acceptable Results:	95.70%	
2015-16 Target Results:	97.00%	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Agency Management	
Why was this performance measure chosen?	Level III institutions are designed to hold long-time violent offenders and require additonal security staff and procedures to maintain the safety of the correctional officers, staff and inmates.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The value was below the target meaning that overcrowding did not occur.	
What are the names and titles of the individuals who chose the target value for 2015-16?	Agency Management	

Objective Details

What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	It is critical to not have overcrowding in Level III institutions because of the type of inmate housed. There is more of a security threat with overcrowding of Level III institutions. Those institutions are usually understaffed because of the nature of the inmates and the working environment.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	It appears that we will continue this trend.
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	NA

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*The Agency is not at full capacity for correctional officers which is a security issue. The Agency is competing with local law enforcement entities and our pay scale is low to attract suitable correctional officer candidates.*
Level Requires Outside Help	*Governor and General Assembly*
Outside Help to Request	*Governor and General Assembly*
Level Requires Inform General Assembly	*Governor and General Assembly*
3 General Assembly Options	*Increase in officer pay to attract more officer candidates, help us compete with the other Law Enforcement agencies, construction of new facilities.*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	**Goal 1 - House, feed, and clothe inmates in secure and safe institutions until sentence completion.**	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.1 - Reduce overcrowding in Level 2 and Level 3 institutions.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.1.4 - Determine if any, or how many, Level 2 or Level 3 inmates can be housed safely in under-utilized Level 1 institutions.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*The Agency inmate population is continually monitored by the Classification group to determine any changes in an inmate's security level.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Institutional Security, Food, and Health: Protection of the Inmate.	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person	*Michael McCall Colie Rushton Joette Scarborough*	
Name:	< 2 Years > 30 Years > 25 Years	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	*Deputy Director of Operations, Director of Security, Director of Classification*	
Position:	*4444 Broad River Road, Columbia, SC 29210*	
Office Address:	*Operations, Security, Classification*	

Objective Details

Department or Division:	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Security is responsible for the monitoring of the correctional officer ranks/equipment while Classification assigns inmates to security levels based on Agency policy and procedures.*
Department or Division Summary:	
Amount Budgeted and Spent To Accomplish Objective	See Notes on Strategic Budgeting
Total Budgeted for this fiscal year:	
Total Actually Spent:	*Agency will provide next year*

Copy and paste this information from the Strategic Budgeting Chart

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.1.4 - Determine if any, or how many, Level 2 or Level 3 inmates can be housed safely in under-utilized Level 1 institutions.	
Performance Measure:	Continuation of Objectives 1.1.1, 1.1.2, 1.1.3	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Continuation of Objectives 1.1.1, 1.1.2, 1.1.3	
2014-15 Target Results:	Continuation of Objectives 1.1.1, 1.1.2, 1.1.3	
2014-15 Actual Results (as of 6/30/15):	Continuation of Objectives 1.1.1, 1.1.2, 1.1.3	
2015-16 Minimum Acceptable Results:	Continuation of Objectives 1.1.1, 1.1.2, 1.1.3	
2015-16 Target Results:	Continuation of Objectives 1.1.1, 1.1.2, 1.1.3	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Continuation of Objectives 1.1.1, 1.1.2, 1.1.3	
Why was this performance measure chosen?	Continuation of Objectives 1.1.1, 1.1.2, 1.1.3	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Continuation of Objectives 1.1.1, 1.1.2, 1.1.3	
What are the names and titles of the individuals who chose the target value for 2015-16?	Continuation of Objectives 1.1.1, 1.1.2, 1.1.3	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Continuation of Objectives 1.1.1, 1.1.2, 1.1.3	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Continuation of Objectives 1.1.1, 1.1.2, 1.1.3	

Objective Details

If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Continuation of Objectives 1.1.1, 1.1.2, 1.1.3

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Overall need to decrease or eliminate overcrowding to the best of our ability based on the classification of inmates entering the system.*
Level Requires Outside Help	*Governor and General Assembly*
Outside Help to Request	*Governor and General Assembly*
Level Requires Inform General Assembly	*Governor and General Assembly*
3 General Assembly Options	*Increase in officer pay to attract more officer candidates, help us compete with the other Law Enforcement agencies, construction of new facilities.*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	**Goal 1 - House, feed, and clothe inmates in secure and safe institutions until sentence completion.**	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.2 - Reduce under-utilization in Level 1 institutions.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.2.1 - Monitor the trend in the inmate population to determine if Level 1 bed utilization continues to drop.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Overcrowding creates a critical problem in controlling inmates using a smaller population of correctional officers. Also during incidents where institutions have to "lockdown", the reduction of individual space among the inmates can create a volatile environment that reduces the safety of the inmates and correctional staff.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Institutional Security, Food, and Health: Protection of the Inmate.	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Michael McCall Colie Rushton Joette Scarborough*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart

Objective Details

Number of Months Responsible:	< 2 Years > 30 Years > 25 Years
Position:	*Deputy Director of Operations, Director of Security, Director of Classification*
Office Address:	*4444 Broad River Road, Columbia, SC 29210*
Department or Division:	*Operations, Security, Classification*
Department or Division Summary:	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Security is responsible for the monitoring of the correctional officer ranks/equipment while Classification assigns inmates to security levels based on Agency policy and procedures.*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	See Notes on Strategic Budgeting
Total Actually Spent:	*Agency will provide next year*

Copy and paste this information from the Strategic Budgeting Chart

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.2.1 - Monitor the trend in the inmate population to determine if Level 1 bed utilization continues to drop.	
Performance Measure:	Level I Bed Utilization	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	78.50%	
2014-15 Target Results:	85%	
2014-15 Actual Results (as of 6/30/15):	79%	
2015-16 Minimum Acceptable Results:	79%	
2015-16 Target Results:	85%	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Agency Management	
Why was this performance measure chosen?	Agency management is trying to utilize more Level I bedspace to decrease overcrowding in Level II and Level III institutions.	

Objective Details

If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Closed one Level I institution
What are the names and titles of the individuals who chose the target value for 2015-16?	Agency Management
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Continuation of an important objective. The inmate population classification changes constantly because of releases and intakes.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Appears to be on target for FY16.
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	NA

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under-utilization creates a man-power problem because inmates still need to be watched and fed: we don't have enough officers to assign to a small population of inmates in a housing unit. The Agency is determining if Level II inmates can populate under-utilized Level I institutions and still maintain safety for the inmates, staff, and the public.*
Level Requires Outside Help	*Governor and General Assembly*
Outside Help to Request	*Governor and General Assembly*
Level Requires Inform General Assembly	*Governor and General Assembly*
3 General Assembly Options	*Continue to support our needs for a full time correctional staff.*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	**Goal 1 - House, feed, and clothe inmates in secure and safe institutions until sentence completion.**	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.2 - Reduce under-utilization in Level 1 institutions.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.2.2 - If Level 1 bed utilization continues to drop, close or consolidate Level 1 institutions to achieve no less than 85% bed utilization by 2016 and redistribute or reduce staffing accordingly.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Overcrowding creates a critical problem in controlling inmates using a smaller population of correctional officers. Also during incidents where institutions have to "lockdown", the reduction of individual space among the inmates can create a volatile environment that reduces the safety of the inmates and correctional staff.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Institutional Security, Food, and Health: Protection of the Inmate.	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		

Objective Details

Name:	*Michael McCall Colie Rushton Joette Scarborough*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	*< 2 Years > 30 Years > 25 Years*	
Position:	*Deputy Director of Operations, Director of Security, Director of Classification*	
Office Address:	*4444 Broad River Road, Columbia, SC 29210*	
Department or Division:	*Operations, Security, Classification*	
Department or Division Summary:	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Security is responsible for the monitoring of the correctional officer ranks/equipment while Classification assigns inmates to security levels based on Agency policy and procedures*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	See Notes on Strategic Budgeting	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.2.2 - If Level 1 bed utilization continues to drop, close or consolidate Level 1 institutions to achieve no less than 85% bed utilization by 2016 and redistribute or reduce staffing accordingly.	
Performance Measure:	Level I Bed Utilization	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	78.50%	
2014-15 Target Results:	85%	
2014-15 Actual Results (as of 6/30/15):	79%	
2015-16 Minimum Acceptable Results:	79%	
2015-16 Target Results:	85%	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Agency Management	

Objective Details

Why was this performance measure chosen?	Agency management is trying to utilize more Level I bedspace to decrease overcrowding in Level II and Level III institutions.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Closed one Level I institution
What are the names and titles of the individuals who chose the target value for 2015-16?	Agency Management
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Continuation of an important objective. The inmate population classification changes constantly because of releases and intakes.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Appears to be on target for FY16.
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	NA

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under-utilization creates a man-power problem because inmates still need to be watched and fed: we don't have enough officers to assign to a small population of inmates in a housing unit. The Agency is determining if Level II inmates can populate under-utilized Level I institutions and still maintain safety for the inmates, staff, and the public.*
Level Requires Outside Help	*Governor and General Assembly*
Outside Help to Request	*Governor and General Assembly*
Level Requires Inform General Assembly	*Governor and General Assembly*
3 General Assembly Options	*Continue to support our needs for a full time correctional staff.*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	**Goal 1 - House, feed, and clothe inmates in secure and safe institutions until sentence completion.**	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.3 - Reduce illegal inmate cellular phone usage.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.3.1 - Assess cell phone detection and illegal usage detection technology on an on-going basis for a product or products that will aid in the detection of illegal cell phones or render them ineffective.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Statistical data is compiled during the discovery and apprehension of cell phones. Also, the Agency is developing electronic means to aid in the discovery of cell phone possession and usage within our institutions.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Institutional Security, Food, and Health: Protection of the Inmate.	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Michael McCall Colie Rushton Brian Bolchoz*	
Number of Months Responsible:	< 2 Years > 30 Years < 2 Years	

Objective Details

Position:	*Deputy Director of Operations, Director of Security, Inspector General*
Office Address:	*4444 Broad River Road, Columbia, SC 29210*
Department or Division:	*Operations, Security, Inspector General*
Department or Division Summary:	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Security is responsible for the monitoring of the correctional officer ranks/equipment. The Inspector General's Office is the investigative arm of the Agency enforcing Agency policy and procedures and current law enforcement laws and regulations*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$2,122,000
Total Actually Spent:	*Agency will provide next year*

Copy and paste this information from the Strategic Budgeting Chart

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.3.1 - Assess cell phone detection and illegal usage detection technology on an on-going basis for a product or products that will aid in the detection of illegal cell phones or render them ineffective.	
Performance Measure:	Reduction of Contraband	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Program is still under evaluation and solicitations for the proper equipment	
2014-15 Target Results:	continue. Agency is seeking the best way to eliminate this problem.	
2014-15 Actual Results (as of 6/30/15):		
2015-16 Minimum Acceptable Results:		
2015-16 Target Results:		
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Agency Management	
Why was this performance measure chosen?	Critical contraband item to eliminate within our institutions. Provides unauthorized inmate communication to the outside.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	NA	

Objective Details

What are the names and titles of the individuals who chose the target value for 2015-16?	NA
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	NA
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	NA
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Unauthorized communication between inmates and the public.*
Level Requires Outside Help	*Governor and General Assembly*
Outside Help to Request	*Governor and General Assembly*
Level Requires Inform General Assembly	*Governor and General Assembly*
3 General Assembly Options	*Continue to support our needs to have safe and secure institutions.*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	**Goal 1 - House, feed, and clothe inmates in secure and safe institutions until sentence completion.**	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.4 - Improve inmate and staff safety by the development and utilization of a validated risk-assessment instrument and Crisis Intervention training for staff.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.4.1 - Develop and implement a validated risk-assessment instrument for the male inmate population by 2015.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*The assessment will provide better criteria for the implementation of programs to modify behavioral patterns faced by the male incarcerated population. This assessment will help the Agency to better provide for the reduction of recidivism among males.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Institutional Security, Food, and Health: Protection of the Inmate.	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Michael McCall Lefford Fate*	
Number of Months Responsible:	< 2 Years < 2 Years	

Objective Details

Position:	*Deputy Director of Operations, Deputy Director of Health Services*	
Office Address:	*4444 Broad River Road, Columbia, SC 29210*	
Department or Division:	*Operations, Health Services*	
Department or Division Summary:	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Health services is responsible for the health and well-being of the 21.173 inmates incarcerated.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	See Notes on Strategic Budgeting	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.4.1 - Develop and implement a validated risk-assessment instrument for the male inmate population by 2015.	
Performance Measure:	GRAD testing results.	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Program is still under evaluation and preliminary testing was recently finished in May 2015.	
2014-15 Target Results:	Program is still under evaluation and preliminary testing was recently finished in May 2015.	
2014-15 Actual Results (as of 6/30/15):	Program is still under evaluation and preliminary testing was recently finished in May 2015.	
2015-16 Minimum Acceptable Results:	Program is still under evaluation and preliminary testing was recently finished in May 2015.	
2015-16 Target Results:	Program is still under evaluation and preliminary testing was recently finished in May 2015.	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Agency Management	
Why was this performance measure chosen?	National platform for testing male inmates for gender specific risk assessment.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	NA	

Objective Details

What are the names and titles of the individuals who chose the target value for 2015-16?	NA
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	NA
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	NA
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Misclassification of security level of inmate creates a security issue leading to an unsecure institution.*
Level Requires Outside Help	*Governor and General Assembly*
Outside Help to Request	*Governor and General Assembly*
Level Requires Inform General Assembly	*Governor and General Assembly*
3 General Assembly Options	*Continue to support our needs to have safe and secure institutions, additional funding to expand the program.*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	**Goal 1 - House, feed, and clothe inmates in secure and safe institutions until sentence completion.**	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.4 - Improve inmate and staff safety by the development and utilization of a validated risk-assessment instrument and Crisis Intervention training for staff.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.4.2 - Reduce serious inmate on inmate assaults by 5% by 2015.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Assaults are a serious security issues; the reduction of assaults provides for a more safe and compatible living conditions for the inmates and staff.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Institutional Security, Food, and Health: Protection of the Inmate.	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Michael McCall Lefford Fate Tessie Smith*	
Number of Months Responsible:	< 2 Years < 2 Years >10 Years	
Position:	*Deputy Director of Operations, Deputy Director of Health Services, Director of Training and Staff Development*	
Office Address:	*4444 Broad River Road, Columbia, SC 29210*	

Objective Details

Department or Division:	*Operations, Health Services, Training and Staff Development*	
Department or Division Summary:	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Health services is responsible for the health and well-being of the 21,173 inmates incarcerated. The Division of Training and Staff Development is responsible for the continual training of Agency staff and for the basic framework of new employees entering the Agency.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	See Notes on Strategic Budgeting	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.4.2 - Reduce serious inmate on inmate assaults by 5% by 2015.	
Performance Measure:	Inmate on Inmate Assaults	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	68%	
2014-15 Target Results:	49%	
2014-15 Actual Results (as of 6/30/15):	52%	
2015-16 Minimum Acceptable Results:	49%	
2015-16 Target Results:	49%	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Agency Management	
Why was this performance measure chosen?	Critical adverse situation that decrease the safety for all inmates.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Continued analysis for reasons and increase training of our staff.	
What are the names and titles of the individuals who chose the target value for 2015-16?	Agency Management	

Objective Details

What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Critical adverse situation that decrease the safety for all inmates.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	No
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Continued analysis for reasons and increase training of our staff.

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Serious injury or death of inmate.*
Level Requires Outside Help	*Governor and General Assembly*
Outside Help to Request	*Governor and General Assembly*
Level Requires Inform General Assembly	*Governor and General Assembly*
3 General Assembly Options	*Continue to support our needs to have safe and secure institutions, additional funding to expand our programs.*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	**Goal 1 - House, feed, and clothe inmates in secure and safe institutions until sentence completion.**	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.4 - Improve inmate and staff safety by the development and utilization of a validated risk-assessment instrument and Crisis Intervention training for staff.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.4.3 - Reduce serious inmate on staff assaults by 5% by 2015.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Assaults are a serious security issues; the reduction of assaults provides for a more safe and compatible living conditions for the inmates and staff.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Institutional Security, Food, and Health: Protection of the Inmate.	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Michael McCall Lefford Fate Tessie Smith*	
Number of Months Responsible:	< 2 Years < 2 Years >10 Years	
Position:	*Deputy Director of Operations, Deputy Director of Health Services, Director of Training and Staff Development*	
Office Address:	*4444 Broad River Road, Columbia, SC 29210*	

Objective Details

Department or Division:	*Operations, Health Services, Training and Staff Development*
Department or Division Summary:	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Health services is responsible for the health and well-being of the 21,173 inmates incarcerated. The Division of Training and Staff Development is responsible for the continual training of Agency staff and for the basic framework of new employees entering the Agency.*

Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	See Notes on Strategic Budgeting	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.4.3 - Reduce serious inmate on staff assaults by 5% by 2015.	
Performance Measure:	Inmate on Inmate Assaults	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	15%	
2014-15 Target Results:	11%	
2014-15 Actual Results (as of 6/30/15):	12%	
2015-16 Minimum Acceptable Results:	11%	
2015-16 Target Results:	11%	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Agency Management	
Why was this performance measure chosen?	Critical adverse situation that decreases the safety for all Agency Staff.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Continued analysis for reasons and increase training of our staff.	
What are the names and titles of the individuals who chose the target value for 2015-16?	Agency Management	

Objective Details

What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Critical adverse situation that decreases the safety for all Agency Staff.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	No
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Continued analysis for reasons and increase training of our staff.

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Serious injury or death of Agency staff*
Level Requires Outside Help	*Governor and General Assembly*
Outside Help to Request	*Governor and General Assembly*
Level Requires Inform General Assembly	*Governor and General Assembly*
3 General Assembly Options	*Continue to support our needs to have safe and secure institutions, additional funding to expand our programs.*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	**Goal 1 - House, feed, and clothe inmates in secure and safe institutions until sentence completion.**	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.4 - Improve inmate and staff safety by the development and utilization of a validated risk-assessment instrument and Crisis Intervention training for staff.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.4.4 - Create an in-service training class on "Effective Communication and De-escalation Techniques" and require 100% of certified staff to complete during 2015 annual in-service mandatory training.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*When security staff are trained to communicate more professionally and effectively with inmates, inmate volatility is reduced.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Institutional Security, Food, and Health: Protection of the Inmate.	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Michael McCall Lefford Fate Tessie Smith*	
Number of Months Responsible:	< 2 Years < 2 Years >10 Years	

Objective Details

Position:	*Deputy Director of Operations, Deputy Director of Health Services, Director of Training and Staff Development*
Office Address:	*4444 Broad River Road, Columbia, SC 29210*
Department or Division:	*Operations, Health Services, Training and Staff Development*
Department or Division Summary:	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Health services is responsible for the health and well-being of the 21,173 inmates incarcerated. The Division of Training and Staff Development is responsible for the continual training of Agency staff and for the basic framework of new employees entering the Agency.*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	See Notes on Strategic Budgeting
Total Actually Spent:	*Agency will provide next year*

Copy and paste this information from the Strategic Budgeting Chart

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.4.4 - Create an in-service training class on "Effective Communication and De-escalation Techniques" and require 100% of	
Performance Measure:	Proper training for our correctional staff should reduce actual outbreak of assaults.	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Related to Objectives 1.4.2 and 1.4.3.	
2014-15 Target Results:	NA	
2014-15 Actual Results (as of 6/30/15):	NA	
2015-16 Minimum Acceptable Results:	NA	
2015-16 Target Results:	NA	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed

Objective Details

What are the names and titles of the individuals who chose this as a performance measure?	Agency Management
Why was this performance measure chosen?	Critical adverse situation that decreases the safety for all Agency inmates and staff.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Continued analysis for reasons and increase training of our staff.
What are the names and titles of the individuals who chose the target value for 2015-16?	Agency Management
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Critical adverse situation that decreases the safety for all Agency inmates and staff.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	No
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Continued analysis for reasons and increase training of our staff.

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Serious injury or death of Agency staff*
Level Requires Outside Help	*Governor and General Assembly*
Outside Help to Request	*Governor and General Assembly*
Level Requires Inform General Assembly	*Governor and General Assembly*
3 General Assembly Options	*Continue to support our needs to have safe and secure institutions, additional funding to expand our programs.*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	**Goal 1 - House, feed, and clothe inmates in secure and safe institutions until sentence completion.**	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.5 - Prevent an increase in the current escape rate and/or reduce the number of escapes.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.5.1 - Install security cameras in 3 additional institutions each year until all institutions have acquired this technology.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Protects the security staff, inmates, and the public.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Institutional Security, Food, and Health: Protection of the Inmate.	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Michael McCall Colie Rushton*	
Number of Months Responsible:	< 2 Years > 30 Years	
Position:	*Deputy Director of Operations, Deputy Director of Health Services*	
Office Address:	*4444 Broad River Road, Columbia, SC 29210*	
Department or Division:	*Deputy Director of Operations, Director of Security*	

Objective Details

Department or Division Summary:	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Security is responsible for the monitoring of the correctional officer ranks/equipment.*

Amount Budgeted and Spent To Accomplish Objective

Total Budgeted for this fiscal year:	See Notes on Strategic Budgeting	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	Objective 1.5.1 - Install security cameras in 3 additional institutions each year until all institutions have acquired this technology.	
Performance Measure:	Security equipment provides more surveillance for our security staff as we are short staffed in most of our institutions.	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Related to Objectives 1.4.2 and 1.4.3.	
2014-15 Target Results:	NA	
2014-15 Actual Results (as of 6/30/15):	NA	
2015-16 Minimum Acceptable Results:	NA	
2015-16 Target Results:	NA	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Agency Management	
Why was this performance measure chosen?	Increases safety for the inmates and staff.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Provides more information for reactionary procedures when security staff is	
What are the names and titles of the individuals who chose the target value for 2015-16?	Agency Management	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Increases safety for our inmates and staff.	

Objective Details

Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	No
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Continued analysis for outcomes and increase training of our staff.

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Serious injury or death of Agency staff*
Level Requires Outside Help	*Governor and General Assembly*
Outside Help to Request	*Governor and General Assembly*
Level Requires Inform General Assembly	*Governor and General Assembly*
3 General Assembly Options	*Continue to support our needs to have safe and secure institutions, additional funding to expand our programs.*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	**Goal 1 - House, feed, and clothe inmates in secure and safe institutions until sentence completion.**	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.5 - Prevent an increase in the current escape rate and/or reduce the number of escapes.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.5.2 - Maintain a 0% escape rate from maximum security (Level III) institutions.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 24-1-20 thru 24-1-110, 24-1-130 thru 24-1-145, 241-210, 24-1-220, 24-1-270, 24/1/280, 24-3-30, 4-3-50, 24-3-60, 24-3-80 thru 24-3-93, 24-3-160, 24-3-210, 24-3-510 thru 24-3-590, 24-3-910, 24-3-920, 24-3-951 thru 24-9-970, 24-11-10, 24-13-20 thru 24-13-650, 24-13-910, 24-13-915, 24-13-1590, 24-21-60, 24-21-70, 24-22-40, 24-23-10 thru 24-23-40, 24-27-500; State Code of Regs 33-1; Proviso FY16 65.1, 65.4, 65.7 65.8, 65.14, 65.15, 65.16, 65.17, 65.19, 65.23, 65.24, 65.25, 65.26, 65.28, 65.29.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Security procedures over escapes help protect the Public. The Agency's mission is to house inmates in a safe and secure environment.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Institutional Security, Food, and Health: Protection of the Inmate.	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Michael McCall Colie Rushton*	
Number of Months Responsible:	< 2 Years > 30 Years	
Position:	*Deputy Director of Operations, Deputy Director of Health Services*	
Office Address:	*4444 Broad River Road, Columbia, SC 29210*	
Department or Division:	*Deputy Director of Operations, Director of Security*	

Objective Details

Department or Division Summary:	*Operations is the overall grouping that contains the security, classification, youthful offender program, training, visitation and transportation divisions. These are the groups that are responsible for the housing and safety of the Agency's inmate population. Security is responsible for the monitoring of the correctional officer ranks/equipment.*

Amount Budgeted and Spent To Accomplish Objective

Total Budgeted for this fiscal year:	See Notes on Strategic Budgeting	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	Objective 1.5.2 - Maintain a 0% escape rate from maximum security (Level III) institutions.	
Performance Measure:	Escape attempts are very dangerous for staff and the Public. Actual escapes expends countless resources to capture escaped inmates.	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	0%	
2014-15 Target Results:	0%	
2014-15 Actual Results (as of 6/30/15):	0%	
2015-16 Minimum Acceptable Results:	0%	
2015-16 Target Results:	0%	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Agency Management	
Why was this performance measure chosen?	Most dangerous event that can occur as containment has been lost.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	We are always devising ways to prevent escapes out of our institutions.	
What are the names and titles of the individuals who chose the target value for 2015-16?	Agency Management	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The Agency has no tolerance for escapes. Public endangerment.	

Objective Details

Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	NA

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Serious injury or death of Agency staff, Public citizens and search teams.*
Level Requires Outside Help	*Governor and General Assembly*
Outside Help to Request	*Governor and General Assembly*
Level Requires Inform General Assembly	*Governor and General Assembly*
3 General Assembly Options	*Continue to support our needs to have safe and secure institutions, additional funding to expand our programs.*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 2 - Prepare inmates for re-entry back into their communities by providing rehabilitation and self-	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 24-1-290, 24-1-29*5, 24-3-20, 24-3-40, 24-3-110 thru 24-3-140, 24-3-170, 24-3-310 thru 24-3-320, 24-3-350, 24-13-235, 24-13-660 thru 24-13-730, 24-13-940 thru 24-13-1540, 24-13-1560 thru 24-19-160, 24-25-10 thru 24-25-90; SC Code of Regs 33-2; Proviso FY16 65.3, 65.5, 65.6, 65.18, 65.22, 65.27, 117.68	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 2.1 - Provide inmates educational and vocational training.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 2.1.1 - Increase the number of inmates completing vocational programs by 3% per year.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 24-1-290, 24-1-29*5, 24-3-20, 24-3-40, 24-3-110 thru 24-3-140, 24-3-170, 24-3-310 thru 24-3-320, 24-3-350, 24-13-235, 24-13-660 thru 24-13-730, 24-13-940 thru 24-13-1540, 24-13-1560 thru 24-19-160, 24-25-10 thru 24-25-90; SC Code of Regs 33-2; Proviso FY16 65.3, 65.5, 65.6, 65.18, 65.22, 65.27, 117.68	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Education provides skills for inmates that were not exposed to those skills to create a skilled labor force which will reduce recidivism.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Palmetto Unified School District	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Dr. Randy Reagan*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	> 8 Years	
Position:	*Director of Palmetto Unified School District*	
Office Address:	*4444 Broad River Road, Columbia, SC 29210*	
Department or Division:	*Palmetto Unified School District*	
Department or Division Summary:	*Palmetto Unified School District is the Agency's school district established to educate inmates that are below 8th grade levels and expose inmates to vocational programs to create a skilled labor force upon release from custody.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$4,296,906	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	Objective 2.1.1 - Increase the number of inmates completing vocational programs by 3% per year.	
Performance Measure:	Vocational Certificates Earned	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	2,883	
2014-15 Target Results:	2,920	
2014-15 Actual Results (as of 6/30/15):	2,835	
2015-16 Minimum Acceptable Results:	2,920	
2015-16 Target Results:	2,920	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Dr. Randy Reagan	
Why was this performance measure chosen?	Provides inmates with practical skills to be able to find employment upon release. Helps in decreasing recidivism.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The Agency was fortunate to be provided additional funding for FY2016 to enhance the program.	
What are the names and titles of the individuals who chose the target value for 2015-16?	Agency Management	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Provides inmates with practical skills to be able to find employment upon release. Helps in decreasing recidivism.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	No	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	The Agency was fortunate to be provided additional funding for FY2016 to enhance the program.	

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Objective Details

Most Potential Negative Impact	*Recidivism rate will increase, inmate unemployable upon release.*
Level Requires Outside Help	*Governor and General Assembly*
Outside Help to Request	*Governor and General Assembly*
Level Requires Inform General Assembly	*Governor and General Assembly*
3 General Assembly Options	*Continue to support our needs to have safe and secure institutions, additional funding to expand our programs.*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 2 - Prepare inmates for re-entry back into their communities by providing rehabilitation and self-	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 24-1-290, 24-1-29*5, 24-3-20, 24-3-40, 24-3-110 thru 24-3-140, 24-3-170, 24-3-310 thru 24-3-320, 24-3-350, 24-13-235, 24-13-660 thru 24-13-730, 24-13-940 thru 24-13-1540, 24-13-1560 thru 24-19-160, 24-25-10 thru 24-25-90; SC Code of Regs 33-2; Proviso FY16 65.3, 65.5, 65.6, 65.18, 65.22, 65.27, 117.68	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 2.1 - Provide inmates educational and vocational training.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 2.1.2 - Increase the number of inmates receiving a GED (of those who do not have a H. S. diploma) by 3% per year.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 24-1-290, 24-1-29*5, 24-3-20, 24-3-40, 24-3-110 thru 24-3-140, 24-3-170, 24-3-310 thru 24-3-320, 24-3-350, 24-13-235, 24-13-660 thru 24-13-730, 24-13-940 thru 24-13-1540, 24-13-1560 thru 24-19-160, 24-25-10 thru 24-25-90; SC Code of Regs 33-2; Proviso FY16 65.3, 65.5, 65.6, 65.18, 65.22, 65.27, 117.68	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Education provides skills for inmates that were not exposed to those skills to create a skilled labor force which will reduce recidivism.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Palmetto Unified School District	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Dr. Randy Reagan*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	> 8 Years	
Position:	*Director of Palmetto Unified School District*	
Office Address:	*4444 Broad River Road, Columbia, SC 29210*	
Department or Division:	*Palmetto Unified School District*	
Department or Division Summary:	*Palmetto Unified School District is the Agency's school district established to educate inmates that are below 8th grade levels and expose inmates to vocational programs to create a skilled labor force upon release from custody.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$3,794,365	Copy and paste this information from the Strategic Budgeting Chart

Objective Details

Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	Objective 2.1.2 - Increase the number of inmates receiving a GED (of those who do not have a H. S. diploma) by 3% per year.	
Performance Measure:	Vocational Certificates Earned	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	2,883	
2014-15 Target Results:	2,920	
2014-15 Actual Results (as of 6/30/15):	2,835	
2015-16 Minimum Acceptable Results:	2,920	
2015-16 Target Results:	2,920	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Dr. Randy Reagan	
Why was this performance measure chosen?	Provides inmates with practical skills to be able to find employment upon release. Helps in decreasing recidivism.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The Agency was fortunate to be provided additional funding for FY2016 to enhance the program.	
What are the names and titles of the individuals who chose the target value for 2015-16?	Agency Management	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Provides inmates with practical skills to be able to find employment upon release. Helps in decreasing recidivism.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	No	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	The Agency was fortunate to be provided additional funding for FY2016 to enhance the program.	

POTENTIAL NEGATIVE IMPACT

Objective Details

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Recidivism rate will increase, inmate unemployable upon release.*
Level Requires Outside Help	*Governor and General Assembly*
Outside Help to Request	*Governor and General Assembly*
Level Requires Inform General Assembly	*Governor and General Assembly*
3 General Assembly Options	*Continue to support our needs to have safe and secure institutions, additional funding to expand our programs.*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 2 - Prepare inmates for re-entry back into their communities by providing rehabilitation and self-	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 24-1-290, 24-1-29*5, 24-3-20, 24-3-40, 24-3-110 thru 24-3-140, 24-3-170, 24-3-310 thru 24-3-320, 24-3-350, 24-13-235, 24-13-660 thru 24-13-730, 24-13-940 thru 24-13-1540, 24-13-1560 thru 24-19-160, 24-25-10 thru 24-25-90; SC Code of Regs 33-2; Proviso FY16 65.3, 65.5, 65.6, 65.18, 65.22, 65.27, 117.68	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 2.1 - Provide inmates educational and vocational training.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 2.1.3 - Increase the number of inmates in work programs by 3% per year.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 24-1-290, 24-1-29*5, 24-3-20, 24-3-40, 24-3-110 thru 24-3-140, 24-3-170, 24-3-310 thru 24-3-320, 24-3-350, 24-13-235, 24-13-660 thru 24-13-730, 24-13-940 thru 24-13-1540, 24-13-1560 thru 24-19-160, 24-25-10 thru 24-25-90; SC Code of Regs 33-2; Proviso FY16 65.3, 65.5, 65.6, 65.18, 65.22, 65.27, 117.68	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Education provides skills for inmates that were not exposed to those skills to create a skilled labor force which will reduce recidivism.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Facilities Management, Prison Industries, Agriculture/Horticulture	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*John Harmon, Mark McCown, Richard Hodgkiss*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	> 25 Years, < 2 Years , > 1 Year	
Position:	*Director of Palmetto Unified School District*	
Office Address:	*4444 Broad River Road, Columbia, SC 29210*	
Department or Division:	*Directors of Facilities Maintenance, Agricultural Services, Industries*	
Department or Division Summary:	*The Divisions of Facilities Maintenance, Support Services, and Prison Industries were created to provide work skills to incarcerated inmates in the fields of maintenance, agriculture, warehouse and industrial environments.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	See Notes on Strategic Budgeting	Copy and paste this information from the Strategic Budgeting Chart

Objective Details

Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	Objective 2.1.3 - Increase the number of inmates in work programs by 3% per year.	
Performance Measure:	% Participation in Work Programs	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	75.2%	
2014-15 Target Results:	82.3%	
2014-15 Actual Results (as of 6/30/15):	79.3%	
2015-16 Minimum Acceptable Results:	82.3%	
2015-16 Target Results:	82.3%	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	*John Harmon, Mark McCown, Richard Hodgkiss*	
Why was this performance measure chosen?	Provides inmates with practical skills to be able to find employment upon release. Helps in decreasing recidivism.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The numbers rely on the availability of suitable inmates that fit into these programs.	
What are the names and titles of the individuals who chose the target value for 2015-16?	Agency Management	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Provides inmates with practical skills to be able to find employment upon release. Helps in decreasing recidivism.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Not Sure	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	The numbers rely on the availability of suitable inmates that fit into these programs.	

POTENTIAL NEGATIVE IMPACT

Objective Details

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Recidivism rate will increase, inmate unemployable upon release.*
Level Requires Outside Help	*Governor and General Assembly*
Outside Help to Request	*Governor and General Assembly*
Level Requires Inform General Assembly	*Governor and General Assembly*
3 General Assembly Options	*Continue to support our needs to have safe and secure institutions, additional funding to expand our programs.*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 2 - Prepare inmates for re-entry back into their communities by providing rehabilitation and self-	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 24-1-290, 24-1-29*5, 24-3-20, 24-3-40, 24-3-110 thru 24-3-140, 24-3-170, 24-3-310 thru 24-3-320, 24-3-350, 24-13-235, 24-13-660 thru 24-13-730, 24-13-940 thru 24-13-1540, 24-13-1560 thru 24-19-160, 24-25-10 thru 24-25-90; SC Code of Regs 33-2; Proviso FY16 65.3, 65.5, 65.6, 65.18, 65.22, 65.27, 117.68	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 2.1 - Provide inmates educational and vocational training.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 2.1.4 - 500 inmates will successfully complete the newly implemented Employability Skills Curriculum by 2016.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 24-1-290, 24-1-29*5, 24-3-20, 24-3-40, 24-3-110 thru 24-3-140, 24-3-170, 24-3-310 thru 24-3-320, 24-3-350, 24-13-235, 24-13-660 thru 24-13-730, 24-13-940 thru 24-13-1540, 24-13-1560 thru 24-19-160, 24-25-10 thru 24-25-90; SC Code of Regs 33-2; Proviso FY16 65.3, 65.5, 65.6, 65.18, 65.22, 65.27, 117.68	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Education provides skills for inmates that were not exposed to those skills to create a skilled labor force which will reduce recidivism.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Palmetto Unified School District	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Dr. Randy Reagan*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	> 8 Years	
Position:	*Director of Palmetto Unified School District*	
Office Address:	*4444 Broad River Road, Columbia, SC 29210*	
Department or Division:	*Palmetto Unified School District*	
Department or Division Summary:	*Palmetto Unified School District is the Agency's school district established to educate inmates that are below 8th grade levels and expose inmates to vocational programs to create a skilled labor force upon release from custody.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	Part of Objective 2.1.1	Copy and paste this information from the Strategic Budgeting Chart

Objective Details

Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	Objective 2.1.4 - 500 inmates will successfully complete the newly implemented Employability Skills Curriculum by 2016.	
Performance Measure:	Employability Skills Curriculum Successes	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$ -	
2014-15 Target Results:	$ -	
2014-15 Actual Results (as of 6/30/15):	$ 234	
2015-16 Minimum Acceptable Results:	$ 500	
2015-16 Target Results:	$ 500	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	*Dr. Randy Reagan*	
Why was this performance measure chosen?	New curriculum for greater employability of inmates.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Inmate population that is closet to being released.	
What are the names and titles of the individuals who chose the target value for 2015-16?	Agency Management	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Provides inmates with practical skills to be able to find employment upon release. Helps in decreasing recidivism.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Not Sure	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Inmate population that is closet to being released.	

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Objective Details

Most Potential Negative Impact	*Recidivism rate will increase, inmate unemployable upon release.*
Level Requires Outside Help	*Governor and General Assembly*
Outside Help to Request	*Governor and General Assembly*
Level Requires Inform General Assembly	*Governor and General Assembly*
3 General Assembly Options	*Continue to support our needs to have safe and secure institutions, additional funding to expand our programs.*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 2 - Prepare inmates for re-entry back into their communities by providing rehabilitation and self-	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 24-1-290, 24-1-29*5, 24-3-20, 24-3-40, 24-3-110 thru 24-3-140, 24-3-170, 24-3-310 thru 24-3-320, 24-3-350, 24-13-235, 24-13-660 thru 24-13-730, 24-13-940 thru 24-13-1540, 24-13-1560 thru 24-19-160, 24-25-10 thru 24-25-90; SC Code of Regs 33-2; Proviso FY16 65.3, 65.5, 65.6, 65.18, 65.22, 65.27, 117.68	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 2.1 - Provide inmates educational and vocational training.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 2.1.5 - Increase the number of On The Job Training Certificates awarded by 3% per year.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 24-1-290, 24-1-29*5, 24-3-20, 24-3-40, 24-3-110 thru 24-3-140, 24-3-170, 24-3-310 thru 24-3-320, 24-3-350, 24-13-235, 24-13-660 thru 24-13-730, 24-13-940 thru 24-13-1540, 24-13-1560 thru 24-19-160, 24-25-10 thru 24-25-90; SC Code of Regs 33-2; Proviso FY16 65.3, 65.5, 65.6, 65.18, 65.22, 65.27, 117.68	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Education provides skills for inmates that were not exposed to those skills to create a skilled labor force which will reduce recidivism.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Palmetto Unified School District	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Dr. Randy Reagan*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	> 8 Years	
Position:	*Director of Palmetto Unified School District*	
Office Address:	*4444 Broad River Road, Columbia, SC 29210*	
Department or Division:	*Palmetto Unified School District*	
Department or Division Summary:	*Palmetto Unified School District is the Agency's school district established to educate inmates that are below 8th grade levels and expose inmates to vocational programs to create a skilled labor force upon release from custody.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	Part of Objective 2.1.1	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 2.1.5 - Increase the number of On The Job Training Certificates awarded by 3% per year.	
Performance Measure:	On the Job Certificates Earned	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$ 1,574	
2014-15 Target Results:	$ 1,708	
2014-15 Actual Results (as of 6/30/15):	$ 1,658	
2015-16 Minimum Acceptable Results:	$ 1,708	
2015-16 Target Results:	$ 1,708	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	*Dr. Randy Reagan*	
Why was this performance measure chosen?	Prepares inmates for reentry into the work community.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Inmate population that is closet to being released.	
What are the names and titles of the individuals who chose the target value for 2015-16?	Agency Management	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Plan to increase 3% during FY16.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	NA	

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Recidivism rate will increase, inmate unemployable upon release.*

Objective Details

Level Requires Outside Help	*Governor and General Assembly*
Outside Help to Request	*Governor and General Assembly*
Level Requires Inform General Assembly	*Governor and General Assembly*
3 General Assembly Options	*Continue to support our needs to have safe and secure institutions, additional funding to expand our programs.*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	**Goal 2 - Prepare inmates for re-entry back into their communities by providing rehabilitation and self-**	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 24-1-290, 24-1-29*5, 24-3-20, 24-3-40, 24-3-110 thru 24-3-140, 24-3-170, 24-3-310 thru 24-3-320, 24-3-350, 24-13-235, 24-13-660 thru 24-13-730, 24-13-940 thru 24-13-1540, 24-13-1560 thru 24-19-160, 24-25-10 thru 24-25-90; SC Code of Regs 33-2; Proviso FY16 65.3, 65.5, 65.6, 65.18, 65.22, 65.27, 117.68	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 2.1 - Provide inmates educational and vocational training.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 2.1.6 - Reduce the overall recidivism rate to 25% by 2016.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 24-1-290, 24-1-29*5, 24-3-20, 24-3-40, 24-3-110 thru 24-3-140, 24-3-170, 24-3-310 thru 24-3-320, 24-3-350, 24-13-235, 24-13-660 thru 24-13-730, 24-13-940 thru 24-13-1540, 24-13-1560 thru 24-19-160, 24-25-10 thru 24-25-90; SC Code of Regs 33-2; Proviso FY16 65.3, 65.5, 65.6, 65.18, 65.22, 65.27, 117.68	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Education provides skills for inmates that were not exposed to those skills to create a skilled labor force which will reduce recidivism.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Division of Programs and Services	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Sandy Barrett*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	< 3 Years	
Position:	*Deputy Director of Programs and Services*	
Office Address:	*4444 Broad River Road, Columbia, SC 29210*	
Department or Division:	Division of Programs and Services	
Department or Division Summary:	*Division of Programs and Services is comprised of the Education, Facilities, Prison Industries, Support Services, and PUSD.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	See Notes on Strategic Budgeting	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, “Performance Measure,” enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
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4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 2.1.6 - Reduce the overall recidivism rate to 25% by 2016.	
Performance Measure:	Three- Year Recidivism	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	25.7%	
2014-15 Target Results:	25.0%	
2014-15 Actual Results (as of 6/30/15):	24.9%	
2015-16 Minimum Acceptable Results:	25.0%	
2015-16 Target Results:	25.0%	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	*Sandy Barrett*	
Why was this performance measure chosen?	Historical %.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	NA	
What are the names and titles of the individuals who chose the target value for 2015-16?	Agency Management	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Recidivism rate is the rate that inmates are released from prison and then comes back after sentences of new crimes committed. The Agency focuses	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	NA	

POTENTIAL NEGATIVE IMPACT
Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Recidivism rate will increase, inmate unemployable upon release.*
Level Requires Outside Help	*Governor and General Assembly*
Outside Help to Request	*Governor and General Assembly*

Objective Details

Level Requires Inform General Assembly	*Governor and General Assembly*
3 General Assembly Options	*Continue to support our needs to have safe and secure institutions, additional funding to expand our programs.*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	**Goal 3 - Promote professional excellence, fiscal responsibility, and self-sufficiency.**	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 24-1-120, 24-1-150, 24-1-160, 24-1-170, 24-1-230 thru 24-1-260, 24-1-285, 24-3-27, 24-3-70, 24-3-180, 4-3-190, 24-3-330, 24-3-340, 24-3-360 thru 24-3-420, 24-3-710 thru 24-3-760, 24-3-930, 24-3-940, 24-3-950, 24-9-10 thru 24-9-50, 24-13-920, 24-13-930, 24-26-10 thru 24-27-220, 24-65-70, 11-13-45, 11-11-320, 37-29-130, 2-65-20; Proviso FY16 65.2, 65.9, 65.10, 65.11, 65.13, 65.20, 65.21, 117.9, 117.317, 117.23, 117.25, 117.29, 117.31, 117.47, 117.51, 117.53, 117.59, 117.66, 117.82, 117.85, 117.96, 117.97, 117.104, 118.1, 118.14	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 3.1 - Improve occupational safety.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 3.1.1 - Reduce the number of Workers' Compensation claims by 3% by 2017.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 24-1-120, 24-1-150, 24-1-160, 24-1-170, 24-1-230 thru 24-1-260, 24-1-285, 24-3-27, 24-3-70, 24-3-180, 4-3-190, 24-3-330, 24-3-340, 24-3-360 thru 24-3-420, 24-3-710 thru 24-3-760, 24-3-930, 24-3-940, 24-3-950, 24-9-10 thru 24-9-50, 24-13-920, 24-13-930, 24-26-10 thru 24-27-220, 24-65-70, 11-13-45, 11-11-320, 37-29-130, 2-65-20; Proviso FY16 65.2, 65.9, 65.10, 65.11, 65.13, 65.20, 65.21, 117.9, 117.317, 117.23, 117.25, 117.29, 117.31, 117.47, 117.51, 117.53, 117.59, 117.66, 117.82, 117.85, 117.96, 117.97, 117.104, 118.1, 118.14	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Provide a safe environment to the Agency staff along with safe, workable equipment.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Institutional Security, Food, and Health: Protection of the Inmate.	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	Russell Rush	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	> 10 Years	
Position:	*Division Director*	
Office Address:	*4444 Broad River Road, Columbia, SC 29210*	
Department or Division:	*Division of Occupational Safety and Workers Comp*	

Objective Details

Department or Division Summary:	*Division of Occupational Safety and Workers' Compensation is responsible for the monitoring, correcting and reporting safety issues within the Agency.*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	See Notes on Strategic Budgeting
Total Actually Spent:	*Agency will provide next year*

Copy and paste this information from the Strategic Budgeting Chart

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.1.1 - Reduce the number of Workers' Compensation claims by 3% by 2017.	
Performance Measure:	# of Agency workers comp claims	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	203	
2014-15 Target Results:	197	
2014-15 Actual Results (as of 6/30/15):	240	
2015-16 Minimum Acceptable Results:	197	
2015-16 Target Results:	197	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Russel Rush	
Why was this performance measure chosen?	Agency management determination	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Historically, the workers comp claims are continually reducing. The Agency	
What are the names and titles of the individuals who chose the target value for 2015-16?	Agency management	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Historical data	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	NA	

POTENTIAL NEGATIVE IMPACT

Objective Details

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Employee and inmate injuries*
Level Requires Outside Help	*Governor and General Assembly*
Outside Help to Request	*Governor and General Assembly*
Level Requires Inform General Assembly	*Governor and General Assembly*
3 General Assembly Options	*Continue to support our needs to have safe and secure institutions, additional funding to expand our programs.*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
State Accident Fund	*Agency sets premiums*	*State/Local Government Entity*
OSHA	Agency provides guidance	*State/Local Government Entity*

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	**Goal 3 - Promote professional excellence, fiscal responsibility, and self-sufficiency.**	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 24-1-120, 24-1-150, 24-1-160, 24-1-170, 24-1-230 thru 24-1-260, 24-1-285, 24-3-27, 24-3-70, 24-3-180, 4-3-190, 24-3-330, 24-3-340, 24-3-360 thru 24-3-420, 24-3-710 thru 24-3-760, 24-3-930, 24-3-940, 24-3-950, 24-9-10 thru 24-9-50, 24-13-920, 24-13-930, 24-26-10 thru 24-27-220, 24-65-70, 11-13-45, 11-11-320, 37-29-130, 2-65-20; Proviso FY16 65.2, 65.9, 65.10, 65.11, 65.13, 65.20, 65.21, 117.9, 117.317, 117.23, 117.25, 117.29, 117.31, 117.47, 117.51, 117.53, 117.59, 117.66, 117.82, 117.85, 117.96, 117.97, 117.104, 118.1, 118.14	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 3.1 - Improve occupational safety.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 3.1.2 - Reduce the cost of Workers' Compensation claims by 3% by 2017.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 24-1-120, 24-1-150, 24-1-160, 24-1-170, 24-1-230 thru 24-1-260, 24-1-285, 24-3-27, 24-3-70, 24-3-180, 4-3-190, 24-3-330, 24-3-340, 24-3-360 thru 24-3-420, 24-3-710 thru 24-3-760, 24-3-930, 24-3-940, 24-3-950, 24-9-10 thru 24-9-50, 24-13-920, 24-13-930, 24-26-10 thru 24-27-220, 24-65-70, 11-13-45, 11-11-320, 37-29-130, 2-65-20; Proviso FY16 65.2, 65.9, 65.10, 65.11, 65.13, 65.20, 65.21, 117.9, 117.317, 117.23, 117.25, 117.29, 117.31, 117.47, 117.51, 117.53, 117.59, 117.66, 117.82, 117.85, 117.96, 117.97, 117.104, 118.1, 118.14	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Provide a safe environment to the Agency staff along with safe, workable equipment.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Institutional Security, Food, and Health: Protection of the Inmate.	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	Russell Rush	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	> 10 Years	
Position:	*Division Director*	
Office Address:	*4444 Broad River Road, Columbia, SC 29210*	
Department or Division:	*Division of Occupational Safety and Workers Comp*	

Objective Details

Department or Division Summary:	*Division of Occupational Safety and Workers' Compensation is responsible for the monitoring, correcting and reporting safety issues within the Agency.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	See Notes on Strategic Budgeting	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.1.2 - Reduce the cost of Workers' Compensation claims by 3% by 2017.	
Performance Measure:	# of Agency workers comp claims	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$ 2,200,000	
2014-15 Target Results:	$ 2,100,000	
2014-15 Actual Results (as of 6/30/15):	$ 2,000,000	
2015-16 Minimum Acceptable Results:	$ 2,000,000	
2015-16 Target Results:	$ 2,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Russel Rush	
Why was this performance measure chosen?	Agency management determination	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Historically, the workers comp claims are continually reducing. The Agency	
What are the names and titles of the individuals who chose the target value for 2015-16?	Agency management	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Historical data	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	NA	

POTENTIAL NEGATIVE IMPACT

Objective Details

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Employee and inmate injuries*
Level Requires Outside Help	*Governor and General Assembly*
Outside Help to Request	*Governor and General Assembly*
Level Requires Inform General Assembly	*Governor and General Assembly*
3 General Assembly Options	*Continue to support our needs to have safe and secure institutions, additional funding to expand our programs.*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
State Accident Fund	*Agency sets premiums*	*State/Local Government Entity*
OSHA	Agency provides guidance	*State/Local Government Entity*

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 3 - Promote professional excellence, fiscal responsibility, and self-sufficiency.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 24-1-120, 24-1-150, 24-1-160, 24-1-170, 24-1-230 thru 24-1-260, 24-1-285, 24-3-27, 24-3-70, 24-3-180, 4-3-190, 24-3-330, 24-3-340, 24-3-360 thru 24-3-420, 24-3-710 thru 24-3-760, 24-3-930, 24-3-940, 24-3-950, 24-9-10 thru 24-9-50, 24-13-920, 24-13-930, 24-26-10 thru 24-27-220, 24-65-70, 11-13-45, 11-11-320, 37-29-130, 2-65-20; Proviso FY16 65.2, 65.9, 65.10, 65.11, 65.13, 65.20, 65.21, 117.9, 117.317, 117.23, 117.25, 117.29, 117.31, 117.47, 117.51, 117.53, 117.59, 117.66, 117.82, 117.85, 117.96, 117.97, 117.104, 118.1, 118.14	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 3.2 - Enhance security of information technology (IT).	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 3.2.1 - Conduct records management audits of all 24 institutions and 24 divisions by June 30, 2016.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 24-1-120, 24-1-150, 24-1-160, 24-1-170, 24-1-230 thru 24-1-260, 24-1-285, 24-3-27, 24-3-70, 24-3-180, 4-3-190, 24-3-330, 24-3-340, 24-3-360 thru 24-3-420, 24-3-710 thru 24-3-760, 24-3-930, 24-3-940, 24-3-950, 24-9-10 thru 24-9-50, 24-13-920, 24-13-930, 24-26-10 thru 24-27-220, 24-65-70, 11-13-45, 11-11-320, 37-29-130, 2-65-20; Proviso FY16 65.2, 65.9, 65.10, 65.11, 65.13, 65.20, 65.21, 117.9, 117.317, 117.23, 117.25, 117.29, 117.31, 117.47, 117.51, 117.53, 117.59, 117.66, 117.82, 117.85, 117.96, 117.97, 117.104, 118.1, 118.14	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Protects the Agency from negative reports compiled by outside inspecting authorities.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Institutional Security, Food, and Health: Protection of the Inmate.	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	Salley Elliot	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	< 1 Year	
Position:	*Division Director*	
Office Address:	*4444 Broad River Road, Columbia, SC 29210*	
Department or Division:	*Chief Legal and Compliance Officer*	
Department or Division Summary:	*The Chief Legal is responsible for all of the legal matters incurred by the Agency.*	

Objective Details

Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	See Notes on Strategic Budgeting	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.2.1 - Conduct records management audits of all 24 institutions and 24 divisions by June 30, 2016.	
Performance Measure:	Conduct records management audits	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	0	
2014-15 Target Results:	0	
2014-15 Actual Results (as of 6/30/15):	0	
2015-16 Minimum Acceptable Results:	48	
2015-16 Target Results:	48	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Salley Elliot	
Why was this performance measure chosen?	Agency management determination	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	This is a knew program starting in FY15. We have hired and ADA/Records	
What are the names and titles of the individuals who chose the target value for 2015-16?	Agency management	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Agency management determination	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Not Sure	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	No program will be monitored by appropriate Agency management.	

POTENTIAL NEGATIVE IMPACT

Objective Details

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Non-compliance with outside entities.*
Level Requires Outside Help	*Governor and General Assembly*
Outside Help to Request	*Governor and General Assembly*
Level Requires Inform General Assembly	*Governor and General Assembly*
3 General Assembly Options	*Continue to support our needs to have safe and secure institutions, additional funding to expand our programs.*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
ADA	*Provides guidance*	*State/Local Government Entity*
State Archives	Provides guidance	*State/Local Government Entity*

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	**Goal 3 - Promote professional excellence, fiscal responsibility, and self-sufficiency.**	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 24-1-120, 24-1-150, 24-1-160, 24-1-170, 24-1-230 thru 24-1-260, 24-1-285, 24-3-27, 24-3-70, 24-3-180, 4-3-190, 24-3-330, 24-3-340, 24-3-360 thru 24-3-420, 24-3-710 thru 24-3-760, 24-3-930, 24-3-940, 24-3-950, 24-9-10 thru 24-9-50, 24-13-920, 24-13-930, 24-26-10 thru 24-27-220, 24-65-70, 11-13-45, 11-11-320, 37-29-130, 2-65-20; Proviso FY16 65.2, 65.9, 65.10, 65.11, 65.13, 65.20, 65.21, 117.9, 117.317, 117.23, 117.25, 117.29, 117.31, 117.47, 117.51, 117.53, 117.59, 117.66, 117.82, 117.85, 117.96, 117.97, 117.104, 118.1, 118.14	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 3.2 - Enhance security of information technology (IT).	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 3.2.2 - Conduct records management training for institutional/divisional records managers and wardens each year.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 24-1-120, 24-1-150, 24-1-160, 24-1-170, 24-1-230 thru 24-1-260, 24-1-285, 24-3-27, 24-3-70, 24-3-180, 4-3-190, 24-3-330, 24-3-340, 24-3-360 thru 24-3-420, 24-3-710 thru 24-3-760, 24-3-930, 24-3-940, 24-3-950, 24-9-10 thru 24-9-50, 24-13-920, 24-13-930, 24-26-10 thru 24-27-220, 24-65-70, 11-13-45, 11-11-320, 37-29-130, 2-65-20; Proviso FY16 65.2, 65.9, 65.10, 65.11, 65.13, 65.20, 65.21, 117.9, 117.317, 117.23, 117.25, 117.29, 117.31, 117.47, 117.51, 117.53, 117.59, 117.66, 117.82, 117.85, 117.96, 117.97, 117.104, 118.1, 118.14	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Protects the Agency from negative reports compiled by outside inspecting authorities.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Institutional Security, Food, and Health: Protection of the Inmate.	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	Salley Elliot	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	< 1 Year	
Position:	*Division Director*	
Office Address:	*4444 Broad River Road, Columbia, SC 29210*	
Department or Division:	*Chief Legal and Compliance Officer*	

Objective Details

Department or Division Summary:	*The Chief Legal is responsible for all of the legal matters incurred by the Agency.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	See Notes on Strategic Budgeting	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

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2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

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Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.2.2 - Conduct records management training for institutional/divisional records managers and wardens each year.	
Performance Measure:	Conduct Records Management Training	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	0	
2014-15 Target Results:	0	
2014-15 Actual Results (as of 6/30/15):	0	
2015-16 Minimum Acceptable Results:	48	
2015-16 Target Results:	48	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Salley Elliot	
Why was this performance measure chosen?	Agency management determination	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	This is a new program starting in FY15. We have hired and ADA/Records	
What are the names and titles of the individuals who chose the target value for 2015-16?	Agency management	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Agency management determination	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Not Sure	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Program will be monitored by appropriate Agency management.	

POTENTIAL NEGATIVE IMPACT

Objective Details

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Non-compliance with outside entities.*
Level Requires Outside Help	*Governor and General Assembly*
Outside Help to Request	*Governor and General Assembly*
Level Requires Inform General Assembly	*Governor and General Assembly*
3 General Assembly Options	*Continue to support our needs to have safe and secure institutions, additional funding to expand our programs.*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
ADA	*Provides guidance*	*State/Local Government Entity*
State Archives	Provides guidance and storage	*State/Local Government Entity*

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	**Goal 3 - Promote professional excellence, fiscal responsibility, and self-sufficiency.**	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 24-1-120, 24-1-150, 24-1-160, 24-1-170, 24-1-230 thru 24-1-260, 24-1-285, 24-3-27, 24-3-70, 24-3-180, 4-3-190, 24-3-330, 24-3-340, 24-3-360 thru 24-3-420, 24-3-710 thru 24-3-760, 24-3-930, 24-3-940, 24-3-950, 24-9-10 thru 24-9-50, 24-13-920, 24-13-930, 24-26-10 thru 24-27-220, 24-65-70, 11-13-45, 11-11-320, 37-29-130, 2-65-20; Proviso FY16 65.2, 65.9, 65.10, 65.11, 65.13, 65.20, 65.21, 117.9, 117.317, 117.23, 117.25, 117.29, 117.31, 117.47, 117.51, 117.53, 117.59, 117.66, 117.82, 117.85, 117.96, 117.97, 117.104, 118.1, 118.14	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 3.3 - Utilize resources more efficiently.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 3.3.1 - Manage vacant FTEs to realize personnel costs savings of 25% or greater each year.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 24-1-120, 24-1-150, 24-1-160, 24-1-170, 24-1-230 thru 24-1-260, 24-1-285, 24-3-27, 24-3-70, 24-3-180, 4-3-190, 24-3-330, 24-3-340, 24-3-360 thru 24-3-420, 24-3-710 thru 24-3-760, 24-3-930, 24-3-940, 24-3-950, 24-9-10 thru 24-9-50, 24-13-920, 24-13-930, 24-26-10 thru 24-27-220, 24-65-70, 11-13-45, 11-11-320, 37-29-130, 2-65-20; Proviso FY16 65.2, 65.9, 65.10, 65.11, 65.13, 65.20, 65.21, 117.9, 117.317, 117.23, 117.25, 117.29, 117.31, 117.47, 117.51, 117.53, 117.59, 117.66, 117.82, 117.85, 117.96, 117.97, 117.104, 118.1, 118.14	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Creates savings for budget purposes.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Institutional Security, Food, and Health: Protection of the Inmate.	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	Pat Thrailkill	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	> 35 years	
Position:	*Division Director*	
Office Address:	*4444 Broad River Road, Columbia, SC 29210*	
Department or Division:	*Human Resources*	
Department or Division Summary:	*The Division of Human Resources is responsible for the hiring and maintaining of all Agency employees.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	See Notes on Strategic Budgeting	Copy and paste this information from the Strategic Budgeting Chart

Objective Details

Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	Objective 3.3.1 - Manage vacant FTEs to realize personnel costs savings of 25% or greater each year.	
Performance Measure:	Cost savings from Vacant FTE's of Retirees (Proviso FY16 89.89)	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$ 809,546.00	
2014-15 Target Results:	38%	
2014-15 Actual Results (as of 6/30/15):	$ 161,122.00	
2015-16 Minimum Acceptable Results:	25%	
2015-16 Target Results:	25%	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	By Proviso 89.89	
Why was this performance measure chosen?	Legislatively determined	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	NA	
What are the names and titles of the individuals who chose the target value for 2015-16?	Legislatively determined	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Agency management determination	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	NA	

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Non-compliance*

Objective Details

Level Requires Outside Help	*Governor and General Assembly*
Outside Help to Request	*Governor and General Assembly*
Level Requires Inform General Assembly	*Governor and General Assembly*
3 General Assembly Options	*Continue to support our needs to have safe and secure institutions, additional funding to expand our programs.*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	**Goal 3 - Promote professional excellence, fiscal responsibility, and self-sufficiency.**	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 24-1-120, 24-1-150, 24-1-160, 24-1-170, 24-1-230 thru 24-1-260, 24-1-285, 24-3-27, 24-3-70, 24-3-180, 4-3-190, 24-3-330, 24-3-340, 24-3-360 thru 24-3-420, 24-3-710 thru 24-3-760, 24-3-930, 24-3-940, 24-3-950, 24-9-10 thru 24-9-50, 24-13-920, 24-13-930, 24-26-10 thru 24-27-220, 24-65-70, 11-13-45, 11-11-320, 37-29-130, 2-65-20; Proviso FY16 65.2, 65.9, 65.10, 65.11, 65.13, 65.20, 65.21, 117.9, 117.317, 117.23, 117.25, 117.29, 117.31, 117.47, 117.51, 117.53, 117.59, 117.66, 117.82, 117.85, 117.96, 117.97, 117.104, 118.1, 118.14	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 3.3 - Utilize resources more efficiently.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 3.3.2 - Expand boiler control systems to additional institutions in 2015 to reduce energy costs via interruptible natural gas competitive rates.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 24-1-120, 24-1-150, 24-1-160, 24-1-170, 24-1-230 thru 24-1-260, 24-1-285, 24-3-27, 24-3-70, 24-3-180, 4-3-190, 24-3-330, 24-3-340, 24-3-360 thru 24-3-420, 24-3-710 thru 24-3-760, 24-3-930, 24-3-940, 24-3-950, 24-9-10 thru 24-9-50, 24-13-920, 24-13-930, 24-26-10 thru 24-27-220, 24-65-70, 11-13-45, 11-11-320, 37-29-130, 2-65-20; Proviso FY16 65.2, 65.9, 65.10, 65.11, 65.13, 65.20, 65.21, 117.9, 117.317, 117.23, 117.25, 117.29, 117.31, 117.47, 117.51, 117.53, 117.59, 117.66, 117.82, 117.85, 117.96, 117.97, 117.104, 118.1, 118.14	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Creates savings for budget purposes.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Institutional Security, Food, and Health: Protection of the Inmate.	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	John Harmon	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	> 35 years	
Position:	*Division Director*	
Office Address:	*4444 Broad River Road, Columbia, SC 29210*	
Department or Division:	*Facilities and Maintenance*	
Department or Division Summary:	*The Division of Facilities and Maintenance is responsible for maintaining the Agency's buildings and equipment.*	

Objective Details

Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	See Notes on Strategic Budgeting	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.3.2 - Expand boiler control systems to additional institutions in 2015 to reduce energy costs via interruptible natural gas competitive rates.	
Performance Measure:	Cost savings by relying on our own resources and not public utilities.	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	-	
2014-15 Target Results:	-	
2014-15 Actual Results (as of 6/30/15):	On-going program to start planning the procurement of needs.	
2015-16 Minimum Acceptable Results:	-	
2015-16 Target Results:	-	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Agency management determination	
Why was this performance measure chosen?	Reduce utilities costs.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	NA	
What are the names and titles of the individuals who chose the target value for 2015-16?	Agency management determination	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Analysis of energy billings throughout each year.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	NA	

POTENTIAL NEGATIVE IMPACT

Objective Details

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Higher costs and no increase in budget for inflation.*
Level Requires Outside Help	*Governor and General Assembly*
Outside Help to Request	*Governor and General Assembly*
Level Requires Inform General Assembly	*Governor and General Assembly*
3 General Assembly Options	*Continue to support our needs to have safe and secure institutions, additional funding to expand our programs.*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Reporting Requirements

Agency Responding	South Carolina Department of Corrections	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16	2015-16

Instructions :
List all reports, if any, the agency is required to submit to a state, federal or outside entity on a regular basis. Insert the name of each report in a separate column and answer the questions below it. Add as many columns as needed.
PLEASE NOTE: All information the agency provides in the rows below the row labeled, "Date the Report was last submitted," should apply to when the agency most recently submitted the report (i.e. date report was last submitted).

	Agency Responding			
	Report #	1	2	3
	Report Name:	Restructuring Report	Restructuring Report	Accountability Report
	Why Report is Required			
	Legislative entity requesting the agency complete the report:	House Legislative Oversight Committee	Senate Oversight Committee	Executive Budget Office
	Law which requires the report:	1-30-10 (G)(1)	1-30-10 (G)(1)	1-1-820: 117.31
	Agency's understanding of the intent of the report:	Increased Efficiency	Increased Efficiency	Supports the analysis of the annual budget and ensure that the Agency Head Salary Commission has a basis for its decisions.
	Year agency was first required to complete the report:	Not Sure	Not Sure	Not Sure
	Reporting frequency (i.e. annually, quarterly, monthly):	Annually	Annually	Annually
	Information on Most Recently Submitted Report			
Information in all these rows should be for when the agency completed the report most recently	Date Report was last submitted:			
	Timing of the Report			
	Month Report Template is Received by Agency:	Nov-15	Nov-15	Jul-15
	Month Agency is Required to Submit the Report:	Jan-16	Jan-16	Sep-15
	Where Report is Available & Positive Results			
	To whom the agency provides the completed report:	House Oversight Committee	House Oversight Committee	Executive Budget Office
	Website on which the report is available:	SC House	SC Senate	Legislative Website
	If it is not online, how can someone obtain a copy of it:	NA	NA	NA
	Positive results agency has seen from completing the report:	Future guidance and accountability	Future guidance and accountability	Future guidance and

Restructuring Recommendations and Feedback

Agency Responding	South Carolina Department of Corrections
Date of Submission	Tuesday, January 12, 2016
Fiscal Year for which information below pertains	2015-16

RESTRUCTURING RECOMMENDATIONS

Instructions: Please answer the questions below and add as many rows as needed.

Does the agency have any recommendations, minor or major, for restructuring?	No

If the agency has recommendations for restructuring, list each one on a separate row in the chart below. Add as many rows as needed.

Does the agency recommendation require legislative action?	Recommendation for restructuring

FEEDBACK (Optional)

Instructions: Please answer the questions below to provide feedback on this Annual Restructuring Report ("Report").

Please list 1-3 benefits the agency sees in the public having access to the information requested in the Report, in the format it was requested.	Please list 1-3 benefits to agency management and employees in having all of this information available in one document.	Now that the agency has completed the Report, please list 1-3 things the agency could do differently next year (or it could advise other agencies to do) to complete the Report in less time and at a lower cost to the agency.
1	1	1
2	2	2
3	3	3

Does the agency believe this year's Restructuring Report was less burdensome than last year's?	Please list 1-3 changes to the Report questions, format, etc. the agency recommends to ensure the Report provides the best information to the public and General Assembly, in the least burdensome way to the agency.	Please add any other feedback the agency would like to provide (add as many additional rows as necessary)
	1	
Why or why not?	2	
	3	

Agencies are not required to do anything in this worksheet. This worksheet is part of the document so the proper drop down menues can be available in the other tabs.

Is Performance Measure Required?
State
Federal
Only Agency Selected

Type of Performance Measure
Outcome
Efficiency
Output
Input/Explanatory/Activity

Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?

State/Local Government Entity
College/University
Business, Association or Individual

Does the Agency have any restructuring recommendations
Yes
No

Does the agency believe this year's Restructuring Report was less burdensome than last year's?
Yes
No