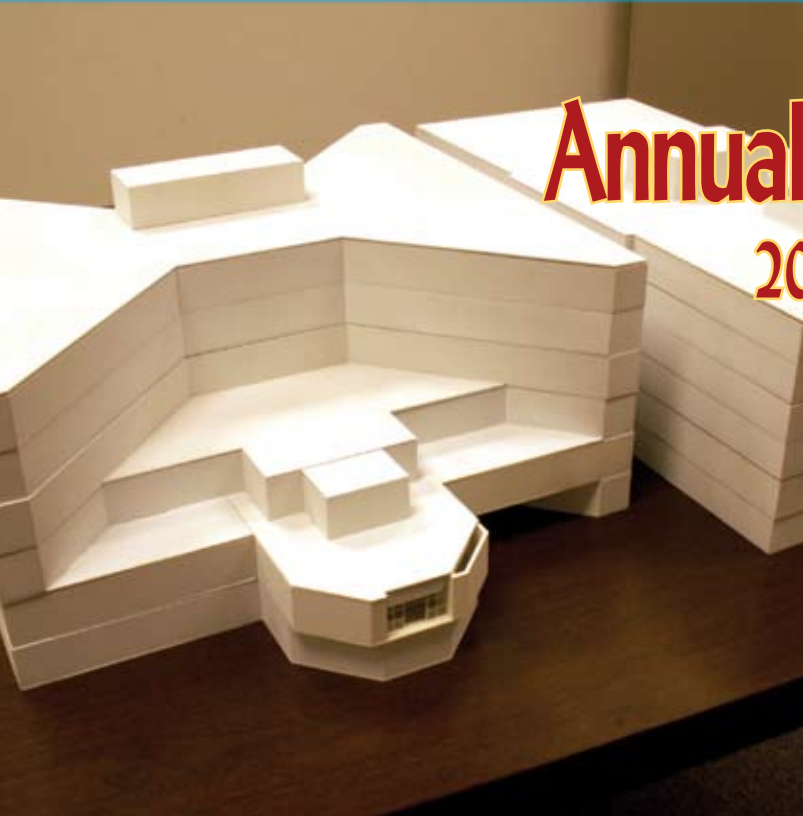


North Carolina Department of Correction



Annual Report 2006



Department of Correction



Mission Statement

The mission of the North Carolina Department of Correction is to promote public safety by the administration of a fair and humane system that provides reasonable opportunities for adjudicated offenders to develop progressively responsible behavior.

Senior Management Team



Byron
Harris
Controller

Nicole
Sullivan
*Director,
Research
& Planning*

Ron
Gillieple
*Director,
Human
Resources*

Robert
Lee Guy
*Director,
Community
Corrections*

Tracy
Little
*Deputy
Secretary*

Dan Lilly
*Director,
Staff
Development
& Training*

Virginia
Price
*Assistant
Secretary,
Alcohol
& Chemical
Dependency
Programs*

Boyd
Bennett
*Director,
Prisons*

Index

Alcohol & Chemical Dependency Programs	10	Inmate Grievance	23
Award Winners	19, 21	Internal Audit	15
Community Corrections.....	6-7	Parole Commission	23
Controller	12-13	Prisons.....	4-5
Correction Enterprises	8-9	Research & Planning	18-19
Engineering	14-15	Safety	20-21
Extradition	17	Staff Development	17
Human Resources.....	22-23	Victim Services.....	11
Information Systems	16		

Division of Prisons

Mission

To operate secure prison facilities and to provide proper training, education, substance abuse treatment and transitional instruction to prepare inmates for re-entry into society.



Inmates

- ↳ More than **37,000** in DOP custody.
- ↳ Population **rises about 1,000 per year.**
- ↳ In 1991: 19,049 inmates.
 - Projections for 2015: **More than 45,000.**

Prison Population 6/30/06: 37,467

Sex		
Males	34,771	92.8%
Females	2,693	7.2%
Race		
Black	21,792	58%
White	13,133	35%
Other	1,952	7%
Conviction Status		
Felon	35,232	94%
Misdemeanant.....	2,227	5.9%
Age		
Adults >20	36,424	97.4%
Youths 18-20	1,660	4.4%
Youths <18.....	29805%

** Data missing*

Facilities

Five 1,000-bed prisons have been constructed in North Carolina since 2002. These correctional institutions are: Alexander, in Alexander County; Lanesboro, Anson County; Bertie, Bertie County; Maury, Greene County; and Scotland, Scotland County.

Two new prisons opened in 2006 -- Maury and Bertie correctional institutions. Construction continued on Tabor Correctional Institution (photo above) in Columbus County, where a groundbreaking ceremony was held in June 2006.

Bertie and Maury will each employ about 450 officers and staff and have annual operating expenses of more than \$18 million. Tabor is expected to double-cell a portion of its facility. It will house about 1,500 inmates with some 600 officers and staff, with annual operations projected to cost \$29.8 million.

Security Threat Group Management

In July 2005, the Division of Prisons (DOP) adopted a "zero tolerance" level for Security Threat Group (STG) activity within its correctional facilities.

DOP also created an STG Management Unit at Foothills Correctional Institution. The unit is designed for regular population inmates, is nonpunitive and is available for inmates, who have been validated as gang members and are in either medium or close custody.

Ninety inmates are participating in the program. Forty-two inmates have graduated.

Employees

More than 17,000 professionals are employed to carry out the mission of the Division of Prisons.

Security Staffing Project

A total of 248 correctional officer positions were moved during the Security Staffing Project, which was designed to produce a more efficient placement of staff.

Determining facility staffing requirements is not an exact science, but rather it is a subjective process that requires input from numerous stakeholders who have relevant expertise and experience in prison management. Safe staffing levels are a key component in properly managing correctional facilities. Adequate staffing enhances safety for the general public, correctional employees and offenders. Proper management of security posts is designed to determine how to deploy correctional officers to provide a safe and secure correctional environment.

Career Development & Training

The Division of Prisons established a career development ladder for employees in efforts to address staff relations, supervisory communication, inmate supervision and staff retention.

The goal of the Division of Prisons is to employ staff who are well trained, capable of performing their tasks, responsive to needs, and are ready and eager to perform their current and next professional goal.

Training

Controls, Restraints & Defensive Techniques

DOP adopted a new self-defense program in 2005. More than 9,300 employees were trained on this new program that teaches the employee ways to immobilize an aggressor by using pressure points, stunning techniques, restraining holds and immobilization techniques.

Leadership Training

<i>Program</i>	<i>Graduates</i>
<i>Correctional Supervisory Training</i>	256
<i>Correctional Leadership Development</i>	10
<i>Office of State Personnel: Supervision</i>	
<i>for Managers/Professionals</i>	10
<i>Public Managers</i>	3
<i>New Superintendent Orientation</i>	13
<i>National Institute of Corrections</i>	
<i>Senior Level Leadership</i>	28

Programs

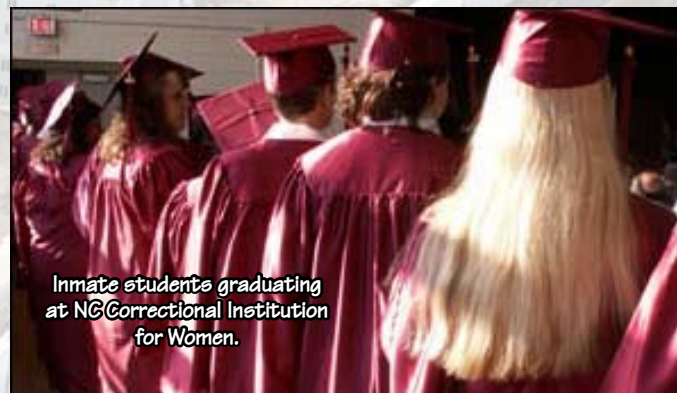
Tobacco Products

In January 2006, the Division of Prisons banned the use of any tobacco products inside any structure at all prison facilities.

In March 2006, a total tobacco ban pilot project -- no use inside or outside anywhere within the facility -- began at three prisons: Duplin CC, North Piedmont CC for Women and Piedmont CI.

Educational Programs Participation

<i>Average monthly enrollment</i>	9,973
<i>Academic programs (full-time)</i>	2,018
<i>ABE, GED, AA (part-time)</i>	1,959
<i>Vocational programs (full-time)</i>	2,019
<i>Curriculum, diplomas (part-time)</i>	555
<i>Life skills (full-time)</i>	130
<i>Interpersonal / family / character (part-time)</i>	3,292



Father Accountability Program

Twelve minimum custody facilities in the Western Region are participating in this grant-funded program.

Two-hundred inmates have graduated from the program, which is designed to help meet the needs of inmates and re-establish broken or severed relationships with fathers or sons. The program also provides inmates skills necessary to communicate better with other men. The primary focus is on developing better relationships with fathers and/or sons.

Division of Community Corrections

DCC is responsible for the supervision of all adult offenders on probation, parole or post-release parole supervision. In addition, offenders who transfer from other states are supervised by DCC guidelines and the Interstate Compact for the Supervision of Adult Offenders. DCC also has oversight of the Community Service Work Program.

The Division of Community Corrections (DCC) employs 2,569 people in authorized, full-time positions, of which 2,030 are certified officers.

During FY 05-06, DCC officers supervised 116,516 offenders on probation, parole or post-release supervision, and handled 9,831 unsupervised offenders in the Community Work Program for a total offender population of 126,347.

In addition to the community service coordinator positions that handle Community Service Work Program cases, DCC uses three classes of officers -- community, intermediate and intensive -- in providing case management to offenders under its supervision.

The **Community Service Work Program** provides oversight of offenders placed under the supervision of the division and ordered to perform community service hours for criminal violations, including driving while impaired.

Offenders are assigned to perform service to local communities in an effort to promote rehabilitation and restore or improve the community. More than 3,500 agencies use com-

munity service offenders. During the fiscal year, the position of *district lead coordinator* was implemented in three judicial districts. There, they provide oversight of the coordinators who assist court processing. Additionally, a *state lead coordinator* was appointed to oversee program operation and automation issues.

During FY 05-06:

- ↳ 137 Community Service coordinators enrolled 56,150 offenders in the Community Service Work Program.
- ↳ Offenders completed a total of 1.65 million hours.
- ↳ The type of work performed was general labor, skilled labor, professional labor and litter pick up.
- ↳ The total dollar value of the hours performed, based on the type of labor was \$8.6 million.
- ↳ Community service fees were collected in the amount of \$7.7 million.

Criminal Justice Partnership Program

During FY 05-06, the Criminal Justice Partnership Program was stable, with 93 counties participating in 83 programs.

A major accomplishment was the initiation of the Program of Excellence award. Various programs applied for the juried awards.

Winners were selected from each of the four divisions of Community Cor-

rections by a panel of judges with the final selections made by the DCC director and the senior administrator.

Winners were: Division I, Pitt County Satellite Substance Abuse Program; Division II, Cumberland County Day Reporting Center; Division III, Alexander Resource Center; Division IV, Watauga County Satellite Substance Abuse Program.

Domestic Violence Program

DCC has more than 80 specialized Domestic Violence intermediate officers in 19 districts statewide. A total of 1,491 offenders were supervised under the Domestic Violence Program during '05-'06.

Drug Treatment Court

The "Annual Report on North Carolina's Drug Treatment Courts" submitted to the North Carolina General Assembly in May stated: "With collaboration between judges, district attorneys, defense attorneys, Drug Treatment Courtstaff, probation officers, TASC coordinators and treatment providers, Drug Treatment Courts are providing meaningful treatment and sanctions to addicts and an opportunity to change their lives."

The DCC Monthly Unit Population survey for the fiscal year showed that 476 offenders began the sanction of Drug Treatment Court. During the same period, 443 offenders completed the sanction.

A GPS monitoring unit that DCC will use to track certain sex offenders.



Screening and Intervention

The fiscal year brought operational challenges for the Substance Abuse Screening and Intervention Program.

The program has been successful in its mission by assisting probation officers in the identification of offenders with substance abuse problems. By using drug screening as a supervision tool, officers have been able to assist and guide offenders through the recovery process.

The laboratories screened 286,535 specimens, and 56,162 specimens were screened with onsite tests. A total of 342,687 specimens were screened during this fiscal year. The total includes Division of Community Corrections, Division of Prisons, and all outside agency specimens.

Technology Center

The technology center is the information processing headquarters for Electronic House Arrest Monitoring. The center is staffed around the clock to monitor and operate the host computer systems. Center staff maintains constant communication with officers in order to enroll new offenders on the system, update curfew schedules and respond to violation situations.

During this fiscal year, four new

outside agency agreements were implemented bringing the total to 16 county affiliates, plus the Department of Juvenile Justice and Delinquency Prevention, for monitoring juvenile offenders.

Outside agencies are billed monthly for monitoring services. In FY 05-06, 17 agencies were invoiced for more than \$91,650. This amount is derived from monitoring 2,846 offenders for 66,354 accumulative days.

The average daily population of Community Corrections offenders monitored for this fiscal year was 866. The average daily population of outside agency offenders for this fiscal year was 277. The total daily population for this fiscal year was 1,069.

Victim Notification Program

The Automated Victim Notification Program has been in operation for two



Probation/Parole Officers of the Year

The eight officers who were named 2006 Probation/Parole Officers of the Year are, from left, front row, Katherine Horne, chief probation/parole officer, District 13; Kristie Purvis, intermediate officer, District 19C; Tonya Sconyers, intensive probation/parole officer, District 7; and Michele Fisher, intermediate officer, District 3B. Back row, Brent Witter, intermediate officer, District 27B; Michael Martin, probation/parole officer II, District 11; Jeffrey Appling, intermediate officer, District 29; and Michael Dunn, chief probation/parole officer, District 19B.

years, primarily to ensure that victim notifications are correct.

In addition to notification, the division's goal is to provide advocacy for the victim community. The Victim Advocate Coordinators in the four Judicial Divisions act as liaisons between our agency and the victims, handling concerns for all high profile cases, including domestic violence and sex offenses, offering comprehensive answers to victims' questions about probation, parole and post-release supervision.

Emergency Management

Approximately 100 first responders are located throughout the state, ready to assist in an emergency for any county. Each DCC division has 20 responders, plus an additional 20 officers within Wake County.

Victim Notification

The number of crime victims requesting notification of their offenders' activities within the criminal justice system.

	<i>Victims</i>	<i>Offenders Involved</i>	<i>Notification Letters</i>
Division I.....	847	657	4,524
Division II.....	1,646	1,413	9,379
Division III.....	851	1,148	9,379
Division IV.....	767	556	3,981
Administration.....	246	150	832
<i>Totals</i>	4,654	3,627	23,790

Correction Enterprises

Correction Enterprises realized a very successful fiscal 2006 by providing inmate rehabilitative opportunities, producing quality goods and services, and creating savings to North Carolina taxpayers. Sales for FY 05-06 exceeded \$79 million, with over \$6.5 million in retained earnings being transferred to support the North Carolina General Fund, the Crime Victims Compensation Fund and the Department of Correction.

One of North Carolina Correction Enterprises' mission critical goals is to provide meaningful work experiences and rehabilitative opportunities for inmates during incarceration. During the past year, Correction Enterprises provided vocational training and skill development and enhancement opportunities to more than 2,200 inmates at the 31 Enterprise operations across North Carolina. This translates -- in complement with other Department of Correction programs -- into a better managed inmate population and a better prepared and self-contributing citizen upon release from prison.

These same inmates have directly effected the manufacturing of quality goods and services for sale to state and municipal agencies. Whether they work in one of Enterprises' seven laundry operations that processed over 34 million pounds of linen this year, making one of nearly 3 million license tags, or learning modern farming techniques, the labor provided by these inmates is vital to provide services and manufacture products at a savings to the state.

Moreover, inmates encounter a work environment modeled after private industry, with modern training

and management practices. Inmates learn how to work in teams, follow safe working practices, measure quality control, and the importance of on-time deliveries and production scheduling.

During the past year, noteworthy Correction Enterprises accomplishments include:

- ↳ Opening a specialty sewing and embroidery plant at Pasquotank Correctional Institution, employing 33 inmates and three employees.
- ↳ Opening a new sewing plant at Scotland Correctional Institution, employing 55 inmates and six employees.
- ↳ Establishing a partnership with the U.S. Army Corps of Engineers to produce a natural means of combating the state's hydrilla water weed problem that is clogging our lakes and rivers.

Correction Enterprises provides meaningful work experience and rehabilitative opportunities for inmates and quality goods and services to tax-supported entities at a savings to the taxpayers.

In addition, other innovative products that were borne of our customer's needs are:

- ↳ A "Paw Proof" trash receptacle for use at state parks.
- ↳ A newly designed 24/7 heavy duty ergonomic chair for criminal justice needs.
- ↳ A series of printing workshops designed to provide our customers with the tools needed to effectively utilize all of Correction Enterprises' evolving print technology.

These recent innovative collaborations are indicative of Correction Enterprises' on-going efforts to create inmate employment opportunities while meeting customers' needs.



Product pride

Correction Enterprises (CE) prides itself on extending exceptional customer service. The division realizes the necessity and importance of listening to and acting on customer's specialized requests and concerns. As a result, many collaborative opportunities have developed that exemplify Correction Enterprises' commitment to customer service.

Hydrilla Project

In recent years, North Carolina's waterways have been increasingly infested by an aquatic plant known as hydrilla, which affects native fisheries and water quality. One successful method of control has been the introduction of hydrilla leaf mining fly larvae into infested waterways.

Partnering with the U.S. Army Corps of Engineers Research and Development Center, Correction Enterprises has established a hydrilla fly harvesting project at Caledonia Farm. The objective is to introduce flies into the controlled environment, allow them to produce larvae, and harvest them for sale to state and local water management agencies for introduction into lakes and ponds infested with hydrilla. This biological control method has proven to be environmentally friendly and less costly than traditional methods.

This new business opportunity will provide qual-

ity inmate training and work opportunities for inmates. Inmates will be trained in the use of high powered microscopes and other equipment to count the larva, as well as water analysis, providing skills that are in high demand and transferable to jobs in the environmental field once the inmates are released from incarceration. These jobs also provide the inmates with a sense of pride and community, being able to produce a product that will positively affect the environment.

Paw Proof

For many years, the North Carolina Division of Parks and Recreation has struggled with a litter problem caused by native wildlife foraging out of trash containers in park



picnic and camping areas. In response to this need, Correction Enterprises cooperatively designed and produced a "Paw Proof" trash receptacle. The trash receptacles are durable metal structures that are resistant to wildlife foraging habits yet easy to use and aesthetically enhancing to the state's scenic parks.

Better chair

Correction Enterprises has developed a new chair designed to accommodate the 24/7 extended use, varying physical characteristics, and demanding duty requirements of law enforcement professionals. Called "the Granville," the new chair is attractive, ergonomically designed and durable enough to hold up to 500 pounds.



Division of Alcohol & Chemical Dependency Programs

DACDP's legislative mandate is to provide comprehensive interventions, programs and services that afford offenders who have alcohol and/or drug problems the opportunity to achieve self-actualized recovery.

The Division of Alcohol and Chemical Dependency Programs (DACDP) has taken important strides during the past years in the areas of counselor certification, clinical supervision, a unified CBI-based curriculum, training and program expansion. All of these actions will enhance and improve the quality of treatment provided to inmates in the Division's programs.

In September 2005, DACDP staff and division operations were directly affected by changes to state law regarding professional training. The changes mandate certification/licensure for all substance abuse professionals, give new clinical supervision requirements for pre- and post-certification, and adopt a new credential -- the Certified Criminal Justice Addiction Professional (CCJP).

DACDP has made tremendous strides to comply with the new requirements and enhance the professional development of clinical staff. Significant accomplishments include:

- ↳ The certification (or pending certification) of 67 previously non-credentialed staff members as Certified Criminal Justice Addiction Professionals.
- ↳ Establishment of an incentive program allowing the division to utilize the skills and credentials of 13 current staff members to provide board-approved clinical supervision.
- ↳ Legislative creation of two statewide new clinical supervisor positions.

By June 30, 2006, training was under way for the nine programs implementing a new curriculum, "A New Direc-

tion," developed by Hazelden Publishing and Educational Services. This curriculum is based on the cognitive behavioral interventions principles previously introduced throughout the Division of Prisons. With "A New Direction," DACDP has moved to a format which provides proven effective treatment and one that begins to establish consistent standards across programs. It will also permit better quality control and will improve the methods that can be used to conduct outcomes research on all of the DACDP programs.

In 2005, the legislature approved the funding of a 34-bed prison substance abuse treatment program, with four staff members, to be implemented, operated and managed by DACDP. Rutherford Correctional Center, a 236-bed adult male, minimum custody facility was selected for the site of the new treatment program.

The Rutherford treatment program began on May 6, using "A New Direction." The 90-day program is offered to offenders who are within five to 24 months of release.

The division and Management Information Services are well under way with the development of a web-based application which will interface with OPUS (DOC's offender data base) to improve field counselors' ability to track and document progress made by offenders while in treatment. This also enhances the division's ability to collect and analyze a wide range of information, allowing management to determine the efficacy of interventions and adjust programs as needed. The project is over a third completed, and will begin testing some of the new modules before the end of 2006.

Offenders in Treatment

Program Type	Inmates	Probationers/ Parolees
RSAT*	692	n/a
DART*	6,227	n/a
DART-Cherry	n/a	2,311
SAP*	178	n/a
Private Treatment	439	n/a

*Residential Substance Abuse Treatment Programs

*Drug and Alcohol Recovery Treatment

*Substance Abuse Prevention Counselors

Office of Victim Services

OVS is charged with providing oversight and coordination of victim services within the department and its divisions, as well as training and outreach regarding victimization and awareness, policies and procedures, and victim services best practices.

Call volume

The Office of Victim Services (OVS) has seen a 195% increase in the average number of calls per month, especially since the installation in April 2004 of a dedicated toll-free line. OVS is receiving an average of 589 calls per month.

Notification

Additionally, 31,590 letters were sent to victims and interested parties in FY 05-06, exceeding DOC's legislative mandates to provide written notification regarding certain changes in the status of offenders. Since the inception of the 1999 Crime Victim's Rights Act, more than 100,000 individuals and organizations have been registered for victim notifications.

OVS continues to be the point of contact for the SAVAN (Statewide Automated Victim Assistance and Notification) service, which this year expanded to utilize e-mail as well as the telephone for notifications.

Personal assistance

OVS also provides assistance and accompaniment for victims and/or survivors

attending parole hearings. The office helps them acclimate to the state capital and find vital community resources, and listens to their concerns. OVS attended 112 Parole Commission meetings this past fiscal year.

Training

Training is a primary focus of OVS. Training events included the Conference of District Attorney's Annual Conference, the NC Victim Services Practitioner Certification Academies, NC Crime Victim's Rights Week activities, Victim Information Coordinator Basic Training, and DOP's New Superintendents/Management Training.

The major training event featured Joanna Katz, a nationally known rape survivor and victim advocate, through a Governor's Crime Commission grant. The event

included addresses to nearly 500 people at the NC Probation & Parole Association conference and at a forum at Guilford College. It was an innovative effort to foster a dialogue among participants and to describe the effects of the delivery of services provided to crime victims.

OVS input

Assisting the department with victim-centered policies and programs has been an increasing endeavor. OVS currently participates on these committees:

- ↳ DOP's Domestic Violence Education Program, a program mandated by the legislature in December 2005.
- ↳ Inmate Sexual Violence Oversight Committee born of the Prison Rape Elimination Act.
- ↳ Victim Services Inter-

agency Council responsible for Triangle events for National Crime Victim's Rights Week.

- ↳ NC Coalition Against Domestic Violence's Women of Color Caucus.
- ↳ Sexually Violent Predator Panel.
- ↳ Division of Community Corrections and Parole Commission Workgroup formed to enhance offender supervision strategies.
- ↳ Division of Community Corrections' Domestic Violence Task Force.
- ↳ The state planning team for the Going Home Initiative and the new offender transition efforts.
- ↳ Critical Incident Stress Management committee.
- ↳ Victims with Disabilities Task Force (statewide).

Continuing growth

With the growing emphasis on restorative justice principles and crime victims' growing awareness of their constitutional rights, OVS' goal is to expand and enhance the quality and quantity of services to this growing population of citizens in North Carolina.



Sexual assault survivor Joanna Katz, 2nd from left, was keynote speaker as part of a major OVS training event. From left, Tracy Little, deputy secretary; Debbie Allen, OVS victim education outreach specialist; and Kathryn Schmidt, Guilford College sociology professor.

Controller's Office

The **General Accounting Section** processed more than 12,000 monthly invoices for payment, and issued approximately 5,000 checks each month. The number of paper checks has decreased due to the utilization of more electronic payments to vendors and employees.

This section processed over 3,700 invoices during the year for fixed assets at a cost of \$18 million. Almost 7,000 invoices were processed for capital improvements costing \$56 million.

General Accounting began using a web-based automated surplus system implemented by State Surplus Property Office for tracking each surplus transaction within the system. In addition, the Department of Insurance provided a Web-based system for Correction to update building content values.

The **Payroll Section** remains one of the busiest in the Controller's office. Payrolls for permanent, contractual and temporary employees now total approximately \$69 million per month.

Work Release Accounting secured \$14.6 million in wages earned by inmates on work release.

This section enforces dependent support orders, restitution, judgments, per diem and transportation charges and other special payment requests. This year, inmates paid out \$940,702 in court ordered payments for restitution, judgments, fines, court costs and attorney fees and \$637,766 in child support.

Medical Claims Management processed 59,153 claims. Total reimbursement was \$61,886,524.86.

Purchasing

During FY 05-06, departmental purchasing agents used the state's internet-based purchasing system, E-Procurement, to issue purchase orders and contracts totaling approximately \$300 million.

Departmental Purchasing insures open market competition for purchases over \$1,000 and Internet posting of all purchasing of commodities over \$2,500 and services over \$5,000.

Contract negotiations

Competition is the cornerstone around which public contracting is built. One of many job duties purchasing agents have is to conduct intensive negotiations with vendors whose contracts contained renewal clauses, which could have permitted a price increase equal to the Consumer Price Index (CPI) change. Purchasing was successful in many cases in obtaining annual renewals with no increase, thus saving the state and the department a substantial amount of funding that would have been required if the CPI increases had been granted.

HUB contracts

The department is proud to report that over 16% of the total purchases in FY 05-06 were derived from North Carolina's Historically Underutilized vendors. Historically Underutilized Businesses (HUB) are those that are at least 51% owned and operated by minorities, women or the disabled. Also included in this category are disabled business enterprises and non-profit work centers for the blind and severely disabled.

The Controller's Office is responsible for budgetary, financial and accounting management of the Department of Correction's fiscal resources and ensuring that the department adheres with generally accepted accounting principles, NC General Statutes and other policies and procedures applicable to its financial operations. Also included under the Controller's Office are Purchasing, Transportation and Communication, and Central Supply Warehouse.



Purchasing accomplishments include the issuance of a Private Maintenance contract for Bertie and Maury correctional institutions and purchases

of \$50 million for the Correction Enterprise Janitorial Products Plant located near Warren Correctional Institution.

Purchasing agents work closely with Central Engineering staff in specification development and purchase of necessary equipment, materials and services for the repair and renovation capital projects.

Central Supply Warehouse

Central Supply Warehouse is expanding its storage area an additional 33,000 square feet.

The warehouse has worked extensively with the Office of Staff Developmental Training, the Division of Prisons and the Division of Community Corrections in the distribution of 5,000 pistols and the distribution of more than 1 million rounds of ammunition, to assist with the initiation of training needs statewide.

The warehouse has assisted DOP in transitioning six facilities from jumpsuits to regular pants and shirts and furnishing transportation for the relocation of jumpsuits to youth facilities.

The warehouse also delivered more than 4.2 million pieces of freight and canvassed 486,021 miles in the distribution of food, clothing, janitorial products, office supplies, etc.

Transportation and Communication Shop

The Transportation and Communication Shop is enhancing the interior space arrangements of the transfer and work crew vans.

A modification of the location of security screen bulk heads produced additional forward storage space for officers.

The shop is also enhancing communications for the specialty teams.

This includes testing and purchasing new radio communications systems, which will improve communications between the command post and officers in the field.

The Transportation and Communication Shop performed more than 2,500 radio repairs and reprogrammed more than 2,000 radios for the various divisions within the department. In addition, the shop installed three tower systems, two base stations and more than 10 repeaters for various correctional facilities, improving communications between staff and officers.



12,000 +
INVOICES PROCESSED MONTHLY

5,000 +
CHECKS ISSUED MONTHLY
FOR INVOICE PAYMENTS

69 MILLION
DOLLARS IN PAYROLL
PROCESSED PER MONTH

59,153
MEDICAL CLAIMS PROCESSED

61.88 MILLION
DOLLARS DISBURSED
FOR MEDICAL CLAIMS

300 MILLION
DOLLARS WORTH OF
PURCHASE ORDERS AND
CONTRACTS USING
E-PROCUREMENT

486,021
MILES DRIVEN
DISTRIBUTING SUPPLIES

4.2 MILLION
PIECES OF FREIGHT
DELIVERED

Division of Central Engineering

Design and Construction

Prototypical segregation units

FY 05-06 was a very successful year for the Central Engineering division with the completion of the largest and most complex design project to date -- the prototypical 40-cell segregation facilities at Caldwell and Orange correctional centers.

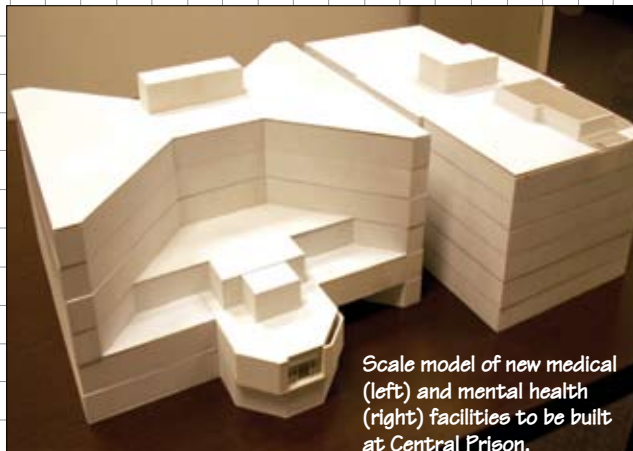
The initial construction activities have begun by the Inmate Construction Program (ICP), with completion scheduled for the end of 2008.

Prototypical dormitories

The division also assumed the responsibility for the design and construction of the prototypical medium and minimum custody

dormitories to provide the additional beds required to meet the projections of the North Carolina Sentencing and Policy Advisory Commission.

Using Central Engineering staff for the design and construction of these facilities allows the department to leverage its capital dollars for the best value to the state and assist in preparing inmates for successful reintegration into society.



Scale model of new medical (left) and mental health (right) facilities to be built at Central Prison.

Inmate Construction Program

The ICP currently uses more than 250 inmates with 110 inmate apprentices working toward their journey-level certification.

The journey level certification requires approximately 400 hours of academic work and 6,000 hours of practical experience in a construction trade.

It is expected that the number of inmates required to implement the anticipated work will more than double over the next several years.

Other significant projects undertaken by the ICP are:

- ↳ Industry upfits at Scotland and Alexander correctional institutions.
- ↳ Correction Enterprises' janitorial products plant in Warren County.
- ↳ Catawba Correctional Center religious services center.
- ↳ Installation of more than 50 standby generators at various correctional centers.



Contract Administration

In addition to the expanded use of division staff for design and construction of projects, the staff also provided contract administration services for the completion of Maury and Bertie correctional institutions (1,000-cell prototypical close custody facilities) and the construction start for Tabor Correctional Institution. This institution is the last unit of the 1,000-cell prototypical close custody program, which provides for approximately 6,000 cells.

Central Prison Medical Center

Funding for the Central Prison medical center and mental health project was received in the 2006 legislative session. The design for this project is funded by the Violent Offender Incarceration/Truth in Sentencing (VOI/TIS) Federal Grant, and construction is scheduled to begin in the second quarter of 2007.

The scope of the project is 120 individual medical beds with three operating suites, general and specialty outpatient clinics and telemedicine facilities. A 216-bed Mental Health housing unit, with counseling and group therapy rooms and recreation areas, is also included in the scope of the project. Central Engineering will provide contract administration services for this major project, which is scheduled to be completed in 2011.

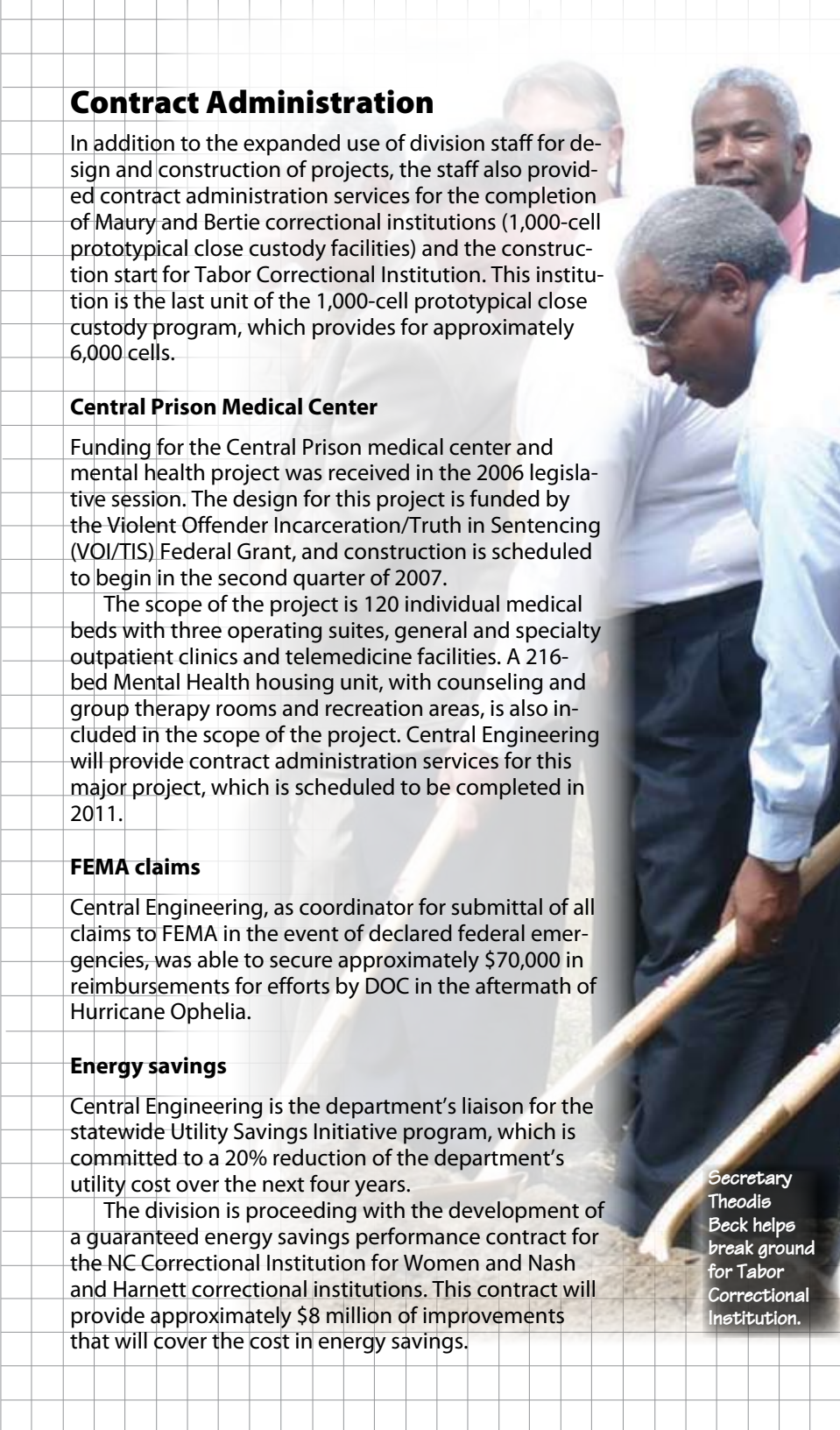
FEMA claims

Central Engineering, as coordinator for submittal of all claims to FEMA in the event of declared federal emergencies, was able to secure approximately \$70,000 in reimbursements for efforts by DOC in the aftermath of Hurricane Ophelia.

Energy savings

Central Engineering is the department's liaison for the statewide Utility Savings Initiative program, which is committed to a 20% reduction of the department's utility cost over the next four years.

The division is proceeding with the development of a guaranteed energy savings performance contract for the NC Correctional Institution for Women and Nash and Harnett correctional institutions. This contract will provide approximately \$8 million of improvements that will cover the cost in energy savings.

A photograph showing Secretary Theodis Beck in a white shirt and dark trousers, using a shovel to break ground. He is looking down at the dirt. In the background, other men in suits are visible, some looking on. The scene is outdoors, likely at a construction site.

Secretary
Theodis
Beck helps
break ground
for Tabor
Correctional
Institution.

Internal Audit

*Internal
Audit*

assists management in its oversight responsibilities by examining, analyzing and appraising activities of the department. These examinations help employees do their jobs by providing them information and recommendations to improve the functions examined.

Internal Audit has implemented Risk Assessments as part of the internal audit plan.

Risk management is a key responsibility of management. This internal audit activity is a disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. To achieve organizational objectives, management should ensure that sound risk management processes are in place and functioning.

Risk Assessment Audits are used as a tool to determine the level and extent of subsequent auditing that may need to be completed at specific facilities or locations.

Areas assessed are identified as low, medium and high risk. Division management is provided a report of the assessed ratings. If an area is identified as high or medium risk an audit is scheduled to identify the most significant findings that represent the greatest risks and exposure.

Other projects included the revision of internal audit programs due to the changes in departmental policy and procedures and implementation of new technology within the department.

In addition, the office continues to complete functional and compliance audits, special reviews, and investigations as requested by department management, the State Auditor's office and the State Bureau of Investigation.



Computer upgrades

During FY 05-06, MIS concentrated on completing the replacement or upgrade of all personal computers throughout the department. This has been a major, multi-year effort involving more than 8,600 desktop machines, and 700 laptop computers.

At the conclusion of this effort in January 2007, the department will be well-positioned with capable workstations that will serve employees well, and can be secured and managed much more effectively than in the past.

This infrastructure, along with improved data circuits to all locations, prepares the agency to fully participate in critical state enterprise projects such as BEACON, the state's new Human Resources/Payroll system.

Applications

In the important area of applications, MIS has continued to capitalize on the power of its rich database by writing an increasingly wider range of user-directed search capability.

This allows managers to get the information they need to manage daily operations, and by doing so, it extends the life of the OPUS application.

Combined Records

MIS continues to see Combined Records (CR) taking a more proactive role in the criminal justice system by increasing its dialogue outside the agency, particularly with court officials. These outside groups have recognized that CR staff offers a wealth of skill and knowledge about the actual implementation of sentences, particularly combinations of sentences under changing law. As a result, CR staff is in increasing demand to offer training sessions and other consultative work.

In the last fiscal year, CR has worked closely with MIS and Division of Prisons to enhance the electronic inmate records to better serve the department's needs as well as the public.

Each year, as new laws are passed, CR works with and relies on MIS for assistance with new or existing enhancements to meet the requirements of the new laws.

CR began assisting DOP with training on sentence calculation last year, traveling to five Regional Offices and was invited to return for this fiscal year.

Management Information Systems

Office of Staff Development & Training

OSDT provides training to DOC staff at all levels.

This includes basic

training for correctional officers and probation officers (basic and intermediate), firearms and CRDT instructors, CPR, EEOI and cognitive behavioral training, among others.

Activities and accomplishments for the year include:

- ↳ OSDT trained all correctional officers at Bertie and Maury prisons prior to the opening of these two new facilities.
- ↳ Worked closely with OSDT regional, administrative, DOP and DCC staff for the roll out of the new M&P 40 pistol. Worked to train all firearms instructors on the new weapon.
- ↳ Produced these audio visual projects:
 - Control Restraints and Defensive Techniques (CRDT) training video released.
 - "New Inmate Orientation" video completed in both English and Spanish.
 - "Introduction to DCC" released.
- Video completed on maintenance of the 1,000-bed prisons.

Strategic Nursing Plan completed for DOP.

Photos for "Hiring Campaign for Personnel" completed.

Correction Leadership & Development program class taping, photos and audio-visual setups were completed for three class sessions and graduation.

Internet video streaming set up.

- ↳ Completed the design of the OSDT website.
- ↳ The curriculum section gave the three promotional exams. A total of 1,108 employees took the sergeants promotional exam, and 260 employees took the lieutenants promotional exam.
- ↳ The curriculum section also gave all of the certification exams for basic correctional officer, probation parole



officer (basic and intensive) and instructor level courses.

- ↳ Trained 2,122 basic correctional officer students.
- ↳ Trained 160 probation/parole officer (PPO) basic students and 130 PPO intensive students.
- ↳ Conducted nine CRDT instructor schools across the state for the continued rollout of the new program for DOP and DCC. A total of 178 new instructors for CRDT were certified.
- ↳ Instructed 400 students in Word Level I, Word Level II and Power-Point, January-June '06.

Extradition/Fugitive Section

The Extradition/Fugitive Section transports North Carolina offenders located in other jurisdictions back to the state for any outstanding judicial proceedings against them.

In FY 05-06, the section returned 1,286 offenders, in these categories:

County cases	600
Escapees	5
New admissions	34
Inmate movement	4
Interstate agreement on detainees.....	117
Parole violators.....	32
Probation violators.....	494

Office of Research & Planning

R&P provides planning, decision-support, research, and program development services for departmental staff as well as external stakeholders.

Over the past year, R&P's Decision Support Team's work included such major annual projects as Division of Community Corrections (DCC) Population Projections, Division of Prisons Custody Projections and the Annual Statistical Report. As part of the planning and analysis function, R&P has:

- ↳ Worked with the DCC on the development of a risk/needs assessment process; and facilitated a work group to develop new policies, procedures and supervision conditions for Domestic Violence offenders. Staff is working with a task force that is developing a similar product for sex offenders.
- ↳ Worked with the DOP on the development of an educational intervention class for domestic violence offenders who have short sentences.

The Research Team reviewed all research projects and proposals that use staff or offenders as subjects. The Human Subjects Review Committee (HSRC) – the department's Institutional Review Board – meets regularly to review these proposals.

R&P staff also participates in reviews at UNC and NCSU, functioning as both a prisoner representative and a community representative. Staff from UNC and NCSU return the favor and serve as the non-DOC community representative on the HSRC. In 2005, NC DOC joined the NC Consortium for Human Subjects Protection, and R&P staff conducted training at two

R&P also provided data to agency staff on numerous topics, including:

- ↳ *Security Threat Groups.*
 - ↳ *Substance abuse treatment.*
 - ↳ *An auditing tool for Combined Records.*
 - ↳ *A post-release offender employment status tracking mechanism for Correction Enterprises.*
 - ↳ *Data, reports, fiscal notes and other information concerning the effects of proposed legislation, during the legislative session.*
-

regional workshops.

R&P continues to support and guide DOC's transition and re-entry initiatives. R&P administered two federal grant projects in this area:

Job Start II

This project prepared job-ready inmates for employment after release. Of the 119 participants served during the grant project, 43% were employed immediately after release or at some point after release for at least three consecutive months.

One of the major lessons learned from the JobStart II project was the importance of providing such other basic support services as housing, transportation, treatment and vocational/educational training, in addition to the employment resource materials. JobStart also highlighted the importance of matching offender skills with the current labor market opportunities. The project end date was September 30, 2006.

Going Home Initiative

This grant project provided services, team case management, and access to supportive services in the community. To date, the project has served 179 offenders, who successfully completed all three phases of the project. Offenders received mental health treatment, substance abuse assessments and treatment, housing assistance, transportation assistance and assistance with vocational and educational training.

Employment assistance has been provided by the Offender Employment Specialists for 139 partic-

Other research activities completed during the past year included:

- ↳ *An analysis of the Mental Health Screening Inventory (MHSI) effectiveness in identifying appropriate referrals to Mental Health Services.*
 - ↳ *A study analyzing homelessness among the offender population and service delivery needs as offenders transition back to the community.*
 - ↳ *A descriptive analysis of graduates from the department's Sex Offender Accountability and Responsibility (SOAR) Program.*
 - ↳ *A feasibility study that examined the use of journaling as an aftercare program for Cognitive Behavioral Interventions (CBI).*
-

Award Winners Gallery

-ipants, including assistance with work uniforms and tools. Forty percent of offenders obtained employment with the average hourly wage of \$7.73.

Additionally, the Going Home Initiative operated a vocational training program called REPAIR (Re-entry Entrepreneurial Partnerships Aimed at Individual and community Restoration) which was a four-month program designed to assist Phase II GHI participants in obtaining construction related skills while performing community service in selected communities in Wake and Durham counties.

In collaboration with Wake and Durham technical community colleges, three cycles were conducted at each site, graduating at total of 47 participants. Upon completion, participants received a certificate from the community college, a complete set of construction tools and job placement assistance.

As these grant projects end, R&P staff will continue to work internally by coordinating transition and re-entry activities throughout the department. Additionally, R&P looks to sustain these efforts by collaborating with other state agencies, organizations, and community-based re-entry networks to share the vision of a seamless system of re-entry that promotes public safety.



Correctional Officers of the Year

The 2006 Correctional Officers of the Year, from left, back row, Lt. James "Bo" Goodson, Foothills Correctional Institution (CI); Sgt. Laron Locklear, Lumberton CI; Food Service Officer Douglas Harris, Polk CI; Sgt. William Herring, Johnston CI; and Correctional Officer Chris Senif, Durham Correctional Center (CC). Front row, retired Lt. Freddie Malloy, New Hanover CC; Correctional Officer Marvin Freeman, Rutherford CC; Vera Lofton, widow of the late Correctional Officer Charles Lofton, Neuse CI; and Sgt. Norman Marley, Southern CI. Correctional Officer Vanessa Lee, Pasquotank Correctional Institution CI, was not available for the photo.



Warden of the Year

Marvin Polk, right, receives the "Warden of the Year" certificate from Boyd Bennett, director of the Division of Prisons.



First Anti-Gang Award

Bob Lewis, right, Division of Prisons deputy director, received the first James R. Moody Award, presented for outstanding commitment to the department's anti-gang efforts. Presenting the award to him was David Osborne, Division of Prisons assistant director.

Office of Safety, Occupational & Environmental Health

An occupational health nurse manager and two regional safety consultants were added to the safety staff during FY 05-06.

Safety & Regulatory Compliance

In its mission to reduce occupational injuries and property loss, the safety staff conducted 223 comprehensive safety inspections to identify hazards in the work environments of Prisons, Enterprises, Community Corrections, Alcohol & Chemical Dependency, and administrative facilities. These inspections identified 3,345 regulatory violations and hazards to occupational and institutional safety.

To aid in the reduction of inmate medical costs, the safety office inspected 210 inmate labor contract sites that are under the supervision of 35 prison units. These inspections identified 181 safety hazards and violations; some work sites were in compliance with all safety requirements.



SOEH protects and preserves the safety and health of agency employees, working inmates, visitors and sentenced offenders from all recognized hazards in our work environment, and protects the property and assets of the agency and state from destruction and loss.

Safety staff inspected 12 shooting ranges; three of these did not meet agency safety standards.

The safety office developed policies and programs for Fire Safety Analysis and Pre-Incident Planning.

Investigations were conducted for accidents resulting in an inmate litter pick up crew fatality, an inmate-labor contract blinding, and an arson event at DART – Cherry.

The section provided consultation services during four OSHA inspections and for agency regulatory reporting requirements. It also provided training on a variety of safety and health issues.

Environmental Health

The safety office conducted six industrial hygiene surveys regarding air contaminants, indoor environmental quality, mold, mercury and asbestos. All exposures were below permissible limits.

Safety staff evaluated the TB isolation rooms at Central Prison Hospital and McCain Correctional Hospital for negative pressure performance and found them in compliance with the guidelines of the Centers for Disease Control guidelines.

Environmental policies were set to protect against asbestos-containing flooring and roofing materials, ionizing radiation and hazardous waste operations and control.



Occupational Health

The agency's occupational health physician investigated 18 cases of latent tuberculosis among employees at a prison facility to search for factors that contributed to this excess of TB infection caused by exposure to two inmates with active pulmonary tuberculosis. This investigation resulted in eight recommendations to help prevent TB transmission at all prison facilities.

Occupational health staff did 17 medical evaluations in order to qualify officers to use respirators while assigned to security posts at hospitals housing inmates with infectious TB.

The occupational health staff developed and administered a questionnaire to DOC employees who were exposed to a body fluid capable of transmitting a blood-borne pathogen. The questionnaire was designed to determine what barriers to timely evaluation and treatment might be present in the DOC plan.

Award Winners Gallery

The physician and nurse have interviewed 45 employees. We are exploring ways to improve the timeliness of post-exposure evaluation and treatment. The occupational health nurse and physician help lead the agency's Contaminated Sharps Injury Prevention Committee.



In order to help reduce employee injury rates, our occupational health physician determined the physical abilities needed by certified position job candidates, to establish improved physical examination criteria. The physician reviewed 237 pre-employment physical examinations conducted by contractual physicians to determine compliance and quality.

The safety office also conducted a national survey of other state correctional agencies' methods for determining an applicant's medical and physical ability to perform the job. Our occupational health physician conducted fitness-for-duty reviews to determine three employees' suitability for continued employment as officers.

The safety office led the development of the agency's contingency plan for responding to Avian influenza at our agricultural operations with poultry. It is leading the development of agency contingency planning for pandemic influenza.

The safety office has established occupational health policies and programs for use and maintenance of automated external defibrillators, and to protect employees from occupational exposure to tuberculosis and occupational exposure to lead.



State Employees' Awards for Excellence

Three in the Department of Correction this year were presented a State Employees' Award for Excellence, the highest honor a state employee may receive. They are: Sgt. William Efirid, Albemarle Correctional Institution, for Public Service; Sgt. William Herring, Johnston Correctional Institution, for Safety and Heroism; and Nicole Sullivan, manager, Research and Planning, for Innovation.

Outstanding Individual Contributing to Apprenticeship

Stephanie Young, a manager in the Division of Prisons' Food Service Office, developed an apprenticeship program for women inmates working in food services that gave the program more structure and consistency. Her efforts resulted in the NC Labor Department naming her the state's Outstanding Individual Contributing to Apprenticeship.



Prison Volunteer of the Year

Louise Deaton was named Volunteer of the Year in the Division of Prisons. She has served at Morrison



Correctional Institution for 30 years.



Correction Enterprises' 2006 Employee of the Year.

Correction Enterprises Employee of the Year

Charles Kerley, Upholstery Plant manager, was named

Human Resources

Training & Benefits

A reorganization in April resulted in the formation of a new section called Benefits and Human Resources Training. The section is responsible for ensuring that benefit programs are accessible and administered appropriately as well as ensuring access to human resource training programs.

The purpose of the reorganization was to address overall workflow and to combine functional areas to enhance service delivery to the operating divisions.

The Worker's Compensation Section has had to initiate changes in two forms to ensure compliance with the Identify Theft Protection Act. Specifically, the DOC-WC-4 form was modified so it can be used by all divisions. Additionally, all benefit representatives were trained on a Web-based program that automates the Form 19 process and allows facilities to complete it online.

When the State Health Plan introduced three new insurance options, the Personnel Office provided 30-minute briefing sessions with staff, prepared information for the web and provided significant information to the field regarding the new options.

With NCFlex requiring online, Web-based enrollment, training sessions were conducted to ensure Correction benefit representatives had sufficient information to address

employee needs.

A new manager was hired for the Disability/Payroll/Retirement section. Also, the Disability section worked with the benefits section of the State Treasurer's Office to enhance DOC's short-term disability payroll procedures.

The Personnel Training Team:

- ↳ Implemented a new program designed to improve accountability and accuracy in payroll disbursements to separating employees. The team worked with Central Personnel Separations and the Controller to develop and deliver state training on DOC separations policy and procedures. Twelve classes were held statewide from February through June.
- ↳ Implemented a mediation program for Conflict Resolution. The program is used by managers when a conflict disrupts job functioning but does not require formal disciplinary action. All conflict mediations so far have resulted in successful resolution.

Employee Relations

The Employee Relations section implemented the Mediation Program for Step 1 appeals

for disciplinary, TAP and administrative grievance. The implementation included policy development, training for managers who will be respondents, and employee notification of the program

The section also implemented the Employee Assistance program, developing policy and conducting an employee awareness campaign.

Personnel Operations

The operations section:

- ↳ Implemented a new Web-based tracking system for correctional officer applicants and pre-employment testing results.
- ↳ Approved 25,980 Personnel Management Information System actions.
- ↳ Through regional and central operations staff, tested and evaluated 19,614 pre-employment tests to assist the filling of vacancies in certified positions. The tests included Tests of Adult Basic Education, Correction Officer Video Test and Minnesota Multiphasic Personality Inventory-2 (psychological screening).
- ↳ Provided staff members as subject-matter experts for the BEACON project, which in part replaces the state's human resources and payroll systems.

Conflict Resolution



Post-Release Supervision & Parole Commission

The Post-Release Supervision and Parole Commission has three members, who are appointed by the governor. They are Charles L. Mann Sr., chair, Willis J. Fowler and Andrew P. Terrell. Patsy R. Joiner is administrator

The commission is primarily responsible for releasing prison inmates who meet eligibility requirements established in General Statutes.

With the enactment of Structured Sentencing in 1994, the focus of the commission shifted to establishing conditions of post-release supervision for Class B1 – E felons convicted under this new act.

Among the significant accomplishments/milestones for FY 05-06, the Parole Commission:

- ↳ Had responsibility for approximately 4,000 pre-Structured Sentencing cases and approximately 16,700 Structured Sentencing cases serving sentences for B1-E offenses.
- ↳ Approved 1,658 inmates for parole release, and set the supervision conditions for 1,956 post-release supervision cases.
- ↳ Approved 346 inmates for participation in the Mutual Agreement Parole Program (MAPP) – 147 cases are under investigation for participation in MAPP.
- ↳ Held 225 hearings with offender advocates and 112 hearings with victim advocates on parole cases and post-release supervision cases.
- ↳ Continued to assist in sustaining the partnerships developed through the Re-Entry Initiative and the Job Start Program.

Inmate Grievance Resolution Board

The N.C. Inmate Grievance Resolution Board has five members, who are appointed by the governor. They are Reginald E. Midgette Sr. (chair), Bradley J. Bannon, Lucien Capone III, David W. Long and Matthew Rouse Jr.

The board administers the Department of Correction's Administrative Remedy Procedure. Staff members help the board perform its statutory duties by reviewing, investigating, mediating and resolving inmate grievance appeals.

During this past fiscal year, the board received and responded to 11,613 appeals and 895 letters from adjudicated offenders. In addition, staff researched and responded with appeal records and information, including affidavits, to the N.C. Department of Justice. Staff recorded a higher number of successful grievance appeal resolutions, notably with assistance from Division of Prisons staff.

Other developments were significant as well:

- ↳ Examiners reviewed grievance records throughout prisons across the state, and revisions to the board's forms retention schedule.
- ↳ The board either affected or discussed safeguards and restrictions on the use of DOP's Institutional Violence Points Policy, which are policies that directly affecting the inmate population.
- ↳ The board urged ongoing monitoring of banking fees currently paid by inmates for money orders.



Applicant Interviews

Regional Employment Offices

The offices:

- ↳ Worked 9,828 personnel transactions last year (e.g. new hires, promotions, demotions, salary increases, etc.)
- ↳ Recruited, tested and hired for two new prisons – Maury and Bertie.
- ↳ Assisted with pre-employment testing in the implementation of a new applicant tracking system.

Classification Section

The section:

- ↳ Processed more than 4,500 classification transactions.
- ↳ Processed more than 400 in-range salary adjustments.
- ↳ Completed the Community Corrections study of field positions.
- ↳ Set and developed the structure for banding information technology classifications.

This annual report was proudly printed and assembled by working inmates
at the DOC Correction Enterprises Quick-Copy Center
at NC Correctional Institution for Women, Raleigh, NC.
750 copies of this document were printed
at a cost of \$1,485, or \$1.98 each.