



# INVESTING IN THE FUTURE OF CORRECTIONS

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**Joint Legislative Oversight Committee on Justice and Public Safety**

**April 4, 2024**

**Secretary Todd Ishee**

# The North Carolina Department of Adult Correction

## VISION

All divisions of the Department of Adult Correction will work collaboratively to create a safer North Carolina.

## MISSION

All divisions of the Department of Adult Correction protect the public by collaboratively focusing on rehabilitation, protection, innovation, accountability, and professionalism.

## VALUES

**Protect:** We will strive to uphold and enforce the law as our duty to protect the public, staff and offenders.

**Respect:** We will perform our duties with respect for all.

**Integrity:** We will maintain the highest levels of integrity.

**Diversity:** We will embrace diversity, equity, and inclusivity as we fulfill our mission.

**Excellence:** We will strive for excellence.

# Personnel Trends

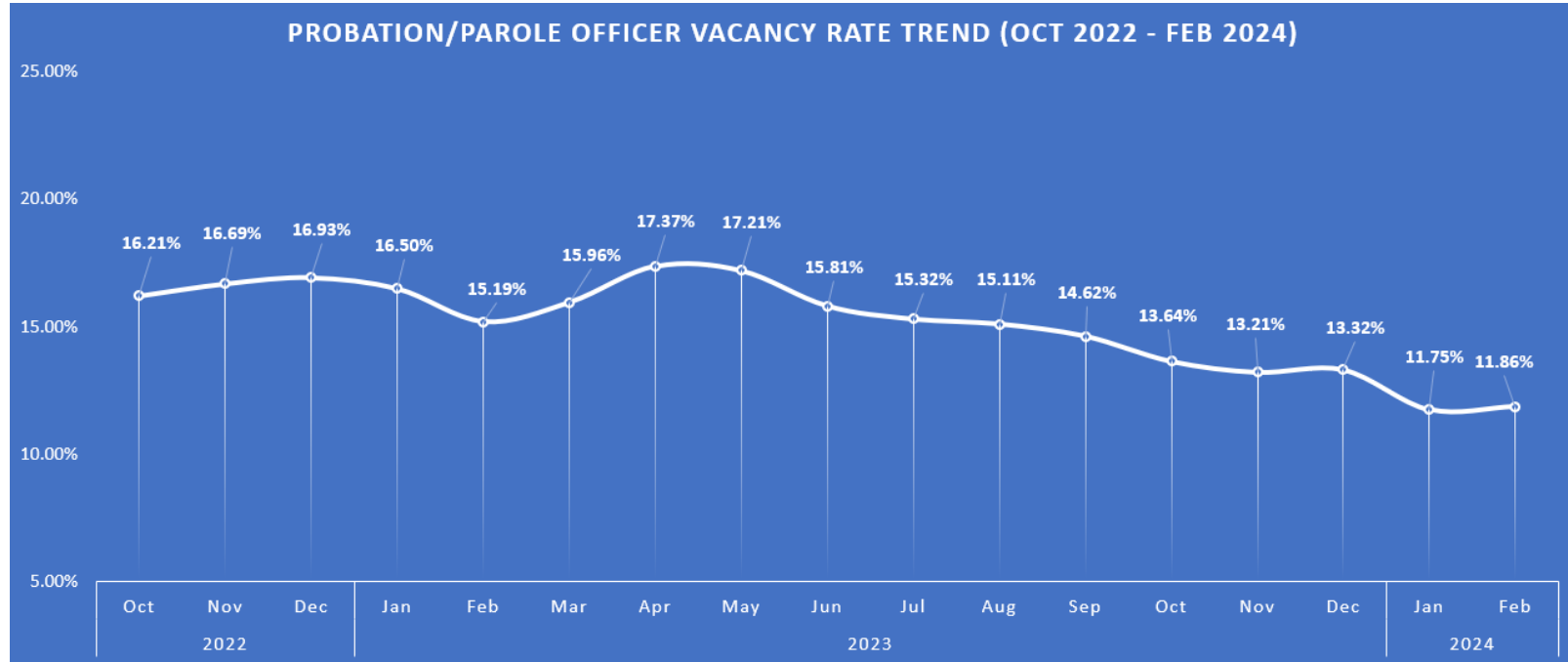
New Hires vs Separations by Month  
(Jan 2023 to Feb 2024)



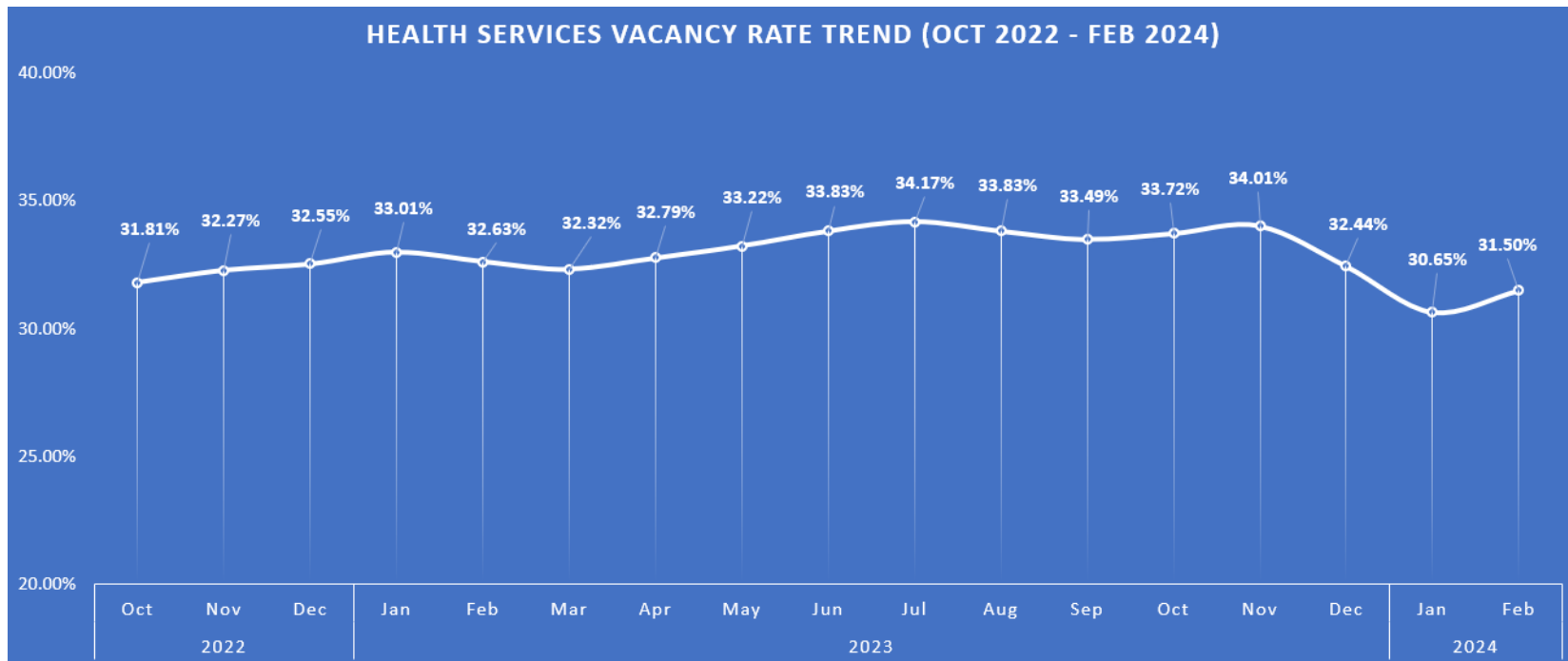
# Personnel Trends



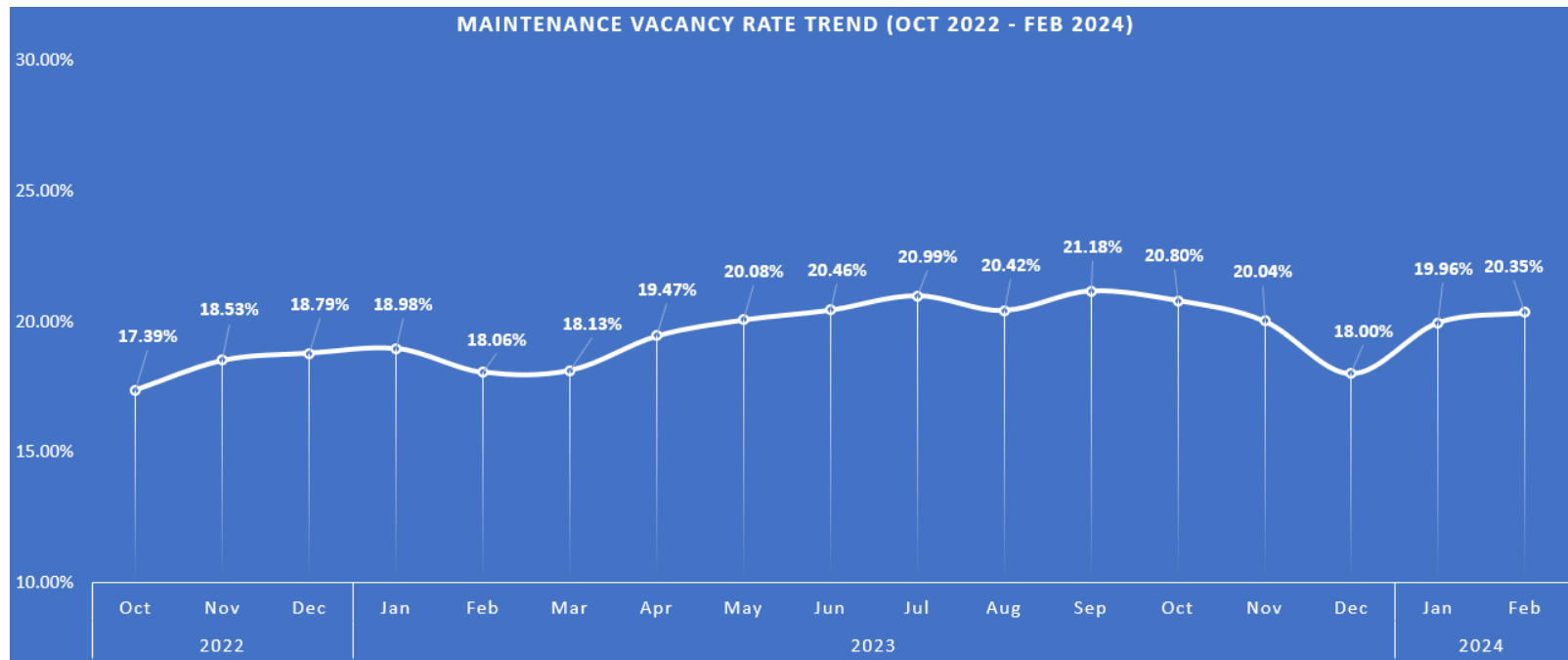
# Personnel Trends



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# Recruitment Efforts

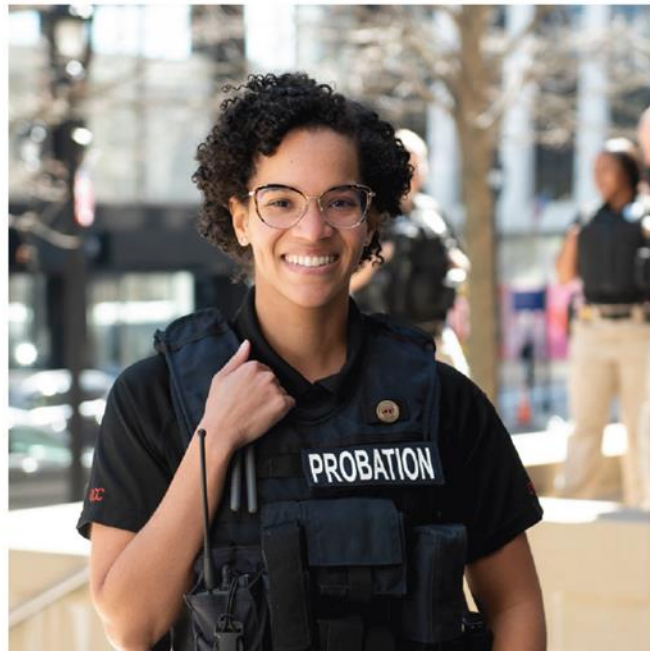
- Recruitment Plans and Outreach
  - Human Resources completed 620 hiring events statewide in 2023.
  - Developed Recruitment Plans for each Prisons facility as well as Community Supervision.
- Recruiting Campaign
  - The Communications Office implemented a statewide multi-media recruiting campaign including billboards, radio, digital, gas station, and truck side advertising.





# Support DAC Employees

- Established Bonus Programs for Employees
  - Employee Referral Bonus Pilot Program
  - Retention Bonus Program
  - Sign-On Bonus Program
- Invested more than \$84 million in salary increases for DAC staff in 2023
  - Labor Market Salary Increases
  - Compression and Equity Salary Increases
  - Salary Reserve
- Established a Peer Support and Behavioral Health Program for DAC Employees
  - Established to promote the personal and professional efficacy of the correctional workforce through peer support and behavioral health support



# Support DAC Employees

- Office of Employee Engagement
  - Expanded the All In initiative Department wide with over 500 employee events statewide.
  - Implemented the Career Progression Program for probation/parole officers, correctional officers, correctional food service officers, and case managers.

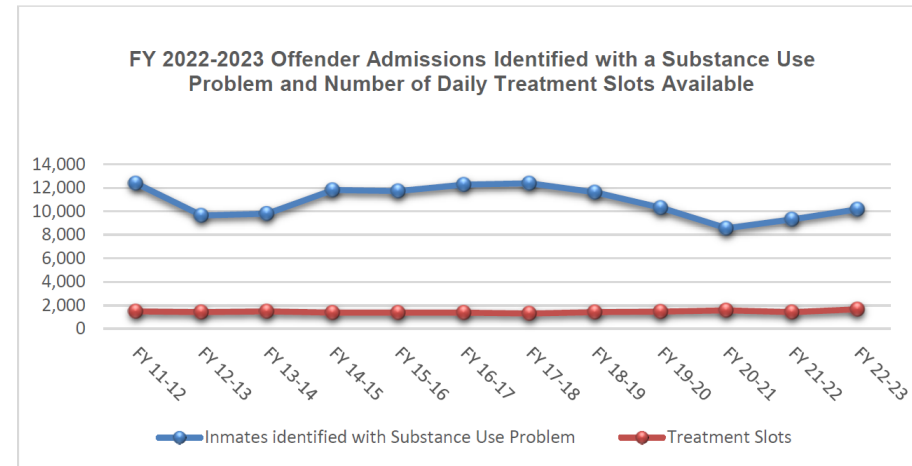


YEAR	TURNOVER RATE	TOTAL SEPARATIONS
2021	22.02%	4,509
2022	20.05%	3,780
2023	14.90%	2,071

# Safely Manage and Support Offenders

## Alcoholism and Chemical Dependency Programs (ACDP)

- Community Based Residential Treatment Programs for individuals under supervision:
  - DART Center and Black Mountain
- Prison-Based Treatment Units
  - Intermediate intensive outpatient treatment programs
  - Long-term intensive outpatient treatment programs
- Recovery Road Services: Expansion of substance use disorder treatment services through outpatient services.
- Breaking Free: Guided self-help recovery program available on offender tablets.



# Safely Manage and Support Offenders

- Medication for Opioid Use Disorder (MOUD)
  - 1,700 offenders in DAC's population have an active opioid use disorder diagnosis.
  - Approximately 300 offenders have been enrolled in a pre-release pilot program at NCCIW and Orange CI.
  - DAC is planning to expand the MOUD program in the following ways:
    - Adding additional DAC facilities to the program
    - Providing naloxone (Narcan) to all offenders upon release
    - Expanding the program to offenders with sentences less than 90 days



# THE NUMBERS SPEAK FOR THEMSELVES

Hope University Launched in NC DAC Facilities in Fall of 2022  
The Data Provided Below Is Current as of March 15, 2024

HOPE UNIVERSITY

EST.



2022

NC DEPT. OF ADULT  
CORRECTION

## Data & Learner Engagement

**5,641,223**

**LEARNING CONTENT COMPLETED**

Courses and resources combined

**5,206,208**

**RESOURCES COMPLETED**

Learning content standalone videos, audio files, or readings lacking interactive elements.

**494,870**

**COURSES COMPLETED**

Learning content that has interactive elements like quiz or survey questions, appears on transcripts, and can earn a learner certificates.

**2,177,534**

**HOURS SPENT LEARNING**

## Popular Courses

- Culinary Arts
- Introduction to Commercial Driving, Carpentry, Electrical Studies, Legal Studies and Plumbing
- Finances
- Mathematics
- Hi-Set Prep
- Courtroom Procedures
- Resume Building
- Anger Management

# Safely Manage and Support Offenders

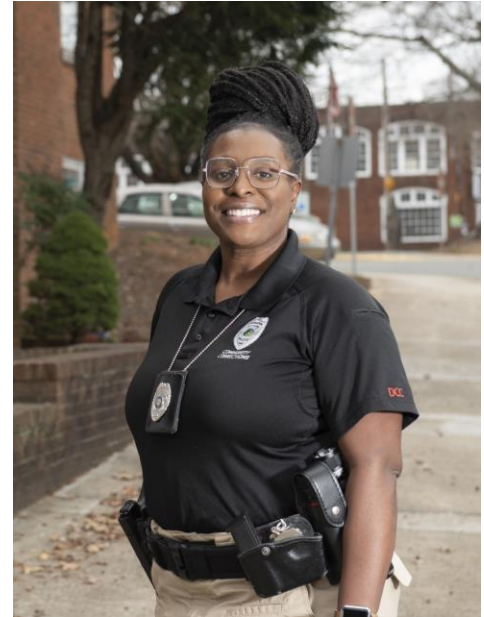
- Programs Offered
  - High-School Equivalency
  - College-University Programming
  - Vocational Programs
  - Field Ministry Program
- Partnerships
  - 42 NC Community Colleges
  - 8 colleges/universities
  - College at Southeastern and Game Plan for Life



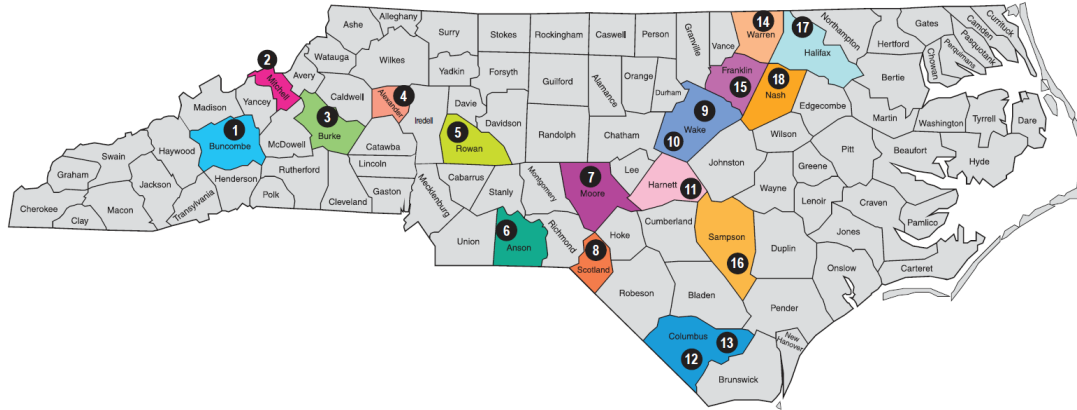


# Safely Manage and Support Offenders

- Expansion of the Specialty Mental Health Probation Initiative
  - Division of Community Supervision on-boarded 4 licensed mental health professionals to work with PPOs for high-risk and high-need individuals under supervision.
  - Specialty Mental Health Probation is now available in 38 counties.
- Medicaid Expansion
  - Identifying offenders pre-release that are eligible for Medicaid and assisting with applications.
- State ID Project
  - Partnering with DMV to provide State IDs to offenders prior to release.



# Safely Manage and Support Offenders



- |  |  |   |   |   |
|--|--|---|---|---|
| <p><b>1 Craggy Laundry</b><br/>Asheville - Craggy CI<br/>Positions: 56</p> <p><b>2 Mountain View Sewing</b><br/>Spruce Pine - Mountain View CI<br/>Positions: 80</p> <p><b>3 Broughton Laundry</b><br/>Morganton - Foothills CI<br/>Positions: 56</p> <p><b>4 Upholstery Woodworking</b><br/>Taylorsville - Alexander CI</p> | <p><b>5 Reupholstery</b><br/>Salisbury - Piedmont CI<br/>Positions: 45</p> <p><b>6 Metal Products Offender Packaging</b><br/>Polkton - Anson CI<br/>Positions: 124</p> <p><b>7 Sign Recycling</b><br/>Carthage - Sanford CC<br/>Positions: 20</p> <p><b>8 Scotland Sewing</b><br/>Laurinburg - Scotland CI</p> | <p><b>9 Administration License Tag Plant Matting &amp; Framing NCCIW Sewing</b><br/>Raleigh - NCCIW<br/>Positions: 160</p> <p><b>10 Apex Awards Apex Warehouse</b><br/>Apex - Sanford CC<br/>Positions: 20</p> <p><b>11 Meat Processing</b><br/>Lillington - Harnett CI</p> | <p><b>12 Tabor Sewing</b><br/>Tabor City - Tabor CI<br/>Positions: 105</p> <p><b>13 Columbus Sewing</b><br/>Whiteville - Columbus CI<br/>Positions: 100</p> <p><b>14 Janitorial Products</b><br/>Warrenton - Warren CI<br/>Positions: 86</p> <p><b>15 Sign</b><br/>Bunn - Franklin CI</p> | <p><b>16 Sampson Laundry</b><br/>Clinton - Sampson CI<br/>Positions: 105</p> <p><b>17 Farm Cannery Fresh Produce Whse</b><br/>Tillery - Roanoke River (Caledonia) CI<br/>Positions: 279</p> <p><b>18 Optical Print Services</b><br/>Nashville - Nash CI</p> |
|--|--|---|---|---|



# Strengthen Safety and Security

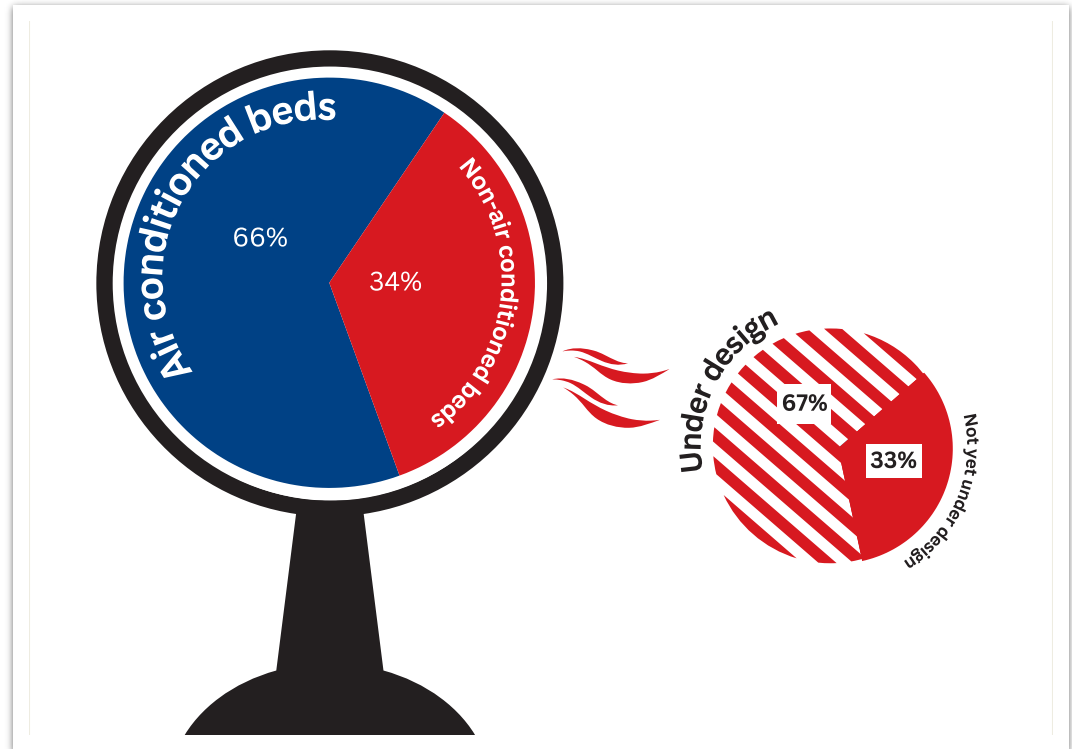
NC General Assembly has invested **\$100+ million** in prison safety and security since 2018.

- Session Law 2018-5 - \$15 million
  - Emergency communication and camera upgrades
- Session Law 2019-223 - \$4.5 million
  - Stab-resistant vests, security netting, metal detectors, lockboxes, and IT upgrades associated with cameras
- Session Law 2021-180 - \$56.5 million
  - Firearms replacement, defibrillators, critical safety upgrades, metal bed springs replacement (\$5.5M)
  - Contraband Cellphone Interdiction (\$21M)
  - HVAC installation and upgrades (\$30M)
- Session Law 2023-134 - \$24 million authorized
  - Facility stun fencing at five facilities

# Strengthen Safety and Security

## Air Conditioning Upgrades

- General Assembly appropriated \$30M
- Complex project, involving 148 buildings that are 50 years old on average
- Design and installation at 40 state prisons
  - Nine projects currently under construction with construction underway on 4,200 bed spaces



# Strengthen Safety and Security

- Contraband Cellphone Interdiction Efforts
  - General Assembly appropriated \$21 million to combat the issue of contraband devices within correctional facilities
    - Mobile Cellular Scans
    - Managed Access Systems
- Reduction in unauthorized cellphones
  - 2020 – 1,806
  - 2021 – 1,893
  - 2022 – 1,616
  - 2023 – 1,220



# Strengthen Safety and Security

## Installation of Netting at Facilities

- Netting has been installed at Columbus, Harnett, Johnston facilities, and is currently being installed at Greene CI.
- Prevents contraband from being thrown over the fence.
- Contraband introduced by *throwovers* has declined by almost 70% since CY 2020.
- There remains a need to install at additional facility locations; however, installation costs have escalated in recent years.

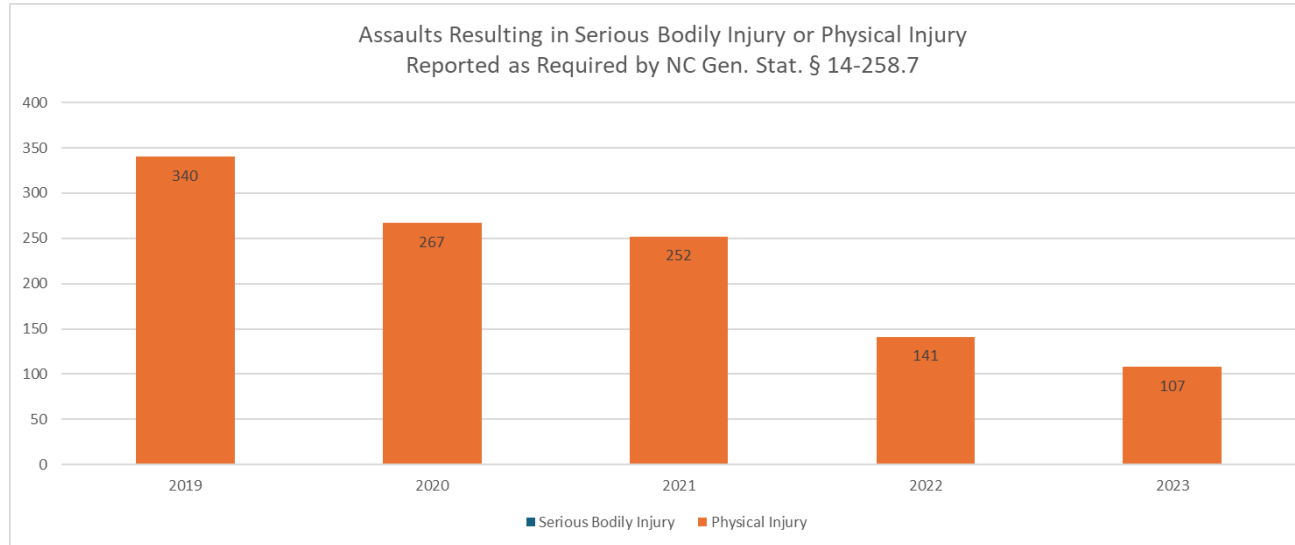


# Strengthen Safety and Security

- Distributed approximately 5,000 TASERs
  - Strengthened security equipment for Institutions staff assigned to close and medium custody facilities, as well as Community Supervision and Special Operations and Intelligence Unit staff.
- Facility Assessments/Master Planning Underway
  - Development of a data-driven actionable plan built upon professional facility, operational, maintenance and functionality assessments.
- Correctional Officer Certification for Correction Enterprises Staff
  - An initiative to train and certify existing and new plant operations staff to improve safety and security and allow prison-provided certified staff to return to their units.
- Emergency Preparedness Section Established
  - Evaluates emergency readiness of prison facilities and community supervision offices.
  - Provides oversight of NCDAC Special Teams utilization and training.
  - Created a statewide response plan for emergencies for all NCDAC sections.

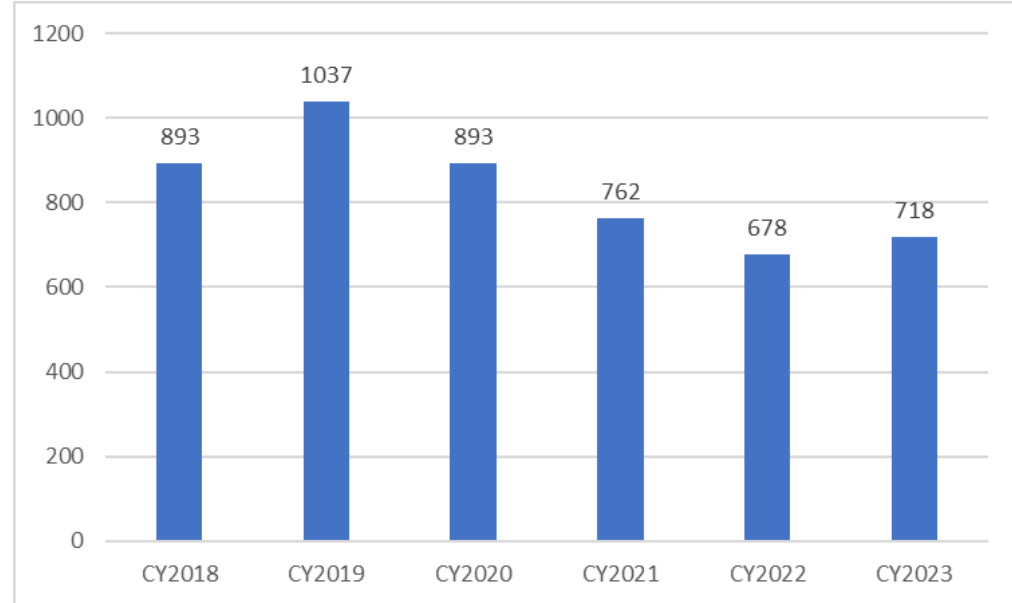
# Strengthen Safety and Security

Assaults on staff resulting in serious bodily injury or physical injury have dropped by 69% since before the pandemic.



# Strengthen Safety and Security

Offender-on-offender assaults requiring medical attention have decreased compared to pre-pandemic levels.



# Operate Effectively and Efficiently

## American Correctional Association (ACA) Accreditation

- ACA is the gold standard in corrections for accreditation.
- Provides a national benchmark for effective operations.
- 22 DAC locations have earned full accreditation so far.





# Operate Effectively and Efficiently

- Telehealth

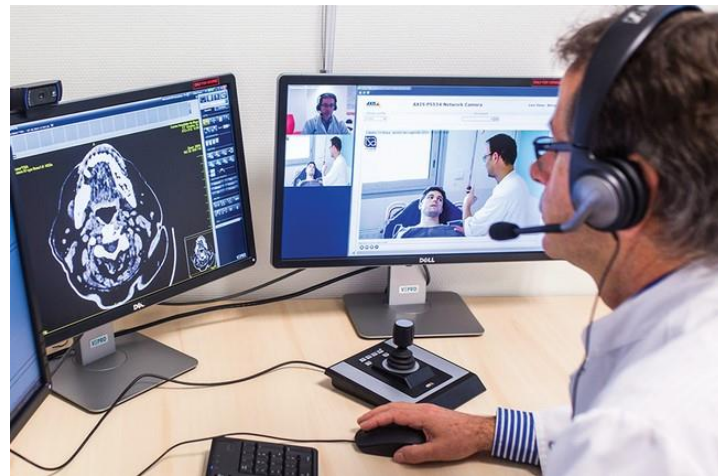
- Has grown consistently, shown numerous benefits, conducted more than 31,000 online medical encounters, and has resulted in total cost-avoidance exceeding \$15.7 million.

- Long-Term Care Unit at Central Prison

- Cost avoidance of \$12 million+ each year from community hospitalization services.

- Nursing Video Triage

- Implementation of remote after-hours nursing video triage for nursing assessments and provision of remote care.



# Operate Effectively and Efficiently

- Medical appointment Scheduling
  - Established bus pick-up routes for offenders with medical appointments at Central Prison to decrease the number of medical trips made systemwide.
- Sandy Ridge Bus Terminal
  - Reopening the bus terminal decreased the number of offender trips for medium and minimum custody facilities. The bus terminal had been closed since the COVID-19 pandemic began.
- Virtual Court Hearings
  - Reduced transportation and movement of offenders by hosting virtual hearings in 11 NC counties and five other states.

# Operate Effectively and Efficiently

## Construction Apprenticeship Program (CAP)

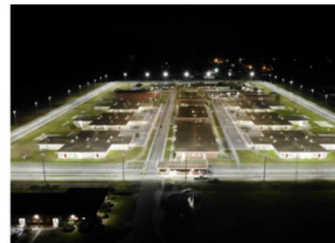
- The Construction Apprenticeship Program (CAP) trains as many as 600 offenders daily to become journey-level construction workers.
- Recently completed Rockingham Youth Development Center which saved NC taxpayers over \$3.6 million in construction costs.
- CAP offenders are being utilized to install HVAC upgrades at prison facilities which has resulted in cost savings to the State.



# Operate Effectively and Efficiently

## Sustainability and Infrastructure Efficiencies

- Performance contract
  - Guaranteed energy savings performance contract for six 1,000-bed facilities.
  - This effort is the largest energy efficiency project in NC government history.
- LED in '23
  - Goal to convert all exterior and interior lighting fixtures in facilities statewide to LED by June 2024.
  - Will improve visual acuity and save energy, while also improving security and safety for staff and offenders.
- Fix in '26
  - Upfit facilities with Water Management Systems and Building Automation/Management Systems to help conserve resources and to ensure proper operation of systems.



# Increase Transparency and Communications

- Academic and Vocational Challenge
  - An initiative to encourage prisons to increase high school equivalency and vocational program completion rates.
- Email for Correctional Officers
  - This effort has enhanced communication with line staff who did not previously have email addresses and has provided an avenue to keep these staff informed of communications from executive, division, regional, and facility leadership.
- Prison Rape Elimination Act (PREA) education to offenders
  - DAC's PREA office worked with ViaPath to add PREA educational and prevention materials on offender tablets.
- Internal Audit
  - Completed and distributed audit reports for 47 DAC audits that identified areas for improvement and made recommendations to address identified issues.



# Future Needs and Challenges

- Prison population growth
- Aging population and their medical needs/care
- Future leadership turnover in the Division of Community Supervision
- Decoupled from DPS except for IT staffing
- Realized opportunities and challenges with technology
  - Artificial Intelligence (AI)
  - Probation officer supervision tools
  - Combating the introduction of contraband into facilities by evolving technologies