

NORTH CAROLINA DEPARTMENT OF CORRECTION



2004



ANNUAL REPORT



**NORTH CAROLINA
DEPARTMENT OF CORRECTION**

MISSION STATEMENT

**TO PROMOTE PUBLIC SAFETY
BY THE ADMINISTRATION
OF A FAIR AND HUMANE SYSTEM
WHICH PROVIDES
REASONABLE OPPORTUNITIES
FOR ADJUDICATED OFFENDERS
TO DEVELOP PROGRESSIVELY
RESPONSIBLE BEHAVIOR.**



ANNUAL REPORT

Table of Contents

About the Department of Correction	1
Department officials	2
Organizational chart	3
Division of Prisons	4
Division of Community Corrections	7
Correction Enterprises	10
Division of Alcoholism and Chemical Dependency	12
Administration	13
Central Engineering Controller Research & Planning	
Information Systems Purchasing Victim Services Inmate Grievance Board Extradition Safety	
Transition and Re-entry	20
Boards and commissions	21
Awards and honors	22
History	24

About the DEPARTMENT OF CORRECTION

The Department of Correction is charged with the supervision and rehabilitation of convicted adult offenders. Its primary goals are to provide an appropriate level of supervision to ensure public safety, to put inmates to work and to give offenders the tools they need to become productive, law-abiding citizens.

The Department of Correction is comprised of four major divisions interacting directly with offenders and the public, as well as a large number of administrative support sections. The four divisions are:

- Division of Prisons
- Division of Community Corrections
- Correction Enterprises
- Division of Alcoholism and Chemical Dependency Programs

The **Division of Prisons** has responsibility for incarcerating more than 36,000 inmates in 76 prison facilities across the state. The division has complete responsibility



for housing, food, medical services and rehabilitative programs for this large population, as well as administering the state's death penalty.



The **Division of Community Corrections** supervises offenders in the community. These probationers whose active sentences have been suspended, or parolees and post-release offenders who have served a prison sentence and are being reintegrated into the community. Approximately 115,000 probationers and 3,000 parolees and post-release offenders are supervised by a force of more than 2,000 field officers who provide control, supervision and treatment management.

Correction Enterprises produces goods and services, including office furniture, road signs, paint and laundry for state agencies and nonprofit organizations. It provides meaningful training and work experiences to inmates while offering quality goods and services to tax-supported entities at a saving to the taxpayers. Correction



Enterprises receives no support from state budget allocations and, like a business, is totally supported through the goods and services it produces and sells.

The Division of Alcoholism and Chemical Dependency Programs provides treatment services to inmates, DWI offenders, probationers and parolees. The majority of the division's program offerings are 35-day residential programs based on a 12-step recovery model.

In addition to the four major divisions, the department has auxiliary support sections that serve all divisions of the department. These sections operate under the department's central administration.

DEPARTMENT OF CORRECTION OFFICIALS

FISCAL YEAR 2003-04

Theodis Beck, Secretary
Dan Stieneke, Chief Deputy Secretary
Fred Aikens, Deputy Secretary
Tracy Little, Deputy Secretary
Virginia Price, Assistant Secretary
Lattie Baker, Assistant Secretary (retired)
Lavee Hamer, Assistant Secretary/General Counsel
Boyd Bennett, Director, Division of Prisons
Robert Lee Guy, Director, Division of Community Corrections
Karen Brown, Director, Correction Enterprises



Secretary Theodis Beck

DEPUTY SECRETARIES



Dan Stieneke



Fred Aikens



Tracy Little

ASSISTANT SECRETARIES



Virginia Price



Lattie Baker
(retired)



Lavee Hamer

DIVISION DIRECTORS



Boyd Bennett



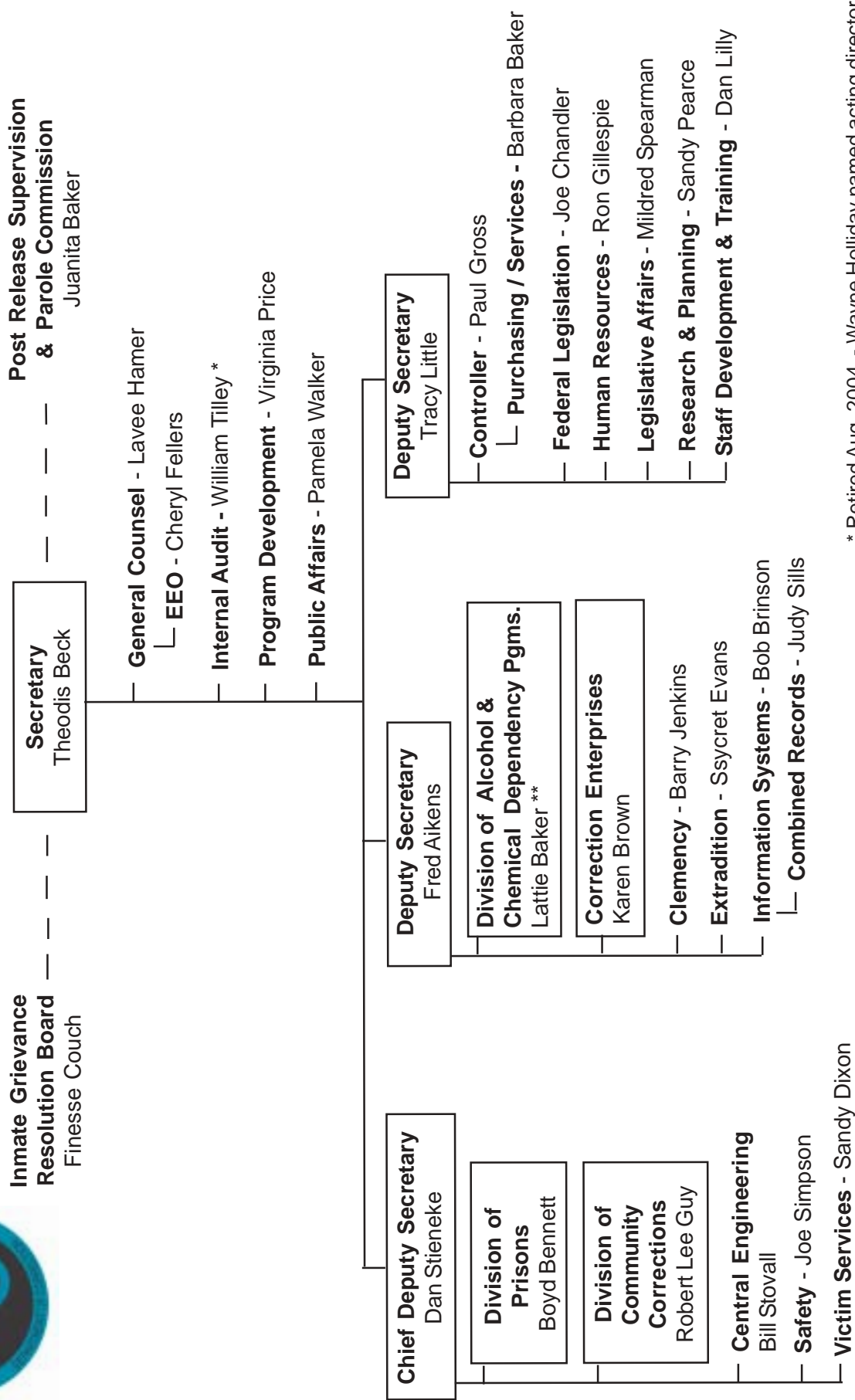
Karen Brown



Robert Lee Guy



North Carolina Department of Correction ORGANIZATIONAL CHART



* Retired Aug. 2004 - Wayne Holliday named acting director
** Retired Sept. 2004 - Virginia Price named asst. secretary

Division of PRISONS

Boyd Bennett, Director



The Division of Prisons is responsible for incarcerating more than 35,000 inmates in 76 state prisons. The division has total responsibility for housing, meals, medical services, rehabilitative programs and the administration of the death penalty.

Three 1,000-cell new prisons opened

The most significant accomplishment this year was the opening of three new 1,000-cell close custody prisons in Scotland, Anson and Alexander counties. These prisons are fully staffed and operational. Planning and construction are under way on three additional 1,000-cell prisons in Bertie, Greene and Columbus counties to accommodate the rising prison population that is expected to exceed 41,000 over the next 10 years.



Average daily cost per inmate

	Daily	Yearly
Close custody	\$82.46	\$30,098
Medium custody	\$65.59	\$23,940
Minimum custody	\$49.34	\$18,009
Average	\$62.03	\$22,641

Population and custody changes

During the fiscal year, the average daily inmate population rose to some 35,000. This is an increase of approximately 1,500 inmates. To meet the changing composition of the prison system, the division began the conversion of Caledonia, Odom and Eastern correctional institutions from close to medium custody. To meet the demands of a growing female inmate population, Southern Correctional Institution was selected for conversion from a male to a female facility. Extensive planning and training is occurring at Southern to promote a smooth transition to a female inmate population during the 2004-05 fiscal year.

Population	June 2004	35,205
Male		32,823
Female		2,382
RACE		
White		11,942
Black		21,124
Indian		661
Asian		107
Other		1,110
AGE		
Under 20		1,155
20-29		11,707
30-39		11,205
40-49		8,015
50 and over		2,701

Security Threat Group unit planned

A federal grant was obtained to help establish a Security Threat Group Management Unit to house inmates who have been validated as gang leaders. The unit will house programs designed to help the inmates denounce their gang involvement. Cognitive behavior modification, anger management and cultural diversity programs are expected to reduce gang related violence in the prison system. Plans call for the unit to be part of Foothills Correctional Institution in Morganton.

DNA testing on felons begins

The Division of Prisons began the process of DNA testing of all felon inmates on December 1, 2003, as mandated by the legislature. Previous law required DNA testing only for certain violent felons. Testing of the division's population was expected to be completed by December 1, 2004. DNA testing has now been made a routine part of the prison admission process for newly convicted felons.

Prisons receive national awards

The Pender Day Training Program at Pender Correctional Institution received national recognition at the American Correctional Association (ACA) annual conference. This program was awarded the 2003 Exemplary Offender Program Award for outstanding correctional programming.

The National Commission on Correctional Health Care named McCain Correctional Hospital and Hoke Correctional Institution as Facility of the Year. The prestigious award is usually presented to only one facility each year from among 500 prisons, jails, juvenile detention and confinement facilities participating in the NCCHC's nationwide accreditation program. Medical services provided to inmates at McCain Correctional Hospital and Hoke Correctional Institution were successfully hubbed to improve efficient use of resources.



Inmates help keep North Carolina beautiful

This year, DOP continued to partner with the Department of Transportation (DOT) to use inmate labor in litter control. Sixty inmate litter crews and 110 medium security road crews are making a significant impact cleaning more than 6,000 miles of North Carolina highways.

2003 Fall Litter Sweep

More than 71,000 inmate work hours
45,000 bags of litter collected
Over 4,300 miles of roads cleaned

2004 Spring Litter Sweep

More than 98,000 inmate work hours
Over 6,100 miles of roads cleaned
Over 83,000 bags of litter collected

Supervisors Training Program implemented

This new program is designed to provide leadership development and supervisory training for front-line supervisors. CSTP is provided to custody, food service and programs supervisors and has been a great success. The program was recognized by the North Carolina chapter of the International Personnel Management Association when it awarded the 2004 Excellence in Human Resources Award for Innovative and Creative Programs.

Inmate work crews clean up after Hurricane Isabel



Sept. 18, 2003 - Oct. 27, 2003

57,616 inmate hours cleaning up in local communities

Emergency housing for 216 inmates evacuated from four county jails

700 state inmates evacuated to other prisons

Prisons programs train dogs as pets and service animals

Two new programs involving inmate trainers and dogs were implemented this year. These are designed to not only provide the prisons and inmates a way to contribute to their communities, but also to provide inmates with training in marketable skills and to instill teamwork and responsibility.



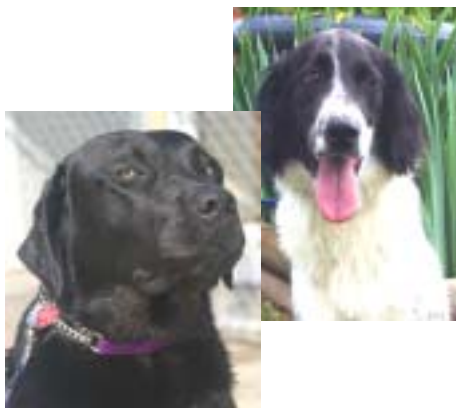
Puppies Assisting With Sight

- ▶ The PAWS program was piloted at McCain Correctional Hospital. Puppies received training from inmates to prepare them to become guide dogs for the blind.
 - ▶ After 12 months of training at McCain, the puppies are then sent for advanced guide dog training at Southeastern Guide Dog, Inc. in Florida.
- ▶ In June 2004, the first five dogs graduated and advanced to the next phase of training.



New Leash on Life – Prison Dog Training Program

- ▶ The Leash program was launched in May 2004 at Black Mountain Correctional Center for Women and at Marion Correctional Institution's minimum security facility.
- ▶ The prisons partnered with the local animal shelter or humane society to help reduce the homeless pet population.
- ▶ Inmate trainers provide basic obedience training to the dogs in hopes it will make them more adoptable. The program will be expanded to other facilities in the coming year.





Division of COMMUNITY CORRECTIONS

Robert Lee Guy, Director



The Division of Community Corrections supervises offenders in the community, either probationers whose active sentences have been suspended or offenders who have served a prison sentence and are being reintegrated into the community. The division supervises more than 115,000 probationers and over 3,000 parolees and post-release offenders. More than 2,000 field officers provide control, supervision and treatment management.

Community Corrections officers supervise former inmates on parole or post-release supervision and offenders with suspended sentences. The needs and supervision requirements of these offenders change daily, but the division's mission to ensure public safety remains the same. Here are developments in that mission during fiscal 2003-2004:

Community Service Work Program

A statewide force of 130 community service coordinators completed work site placements this year for more than 60,000 offenders ordered to perform community service hours. Another 23,000 offenders were in the process of completing hours at the start of the fiscal year.

The transition committee continued work on merger issues and then shifted focus to urban supervision and further revisions of CSWP procedures and policies.

Community Service

New placements
25,890 supervised
34,881 unsupervised

1.87 million hours worked

\$10.3 million in costs avoided for communities and government agencies

\$7.6 million in fees collected

One of the year's major gains was securing grant funds for the automation of community service functions. Pilot testing of the new Community Service Automated System (CSAS) started in two judicial districts in March 2004. The system uses the Offender Population Unified System (OPUS) and a web application to track community service

offenders and processes for the first time.

January 2005 is the target date for statewide completion of the automated system and incorporation into the division's policies and procedures manual. This will eliminate the CSWP manual and streamline paperwork for officers and CSWP coordinators.



Community service offenders perform a wide variety of no-cost services for government and non-profit agencies.

Supervised offenders in North Carolina communities

	Probation	Parole
Total Population	115,187	3,527
GENDER		
Male	89,062	3,298
Female	26,125	229
RACE		
White	51,563	1,320
Black	53,688	2,042
Indian	1,925	57
Asian	314	11
Other	7,560	90
Unknown	137	7
AGE		
under 20	9,283	35
20-24	23,871	461
25-29	20,204	566
30-34	17,288	612
35-39	15,084	523
40-44	13,168	523
45-49	8,430	354
50 and over	7,859	453

Daily cost of supervision

Regular probation/parole	\$1.75
Intensive Probation	\$10.06
Electronic House Arrest	\$6.65
Community Service	\$1.29
Criminal Justice Partnership Pgm	\$11.61

Criminal Justice Partnership Program

Local Criminal Justice Partnership programs provided services to 6,432 offenders. Ninety-one counties participated in 81 programs, including 20 day reporting centers, 43 satellite substance abuse centers, 18 resource centers and 26 pretrial programs. The service most-used by offenders were:

- Regular and intensive outpatient substance abuse treatment -- 6,365
- Counseling or therapy services -- 1,598
- Employment or job seeking skills training -- 1,440
- Cognitive Behavior Intervention -- 1,029
- GED classes -- 912

CJPP also offers parenting classes, domestic violence and sex offender services, educational counseling, substance abuse treatment, halfway house stays and mentoring programs.

Domestic Violence Control Program

Several urban areas continued specialized supervision of domestic violence offenders during the year. Most areas supervised these offenders within a blended caseload format due to current sentencing guidelines, which classify most of these crimes in the Community Punishment Grid of Structured Sentencing.

During the fiscal year, 1,219 offenders were admitted to supervision as known domestic violence cases. By year's end, 1,352 were under supervision, an increase of 21 percent over the previous year.

Community Corrections staff participated in reviews of domestic violence legislation, which were aimed at longer sentences and requiring batterer's intervention treatment. The division also began a review process of domestic violence offenders supervision practices. This improved intervention effectiveness in a highly volatile and unpredictable area.

Electronic Monitoring / House Arrest

The Division of Community Corrections conducted a six-month pilot program this year using global positioning technology (GPS) to track offenders. A grant from the Governor's Crime Commission funded the program.

- Two pilot sites – 1 urban area & 1 rural area
- 24/7 monitoring of 32 sex and domestic violence offenders
- Provided officers with direct notification and immediate response to violations
- Enhanced the supervision of community and intermediate offenders
- Deterred crime
- Helped ensure compliance

GPS technology was a great aide in controlling a very volatile and high profile population and a good alternative to incarceration. Offenders worked, paid court fines and attended community-based treatment while being monitored.



Officers continued to monitor offenders with traditional systems using radio transmitters and phone lines, while piloting a new system using GPS technology.

Drug Treatment Courts

Community Corrections officers supervised 759 offenders in the drug treatment courts during the fiscal year. The courts are a partnership between DCC and the Administrative Office of the Courts.

The initiative focuses on a 12-month treatment and supervision plan that includes frequent drug screenings and bimonthly court progress reviews.

Eleven judicial districts operate drug treatment courts. DCC officers worked with judges, district attorneys, treatment providers and defense attorneys as key members of drug court teams.

Victim Notification

A new, centralized notification process was implemented this year. It handled an average caseload of 3,579 victims and sent out an average of 1,964 notification letters per month.

Under the new notification process:

- Limited field staff had targeted caseloads. Three employees in Raleigh managed and sent out automated victim notification letters mandated by victim rights legislation.
- Notifications are generated when officers provide updated information. Administrative staff handles quality control of data and technical support.
- A victim advocate/notification coordinator was assigned to each Judicial Division. These positions are liaisons for victim-related matters to all local courts in the division. These staffers handled a caseload of victims from domestic violence, sex offenses, and other high profile and high-risk areas.

Sex Offender Control Program

The Sex Offender Control Program, which uses a model of the containment approach to manage sex offenders within the community, progressed steadily this year.

Specialized officers in 16 districts supervised offenders according to program guidelines at the beginning of the fiscal year. Training expanded the program across the state by the end of May 2004, when officers began implementing the initiative with local court officials.

Victim advocates, the criminal justice system and law enforcement welcomed the program. The state budget crisis had delayed its implementation.

Through the fiscal year, 237 offenders were sentenced. By year's end, 579 were under supervision, 38 percent more than last fiscal year.

Emergency Management

Emergency management teams of Community Corrections officers are dedicated to serving the state during times of emergency and disasters.

From Sept. 19-29, 2003, 100 officers deployed to Martin, Hertford, Washington, Chowan and Tyrrell counties in the wake of Hurricane Isabel. These officers helped provide security at distribution centers and shelters. They also enforced curfews and did routine and traffic patrols.

The following day, Community Corrections opened a 24-hour emergency management telephone service via the Electronic House Arrest Monitoring Center. Some DCC employees worked 12-hour shifts in order to keep the Emergency Operations Center open while others provided emergency information to citizens by answering calls to the Governor's Hot Line. In all, 21 DCC employees worked 15 days to assist those in need.



Probation officers provided security and helped distribute relief supplies at this recovery center in Edenton after Hurricane Irene.



Substance Abuse Screening and Intervention

The Substance Abuse Screening and Intervention Program (SASIP) saw a gradual transition into intervention which meant continual developments in fiscal year 2003-2004.

SASIP offers comprehensive statewide screening services — instrument-based drug screening and non-instrument (handheld, instant result) screening for both drug and alcohol.

Drug screening labs in Greenville, Fayetteville, Greensboro, Charlotte and Asheville each employed two medical laboratory technicians. Outside agencies paid \$442,677 for these services during the fiscal year. This was an increase of \$31,793 over last year.

A request for information solicited the latest data and technology on handheld screening devices and helped the division make an informed decision about future of SASIP. The program developed comprehensive training to ensure the proper use of handhelds.

SASIP enhanced its Offender Population Unified System screens to improve data entry and statistical data as well as to reduce costs. This meant better inventory control of handhelds and lowered costs for third-party confirmation testing.



DCC operates five drug screening labs to screen urine samples from probationers and state prison inmates. They also provide contract screening for some local law agencies.

Drug screening cost (per sample)

2003-04	\$3.84
2002-03	\$4.86
2001-02	\$4.10

The DCC portion of the DART-Cherry Program and the Drug Treatment Court Program moved into the intervention side of SASIP. Officers monitored drug trends. Rapid increases in the use and manufacture of methamphetamines led to the creation of tracking reports that indicate methamphetamine "hot spots."

Also, updates to policy and procedures on laboratories and SASIP were implemented and are still ongoing.



Not Just Making It Right. Making It Better.



Correction Enterprises provides meaningful training and work experience to inmates, while offering quality goods and services to tax-supported entities at a savings to the taxpayers. Correction Enterprises supervises more than 2,200 inmates in a wide variety of industries. It is a self-sustaining organization, supported through the sale of the goods and services produced.

With record production this year in its laundry, meat processing, optical, janitorial and woodworking industries, Correction Enterprises achieved a sales record of more than \$78 million, making it the nation's third largest prison industry program, after California and Texas.

Profits of \$3.18 million were transferred to the North Carolina General Fund, the Crime Victims Compensation Fund and the Department of Correction.

Correction Enterprises industries are modeled after private sector manufacturing environments. Inmates are provided with job descriptions, feedback, coaching and performance evaluations. All of Enterprises' plants follow modern management practices, including the use of teams, problem-solving methodologies, and cross-training to maximize technical skills.

New Products and Initiatives

This year, Correction Enterprises expanded its janitorial products line to include trash bags. Trash bags are produced in three different sizes, and annual production is estimated at 8 million bags. Currently, the bags are produced exclusively for the Department of Correction.

Correction Enterprises' Woodworking Plant began manufacturing more than \$800,000 worth of lab casework, countertops and fixtures for the new Physical and Life Sciences Building at Winston-Salem State

University. Initial fabrication of this large project began in March 2004, with final installation beginning in September.

In February 2004, Correction Enterprises' employees undertook an initiative to define and implement quality processes throughout all industries and support services. As a first step in this initiative, a quality commitment document was produced, providing a single framework that employees can use to identify all of the areas in which quality is manifest in providing services and products to our internal and external customers. Nine "Quality Assurance Check-points" were defined that must be followed for all processes in our organization. They span all areas -- from accounting, personnel and technical services, to sales, production and distribution -- by detailing the goals of each point in the process. In continuing



Correction Enterprises added trash bags to its janitorial products line this year. Bags are cut from large rolls of plastic sheeting, sealed and then packaged.

this process, employees will be trained to apply the checkpoints and to monitor quality improvements and overall customer satisfaction.



In a first of its kind contract, Correction Enterprises built and installed the lab tables, cabinetry and wooden casework for the new sciences building on the Winston-Salem State University campus.

Inmate Wages

Correction Enterprises inmate workers are paid up to \$3 a day for the work they perform in a variety of industries. Incentive wages for all other state inmates are also paid from Correction Enterprise funds. Inmate wages paid this year totaled \$3.89 million.

Transition and Re-entry Initiatives

The successful transition/re-entry of the inmate population is a long-term goal for Correction Enterprises. Correction Enterprises has taken on the challenge from President Bush and Secretary Beck to play an active role in the initiative. Our goal is to provide work skills and certifications so inmates can prove their training and readily secure employment upon release.














Correction Enterprises has partnered with the North Carolina Department of Labor and its apprenticeship program to provide certification of training received while working in our manufacturing plants. This program provides a structured outline of training and documentation of skills and is highly recognized by private industries across the nation.

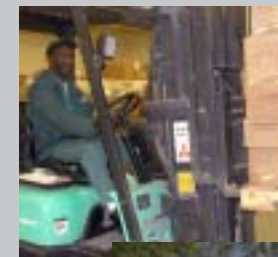
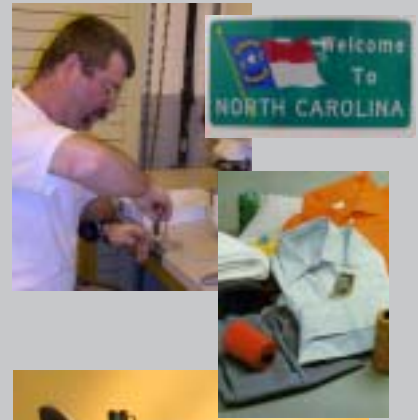
Apprenticeship programs are operating in the printing, metal products and reupholstery plants and are being planned and implemented in several other industries. Correction Enterprises also plans to: (1) include industry accredited programs from national organizations that will provide inmate proficiency certifications; and (2) develop internal certifications in industries where outside accreditations are not available.

This type of training and documentation is critical to enhance the marketable job skills of inmates when they return to society. Correction Enterprises is striving for success in these initiatives while researching new initiatives with new partners that will provide additional opportunities for the successful transition of inmates back to their communities.

Correction Enterprises Industries

What do inmates do?

-  Produce paint and janitorial products.
-  Manufacture license tags.
-  Produce metal products, such as kitchen equipment, shelving, grills and picnic tables.
-  Manufacture eyeglasses.
-  Provide printing and duplicating services.
-  Provide manpower services to state and local agencies and educational institutions.
-  Warehouse and distribute Correction Enterprises products across the state.
-  Provide laundry services.
-  Process and can vegetables and fruit juices.
-  Process raw meat into a variety of food products.
-  Manufacture a wide variety of upholstered and wood furniture.
-  Manufacture uniforms, sheets, towels and other items.
-  Create highway and project signs.



Division of ALCOHOLISM AND CHEMICAL DEPENDENCY PROGRAMS

Virginia N. Price, Assistant Secretary
Lattie Baker, Assistant Secretary (retired)

The Division of Alcoholism and Chemical Dependency Programs (DACDP) provides a full range of treatment and recovery services to prison inmates and specialized residential services for designated parole and probation DWI offenders. This year, the division admitted about 5,200 adult and adolescent males, 600 females and 1,900 probation and parole DWI offenders.

All DACDP programs have a foundation in the “Minnesota Model” of addictions treatment. All offenders are screened during the diagnostic process when admitted into prison. The screening results lead to a referral to one of the five possible levels of services that the division provides:

1. No treatment recommended
2. Education interventions called DART 24
3. Brief treatment 35 to 90 days
4. Intermediate treatment 90 to 180 days
5. Long-term treatment 180 to 365 days

The division operated 20 residential programs this year, including five long-term Residential Substance Abuse Treatment (RSAT) federally-funded programs and two private programs contracted to serve both male and female offenders as they prepare for release. These private facilities provide work release opportunities and are able to incorporate some family services for offenders attending these long-term programs.

Continuing care services are provided to offenders after completion of treatment while they remain incarcerated. Transition planning and relapse prevention training are incorporated into the offenders pre-release planning. All offenders who have been enrolled in treatment services are referred to community-based resources that range from outpatient services if appropriate and to self-help groups like Alcoholics and Narcotics Anonymous. The division believes that these referrals strengthen the likelihood for positive outcomes once offenders return to their home communities.

Substance Abuse Programs

DART 24 – A 24-hour educational intervention program conducted at various prison facilities, providing intervention for inmates at risk of becoming substance abusers.

DART (Drug and Alcohol Recovery Treatment) – A brief and intermediate level residential treatment program conducted for male and female, adult and adolescent offenders while in prison.

SARGE (State Alliance for Recovery and General Education of Youthful Offenders) – A federally funded, long-term residential program for male offenders between the ages of 16 and 22.

RSAT (Residential Substance Abuse Treatment) – A federally funded long-term residential treatment for male and female adult offenders utilizing the Therapeutic Community (TC) model of treatment.

DART Cherry – A program of brief and intermediate-length residential treatment for DWI parolees and probationers.

Private Residential Treatment Centers -- Two private contractors that provide long-term residential treatment for adult males and females housed in community-based programs.

Daily Treatment Costs

DART In-Prison Program	\$13.96
DART Cherry - DWI Treatment	\$34.23
Private Residential Treatment	\$71.73

Department of Correction ADMINISTRATION

Several support sections handle various administrative and management functions for the four major divisions within the Department of Correction.

Central Engineering William Stovall, Director

During FY 2003-2004, the Central Engineering Division completed the construction of the first three of six new 1,000-cell high security prisons in Alexander, Anson and Scotland Counties. Ground breakings for the fourth and fifth prisons were held in Greene and Bertie counties early in 2004, with construction expected to be completed in early 2006. The sixth prison is undergoing site adaptation in Columbus County with construction expected to begin in early 2005. Its completion in 2007 will culminate a \$500 million building program.

All of these prisons use a common design that provides state-of-the-art management flexibility for high-risk offenders and are designed for future expansion at minimal cost. County and local governments gifted the land to the state in exchange for the economic benefits and 400 jobs the prison brings to their community.

Inmate Construction Program

The *Inmate Construction Program* (ICP), completed its most aggressive project in modern times -- a \$21 million addition to Warren Correctional Institution. This multi-year project began in January 2001 and added 168 high-security cells, new maintenance and programs buildings, and additions to the administrative building. It was funded entirely through federal grants awarded through *Violent Offender Incarceration* and *Truth-In-Sentencing* (VOI/TIS) programs.

The ICP enables the state to realize more value for its prison construction dollars and helps prepare inmates for

successful reintegration into society. Of the several hundred inmates employed in the inmate construction program, more than 100 are apprentices working toward journey-level certification. This



The inmate construction program built a \$21 million addition of high security housing to Warren Correctional Institution.

program requires an apprentice to complete over 400 hours of academic work and more than 6,000 hours of practical experience in actual construction work.

The department continues to identify projects to be performed by the ICP, crafting its 10-year capital plan to create meaningful inmate work opportunities.

Healthcare Facilities

Central Engineering made progress on capital planning for new prison healthcare facilities to replace functionally obsolete medical and psychiatric facilities. A new 120-bed acute care hospital and a 200-bed psychiatric facility are planned at Central Prison, and a 150-bed medical and mental health treatment center is planned at the North Carolina Correctional Institution for Women.

Design efforts for these projects will be completed in FY 2004-2005.

Energy Conservation

Central Engineering was formally recognized by the State Energy Office in the field of energy conservation and as a champion of the statewide Utilities Savings Initiative (USI) in March 2004, when DOC received the *Energy and Sustainability Leadership Award* at the first State Energy Conference.

North Carolina's new prison construction

1,000-cell close-custody prisons under construction or planned

Maury Correctional Institution	Maury	Opening 2006
Bertie Correctional Institution	Windsor	Opening 2006
Columbus County (to be named)	Tabor City	Opening 2008



Controller's Office
Paul Gross, Controller

The Controller's Office is responsible for the 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.

DOC and other cabinet agencies were asked for a budget reversion in order to meet goals set by the Office of State Budget and Management. With effective budget, personnel and procurement strategies, the department reverted \$18.5 million of the \$962.1 million appropriated by the General Assembly. The department also recorded \$30 million in receipts during this fiscal year.

One of many highlights in the Controller's Office this year was the work of the Medical Claims Management Section which denied 5,247 medical claims, representing \$7.7 million in medical invoices. This cost avoidance came from identifying and denying duplicate invoicing, rejecting invoices with unbundling codes and detecting unacceptable billing practices by outside medical providers.

The General Accounting Section processed over 13,000 monthly invoices for payment and issued between 7,000 and 10,000 checks each month. This section also managed and reconciled approximately 77,638 statewide assets, with an estimated value of over \$1.2 billion.

General Accounting implemented a new software application designed to interface with the N.C. Accounting

System which is used to reimburse counties for misdemeanor jail sentences of 30 days or more as required by N.C. General Statutes. The new application was built to include internal controls against duplicate billing practices. It also has the capability of producing valuable reports for financial managers.

Also new for FY04, was the start of a major capital venture to expend \$167 million in certificates of participation issued by the State Treasurer's Office in order to build three new, 1,000-bed prison facilities. For the first time, these funds are being managed by DOC General Accounting, and the funds are being run through DOC's accounting books.

The Payroll Section remains one of the busiest in the Controller's Office. The addition of three new prisons and more than 1,200 new employees has increased the payroll workload. Payrolls for permanent, contractual and temporary employees now total approximately \$65 million per month.

Work Release Accounting secured \$13.7 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 \$898,753 in court ordered payments for restitution, judgments, fines, court costs and attorney fees and \$997,307 in child support.

The Financial Systems Support Section has implemented the use of a procurement card. This new initiative will greatly reduce the paperwork and improve the efficiency involved in making small and or emergency purchases throughout the department.

Research & Planning
Sandy Pearce, Director

The Office of Research and Planning (R&P) provides planning, decision-support, research, and program development services for DOC managers and staff.

This year R&P staff facilitated strategic planning projects for the Division of Prisons, the Office of Staff Development and Training and North Piedmont Correctional Center for Women. These plans outline priorities for work activities and performance measures.

R&P coordinated evaluation and training efforts for Cognitive Behavior Intervention programs for offenders. Staff evaluated CBI programs for inmates and probationers, and produced a best practices report. Training for staffers was organized, and an agreement was made with OSDT to coordinate future CBI training efforts.

R&P staffers represented DOC on the Governor's Council on Homelessness and contributed to the development of improved discharge planning policies and procedures to reduce the likelihood of homelessness. Staff surveyed inmates and offenders to determine the prevalence of homelessness in the offender population and to identify factors leading to homelessness.

R&P developed projections for future inmate custody populations. DOC leaders incorporated these projections in a 10-year capital plan and presented it to the legislature as a blueprint for future capacity needs.

R&P continued to provide leadership for the offender transition/re-entry initiatives. The office monitored implementation of transition/reentry strategies, directed the Job Preparation for Offenders project in 10 prisons, and managed the Going Home Initiative involving 13 counties.

Budget	
Legislative appropriation	\$962.1 million
Budget reversion (2%)	\$18.5 million
Receipts	\$30 million
Medical Claims	
Costs avoided	\$7.7 million
Payroll	
Monthly salaries paid	\$65 million
Work Release	
Inmate wages	\$13.7 million
Court ordered inmate payments	\$898,753
Inmate child support	\$997,307

Management Information Systems

Bob Brinson, Director

Security

The Department of Correction filled its first security analyst position, dedicated to ensuring that DOC continues to improve maintenance of security standards set forth by Information Technology Services (ITS), and educating employees on security policy and procedures.

ITS addressed the growing concern of securing state government's wide area network (WAN) from viruses and would-be hackers. In an effort to improve security on its own network, DOC initiated a desktop computer replacement project. Any desktop computer connected to a local area network, with an operating system older than Windows XP is being replaced with a Windows XP desktop. Laptops with the same sub-standard operating systems will also be replaced. The goal of this project is standardize both hardware and software throughout the department. Benefits derived will be a more secure network; hardware inventories that are easier to access; monitoring use (or misuse) will be easier to accomplish; and network technicians should find it much easier to diagnose hardware/software problems with standard configurations.

Operations

DOC continues to practice its ability to recover critical applications when a disaster happens. MIS successfully participated in two more state-sponsored mainframe disaster recovery exercises that tested our ability to move OPUS (the department's offender database) to a new computer outside of North Carolina and quickly become operational.

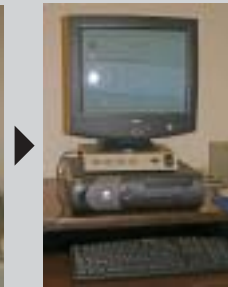
Cost Saving Efforts

Cost savings and efficiencies continue to be realized with infrastructure upgrades to many more prison facilities. Added to the seven facility upgrades reported last year are Alexander CI, Black Mountain CCW, Caldwell CC, Caswell CC, Columbus CC,

Infrastructure improvements and desktop replacement help build faster, more secure network

In order to implement the agency's desktop computer replacement project, the wiring infrastructure at many DOC facilities had to be greatly improved. Technicians from Division of Prisons maintenance and Management

Information Systems are working together to install hundreds of miles of cable and conduit along with standardized servers, hubs and switches to improve connectivity at DOC field locations. The result will be a faster, more secure and more efficient computer network for DOC employees.



Duplin CC, Fountain CCW, Harnett CI, Lanesboro CI, North Piedmont CCW, Piedmont CI and Rutherford CC. In most situations, old wiring and hubs were replaced with fiber and switches; and non-LAN facilities were converted into fully functional LAN facilities. Cost savings are realized with the removal of control units and end-of-life servers connected to these facilities.

The area of application development also shows cost savings and efficiency. Concentration was centered on applications that: were mandated by legislation or policy; produced the largest cost savings to the department; and produced efficiencies in work flows and processes for those using the department's Offender Population Unified System, (OPUS).

During FY 2003-2004, MIS provided these newly automated products and processes:

- "Cashless on the Net" is re-placing a vendor product which had been used since 1994 to operate cashless prison canteens. The long-term goal of the department is for every prison facility to become cashless, resulting in the

reduction of inmate crimes, theft and other potential rule violations within the prison facilities.

- Community Service Work Program, which was implemented statewide.
- A new inmate visitation program at all prisons (provides a better way of identifying and tracking visitors and logging visits).
- A job order system for Central Engineering and the Division of Prisons.
- Rewritten pre-trial portion of the Criminal Justice Partnership Program.
- A system to track billing costs to county jails for local confinement offenders.
- Automation of victim notification letters for the Division of Community Corrections.
- DNA feed from the Department of Justice (new law requires DNA testing of all felons).
- Major enhancements to the web based OPUS offender search, adding new search capabilities based on criteria like work skills and security.

Networking

The networking group was instrumental in bringing two 1,000-cell prison facilities (Lanesboro and Alexander) online this year.

Other accomplishments include:

- Established two Patchlink servers for pushing security patches to our PC population.
- Created a virus tools website for DOC employees.
- Implemented a web-based calendaring system for the Secretary's staff.
- Upgraded GroupWise e-mail to version 6.0 and standardized post offices.
- Provided full implementation of the Storage Area Network (SAN), one locally and the other located in Lenoir, for backup and disaster recovery.
- Created disaster recovery plans using a cross-backup strategy between the Raleigh and Lenoir sites.

A major benefit realized with the full implementation of the SANs has led to a significant reduction of 33 "end-of-life" servers, which otherwise would need to be supported.

Combined Records

The Combined Records section continues to respond to increases in the offender population and did an excellent job recovering from the jail backlog when three new prisons opened and the offenders were admitted. A position was added to the Sentence Auditing section to help accommodate with the auditing of sentences.

Combined Records continued to work closely with MIS during the year to provide automated report that analyze offenders' records and to enhance existing programs as well as security.

Victim Services Sandy Dixon, Director



The Office of Victim Services is available to all victims of crime whose offenders are supervised by the NC Department of Correction. The office serves all DOC divisions and sections whose work affects victims of crime as the department continues to meet and exceed the statutory requirements of the 1999 Crime Victim's Rights Act. Accomplishments for FY 2003/04 include:

- Creation of an independent, toll-free Victim Services telephone line.
- Script changes to DOC-related SAVAN scripts to ensure the public's understanding and utilization of this life-saving system.
- Training of all Sex Offender Control Program probation officers about sexual assault and abuse victimization.
- Production of the first DOC Victim Services Conference.
- Consultation to the Division of Prisons on the new offender visitation policy and training of all associated personnel on the issues related to victim visitations with offenders.
- Participation in interagency promotion of the National Crime Victims' Rights Week.
- Enhanced assistance to surviving family members of homicide victims with the execution process.
- Addition of the victim perspective to the Re-Entry process and Going Home Initiative.
- Assistance to the Division of Community Corrections with its revised victim services program.
- Outreach to thousands of NC citizens about the Office of Victim Services and how to register for offender status notifications.
- Updated webpage to improve utilization and provide additional information.

Safety Office Joe Simpson, Director



The Safety Office conducted 133 comprehensive safety inspections of prison units, Correction Enterprise plants, Community Corrections offices, drug and alcohol treatment centers, laboratories and administrative locations.

The section conducted 18 industrial hygiene surveys regarding issues such as noise levels, air contaminants, indoor environmental quality, mold and asbestos at agency industrial plants, vocational school laboratories and office locations throughout the state.

The office dealt with seven OSHA complaints and six OSHA inspections, resulting in only five citations and no monetary penalties.

The Safety Office performed an investigation into a work related, accidental drowning of an inmate at Dan River Prison Work Farm. As a result of this investigation, recommendations for safety improvements were implemented divisionwide. The section also conducted an investigation into a fire that destroyed a classroom trailer at Dobson School. The office also helped develop specifications for HVAC systems in leased DCC Drug Labs to insure healthy working conditions for employees. The section implemented ASTM E-84 flammability testing of acoustical panels that were being manufactured through mental health programs and installed in prison facilities to reduce noise levels.

Finally, the office developed new policies on conducting and recording fire drills and reporting fire alarm systems disablement. The section also assisted with providing and arranging various safety training programs for different groups within the agency.

Purchasing and Services Barbara Baker, Director

DOC purchasing agents continued their use of e-Procurement, the state's Internet-based purchasing system, to issue purchase orders and contracts totaling more than \$250 million.

The DOC budget for purchases was quite stringent during the entire fiscal year. Open market competition for purchases over \$1,000 and Internet posting of all purchasing opportunities over \$5,000 generated competition and helped hold down prices.

One of many job duties our Purchasing Agents have is to conduct intensive negotiation 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 renewal with no

increase, thus saving the state and DOC a substantial amount that would have been required if the CPI increases had been granted.

Once again, DOC led the way in the number of contracts awarded to Historically Underutilized Businesses (HUBs.) The goal was 10% of all awards. DOC is proud to have exceeded this goal during this fiscal year, awarding over 14.6% of all contracts to HUBs.

The procurements for the \$21 million expansion of Warren Correctional Center were completed this year. This time-sensitive mission was the largest in-house design-build project (utilizing inmate labor) ever undertaken by DOC, and Purchasing was heavily involved with Central Engineering in specification development and purchase of all necessary equipment, materials and services.

Purchasing assisted the state's Information Technology Services procurement office in issuing and

evaluating the multi-year bid for all public and inmate payphones. This very important contract brings in approximately \$6 million in yearly revenue.

Transportation & Communication

In April 2004, the Transportation and Communication Shop moved into its new facility off Jones Sausage Road in Raleigh. The new location provides more warehouse space and a larger bay area to work on the installation of radios and security equipment installed in DOC vehicles. With careful planning, the relocation of the shop took less than eight working days and resulted in little interruption of services.

The DOC vehicle budget improved from previous years, allowing for \$4.5 million in needed vehicle replacement. A portion of the vehicle budget was used to purchase more than 70 security minivans to replace larger 15-passenger vans, helping to reduce fuel consumption cost and provide cleaner air emissions.

The Radio Shop developed and constructed new base stations and repeater systems that provide enhanced performance and cost savings of up to 40%. In addition, several tower projects have been completed, providing increased communications range for mobile units. During this fiscal year the Department's two-way radio inventory has increased to over 15,500 mobile and portable radios, making the Department of Correction one of the largest two-way radio users in the state.

Central Supply Warehouse

The fleet of trucks belonging to the Central Supply Warehouse traveled 459,544 miles this year delivering dry goods, janitorial and office supplies, and inmate and officer clothing to more than 250 DOC locations throughout the state. The warehouse received a total of \$33.9 million in products this year and shipped out 3.7 million pieces of freight at a value of \$34.9 million while maintaining approximately \$6.9 million in monthly inventory.

Transportation and Communication

The DOC transportation and communications shop moved to a newer and larger facility in Raleigh this year. With almost 4,500 department owned and leased vehicles, the DOC fleet is one of the largest in state government. Prison and community corrections employees keep in touch with more than 15,500 two-way radios. The transportation and communication shop stays very busy equipping and maintaining these vehicles and radios.



Human Resources
Ron Gillespie, Director

Operations

- Tested 8,769 applicants and processed 3,127 applicants for certified positions in the five regional employment offices.
- Reallocated 815 positions and established 750 new positions.
- Awarded more than \$1 million in salary adjustments to correctional officers, food service officers and sergeants to make salaries more competitive and help with retention.
- Awarded approximately \$900,000 to nursing staff to aid in retention.
- Awarded approximately \$1 million to employees in salary adjustment program to acknowledge equity and significant job changes.
- Awarded approximately \$50,000 to pharmacists in range revision increases.
- Participated in statewide development of a new career banding structure for job classification and salary administration.
- Brought the agency into compliance with new FLSA standards.
- Worked 17,254 computerized personnel actions with less than a 1% error rate.

Benefits

- Conducted five regional benefits workshops for 200 field benefit representatives covering all available employee benefits programs.
- Revised employee time reports, reducing seven reports to three.
- Developed the new Family Illness Policy and revised the Voluntary Shared Leave Program to meet state guidelines.

Training

- Participated in a statewide project to design and test innovative human resource practices in state government. This trend analysis program examines performance review data for demographic trends, which can reveal the fairness with which employee evaluations are administered.
- Implemented a personnel review process to provide managers with information needed to effectively meet their human resources responsibilities.
- Investigated “blended learning” opportunities for human resources training, which combine online policy training with classroom sessions focusing on policy application.

Employee Relations

- Began development of a mediation program to provide managers and employees with an option other than litigation for the resolution of disputes. A pilot program is scheduled in the summer of 2005.
- Managed reduction-in-force process due to reorganization of Division of Prisons mental health programs. Met with affected employees and placed 99% in new positions. Although many employees accepted positions outside their occupational class they were still able to remain on the payroll.

The officer hiring process

With more than 9,500 positions statewide, correctional officers comprise the largest class of employees working in the Department of Correction. In order to keep those ranks filled, the five regional employment offices are constantly recruiting correctional officers. The process includes screening and testing applicants. Those who receive a conditional offer of employment face additional testing, processing and fingerprinting.

Application



Processing



Fingerprinting



Testing



Extradition
Ssycret Evans, Director

The extradition section oversees the return of offenders from other states to the department’s custody. This year the section handled 1,319 extraditions in the following categories:

Probation violators	410
Parole violators	79
Escapees	19
Interstate detainers	136
New admissions	36
Inmate movement	1
Local law enforcement	638
Total	1,319

**Staff Development
and Training**
Dan Lilly, Director

The Office of Staff Development & Training (OSDT) provides training to all Department of Correction staff at all levels. This includes basic correctional officer training, probation officer training, firearms, CPR, ethics, unlawful workplace harassment and much more.

Activities, accomplishments and initiatives for the year include:

- Worked closely with the Division of Prisons to prepare for the opening of Scotland, Lanesboro and Alexander prisons.
- Developed a training plan with Division of Prisons for the new Security Threat Group [STG] unit at Foot-hills CI. Training will begin in the fall of 2005.
- Completed a strategic planning initiative that includes surveys about training needs; implementing new training areas to meet current and future trends (i.e. a growing elderly inmate population, a growing Spanish speaking population and female management) and encouraging more departmentwide management involvement in meetings.
- Produced five training videos:
 - Cognitive Behavior Intervention, for community corrections in-service training.
 - Flammability of mattresses inside of prison facilities.
 - Undue familiarity for female prison facilities.
 - "Ten Years In Perspective," evolution of community corrections system since the implementation of Structured Sentencing.
 - Demonstration of bullet proof vest use, for intensive probation officer training.
- Moved the Southern Coastal Regional Offices to the old Sandhills Youth Center. Basic correctional officer training classes began there in March 2004. Plans for converting the facility into a training complex will be completed in 2005. The gymnasium and classroom portions of the facility are currently in use.
- Established a Basic Training Correctional Training Manager position to provide supervision and direction for the Basic Correctional Officer regional training staff
- Established and filled the position of Quality Assurance Manager for training.
- Established an in-house committee to write an OSDT policy and procedure manual.
- Thirty-two employees participated in the department's educational assistance program and were reimbursed a total of \$20,553 for their education expenses. Ten employees were granted educational leave.

Maintaining a well trained corrections workforce...



Firearms



Handcuffing



Ropes course



CPR



Workplace harrassment



**2003-2004
Trainees**

**Basic Correctional
Officer**

3,871 students enrolled
3,113 passing graduates

**Probation / Parole
Officer**

305 students enrolled
280 passing graduates

Intermediate training

249 students enrolled
234 passing graduates

TRANSITION *and* RE-ENTRY



Working to lessen recidivism and to prepare inmates for successful lives as law-abiding citizens and taxpayers after their incarceration

More than 22,000 inmates are released from North Carolina's prisons each year. Ninety-eight percent of the inmates in prison today will be released someday.

Through transition services and programs, the North Carolina Department of Correction strives to prepare those inmates for successful lives as law-abiding citizens and taxpayers after their incarceration.

Since 2000, the Department of Correction has initiated new policies, procedures and programs to support the successful transition and re-entry of released offenders. These procedures and programs engage inmates in pre-release planning and preparation including life skill development, education and vocational training.

After the offender is released, assistance is required to find affordable housing, gainful employment, treatment and other support services. The availability of these resources after release is critical to a successful transition and reentry, and reduces the number of people returning to prison.



Inmates at Harnett Correctional Institution learn metal work and welding skills from a community college instructor. They can then apply those skills on the job at the Correction Enterprises metal products plant, while working toward their apprenticeship certification.

Transition services strive to lessen recidivism and restore inmates to productive members of society by:

- ▶ Removing barriers to successful community reintegration.
- ▶ Ensuring post-imprisonment success through case planning.
- ▶ Educating and informing inmates.
- ▶ Developing competencies for independent living.
- ▶ Changing inmate behavior.
- ▶ Linking prison-based services with community-based services to provide a seamless continuity of services for the released inmate.
- ▶ Enhancing inmate employment opportunities and stability.
- ▶ Mitigating identified risk factors associated with criminal behavior.

Job Start -- A targeted approach to prison-to-work transition planning for a select group of inmates at five prison units. Inmates learn job preparation and job seeking skills, including how to explain their incarceration to a prospective employer.

JobStart II -- An offender re-entry initiative funded by the Governor's Crime Commission, this prison-to-work project prepares job-ready inmates to secure and retain employment that matches their skills and experience. Staff maintains contact with project participants for six months following release to provide job coaching and to document work performance and adjustment to re-entry.

The **Going Home Initiative** is designed to address the stages an offender goes through when returning to the community. The process involves education, parenting instruction, vocational training, treatment and life skills programs while offenders are in prison. It also seeks to provide services and supervision for offenders as they re-enter the community and networks of agencies and individuals for support as they become productive and law-abiding members of their communities.

Transition Aftercare Network partners with churches and other faith-based groups to train volunteers in providing support to offenders after their release from prison. Assistance with housing, food, clothing, emotional support and job support can be offered. This program aims to provide support through a team of individuals, dedicated and trained in aftercare service.

Apprenticeship programs allow inmates to earn journeyman level certification while working in a prison job assignment. Apprenticeships are currently offered in construction, printing and metal work trades. Apprenticeships in food service and other fields are currently under development.



BOARDS *and* COMMISSIONS



These agencies operate independently, with their members appointed by the Governor, and their administrative functions funded through the Department of Correction.

Post Release Supervision and Parole Commission

Melita Groomes,
Executive Director

The Post-Release Supervision and Parole Commission is responsible for releasing prison inmates who meet eligibility requirements established in North Carolina General Statutes.

In 1994, the N.C. General Assembly enacted Structured Sentencing, which eliminates parole. However, the commission establishes conditions of post-release supervision for class B1-E felons who are convicted under the Structured Sentencing Act.

There has been a steady decline in parole entries over the last nine years, along with a steady increase in the number of entries to post-release supervision.

This year, a total of 7,737 cases were reviewed for parole or post-release supervision. Parole was approved in 1,841 cases, denied in 4,317 cases and 1,428 offenders were approved for post-release supervision.

Non-structured sentencing inmates comprised approximately 17% of the prison population on June 30, 2004. The decline in paroles and the increase in post-release supervision entries is expected to continue.

The commission does not hold formal hearings and does not meet personally with offenders when reviewing cases for possible parole. Each case is reviewed on an individual basis because each has its own characteristics.

Whether an offender is paroled requires two votes -- a majority -- of the commissioners.

Post Release Supervision and Parole Commission

Juanita Baker
Chairman

Jewyl Dunn
Commissioner

Charles Mann Sr.
Commissioner

Inmate Grievance Resolution Board

Reginald E. Midgette Sr.
Chairman

Lucien Capone III
Member

James C. Johnson Jr.
Member

Lunsford Long
Member

Matthew Rouse Jr.
Member

Inmate Grievance Resolution Board

Finesse Couch, Director

The Inmate Grievance Resolution Board investigates matters involving grievances or complaints filed by prison inmates.

The board issued 11,298 disposition orders and 721 letters in response to inmate appeals and correspondence during fiscal year 2003-04.

Under the Administrative Remedy Procedure, the board successfully mediated and resolved a number of important grievance appeals. With the assistance of Division of Prisons staff, the board resolved an issue regarding prescription refills and medical co-payments for chronically ill inmates.

Cases pertaining to policies affecting obese inmates and obese visitors were resolved along with cases involving expenses to inmates for storage of locks during transfers to prison units.

At the request of the Division of Prisons administrative staff, grievance staff amended the administrative remedy procedure portion of the inmate orientation material. The \$3.00 to \$4.00 fee charged by banks to inmates for the purchase of money orders resurfaced.

As is routinely done, the board furnished requested grievance appeal data for litigation purposes to the Attorney General's Office and prison units. During the fiscal year, grievance examiners resolved 2,120 appeals.

Awards and Honors

State Employee Awards of Excellence

Randolph Thomas of Morrison Correctional Institution was recognized with the State Employees Award for Excellence in public service for the work he and his wife Linda do with foster children. The Thomases have adopted four children and served as foster parents for at least 14 others. Thomas does this while working long hours directing two food service programs at Morrison CI.



Randolph Thomas
Morrison Correctional
Institution

Michael Sprinkle
Marion Correctional
Institution

Michael Sprinkle of Marion Correctional Institution was recognized with the State Employees Award of Excellence for heroism and safety. Officer Sprinkle rescued Correction Enterprise supervisor Shelby Canipe from an inmate who attacked her with a pair of scissors at the Marion sewing plant.

Prison Volunteer Recognition

Patricia Vess -- Avery Mitchell CI
Teresa Tatham -- Black Mountain CCW
Lawrence Gardner -- Rutherford CC
Darrell Holloway -- Wilkes CC
John Orum -- Sanford CC
Theodore Spearman -- Piedmont CI
Gabriel Desharnais -- Orange CC
Mary Desharnais -- Orange CC
Christie Fisher-Stanford -- Morrison CI
Jeffrey Pickles -- Hoke CI
Bernard King -- Harnett CI
Charles Gancer -- Sampson CI
William Cole -- Odom CI
Robert Clinkscapes -- Pasquotank CI
Joseph Staton -- Wayne CC
Ronald Gutkowski - Pamlico CI
Revonda Keller -- Fountain CCW
Leslie Keller -- Fountain CCW
Robert Hines -- Nash CI



Prison Volunteer of the Year
Harriet Jennings
Raleigh CCW

Awards and Honors

2004 Correctional Officers of the Year



Front row, left to right

Pedro Jimenez, Western YI
Donna Outerbridge, Nash CI
Marilyn Martin, Brown Creek CI
David Williams, Gates CC
Not pictured - Joseph Stuart, Lumberton CI

Back row, left to right

Donald Mabry, Neuse CI
Alexander Davis, Hoke CI
Jennell Gaines, Charlotte CC
Willey Phillips, Caledonia CI
Dariel Turley, Durham CC

2004 Probation, Parole and Community Supervision Officers of the Year



Chris Barnett
Carteret County



Charles Staley
Chatham County



Deana Hart
Nash County



Paul Hatch
Cumberland County



Joseph Tilley
Forsyth County



Monika White
Mecklenburg County



Joey King
Mitchell County



Tracy Parr
Guilford County

A History of the Department of Correction



Milestones in Department of Correction History

1868

North Carolina adopted a new state constitution that provided for the construction of a penitentiary. Inmates began building Central Prison in 1870 and moved into the completed castle-like structure in December 1884.

1901

The Good Roads Policy initiated the use of inmate labor to build the state's roads. Horse-drawn prison cages that moved from one work site to the next housed the inmates.

1910

The incentive wage system began, with inmates earning up to 15 cents a day, which was paid upon release.

1925

The General Assembly changed the state's prison from a corporation to a department of state government.

1930

The first prison industry began. At a plant near Central Prison, inmates made concrete pipe for the State Highway Commission.

The plant operated until federal highway funding restrictions ended the use of inmate labor for such operations in 1936. Over the years, other prison industries developed to meet prison needs, like farming and tailoring operations to provide food and clothing.

1931

The Conner Bill enabled the state to take 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



Central Prison, the state's first prison.

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.

1930s

Many road camps were added in the 1930s, with a standard design and capacity for 100 inmates. Camps were located throughout the state, primarily for 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.

1935

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

1957

The General Assembly separated the state prison department from the State Highway and Public Works Commission. North Carolina also 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.

1958 The Department replaced striped prison clothing with gray uniforms for close custody, brown for medium and green for minimum.

1965 The Department began to integrate its prisons. In addition, mental health services were established in prisons, paving the way for the first mental health wards at Central Prison in 1973 and later the first sex offender treatment program at Harnett Correctional Institution in 1991.

1970 Job titles for custody staff changed from guard or matron to correctional officer.

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. In addition, the state Criminal Justice Academy was founded and began certification training for corrections staff.

1987 The Department began a substance abuse treatment program that established the first Drug/Alcohol Recovery Treatment program at Wayne Correctional Center.

1989 The state's first boot camp program for male youth opened in Richmond County in October 1989.



In 1958, striped prison uniforms became a thing of the past.

1990s Between 1986 and 1992, annual prison admissions nearly doubled from 17,500 to 30,800. In the 1980s, 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 percent. From 1993 to 1999, 24 small prison facilities were closed to streamline operations and improve efficiency.

1994 Structured sentencing laws took effect for all offenses committed on or after Oct. 1, 1994. More serious, violent, repeat offenders were incarcerated, while fewer serious nonviolent offenders were sentenced to intermediate or community-based sanctions. Imprisoned offenders serve 100 percent of the minimum sentence imposed.

1996 The state lifted the prison cap in. The Department added new dormitory space at many existing prisons and built new close-security prisons to accommodate the more violent, long-term inmates entering the prison system under the new sentencing laws.

1997 Six new prisons opened, including the Dan River Prison Work Farm. Its housing unit was the first major inmate construction project since inmate labor was used to build Central Prison in the 1870s.

1998 The Division of Adult Probation and Parole changed its name to the Division of Community Corrections to reflect its community-oriented approach to supervising offenders. The General Assembly also eliminated lethal gas as a method of execution.

2000 An experiment with privately-run prisons ended after two years when the state assumed control of Pamlico and Mountain View correctional institutions, previously operated by Corrections Corporation of America.

2002 IMPACT boot camps in Morganton and Hoffman graduated their final classes and close August 15, by legislative order.

2003 The first of a series of new 1,000-cell close custody prisons opens in Scotland County. Identical prisons in Anson and Alexander counties open in 2004.



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