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North Carolina Department of Correction

## **Vision Statement**

**We, the employees of the North Carolina State Department of Correction, envision an organization respected by the citizens of North Carolina for its effectiveness in responding to the problem of crime in our society and working collaboratively with others to prevent crime through community involvement.**

**We see an organization providing public safety, opportunities for offenders to become productive citizens, and growth and development for the employees of our department.**

**We envision ourselves as contributing to the creation of a society of law-abiding, responsible citizens.**

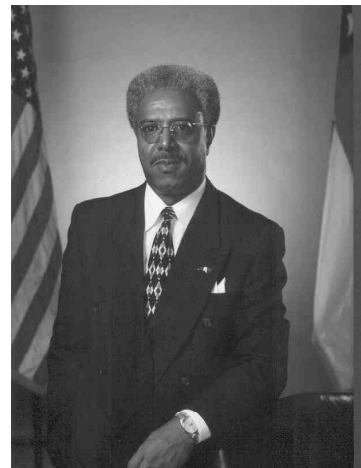
## A Message from the Secretary

The past fiscal year was one of great achievement in the Department of Correction, and I am proud to present this annual report that details the accomplishments of 1999-2000.

We have achieved new heights, and we anticipate continued excellence in service delivery to the citizens of North Carolina. Through the dedication of employees and advances in technical applications, we will continue to provide the highest level of service possible.

Although we have compiled a record of achievement, our employees remain committed to exploring new ideas and avenues to ensure that the State of North Carolina will remain among the leaders in the correctional field.

I look forward to the challenges of the new millenium as we continue to strive to accomplish the mission of the Department of Correction in providing a distinguished level of public safety and service to our most important customers, the citizens of North Carolina.



Sincerely,

Theodis Beck

## Organizational Structure

The Department of Correction is charged with the supervision and rehabilitation of convicted adult offenders. The Department is comprised of four divisions interacting directly with offenders and the public, as well as a large number of administrative support sections.

The major divisions are the Division of Prisons, the Division of Community Corrections, the Division of Alcoholism and Chemical Dependency Programs, and Correction Enterprises.

The Division of Prisons has responsibility for incarcerating more than 31,000 inmates in 78 prison facilities across the state. The Division has total responsibility for housing, feeding, providing medical services, and rehabilitative programs to this large population, as well as administering the state's death penalty.



The Division of Community Corrections supervises offenders in the community, either probationers whose active sentences have been suspended, or parolees who have served a prison sentence and are being reintegrated into the community. The Division supervises more than 107,000 probationers and more than 4,500 parolees with 1,970 field officers. These officers provide control, supervision, and treatment management to offenders on their caseloads.



The Division of Alcohol and Chemical Dependency Programs provides treatment services to offenders in both the Division of Prisons and the Division of Community Corrections. The majority of the Division's program offerings are 35-day residential programs based on the 12-step recovery model.

Correction Enterprise provides opportunities for inmates to learn job skills and earn wages by working in job assignments. Correction Enterprises produces goods and services, including office furniture, road signs, paint, and laundry for state agencies and non-profit organizations.



## The Year in Review

### July 1999

Doors closed permanently at two Division of Prisons facilities on July 1. Stanly and Yancey Correctional Centers joined the ranks of small prisons being closed in favor of newer, larger and more efficient units.

Tragedy struck the Division of Community Corrections on July 12 when Probation Officer David Cortner was killed in a head-on accident in Franklin County. He had worked for DCC since 1990.

The Department of Correction website took a large step forward in providing information to the public as searchable prisoner information drawn from the department's computer database went online in July.

### August 1999

During August, prisoner information from DOC computers was made available to crime victims through the SAVAN automated notification system.

The Division of Prisons moved the last inmates from Goldsboro Correctional Center and closed its doors on Aug. 1.

### September 1999



Blanch Youth Institution, and Yadkin and Nash Correctional Centers closed on Sept. 1.

On Sept 16, Hurricane Floyd stormed ashore, bringing incredible flood waters. In the next few days, prison staffers worked tirelessly to move more than 3,100 inmates from flooded prisons.

Many DOC employees lost their own homes and property to floodwaters. Community Corrections officers from around the state traveled east to assist local law enforcement agencies with security.



### October 1999

In October, the Division of Prisons dedicated Avery/Mitchell Correctional Institution in western North Carolina and said goodbye to three more small prisons. Stokes, Avery and Iredell Correctional Centers closed on Oct. 1.



The department's boot camp program for young offenders, IMPACT, marked its tenth anniversary on Oct. 30.

### November 1999

Tragedy struck the department again in November, when Correctional Officer Shannon Cuddington Smith was hit and killed by a car while supervising a road crew in Johnston County.

Albemarle Correctional Institution was dedicated on Nov. 9, providing new medium-security beds for 624 inmates in the south central part of the state.

### December 1999



Sgt. Ricky Ward of Johnston Correctional Institution was named Employee of the Year for his act of bravery.

In November 1998, Sgt. Ward came to the aid of a neighbor and her child who were being beaten by an intruder in their home.

Ward was able to subdue the intruder, handcuff him and turn him over to sheriff's deputies when they arrived.



## January 2000

After months of planning and hard work by staff, the Y2K rollover went smoothly, with no glitches reported in DOC computer systems.



Later in the month, hundreds of inmates went to work clearing 20 inches of unexpected snow and ice that fell in the Triangle area.

## March 2000

March brought a new organizational structure to the Division of Alcohol and Chemical Dependency. The division reorganized into regions, instead of programs, making it consistent with the Division of Prisons and the Division of Community Corrections.



## April 2000

In April, inmate community work crews began building houses in Tarboro and Kinston for victims of Hurricane Floyd. Inmates at Piedmont Correctional Institution built prefabricated wall panels which were then transported to the construction sites and assembled into homes.

In April, the department honored Ned Leftwich as its Volunteer of the Year. For the last 30 years, Leftwich has devoted his efforts to religious programs at Caldwell Correctional Center.



## May 2000

In May, the department honored its officers of the year, selecting 16 men and women from all areas of the department. The officers were recognized for various accomplishments ranging from acts of heroism to initiating projects to improve operations of prison facilities and supervision of offenders.

At the State Capitol, DOC employees who died in



the line of duty were honored at the first North Carolina State Employee Memorial Ceremony.

Since 1939, 11

department employees have given their lives while on the job. Secretary Beck and Governor Hunt placed agency pins on a memorial wreath to remember those employees.

## June 2000

In June, the Department announced it would take over operation of the state's two privately run prisons, Mountain View Correctional Institution in Spruce Pine and Pamlico Correctional Institution in Bayboro. Corrections Corporation of America would continue to own those facilities, while they were leased to the state and run by Department of Correction staff.

## **1999-2000 Accomplishments**

### **Division of Prisons**

Director: James B. French

The Division of Prisons saw a major transformation in both its personnel and its facilities this year. With James French in his first year as director, ten new superintendents also headed individual prisons at Central Prison, Hyde, Raleigh, Fountain, Forsyth, Franklin, Rutherford, Caswell, Caldwell, and the N.C. Correctional Institution for Women.

Nine prisons closed their gates for the final time: Avery, Blanch, Goldsboro, Iredell, Nash, Stanly, Stokes, Yadkin and Yancey. All were minimum security units except Iredell, which follows a national trend to shift toward larger, more centralized correctional facilities. Two new facilities opened this year as well at Avery-Mitchell and Albemarle.

The DOP again continued to expand and refine itself in many fields:

#### **Health Services**

Health Services fulfills its constitutional obligation of providing inmates with access to quality care provided by competent health care professionals. This year, the entire section was restructured to enhance clinical and administrative oversight. A Master Health Care Plan for Central Prison and North Carolina Correctional Institution for Women was developed. It covers both medical and mental health and includes the addition of three regional infirmaries. Plans are currently being set to construct a new hospital at Central Prison.

A major focus of Health Services this year was creating more access to off-site care for prisons where facilities or personnel were inadequate. Contracts with hospitals and other health care providers at discounted rates were established. And in an attempt to bring off-site care onto prison grounds, the Division is leasing a mobile operating room. The unique medical vehicle decreases the need for off-site surgical procedures. A multi-disciplinary task force to work with the N.C. Department of Health and Human Services was established. This

task force studied ways to improve the health care of discharged inmates, particularly those who are tested as HIV positive, and inmates who tend to have great difficulty in finding health care once they have left prison.

#### **Education Services**

Education Services strives to maintain a quality level of education for thousands of inmates while keeping costs to a minimum. On any given day, approximately 4,000 inmates were enrolled in full-time study leading to a GED certificate and/or completion of vocational training. Job-readiness training and night classes were also offered to inmates. Inmates under age 21 with disabilities could participate in the Exceptional Students Program. Over 1700 students with severe learning disabilities or those who were functioning significantly below expected grade levels were provided with special services via the federally funded Title I program.

The Youth Offender grant program, a federal fund of \$1.7 million, completed its second year of operation. The program includes over 200 enrolled students at six institutions and provides them with post-secondary instruction, transition planning and employment-readiness training. The program receives support from institutions like UNC-Chapel Hill, UNC-Asheville, Fayetteville State University, the Employment Security Commission, and JobLink centers. The Governor's Crime Commission also awarded a \$16,000 grant to launch JobStart, a transition planning program. The goal of this program is to ensure that each inmate leaves prison well prepared to secure and retain employment.

Education Services also upheld the close link between the Department and the Community College System of North Carolina. Fifty-one of the 58 North Carolina community colleges provided curriculum to a total of nearly 25,000 inmates this past year. Over 1,200 inmates received program awards, diplomas, or associate degrees. UNC-Chapel Hill (via its Correctional Education Program) and Shaw University (via its Center for Alternative Programs of Education) also provided correspondence courses and baccalaureate-level instruction.

On an individual level, Jane Young, Ph.D.,

former Director of Education Services, was featured by *Corrections Today* magazine in its June 2000 issue as one of correction's "Best in the Business." Young was selected for her outstanding dedication to educating inmates within the correctional system.

## Character Education Program

The *Character Education Program (Ethics and Choices)* was significantly expanded during 1999. At the end of the year, 57 prison facilities were offering this program to the inmate population. There were 210 cycles of Character Education completed with 1,957 inmates fulfilling the requirements of the program.

*Ethical Fitness Seminar*, the 10 hour training program that serves as a prerequisite for persons who want to serve as facilitators for the Character Education Program, was expanded. There are 14 active Master Trainers (trained by the Institute for Global Ethics) who provide the Ethical Fitness Seminars. During the year 17 seminars were held with 220 DOP staff, 10 community volunteers, and seven community college staff being trained.

Eight of the Master Trainers attended refresher training with the Institute for Global Ethics (Camden, Maine) during November 1999.

## Fatherhood Program

At the direction of Peter Leousis, Assistant Secretary, Department of Health and Human Services, a Fatherhood Task Force, comprised of DOP, DHHS and Community College System staff, began meeting to discuss efforts to offer Fatherhood/parenting classes to male inmates in the Division of Prisons. After researching available curricula used by other states and agencies it was determined that no male inmate-specific curriculum existed. A Request for Proposal was initiated in September with the contract for the development of this curriculum being awarded to MOTHEREAD, Inc. in January 2000.

In tandem with the above project, C.J. Edwards, Program Director, Program Services was asked to serve as staff liaison on the Governor's Commission on Responsible Fatherhood.

## Cognitive Behavioral Intervention

CBI programs became operational in the Division of Prisons during the past fiscal year. A grant from the Governor's Crime Commission provided funding for three major trainings of DOP staff, community college staff, and consultants in the *Thinking for a Change* curriculum authored by the National Institute of Corrections. Several facilities including Craven CI, Hyde CI, McCain Correctional Hospital, Morrison YI, Nash CI, Sandhills YC, and Pender CI began offering *Thinking for a Change* to the inmate population during 1999.

The Governor's Crime Commission grant also provided funding for consultants to offer *Reasoning and Rehabilitation*, a cognitive skills building course developed by T3 of Canada to inmates at the following facilities: Caldwell CC, Catawba CC, Cleveland CC, and Western YI.

With grant funding, Educational Services provided training to educational staff on the *CHOICES & CHANGES* curricula, a two-course sequence in cognitive skills building developed by SBP Consulting, Inc. of Danbury. Fourteen staff were trained as *CHOICES* facilitators and 12 of these were also trained as facilitators of *CHANGES*. During 1999 *CHOICES AND CHANGES* classes were offered to inmates at Foothills CI, Morrison YI, and Sandhills YC. *CHOICES* only was offered at Polk YI and Western YI.

Educational Services also contracted with Clay, Wilson and Associates to provide *Reasoning and Rehabilitation* at Foothills YI, Morrison YI, NCCIW, Polk YI, Sandhills YC, and Western YI.

The CBI Task Force, under the leadership of Keith Hester and Nicole Sullivan, continued to develop plans for the expansion and enhancement of the CBI programs.

## Food and Nutrition Management

Food and Nutrition Management oversees all dietary needs of inmates and directs food preparation in prisons. This past year, staff reduced food costs statewide by more than \$3 million. Inmates received meatless breakfasts on weekends and inmates in segregation received no breakfast meats at all. Staff



also developed special pack-out lunches for inmates who were being transferred to other facilities. While cutting costs of meals, they have continued to provide healthy, nourishing meals for inmates.

Research in food preparation for prisons continued throughout the year. Almost 40 correctional food service managers and officers completed the Department of Labor's Certified Dietary Manager's course in October 2000 to become nationally certified dietary managers, bringing the total of certified dietary managers in the DOC to 100.

One employee, Nancy Porter, RN, LDN, received national honors this year. Porter is the Food Service Director for the DOP and was named the President of the American Correctional Food Service Association. She has more than 30 years of food service experience and is a registered and licensed dietician.

## **Division of Community Corrections**

Director: Robert Lee Guy

The Division of Community Corrections is responsible for supervising offenders who are on probation, parole or post-release supervision. The Division of Community Corrections attempts to keep communities safe while rehabilitating inmates in their own environment. Officers assist offenders with finding employment, education and childcare, and often refer offenders to programs such as Alcoholics Anonymous or anger-management classes to assist them toward a healthy and complete re-entry into the community.

A major revision in the Division's approach to community corrections occurred this year with the implementation of case management planning, a comprehensive community strategy aimed at restoring the public's confidence in the criminal justice system, protecting society, and giving offenders under supervision the opportunity to reform and become productive, law-abiding citizens. The innovative plan provides increased supervision combined with additional programs such as Cognitive Behavioral Intervention, which attempts to break the spiral of

crime in families. It also provides 43 victim advocates across the state to address victims' issues.

The plan shifts the focus of the DCC into three spheres—the community, the victim, and the offender. Individual case management is the key to the plan, which allows for more coverage through interagency collaboration, risk management, and needs management. It also reverts the contact with the community back into the field, rather than in the office. In time, the Probation and Parole Officers will be able to more accurately match offenders with appropriate programs and/or restrictions. The DCC is currently discussing the methods and the resources to implement this groundbreaking system.

Within the DCC, there are numerous programs that create and protect the link between the prisons, the community, the offenders, and the victims:

### **Community Policing Partnerships**

This program, titled "Taking Back Our Streets," involves probation officers working side by side with officers from local police and sheriff's departments. The agencies share information, resources and methods on monitoring offenders. The target population of this program is Intermediate Punishment-sanctioned offenders or Community Punishment offenders who do not comply with their sentences. It gives the DOC a crucial link to resources and cooperation in the community.

### **Criminal Justice Partnership Program**

To facilitate the implementation of Structured Sentencing, the General Assembly enacted the State-County Criminal Justice Partnership Act. It establishes community-based correction programs by providing financial grants and assistance to counties to create more non-incarcerative sentence options. This helps bridge the gap between active, incarcerative, and community-based sentences.

### **Domestic Abuse Offender Control Program**

In an effort to curb crimes linked to domestic abuse and violence, the DCC established a

specialized officer caseload to supervise those convicted of such crimes. These officers stress the importance of de-escalating violence in the home and minimizing the lethality of hostile situations. The DCC also plans to research the role of electronic monitoring equipment to provide more safety to past victims of such offenders.

## **School Partnership Program**

This program focuses on keeping offenders in schools to achieve higher levels of education, in particular the high school diploma or G.E.D. The program allows probation officers to allot more time to youthful offenders in an effort to assist in guiding them in the direction of a positive lifestyle. It is facilitated by the cooperation of numerous local community colleges, high schools and middle schools.

## **Sex Offender Control Program**

This program supervises sex offenders in the community and provides individualized case management with special considerations. The approach focuses on preventing re-offenders while treating deviant behavior. Treatment and behavior modification allows the sex offender to achieve personal control of inappropriate impulses, feelings, and actions. Sex offenders are registered in their communities and their victims are notified of their status.

## **Substance Abuse Screening Program**

The DCC uses six screening laboratories across the state to identify those offenders with substance abuse problems. Results allow the administration of proper treatment and rehabilitation services based on their needs. Controlling the use of drugs and alcohol leads to a reduction in criminal activity and provides for safer communities. Testing methods include in-lab, multi-panel field screening, single-panel field drug

of choice screening, gas chromatography/mass spectrometry, or other on-site alcohol screening devices approved by the Department of Transportation.

## **Office of Citizen Services**

The Office of Citizen Services is comprised of two sections, Offender Family Services and Victim Services.

Offender Family Services provides families and ex-offenders with community resources, referrals, community placements after prison and psychosocial support whether they are in prison, on probation or on parole. A call center staffed by experienced correction employees received over 7,000 phone calls and over 2,500 letters inquiring about offenders.

A questionnaire has been distributed to families to better determine their needs as offender family programs are expanded and new programs are developed.

Victim Services offers crime victims an opportunity to become involved and to participate in the criminal justice system. Victims are notified about changes in an offender's status, whether the offender is in prison or being supervised in the community.

To spread awareness of victim's rights and the program's services, posters highlighting various emotions of victims were created this past year. Videos explaining how prisons and probation work were also distributed statewide, as was a website highlighting support services.

Victim Services Administrator Karen Taylor George received the Joe Keegans Award for Victims Services in Probation and Parole from the American Probation and Parole Association in August 1999.

## **Office of Research and Planning**

Director: Sandy Pearce

The Office of Research and Planning provides research, planning, and decision support services to the operational sections of the Department of Correction. During FY 1999-2000 the office participated in numerous projects which have helped the operating divisions make better decisions on policy matters and have promoted the cutting edge of correctional planning.

The Office of Research and Planning has been the home of the Cognitive Behavioral Intervention

grant project. Under the direction of CBI project director, Nicole Sullivan, the Department as a whole has adopted a philosophy to guide all treatment programs. This philosophy states that offenders lack basic thinking skills, and by improving their ability to think, the department can significantly reduce recidivism. During the past year, 70 sites, both prisons and probation units, have implemented Cognitive Behavioral Intervention (CBI) programs.

The staff from the Office of Research and Planning worked with the Division of Prisons on two task forces this year. The first, the Custody Classification Task Force met from January through November 1999, and produced a final report, which included a new custody classification for the Division. This new system was implemented by the Director of Prisons in January 2000.

The second task force was the Inmate Incentives Task Force. Its mission was to develop a graduated behavioral system of privileges for good behavior and punishments for bad behavior. This task force completed its work in September, and presented a final report to the Director.

During the past fiscal year, the office sought and received a grant from the Governor's Crime Commission to improve the knowledge base about the children of probationers. The High-Risk Families grant project will produce a database of probationers who have children and will include useful demographic information and social indicators about these children which will aid the state in developing prevention programs for at-risk children.

The office is also working with the Criminal Justice Partnership Program (CJPP) by offering evaluation research services to Day Reporting Centers in Guilford and Forsyth counties.

Each local program funded by the Criminal Justice Partnership is required to complete a process evaluation. The reports completed for Guilford and Forsyth counties will serve as a model for other local programs to self evaluate.

### **Intensive Motivational Program of Alternative Correctional Treatment (IMPACT)**

Director: Guilford Leggett

IMPACT is patterned after military boot camps and is an alternative to prison that focuses on the three principles of dedication, motivation and discipline. Any male or female between the ages of 16 and 30 and who is convicted of a Class I or 1A misdemeanors or a felony can be sentenced to either of the two facilities (in Hoffman and Morganton). Trainees must be ordered to join the program as a sanction of probation, and be medically and physically capable as determined by a thorough examination.

IMPACT strives to provide an avenue for positive restructuring of criminal behavior through a highly regimented routine of physical exercise, hard work, and continued education. The trainees come in as a team and learn to cooperate and work together to accomplish daily and term-long goals. A military-style respect for authority is implemented in them. The trainees also take classes provided by community colleges and also receive counseling for social skills, job skills, and religious services. Substance abuse education is also provided.

In August 1999, the program transferred from the Division of Community Corrections to the Secretary's Office and increased its length from 12 to 14 weeks. Intake screening was sharpened to include drug screening and aptitude testing. The education programs were strengthened as well as the cognitive behavioral programs. IMPACT East celebrated its 10<sup>th</sup> anniversary in October 1999. IMPACT West saw its first female class complete the program in September. For the fiscal year, IMPACT provided a total of 259,862 hours of community service work.

## **Division of Alcoholism and Chemical Dependency Programs**

Asst. Secretary: Lattie Baker, Jr.

Over the last year more than 10,000 offenders were admitted to alcohol and dependency programs at state correctional sponsored institutions. The mission of the Division is to assist offenders in their quests to be drug and alcohol free individuals through private and state supported treatment and rehabilitation facilities and programs.

In January 2000, the Division of Alcoholism and Chemical Dependency Program developed a five-year strategic plan for operations which included adopting a regional management structure, an electronic treatment record and computer screens to track the progress of the individuals in the treatment programs.

This past year the Division maintained a productive working relationship with support programs such as Alcoholics Anonymous and Narcotics Anonymous. Interagency collaboration was significant in three other projects. The Common Offender Record allows DACDP to more easily access information relevant to its patients and their care.

Second, a memorandum of agreement was signed between Correction and the Department of Health and Human Services in order to eliminate overlapping services and to clarify the function of each department.

Finally, there was a collaboration between DART and DWI Drug Court with providers of community care. This year marked the five-year anniversary of the Division's relationship with the private treatment centers located throughout the state.

The DART program expanded its programs to include minimum custody inmates in Tyrrell, Duplin, Haywood, and Black Mountain prison units. There was also the development of an outpatient DART program at Dan River Prison Work Farm.

DART officers worked closely this year with community care providers and post release officers to maintain the drug and alcohol free lifestyle that is the core of the Division's mission.

## **Correction Enterprises**

Director: Jim Godwin

Correction Enterprises' significant change in operation for the 1999-2000 fiscal year was the development of a comprehensive new marketing strategy.

Linda Fuller, the new director of marketing has begun a reorganization of the sales and customer service aspects of the Enterprise division.

In keeping with this initiative, the Sales team has partnered with North Carolina State University's College of Management Science and Industrial Extension Services in a "Salesforce Assessment and Training in Relationship Selling" program designed to increase revenue for Correction Enterprises through salesperson effectiveness.

Correction Enterprises has also developed a Business Improvement Project (BIP) with consultants from Keene. The emphasis of the plan will be to provide higher levels of customer service while providing higher quality goods and services, and optimizing Department resources.

Correction Enterprises supports the state's Victim's Compensation Fund with a contribution of five percent of its gross sales. This contribution is expected to exceed \$400,000 for FY 99-00.

Correction Enterprises was involved in the relief efforts to flood ravaged areas of Eastern North Carolina as a result of Hurricane Floyd. Enterprise Cannery contributed various vegetables, juices and drink bases valued at nearly \$195,000.

The Optical Services Plant exceeded original production goals of 100,000 pairs of glasses this year by over 20,000 additional pairs of eyewear. The increases were a result of additional orders from DOC, Commission for the Blind, Vocational Rehabilitation and Division of Medical Assistance.

The Printing and Duplication Plant has also expanded its capability by updating its electronic system in order to be able to receive orders and business via e-mail or on computer diskette.

## **Safety**

Director: Joe Simpson

The Safety Division conducted inspections and research of the safety requirements of the various state facilities covered under the Department's Safety spectrum. In the previous fiscal year, the Safety Division conducted inspections at 55 Division of Prisons facilities, 34 Division of Community Corrections sites, 11 Correction Enterprises facilities, two Division of Alcohol and Chemical Dependency Program facilities and one administrative location.

Safety staff also conducted 18 industry hygiene surveys in the last fiscal year; two fatality investigations and four serious injury investigations. Safety also responded to four OSHA investigations this past year.

Finally, the Safety Division conducted Hurricane Floyd emergency response and evaluation studies and participated in the state steering commission on safety.

## **Central Engineering**

Director: William Stovall

Central Engineering achieved a program milestone in FY 99-00, with 15 inmates completing the Engineering Construction Trades Apprenticeship Program. The program consists of more than 400 hours of course work and more than 6,000 hours of practical fieldwork.

Construction and design projects which have been completed or developed include the completion of the Columbus Tailoring Plant and the Department of Correction Apex Complex for the Division of Prisons, Central Pharmacy and Correction Enterprises through the Inmate Construction Program. Designs were also completed this year for the three additional 1,000 cell, close security facilities using a collaborative design which yielded a design cost savings of \$4.9 million. Design plans and construction contracts were also completed for the tag and duplicating plant, Food Services Building, and 208-bed dormitory at North Carolina Correctional Institution for Women by the Inmate Construction Program. Schematic designs were completed in Phase II for a 120-bed

hospital and infrastructure improvements of Central Prison's four-phased, 10-year master plan.

Central Engineering also collaborated with the Office of Juvenile Justice on the implementation of a curved perimeter fence installation at the Juvenile Evaluation Center in Swannanoa, and completed a perimeter electronic fence installation and intrusion detection system at the Avery/Mitchell Correctional Institution in collaboration with the State Construction Office.

## **Management Information Systems (MIS)**

Chief Information Officer: Robert Brinson

Among many accomplishments, MIS expanded the capabilities for offender tracking and information on offender storage. This was, in part, accomplished by updating the current computer system to include greater levels of offender information. MIS added inmate photos to the Public Access Information System and created Mug Shot Enhancement and Tattoo Search Enhancement for the Offender Information System. Building on this, the Offender Information System was upgraded to support real-time data. A Staff and Facility Reference system was then created in anticipation of the improvements to the Offender Information System. A Sentencing Enhancement was also added to the Public Access Information System.

The Management Information Systems Office also participated in several program and hardware installations as well as upgrades of current hardware and software. MIS installed 28 new Local Area Networks (LANs) and relocated seven offices. MIS also upgraded 41 servers from Novell 4.X to Novell 5.X, which involved hardware (memory and hard drives) as well as software. MIS upgraded 57 Novell GroupWise Post-Offices to version 5.5 and upgraded approximately 4,000 GroupWise clients to version 5.5 and installed Helpdesks at 4 different locations within the department. MIS also received and administered service to 21,061 trouble reports from the field (department / DOC terminals).



**Office of Combined Records**

Manager: Judy Sills

During the past year, the settlement of the Hamilton v. Freeman lawsuit had a major impact on operations. As part of this settlement, Combined Records was required to send out over 3,000 letters to inmates relating how sentences were being served for certain types of crimes as mandated by state statute.

Combined Records also went through a re-organization of the sentencing section in order to increase productivity in the auditing of offender records. Employees screened two years of stored unit jackets of released offenders maintaining pertinent information and destroying information not necessary for offender management. The office is now able to maintain these unit jackets on a weekly basis. Combined Records also met the mandated requirements for the Victims' Rights Amendment, effective July 1, 1999.

**Personnel**

Director: Jeff Becker

Personnel staff implemented a collection of programs and procedures during the past fiscal year. In the technology arena, Personnel has established a Web page and has automated its trend analysis reports, performance standards and performance appraisal forms.

Personnel also developed an orientation program for new employees and developed and implemented a new correctional officer performance standard, which is expected to improve performance as well as help the correctional officer understand specific job requirements.

Personnel also developed and implemented a wellness program for its employees and has conducted regional wellness meetings. Also, the Personnel Office produced a video for new employees. The video outlines both the NCFLEX program and the health insurance program and options for employees of the State of North Carolina. The video was distributed to all DOC facilities for use. Other state agencies including the

Office of State Personnel have requested copies of both videos for use within their organizations.

In addition, Personnel revised and implemented a more effective criminal justice standards employment process, scanned personnel records systems and expanded recruitment programs including TV and radio ads.

Other programs developed by Personnel Office this past fiscal year include an expansion of retiree utilization programs and an employee memorial program to honor deceased employees of the Department of Correction.

**Controller's Office**

Acting Controller: Paul Gross

The Controller's Office is responsible for the fiscal management of the Department of Correction, including the payment of invoices, check writing and processing all deposits.

The General Accounting Office processed 254,327 invoices during the past fiscal year and wrote 121,033 checks. In addition the Controller's office processes payroll for the department's 18,000 employees and prepares the annual DOC budget.

A Medical Claims Management Section was established in the Controller's Office to further contain the cost of inmate medical claims. A savings of \$775,000 was recognized during the fiscal year.

From October through December, the Controller's Office also provided training and documentation to the 1,700 DOC users of the North Carolina Accounting System (NCAS) on a new report writing system implemented by the Office of the State Controller.

**Extradition**

Director: Ssycet Evans

In the last fiscal year, Extradition was allocated five additional lieutenant positions to be used for out of state extradition purposes. The allocation of these positions enabled Extradition to meet the deadlines in cases being returned for the district attorneys throughout the state of North Carolina.

## **Office of Human Services Testing & Research**

Director: Dr. Alan Harrop

The Office of Human Services Testing and Research completed a number of projects during the past year. These included two reports on violence in the workplace as reported by Division of Prisons' staff. The reports covered inmate initiated violence towards staff as well as violence initiated by noninmates.

Another project reported on the impact of twelve hour shift scheduling on custodial staff job satisfaction, performance and turnover. An exit interview project provided management with specific information about the reasons correctional officers were leaving employment. Future activities will focus on correctional food service staff, correctional sergeants as well as an examination of various issues related to employment with the Division of Community Corrections.

Psychological testing of applicants for Criminal Justice certified positions continued with numerous enhancements to the Applicant Testing Database. Monthly reports on the status of employment in key positions in the agency have been initiated and will be continued to assist managers in monitoring and dealing with turnover issues.

## **Office of Internal Audit**

Director: Charles M. Owens

The major project for the Office of Internal Audit or the previous year was the review of the Offender Population Unified System (OPUS) database. The review of OPUS included a risk assessment of each of the OPUS modules and a detailed audit and risk assessment of one or more of the individual specific modules. It was the first intensive audit and review performed on OPUS since its inception in May 1995.

Internal Audit is continuing a performance audit in the health services area, focusing on the cost of providing health care to inmates. The office has also worked closely with the staff from the Office of the State Auditor to perform an audit and verification on the year end inventories for all applicable sections of the Department of Correction. This will be an annual activity for the Office of Internal Audit.

## **Office of Staff Development and Training**

Director: Daniel W. Lilly Jr.

The Office of Staff Development and Training graduated 25 individuals from its first two classes of the Correctional Leadership Development Program this year. A third class of the Leadership and Development Program is nearing completion and a fourth class is being established.

The OSDT moved into its new central training complex in Apex during August 2000. The Reedy Creek and Triangle staff components were relocated to the new Apex facility.

Basic Correctional Officer and in-service classes are ongoing. Firearms and Unarmed Self-Defense training was completed for the private prison staff transitioning into DOC at Pamlico and Mountain View Correctional Institutions.

## **Division of Purchasing & Services**

Director: Larry Rhodes

The purchasing section of this Division issued approximately 30,000 purchase orders during the past year for goods and services needs of facilities throughout the state. Standardized contract preparation, including medical contracts, was developed to expedite the process flow whereby contracts for services were issued more promptly and in language form sufficient to support the department if defaults occur.

Working with the information technology application development group, a database to monitor contracts was developed. This database will eventually be used to safeguard payment structures to fully take advantage of discounts and other contract stipulations.

The entire procurement process was streamlined to better serve end users needs through timely and economic purchases. DOC purchasing is one of the leading state agencies in setting the pace for electronic commerce through bid posting and tabulations on the Internet.

The Division's Leased Property section worked diligently with all applicable divisions involved in the restructuring of a regionalized concept.

The two private prisons have converted to state operated facilities and these premises are now included in the leased property responsibilities.

A reduction in inventory of more than \$2 million has been completed at the Central Supply Warehouse. Yet, delivery frequencies were increased and made with a minimal amount of short-stock backorders.

The Transportation/Communications shop vastly improved two-way radio communications at correctional facilities throughout the state through tower erections at many locations. Additionally, vehicle usage has been thoroughly analyzed resulting in approximately 100 vehicles being released for reassignment.

This location worked with the information technology application group in development of a database for vehicle mileage entry. All locations may now enter vehicle mileage electronically and the cumbersome mileage logs once completed and sent to Raleigh for data entry now remain at the unit.

### **Inmate Grievance Resolution Board**

Executive Director: Finnesse G. Couch

The Inmate Grievance Resolution Board mediated disputes and issued 11,152 Disposition Orders in response to Inmate Grievance Appeals that were appealed to the third and final level of administrative review. State inmates filed 46,146 grievances in 1999. During the fiscal year, no significant lawsuits were filed against the department that required the Board's intervention.

The Board's collaborative efforts include its collection of annual statewide grievance statistics for the Office of Research and Planning's submissions to the Criminal Justice Yearbook publication.

Also, the Board provided litigation support services to the Attorney General's Office through document retrievals for the Corrections Section and prison units. Policy recommendations to DOP were also provided.

### **Post Release Supervision and Parole Commission**

Chairman: Juanita Baker

During fiscal year 1999-2000, the Post Release Supervision and Parole Commission continued to make workload adjustments based on the gradual decrease in the numbers of offenders being eligible for parole and the gradual increase of offenders being eligible for post-release supervision.

A total of 12,352 cases were reviewed for parole or post-release supervision. Parole was approved in 4,010 cases, denied in 6,511 cases and 949 offenders were approved for post-release supervision. Parole eligibility certifications were conducted for 10,009 offenders.

## **Department of Correction History**

In 1868, North Carolina adopted a new State Constitution that provided for building a penitentiary. Inmates began building Central Prison in 1870 and moved into the completed castle-like structure in December 1884.

In 1901, the Good Roads Policy provided inmate labor to build the state's roads. Horse-drawn prison cages that moved from one work site to the next housed the inmates. In 1910, the incentive wage system began and inmates earned up to 15 cents a day, paid upon release.

In 1925, the General Assembly enacted a law changing the state's prison from a corporation to a department of state government.

In 1931, the Conner bill enabled the state to take over control of all prisons and inmates. The condition of prison facilities and the need for inmate labor led the General Assembly to consolidate the State Highway Commission and the State Prison Department.

In the two years before consolidation, the State Highway Commission had spent \$850,000 for permanent improvements in the road camps it had taken over from the counties. This renovation and construction program continued after consolidation of the two agencies.

Many more road camps were added in the 1930's. These permanent road camps were of a standard design and small capacity. The basic design was for 100 inmates. Camps were located throughout the state, primarily for the convenience of road building and repair. Many of these camps are still in operation today, although a number of them were closed in the 1990s to improve efficiency.

In 1935, women inmates from Central Prison moved to a south Raleigh road camp, the site of today's Correctional Institution for Women.

In 1957, the General Assembly separated the state prison department from the State Highway and Public Works Commission. Also in 1957, North Carolina became the first state to initiate a work release program that allowed inmates to work in private employment during the day and return to confinement at night.

In 1958, striped prison clothing was replaced with gray uniforms for close custody, brown for medium and green for minimum. In 1965, all prisons were desegregated.

In 1965, mental health services were established in prisons and the first mental health wards opened in 1973 at Central Prison. The first sex offender treatment program at Harnett Correctional Institution in 1991.

In 1970, job titles for custody staff changed from guard or matron to correctional officer.

In 1974, the Department of Social Rehabilitation and Control became the Department of Correction with two major subdivisions, the Division of Prisons and the Division of Adult Probation and Parole. That same year, the state Criminal Justice Academy was founded and began certification training for corrections staff.

In 1987, the department began a substance abuse treatment program that established the first Drug/Alcohol Recovery Treatment program at Wayne Correctional Center. The state's first boot camp program for male youth opened in Richmond County in October 1989.

Between 1986 and 1992, annual prison admissions nearly doubled from 17,500 to 30,800. In the 1980's, a series of lawsuits filed by inmates attacked conditions in 64 of the state's smaller prisons.

In response, the General Assembly capped the prison population, reformed state sentencing laws, provided for increased community supervision and launched a major prison construction program which increased the prison capacity by 56%.

The prison cap was lifted in 1996. Dormitory space was added at many existing prisons. New close security prisons were also built to accommodate the more violent, long-term inmates entering the prison system under the new sentencing laws.

From 1993 to 1999, 24 small prison facilities were closed to streamline operations and improve efficiency.

In 1998, the Division of Adult Probation and Parole changed its name to the Division of Community Corrections in order to reflect its community-oriented approach to supervising offenders.

The two private prison facilities, Pamlico and Mountain View, were converted to publicly-operated facilities in October, 2000.

# **Department of Correction Officials**

**Theodis Beck**

**Secretary**

**Dan Steineke**

**Chief Deputy Secretary**

**Fred Aikens**

**Deputy Secretary**

**Lynn Phillips**

**Assistant Secretary**

**Lattie Baker**

**Assistant Secretary**

**Gregg Stahl**

**Assistant Secretary**

**Ron Gillespie**

**Assistant Secretary**

**James French**

**Director**

**Division of Prisons**

**Robert Lee Guy**

**Director**

**Division of Community Corrections**



## Department of Correction By the Numbers

### Offender Demographics

as of June 30, 2000

		prison	probation	parole
<b>Sex</b>	male	29,655	84,449	4,164
	female	1,926	22,807	364
<b>Race</b>	white	10,195	48,654	1,720
	black	20,034	51,661	2,620
	other	697	4,653	80
<b>Age</b>	under 20	1,548	10,564	58
	20-29	10,598	40,557	1,519
	30-39	10,438	31,764	1,694
	40-49	5,845	18,129	949
	50 & over	2,162	6,242	381
<b>Total</b>		<b>31,581</b>	<b>107,256</b>	<b>4,528</b>
<b>Nationally</b>		<b>14th</b>	<b>12th</b>	<b>21st</b>
(among 50 states according to Bureau of Justice Statistics)				

### Cost of Incarceration 1999-2000

	Per Day	Annual
<b>Minimum Custody</b>	<b>\$52.52</b>	<b>\$19,170</b>
<b>Medium Custody</b>	<b>\$68.13</b>	<b>\$24,867</b>
<b>Close Custody</b>	<b>\$75.32</b>	<b>\$27,492</b>
<b>Average</b>	<b>\$63.65</b>	<b>\$23,843</b>

### Cost of Probation Supervision 1999-2000

	Per Day	Annual
<b>Regular Probation</b>	<b>\$1.89</b>	<b>\$690</b>
<b>Intensive Probation</b>	<b>\$12.23</b>	<b>\$4,464</b>
<b>Electronic House Arrest</b>	<b>\$6.41</b>	<b>\$2,339</b>

### Departmental Budget

	Authorized	Actual Expenses
<b>1998-1999</b>	<b>\$885,192,372</b>	<b>\$879,412,505</b>
<b>1999-2000</b>	<b>\$918,607,453</b>	<b>\$899,627,278</b>

### Employees

(as of 11/2/2000)

<b>Positions authorized</b>	<b>19,223</b>
<b>Total employees</b>	<b>17,313</b>
<b>Male</b>	<b>63%</b>
<b>Female</b>	<b>37%</b>
<b>White</b>	<b>61%</b>
<b>Black</b>	<b>36%</b>
<b>Other</b>	<b>3%</b>