

PATHWAYS TO CORRECTIONS FUTURE

**NORTH CAROLINA DEPARTMENT OF CORRECTION
STRATEGIC DEVELOPMENT PLAN 1998-2020**



March 1998

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I. EXECUTIVE SUMMARY

Strategic planning is a process for preparing for the future in a risky, demanding environment where hard choices must be made about what should be done and where good results define success.

What does the future hold for the field of corrections? What trends and policies will shape corrections' work in the next century? What does a correction's agency need to do and learn to do to be effective in the year 2020? These questions were the impetus for the Corrections Futures Project in the North Carolina Department of Correction.

In 1996, Department of Correction leaders decided to take a proactive step towards defining the agency's future role and priorities. Secretary Franklin Freeman and Assistant Secretary Gregg Stahl obtained federal funds administered through the Governor's Crime Commission to launch the Corrections Futures Project. They challenged project staff to develop a strategy for guiding the department into the 21st century.

Freeman and Stahl determined that the project should be an internal future-oriented planning process, not a re-invention of the agency based on recommendations from external entities. Therefore, the Corrections Futures Project has two goals: 1) to develop a strategic plan to guide the department into the next century and 2) to institutionalize planning within the department by building an internal capacity for team problem-solving and proactive management.

At the time this project started, the department faced many challenges including implementing the new Structured Sentencing law, adjusting to changing probation and prison populations, implementing a new offender information system (OPUS), experimenting with private prisons, and reorganizing its operational divisions. In addition, a model for this type of planning process was not readily available. Thus, the staff faced the challenge of creating and facilitating a unique future-oriented planning process for a department with approximately 20,000 employees. Project staff developed a process for "vision-oriented, strategic planning" which combines elements of systems thinking and the learning organization, organizational development and team building, and strategic and futures planning.

Over a twelve-month period, the Corrections Futures Steering Committee met seven times, the Regional Planning teams met three times, and the Stakeholder's group met twice. All of these groups met together at the end of the first year of the project to review a draft strategic plan. The planning process engaged participants in the following activities:

- Examining the department's constitutional, legal, and administrative mandates and mission;
- Identifying stakeholder expectations for the department;
- Establishing a new, common vision of success;
- Analyzing trends and developing optimistic and pessimistic future scenarios;
- Assessing organizational challenges and strengths;
- Developing priority strategic issues for achieving the vision; and
- Translating strategic issues into strategies and tactics to implement.

This work was accomplished through a series of structured exercises, analysis of data and information, and team building activities. The second phase of the project, beginning in 1998 will be to operationalize the strategic development plan within each division, section, and office of the department.

Through this project, the participants created the following vision statement:

“We, the employees of the 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 employees. We see ourselves contributing to the creation of a society of law-abiding, responsible citizens.”

Based on future trends and implications and the needs of the Department, participants developed strategic issues. These issues reflect the organization’s values as embodied in the vision statement. The Department’s 1998-2020 Strategic Development Plan includes five (5) strategic issues:

- Lead proactively regarding corrections issues;
- Develop and train employees for personal and professional growth;
- Deliver effective services and programs using research and advanced technology;
- Emphasize cost efficient management of resources and accountability for high quality results; and
- Communicate with and be accountable to stakeholders.

Participants developed twenty-one strategies and ninety-six tactics to implement the strategic issues.

Through this strategic planning effort, the department is learning how to create its preferred future. It is learning how to improve its ability to use information and expertise to make rational policy choices. Furthermore, the department is learning that strategic planning, whether short or long term, can be a tool for team building, organizational development, and inter-divisional problem solving that addresses mutual concerns. The department is also learning that it can be proactive rather than reactive. The broad strategic issues coupled with the talent, insight, commitment, and motivation within the department will help to shape the future of corrections in North Carolina.

II. VISION STATEMENT

This vision statement was developed by employees of the North Carolina Department of Correction to clearly articulate the values that guide our behavior and the vision that will shape our future.

We, the employees of the 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 employees. We see ourselves contributing to the creation of a society of law-abiding, responsible citizens.

III. PROJECT PROCESS DESCRIPTION

Participants in the project engaged in a vision-oriented strategic planning process. Over 70 Departmental employees participated in developing the Strategic Development Plan. The Corrections Futures Steering Committee and Regional Planning teams followed a parallel course where each group reviewed, incorporated, and enhanced the work of the other groups throughout the planning process.

In December 1996, management and field staff began a collaborative vision-oriented strategic planning process for the Department of Correction. The goal of the Corrections Futures Project is to institute future-oriented strategic planning in the Department of Correction. Essential components of the process include organizational development and/or change, strategic planning, and future-oriented vision planning.

Organizational development involves a long-range effort to improve an organization's problem-solving and renewal processes, particularly through a more effective and collaborative organizational culture. It is planned change to improve the performance of the organization. Strategic planning is a process for preparing for the future in a risky, demanding environment where hard choices must be made about what should be done and where good results define success. Strategic planning looks forward, not backwards; focuses on a few critical strategies, not all issues; and is action-oriented, not general. Lastly, vision-oriented planning is end-state oriented (vision), not directional. It works backward from the future, not forwards to the future. Vision-oriented strategic planning requires a desire to create rather than react to the current environment.

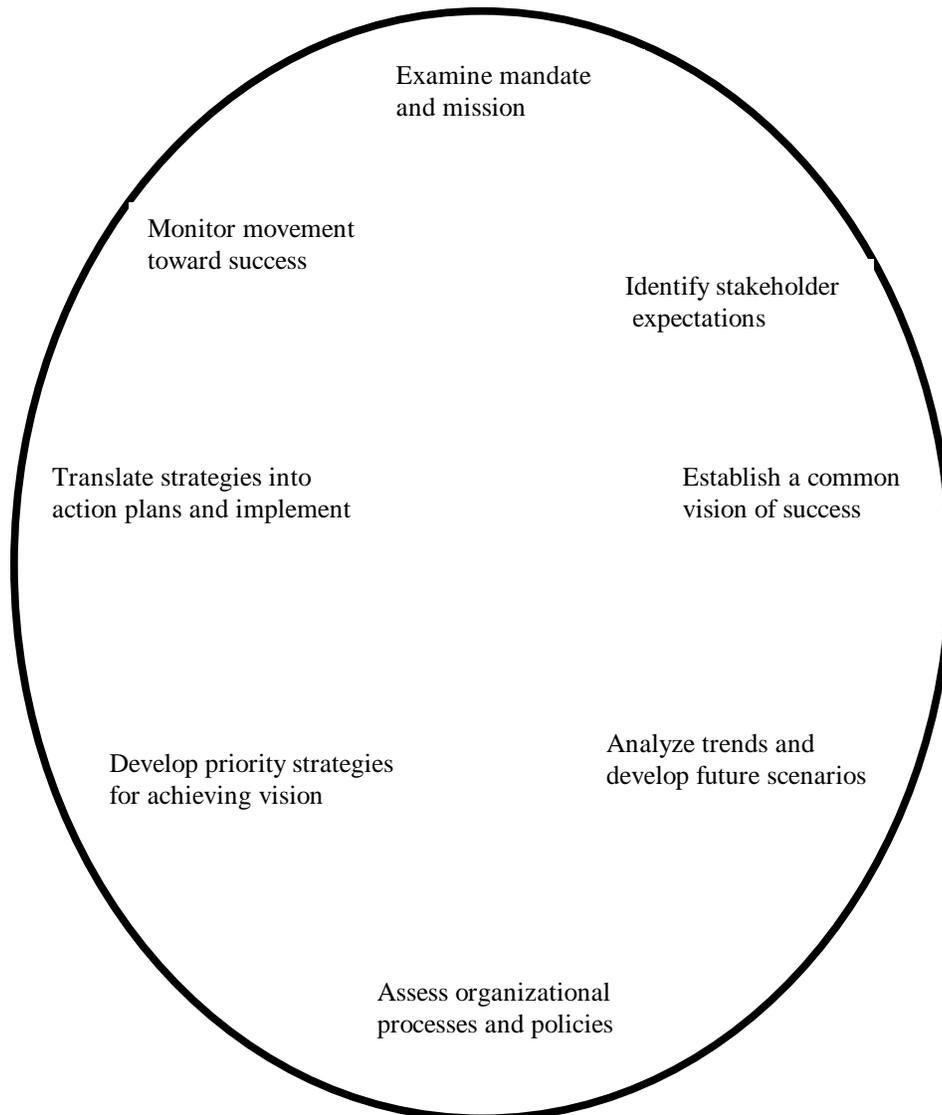
As the first step in this vision-oriented process, the Steering Committee and Regional Planning teams examined the mandate and mission of the Department of Correction. The mandate of the Department as stated in the North Carolina Constitution (Article XI, Section 2) is "the object of punishment is not only to satisfy justice, but also to reform the offender and thus prevent crime." Furthermore, the General Statute (143B-261) states "it shall be the duty of the Department to provide the necessary custody, supervision, and treatment to control and rehabilitate criminal offenders and thereby to reduce the rate and cost of crime." The adopted mission of the North Carolina Department of Correction is to promote public safety by the administration of a fair and humane system that provides reasonable opportunities for adjudicated offenders to develop progressively responsible behavior.

The project participants completed the following activities in the planning process:

- The project participants identified the Department's stakeholders and their expectations. Stakeholders were defined as any person, group, or organization that: 1) can place a claim on the Department's attention, resources, or services; or 2) are affected by what the organization does. Stakeholders can be both internal and external to the organization.
- The project participants established a common vision of success. Participants developed a compelling statement of the preferred future. By establishing a common vision, the participants knew and understood where they wanted to be, and could work backwards from that vision to present day, making the necessary changes to ensure success.
- The project participants analyzed trend data that lead to the development of future scenarios. The trend analysis enabled participants to critically review historical data and data projections on demographics, criminal justice issues, and policy implications.

- The project participants conducted an organizational assessment of departmental policies, procedures, and processes. This assessment facilitated a discussion about the current status of the agency and assessed its ability to move forward towards a common vision.
- The project participants developed priority strategies for the Department of Correction based on a preferred vision of the future, the relevant trends affecting the Department, and its ability to change and transform itself as needed. The strategic issues, strategies, and tactics will serve as the pathways to the common vision of the future. Final steps in this process include translating the strategies into action plans, implementing them, and then monitoring the Department's move towards success.

Vision-Oriented Strategic Planning Activities



IV. DEPARTMENT OF CORRECTION OVERVIEW

The Department of Correction is the fastest growing and largest department in North Carolina State government. The mission of the Department of Correction is to promote public safety through custody, supervision, and treatment of convicted offenders.

The Department of Correction has three operational arms, the Division of Prisons, the Division of Adult Probation and Parole, and the Division of Alcohol and Chemical Dependency Programs. The support sections within the Department that assist the operational divisions include: Correction Enterprise, Budget and Accounting, the Criminal Justice Partnership Program, Facility Construction and Management, Information Resources, Personnel, Purchasing and Services, Research and Planning, and Staff Development and Training.

The Secretary's Office directs and manages the work of the Department. Management staff assists the Secretary to develop and implement policies, budgets, programs and procedures throughout the department. Special management functions include complaint resolution, extradition, intergovernmental relations, internal audit, legal advice, legislative development, public information, and victim services.

The Division of Prisons manages 90 prison facilities that house almost 30,000 prisoners. The division is required to provide secure, safe facilities and provide food service, health care, work, and educational programs.

The Division of Adult Probation and Parole supervises convicted offenders in the community. The division has two goals, to control and treat offenders so that they comply with the conditions of probation and do not recidivate. Probation/Parole Officers control the risk of offenders through case management and monitoring in the community.

The Division of Alcohol and Chemical Dependency Programs provides substance abuse treatment programs for offenders. The flagship program of this division is the Drug and Alcohol Recovery Treatment (DART) program, a 28-day intensive intervention for inmates. This intensive phase of treatment is followed by ongoing participation in Alcoholics/Narcotics Anonymous. This division also contracts with private treatment centers for the parole population and community-based treatment programs to work with probationers.

Correction Enterprise generates productive work activities for inmates and revenue for the department by producing goods and services using inmate labor. Some examples of Enterprise industries include duplicating services, furniture manufacturing, farming, and road signs.

The Controller's Office provides financial management activities that are divided into four primary functions: budgeting, accounting, fiscal policies and procedures, and systems accounting.

The Criminal Justice Partnership Program administers a voluntary grant program for county governments to contract for the operation of community-based corrections programs. The Partnership program provides technical assistance, reviews contracts, recommends grant approval, and monitors program compliance.

Facility construction and management is divided into three major areas: facility safety, engineering, and management services. These sections design prison facilities to insure safe, efficient, and effective operation and provide management of construction projects.

Information Resources consists of two sections: combined records and management information services. Combined records manages the paper records of the offender population, while management information services maintains the Offender Population Unified System (OPUS), an offender information database.

Personnel Services is responsible for employee job classification, salary administration, personnel file administration, employee benefits, employee relations, the equal employment opportunity program, and policy development.

Purchasing and services is responsible for purchasing goods and services, warehousing and delivery of goods, transportation services including the procurement and assignment of all motor vehicles, communications, security installations, departmental mail services, and real and personal property lease acquisitions.

Research and Planning provides statistical information, research, and planning assistance to the Department of Correction, the General Assembly, the Governor's Office, other state criminal justice agencies, and citizens. The purpose of research and planning is to assist in the operational decisions of the department, and develop legislation, policies, programs and procedures.

Staff Training and Development plans, coordinates, facilitates, and provides training for departmental employees. It is involved in curriculum development, basic training for correctional officers and probation/parole officers, and in-service training.

V. STRATEGIC ISSUES

Strategic issues are challenges that reflect the organization's values as embodied by the vision statement. Strategic issues are based on future trends and implications.

The Corrections Futures Steering Committee and the Regional Planning teams developed the following strategic issues for the North Carolina Department of Correction:

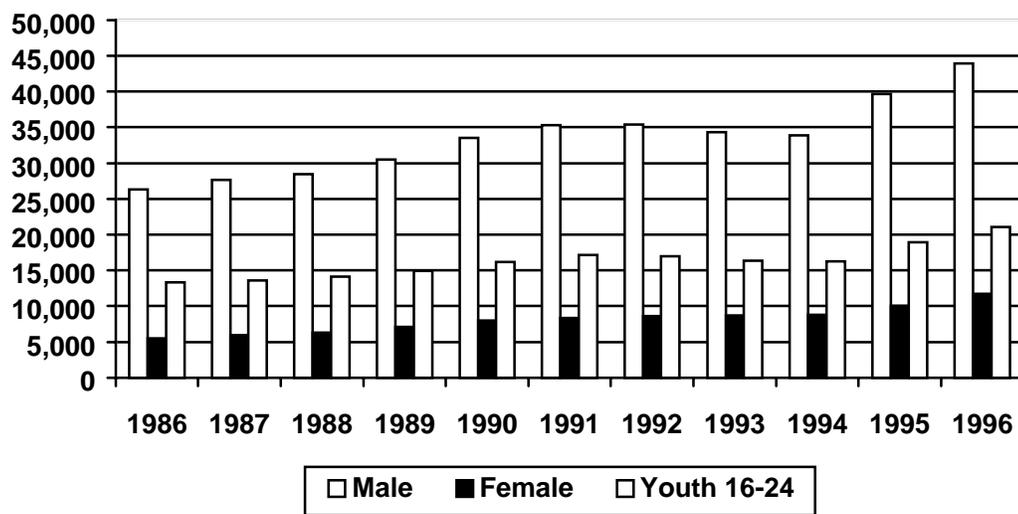
- **Lead proactively regarding corrections issues;**
- **Develop and train employees for personal and professional growth;**
- **Deliver effective services and programs using research and advanced technology;**
- **Emphasize cost efficient management of resources and accountability for high quality results; and**
- **Communicate with and be accountable to stakeholders.**

VI. TRENDS

As a partner in the criminal justice system, the Department of Correction will be faced with many demands over the next 25 years. Recent sentencing law reforms and an emphasis on fiscal accountability will force the Department of Correction to implement new methods of managing a dynamic offender population in a more cost-efficient manner.

HISTORIC DATA

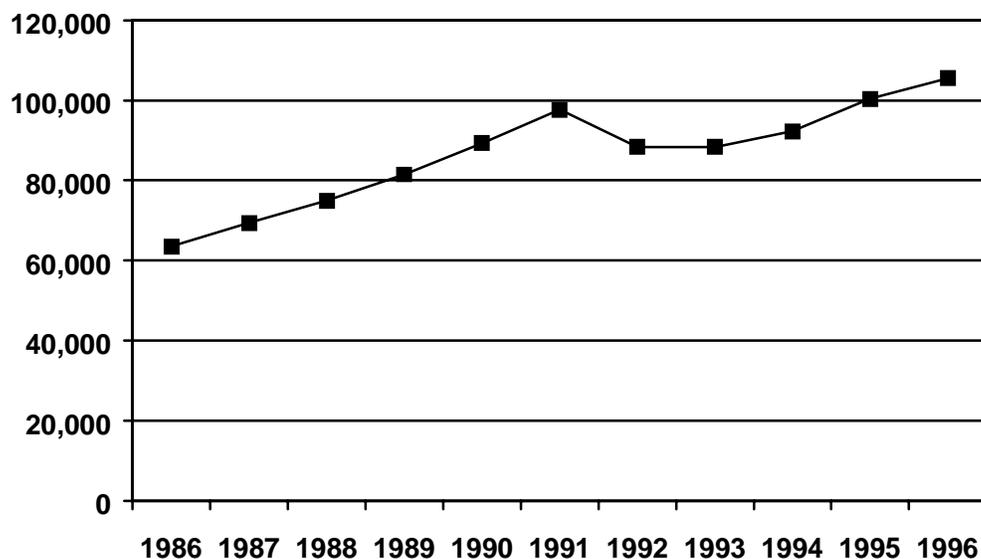
Probation Entries 1986-1996



- Total probation entries rose by 59% over the past 10 years.
- Female entries increased by more than 100% for the same time frame.

Source: NC Department of Correction Annual Statistical Abstract

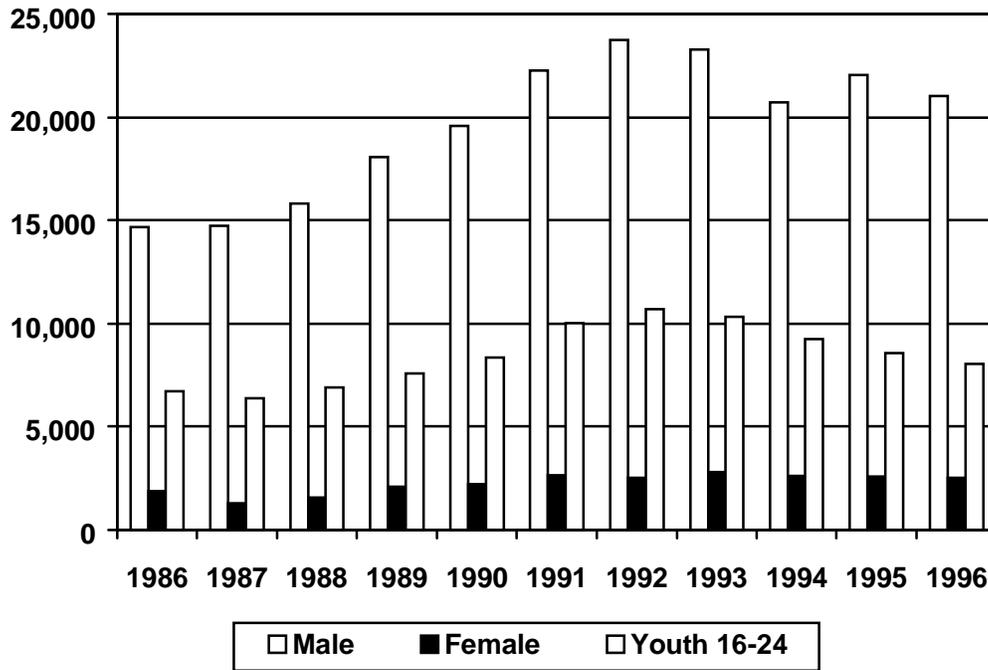
Year End Probation Population 1986 - 1996



- The year-end probation population rose in excess of 66% over the last 10 years.
- These increases are due to changes in sentencing laws and constraints on prison capacity.

Source: NC Department of Correction Annual Statistical Abstract

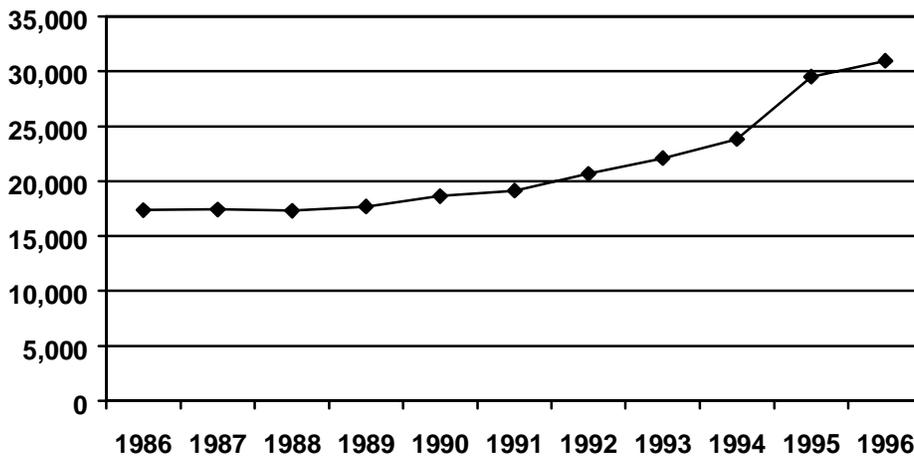
Prison Entries 1986-1996



- During this 10-year period, total prison admissions fluctuated due to changing policies in law enforcement, prosecution and the new structured sentencing laws.

Source: NC Department of Correction Annual Statistical Abstract

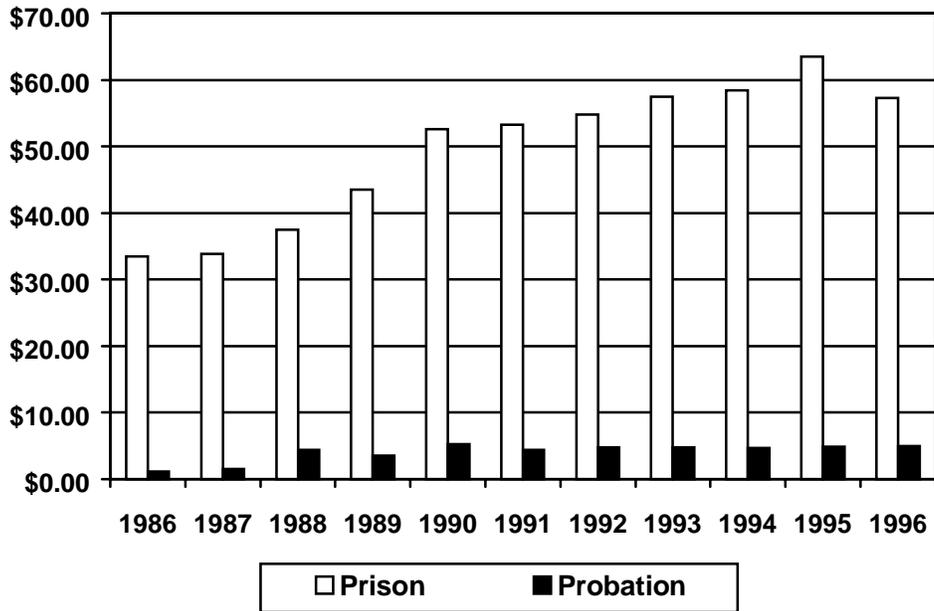
Year-End Prison Population 1986 - 1996



- The year-end prison population exceeded 30,000 for the first time in 1996.
- This growth represents a 78% increase for the 10-year period. As of June 30, 1996, North Carolina ranked 10th in prison population and 17th in incarceration rate among the 50 states.
- North Carolina's percentage of growth in prison population from 1991 to 1996 was 3rd highest in the United States.

Source: NC Department of Correction Annual Statistical Abstract

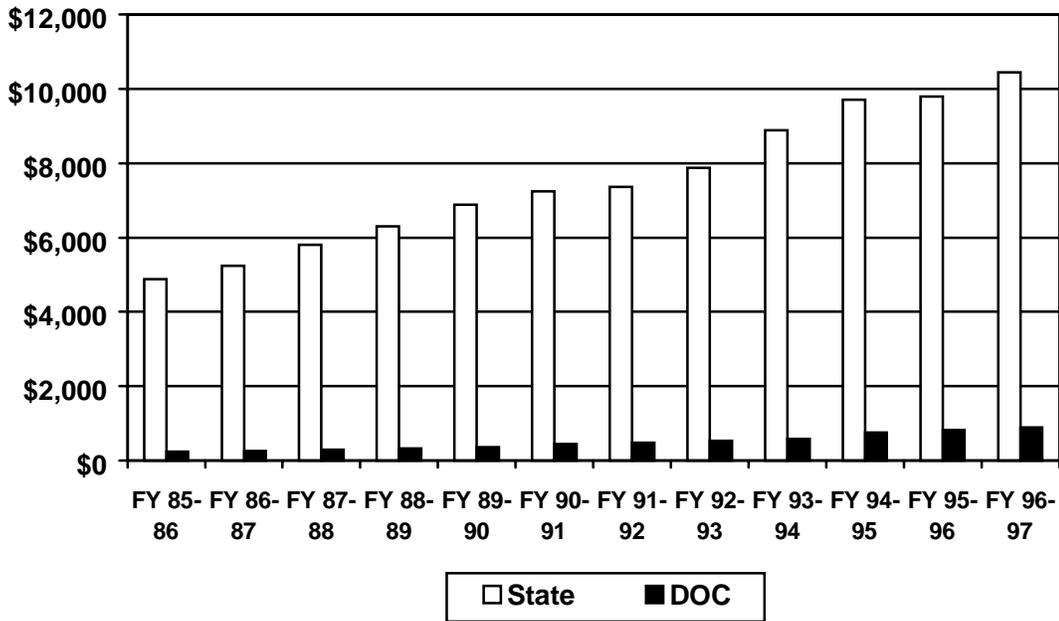
Average Daily Cost per Offender



- The average daily cost of prison increased dramatically over the last 8 years.
- Probation costs remained constant during the same time frame.

Source: NC Department of Correction Annual Statistical Abstract

State Budget vs. Department of Correction Budget (in millions, excluding capital expenditures)

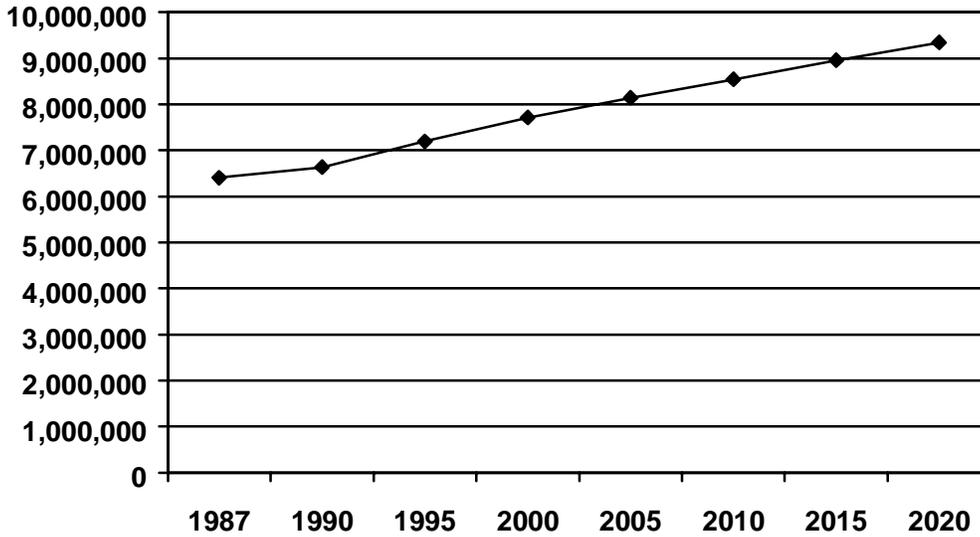


- The Department's budget rose by more than 200% over the last 10 years to \$884 million dollars.
- The Department's budget accounts for less than 10% of the overall state budget.

Source: North Carolina General Assembly, Fiscal Research Division

CHANGING POPULATION

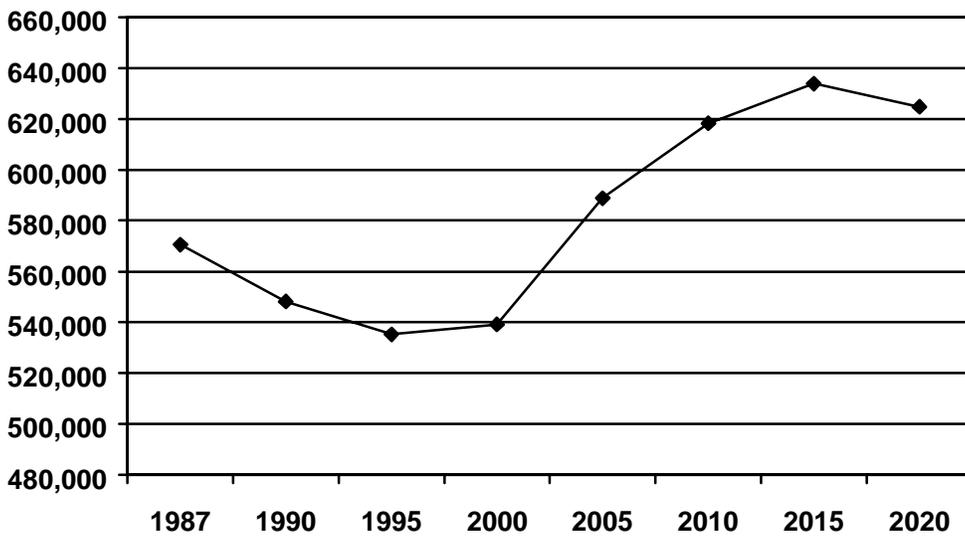
North Carolina Population



- North Carolina's population is expected to continue to follow the same upward trend for the next 25 years.
- By the year 2020, North Carolina's population will exceed 9 million people.

Source: North Carolina Office of State Planning, State Data Center

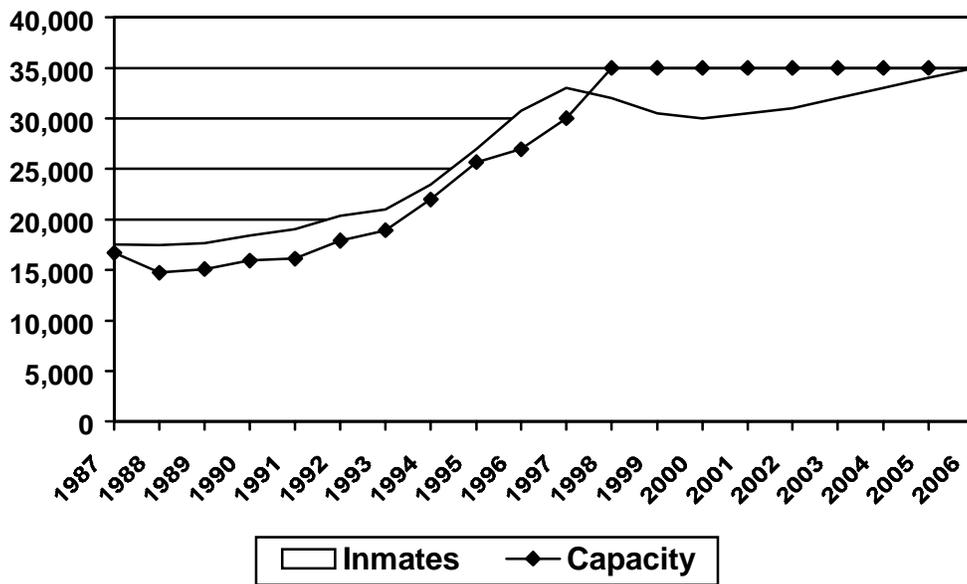
North Carolina Youth Population (Males 15-24)



- National crime statistics show that the rate of involvement in crime is higher among males between the ages of 15 and 24 years old.
- North Carolina's male population, age 15-24, will increase by almost 20% over the next 25 years.

Source: North Carolina Office of State Planning, State Data Center

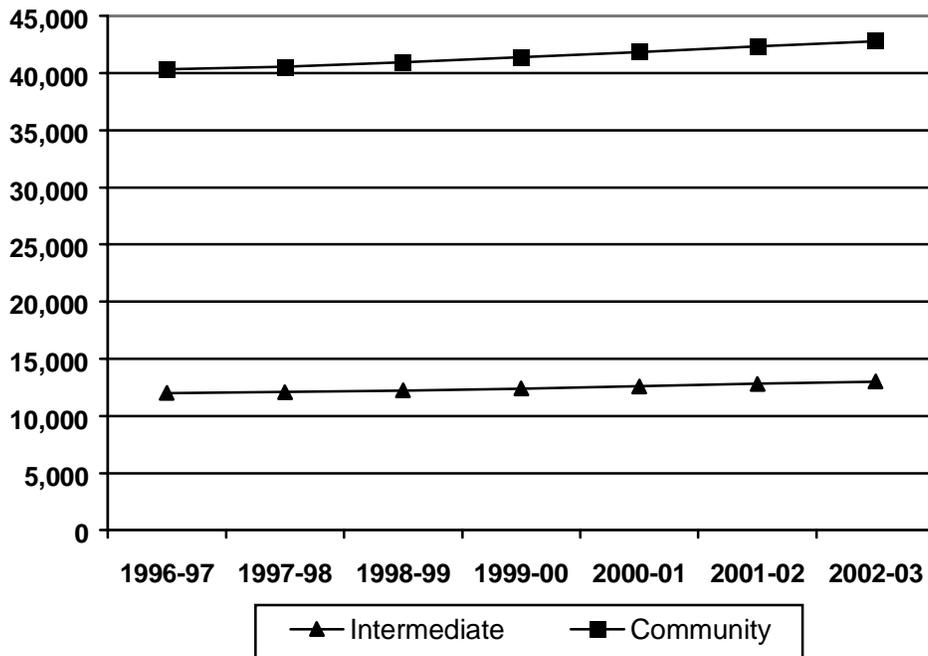
Prison Capacity and Prison Admissions



- As a result of recent changes in sentencing laws, more violent and chronic offenders will be admitted to prison.
- Due to increased prison construction and the impact of Structured Sentencing legislation, prison capacity will be adequate by 1998.
- Structured sentencing is expected to result in a 3-4 year pause in population growth followed by further increases.

Source: North Carolina Sentencing and Policy Advisory Commission
1996 Population Projections

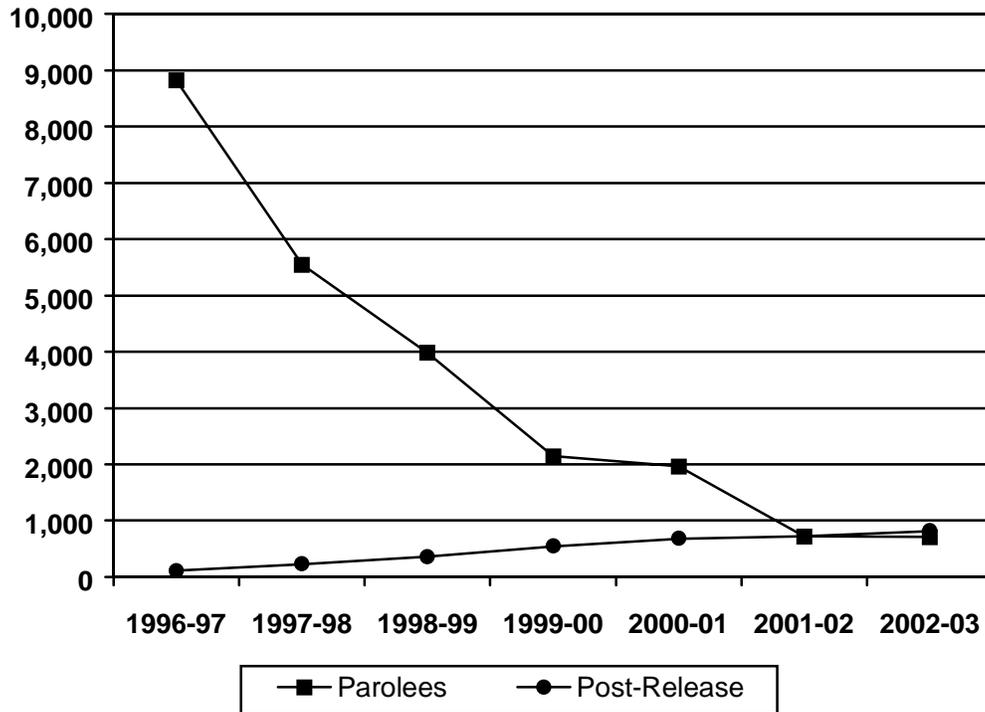
Intermediate and Community Punishment Admissions



- The impact of Structured Sentencing will result in a steady increase in the number of offenders sentenced to intermediate and community punishments.
- Nearly 56,000 offenders will be sentenced to either an intermediate or a community punishment by fiscal year 2002-2003.

Source: North Carolina Sentencing and Policy Advisory Commission
1996 Population Projections

Parole and Post-Release Populations



- Due to changes in the sentencing laws, the parole population will decrease by more than 90% between fiscal years 1996-1997 and 2002-2003.
- The post-release population, however, will continue to increase, as offenders become eligible for release under Structured Sentencing.

Source: North Carolina Sentencing and Policy Advisory Commission
1996 Population Projections

VII. SCENARIOS

What does the future hold for North Carolina? What will the State's economic, societal, and political culture look like in the Year 2020? To prepare for the future, it must be projected and imagined. Scenarios help Department leaders think "outside the box" about the world of tomorrow in North Carolina.

Scenario writing is an effort to describe how current conditions may evolve systematically in the future. Scenarios help to represent the challenges an organization might face in the future. These two scenarios provide a reference point for developing strategic issues to face either an optimistic or a pessimistic future. They combine observations about the past and the present, hypotheses about the laws of nature and society, and creative images of the future. The following scenarios depict an optimistic and a pessimistic extrapolation of the present.

Optimistic Scenario

In the Year 2020, North Carolina's population has reached almost 10 million. The State's citizens are considerably older, more racially diverse, and more often live in urban areas.

Education is highly valued. Most high school students graduate and attend community colleges or four-year universities. Adult education classes are frequently utilized and life long learning and retraining courses are continually full.

All citizens receive adequate health and human services that are managed efficiently and humanely. Life expectancies have risen as well as the quality of life for older people.

The economy is robust and has restructured itself around service and skilled technology jobs. Poverty and unemployment rates are low.

Politicians focus on consensus issues that unite citizens such as removing barriers to economic growth, investment in infrastructure, and developing sustainable communities. Citizens identify less with traditional political parties and more with non-partisan consensus issues.

Neighborhoods are strong and neighbors take responsibility for organizing and solving problems locally. Housing, schools, and churches reflect ethnically integrated neighborhoods.

Technological and biotechnological advances make life easier and better for many people. Expert systems have proliferated, new energy sources have been harnessed, neural network computers abound, DNA surgery is common place, and genes can be manipulated to grow new organs.

Scientists have discovered a chemical that has the ability to break physical dependence on drugs and alcohol. As a result, crimes related to drug and alcohol abuse have decreased significantly.

Overall, crime and victimization rates have been declining for 20 years. Community justice is the prevailing criminal justice model. This model focuses on rebuilding the offender's relationship with his or her community. Law enforcement, courts, and corrections work together as an integrated system towards mutual goals.

There are adequate funds and effective methods for differentiating between offenders who need to be incarcerated, incapacitated with technological methods, or rehabilitated in the community. Probationers are visible members of the community and communities are committed to preventing

new crimes through hands-on, focused interventions. Incarceration has become a productive experience for both the offender and society as a result of cognitive behavioral restructuring programs, factories inside prisons, opportunities to serve the community, and victim restoration.

Pessimistic Scenario

In the Year 2020, North Carolina's population has reached almost 10 million. The State's citizens are considerably older, more racially diverse, and most often live in urban areas.

Due to the effects of recurring, severe economic recessions, the median family income is lower than it was ten years ago. Unemployment and poverty rates are high. High technology jobs have moved elsewhere and there is no economic growth.

The gap between the rich and the poor is wider than ever. A large percentage of citizens are classified as "working poor." Everyone has to work longer hours for less pay and benefits.

Health care is disparately available and more families have inadequate health coverage. Due to the lack of prevention services, the health care system is overwhelmed with providing services to extremely sick people.

Racial and ethnic tensions are high and hate groups are more overt and common--society is fragmented.

Few citizens vote or participate in politics. Citizens have retreated from community involvement and expect government or charities to take care of all social problems.

The environment has disintegrated and conservation efforts are too little too late. Technological and biotechnological advances have usurped individual privacy and created new stresses and hazards for people.

Crime and victimization rates are on the upswing. Due to an unpredicted increase in the "at-risk" for crime population, inadequate prevention and intervention resources are available.

The prevailing justice model is retribution. Law enforcement, courts, and corrections are not adequately funded. Family violence has increased. People are desensitized to violence due to constant media coverage and sensationalism.

Probation has been privatized to a great extent. Private companies handle minor cases and less serious offenders while government probation officers deal with serious, violent offenders who do not have the financial resources to pay fines nor job skills to obtain gainful employment.

The prison population has increased at a rate greater than the general population and the reported crime rate. Inmates continue to disproportionately represent the economic underclass, which has expanded exponentially. Most inmates are classified as homeless, have serious health problems,

and are violent offenders. Inmates are controlled and punished through technological methods. They are isolated from society at a high cost that drains resources from education and health care. Once an offender enters the criminal justice system, there is little hope the he or she will ever become a law-abiding, productive citizen.

VIII. ORGANIZATIONAL STRENGTHS AND CHALLENGES

An organizational assessment helps staff identify the strengths and challenges of the organization and analyze its capacity to meet current and future needs. The factors considered in this organizational assessment include 1) structure and organization; 2) policies and procedures; 3) practices, habits, and attitudes; and 4) workload and resources.

The Steering Committee and Regional Planning teams conducted an organizational assessment to identify departmental strengths and challenges. The questions to which the groups responded are listed below. Examples of their comments are grouped in the following areas: Division of Labor, Operational and Policy Decision-Making, Communication, Collecting/Sharing Data, Personnel, Budgeting, Purchasing, Work Habits and Morale, Management Philosophy, Training, and Resource Needs.

Division of Labor

Is the way that work is divided up productive, meaningful, reasonable, and responsive? Is the manner in which authority is delegated productive, meaningful, reasonable, and responsive?

Examples of Strengths

The chain of command throughout the department is clear and understandable. Specialization of field personnel in Probation/Parole improves workload allocation. Organizational restructuring is increasing dispersion of authority.

Examples of Challenges

A rigid command structure inhibits innovative problem solving. The best employees get overloaded with work and burn out quickly.

Operational and Policy Decision-Making

Are operational procedures defined, clear, reasonable, and meaningful? Are we fully aware of our procedures? Do they work for us or against us? Do we need more, less, or different operational procedures? Do the right people have the power to make decisions about what to do or how to accomplish their work?

Examples of Strengths

Division management makes an effort to solicit input from the field before implementing new policies. Policies and procedures are clear and well known.

Examples of Challenges

Policy manuals are unwieldy and difficult to use. Routine decisions are made at an inappropriately high level. The policy-making process is not proactive.

Communication

Are formal communication structures in place? Are the structures helpful, cumbersome, and reasonable? Are communication channels obvious, clear, and flexible? Do feedback loops exist? Do they work?

Examples of Strengths

The speaker's bureau helps educate the public about the department. The World Wide Web gives the department new avenues to disseminate information. Information moves well through the chain of command. Employee networking is informal but efficient.

Examples of Challenges

There are many barriers to interdivisional communication. The department needs more standardized methods for sending information throughout the field, such as electronic mail or the Internet.

Collecting/Sharing Data

Is it hard, easy, and timely to get information within the organization to do work? Can you access all of the information needed? How is information shared? Are there formal processes for sharing information?

Examples of Strengths

The offender database, OPUS, is helping to remove barriers between divisions.

Examples of Challenges

There is a need for easier access to timely information from a central source. There should be a central repository of information accessible to all employees to ensure consistent responses to questions. There is no universal policy on Internet access. OPUS should be user-friendlier.

Personnel

Are personnel procedures defined, clear, reasonable, and meaningful? Are we fully aware of the procedures? Do they work for us or against us? Do we need more, less, or different personnel procedures?

Examples of Strengths

The Department of Correction has a professional workforce. The Appraisal Process (TAP) is a positive move toward empowering employees with respect to their work functions and duties. The disciplinary process protects employees from retribution.

Examples of Challenges

The hiring, disciplinary, and firing processes are lengthy and cumbersome. The Classification system does not reflect the expanding need for computer literacy at all levels of employment. Staff turnover is too high. The department should take a more active role in promoting participation in professional associations. Hiring decisions sometimes reflect political pressure.

Budgeting

Are budgeting and accounting procedures defined, clear, reasonable, and meaningful? Are we fully aware of the procedures? Do they work for us or against us? Do we need more, less, or different budgeting and accounting procedures?

Examples of Challenges

Rules change too frequently. Too much authority for budget management rests with the Controller's Office. The State Accounting System makes it difficult to obtain approval to purchase basic supplies.

Purchasing

Are purchasing procedures defined, clear, reasonable, and meaningful? Are we fully aware of the procedures? Do they work for us or against us? Do we need more, less, or different purchasing procedures?

Examples of Strengths

A statewide government improvement council is trying to streamline purchasing processes.

Examples of Challenges

Policies are not universally known. Those employees responsible for purchasing need more direct access rather than having to go through division management to get items purchased. Getting approval for items over \$10,000 is time-consuming.

Work Habits and Morale

Are the work habits of staff positive or negative? Is staff concerned about good work habits? Are managers concerned about good work habits? How is staff morale? How do we know how staff morale is? Is enough attention paid to the expectations of staff?

Examples of Strengths

Employee commitment to the department is strong. Division managers can use incentives other than money to promote morale. There are opportunities to grow through the career ladder; jobs are not “dead-end.”

Examples of Challenges

Managers do not pay adequate attention to employee health promotion. Stress levels within the Department of Correction are as high as other law enforcement agencies, but the health and retirement benefits are not equitable. There is little financial assistance from the department for employee appreciation awards.

Management Philosophy

Does the department promote particular management styles? Are managers aware of this? Do managers have an evident, consistent, appropriate, management philosophy? Do management styles help staff get work done effectively and productively?

Examples of Strengths

Longevity and loyalty are rewarded by leadership opportunities. The department is rich in ethical managers. Managers are seasoned and well-grounded in departmental traditions.

Examples of Challenges

Managers need to be trained to deal with new types of employees. Management styles vary; some do not cultivate employee loyalty or high staff morale.

Training

Is staff training and development a priority? Are opportunities available? Does staff know how to access them? Do managers make it easy for staff to access them?

Examples of Strengths

Basic training for new employees such as Correctional Officers and Probation/Parole Officers is good.

Examples of Challenges

The department needs more resources to do training. Employees need more time to participate in training. In-service training should be expanded. New supervisors need to be taught specific managerial skills. Mentoring is a positive way to expand training opportunities. The department should provide more money and time off for employees seeking degrees and certifications.

Resource Needs

Are funds evenly, fairly distributed? How is input given on budget needs? Are facilities adequate? How is facility need determined?

Examples of Strengths

Because it is a large agency, additional resources are available due to natural growth and expansion. The Department of Correction should prioritize operations when seeking expansion budget resources.

Examples of Challenges

Support services within the department lag far behind in personnel and compensation. The expansion budget process needs to be more systematic.

IX. PATHWAYS TO THE FUTURE

STRATEGIC ISSUES

STRATEGIES

TACTICS

STRATEGIC ISSUE 1: LEAD PROACTIVELY REGARDING CORRECTIONS ISSUES

Strategy A: Advance correctional policies and programs to the criminal justice community.

Tactics:

- Promote cross-fertilization of ideas between criminal justice and correctional organizations and/or associations.
- Be actively involved in other professional organizations and/or associations and share “what’s working” and new ideas.
- Implement “leading edge” technology via the Internet and Intranets to share more data between agencies electronically.
- Expand interdepartmental sharing of information.

Strategy B: Collaborate with the General Assembly on effective and efficient correctional policies and practices.

Tactics:

- Analyze information to project future needs for managing new offender populations.
- Present information on initiatives to the General Assembly.
- Encourage and assist in the development and implementation of the Criminal Justice Information Network.
- Invite legislators to department events and meetings (particularly when the General Assembly is out of session).

Strategy C: Plan and evaluate programs and services.

Tactics:

- Plan and evaluate offender programs and services based on research, scientific methods, and best practices.
- Become more involved with the research community.
- Publish evaluations of departmental programs (hard copy and electronically).

STRATEGIC ISSUE 2: DEVELOP AND TRAIN EMPLOYEES FOR PERSONAL AND PROFESSIONAL GROWTH

Strategy A: Promote two-way communication between supervisors and employees.

Tactics:

- Create an environment that is mission-driven and encourages openness and directness.
- Solicit and give feedback from all levels of employees.
- Continue to evaluate the appraisal process to ensure that manager-supervisor-employee communication is attained, including peer review.

Strategy B: Provide training opportunities beyond the required standards.

Tactics:

- Develop supervisory skills training.
- Promote mentoring by employees for other employees.
- Garner additional resources (i.e. community colleges, legislative initiatives).
- Decentralize training provided by the Office of Staff Development and Training to the regional level with trainers assigned to the local level.
- Provide special skills training (e.g. chemical dependency).
- Develop plans for a training academy.

Strategy C: Ascribe to professional standards.

Tactics:

- Develop and adhere to a code of ethics.
- Implement merit-based hiring and promotion.
- Encourage and support participation in professional organizations.
- Managers should support and provide an environment of professionalism (lead by example).
- Increase positive reinforcement to employees through letters of commendation, certificates of achievement, and individual recognition.
- Regularly evaluate the in-range salary adjustment program and modify as needed.

- Evaluate the educational assistance program to ensure it promotes a benefit to both the Department and the employee.
- Reaffirm and focus on departmental ethical standards.
- Assess the benefit of the new manager's development training program.

Strategy D: Encourage and develop career employees.

Tactics:

- Involve employees in self-help, self-actualizing training activities and utilize advanced technologies to accomplish this activity.
- Select all levels of staff for leadership roles in order to support innovative use of department resources and to train future leaders.
- Use pre-retirees and recent retirees as mentors to enhance career development.

Strategy E: Apply current and future technologies to staff recruitment, training, and development.

Tactics:

- Explore "virtual reality" technology to screen and train employees.
- Use laser technology for firearm training and facility security.
- Use non-lethal weapons for safety training with current and future technologies.
- Increase use of computer-based training for employees.
- Access training through the information highway.

STRATEGIC ISSUE 3: DELIVER EFFECTIVE SERVICES AND PROGRAMS USING RESEARCH AND ADVANCED TECHNOLOGY

Strategy A: Expand the Division of Adult Probation and Parole's Technology Council to include representatives of the Department.

Tactics:

- Establish a plan for “new” Council with representatives of all Department of Correction divisions as well as members from the scientific and research community.
- Link the Department of Correction Technology Council with the U.S. Department of Justice's technology efforts.
- Establish a technology liaison with appropriate state/local groups.
- Create subcommittees for functions and procedures.

Strategy B: Design and link effective offender programs and services with representatives of the criminal justice community.

Tactics:

- Establish common offender treatment models within corrections (e.g. Cognitive Behavioral Training).
- Establish common offender assessment tools in the department and in the criminal justice community.

Strategy C: Link present and future technologies with effective offender management.

Tactics:

- Link drug-screening processes to offender management Department-wide.
- Connect offender profiles to future criminal justice system involvement.
- Develop a computerized inventory of departmental programs and services readily accessible and user friendly for the courts.
- Experiment with offender tracking through existing and emerging technologies.
- Establish technology to share information with the court prior to sentencing.

Strategy D: Use current and future technology for managing changing offender populations.

Tactics:

- Identify and manage specialized populations in institutions (i.e. violent, aging).
- Develop new intermediate punishments emphasizing technological security methods.
- Apply innovative medical practices to inmate population (i.e. video conferencing medical examinations).

Strategy E: Use current and future technology to increase public and officer safety.

Tactics:

- Use high tech alarm systems.
- Use automatic language translation technology (i.e. hand-held, portable voice command translation system).
- Use portable weapon detectors.

STRATEGIC ISSUE 4: EMPHASIZE COST EFFICIENT MANAGEMENT OF RESOURCES AND ACCOUNTABILITY FOR HIGH QUALITY RESULTS

Strategy A: Promote savings within the Department from the bottom up.

Tactics:

- Create employee incentives for cost savings and waste reduction.
- Create competition for cost savings and waste reduction among peer groups.
- Increase communication and publicity for cost saving ideas and methods.
- Review the organization's structure and span of control.

Strategy B: Expand Corrections Enterprise and other inmate work programs.

Tactics:

- Produce more consumable goods used by inmates.
- Sale and barter more goods and services with other states.
- Expand private sector programs in prisons.
- Expand use of inmates for maintenance work (including facilities and vehicles).
- Expand offender community service work opportunities.

Strategy C: Review use of departmental space.

Tactics:

- Consider innovative design methods (i.e. prototypes, computer-assisted graphic design).
- Experiment with multiple scheduling of the same space during different time periods (i.e. existing community facilities not utilized during extended periods of time).

Strategy D: Experiment with cost savings in contract management and purchasing.

Tactics:

- Prioritize contract and purchasing needs.
- Evaluate in-house goods and service options.
- Experiment with procurement methods (i.e. regional contracts and objective standards).

Strategy E: Identify cost saving opportunities throughout the Department.

Tactics:

- Streamline work processes (i.e. review and approve contracts via computers, reduce the number of persons needed for contract approval, automate forms, reduce the number of forms used).
- Maintain policy manuals on the computer system.
- Review medical costs and generate cost reduction ideas.
- Review and monitor utility costs (computer monitoring).

STRATEGIC ISSUE 5: COMMUNICATE WITH AND BE ACCOUNTABLE TO STAKEHOLDERS

Strategy A: Engage stakeholder groups in discussions and practices about expanding partnerships and practices.

Tactics:

- Conduct lectures, seminars, and open meetings on correctional issues.
- Provide open houses at all departmental facilities.
- Involve offender's families in the rehabilitation process.
- Create a Correction History museum with a mobile component.
- Explore and develop "virtual reality" information sessions about corrections.
- Expand and partner with the business community to develop appropriate vocational programs.
- Take a proactive approach when responding to correctional events occurring in local communities.
- Establish local multi-disciplinary criminal justice organizations.

Strategy B: Communicate with stakeholder groups.

Tactics:

- Expand public relations efforts through publications and speaker's bureaus.
- Develop public service announcements, ads, and Internet web pages.
- Send newsletters and monthly reports to criminal justice agencies, etc.
- Develop and distribute a handbook for offenders, their families, and the public.
- Hire departmental ombudsmen.
- Give court officials feedback on offender behavior and outcomes.

Strategy C: Develop and monitor outcome/success measures.

Tactics:

- Identify outcome/success measures with stakeholder input.
- Devise data collection methods to monitor outcome.
- Report outcome measures to stakeholders.
- Incorporate performance measures into the employee appraisal process and budget planning.

Strategy D: Review and revise goals and practices in accordance with changing environments.

Tactics:

- Keep abreast of public opinion (e.g. focus groups, surveys, and research).
- Conduct an inter-agency survey to determine strengths and areas for development.
- Develop outreach teams to coordinate services that transcend agencies.

Strategy E: Expand Department of Correction services.

Tactics:

- Expand services to victims (i.e. counseling to victims, interaction with the North Carolina Victims Assistance Network, and victim/offender reconciliation programs).
- Provide more offender information to the general public and law enforcement agencies through the Internet.
- Expand private substance abuse treatment services and life skills training.
- Work toward Department of Correction becoming a more self-supporting agency.
- Provide Correctional Enterprise products to the needy.

Strategy F: Be more accessible to the public.

Tactics:

- Encourage employee involvement in local and civic services (i.e. Chamber of Commerce, civic and community projects). Allow time off for employees to participate in these activities and pay for membership dues.
- Conduct community stakeholders meetings at local probation and prison facilities.
- Promote “open house” events at local probation, Criminal Justice Partnership, and prison facilities.
- Expand the statewide speakers’ bureau. Develop and coordinate talking points for speakers. Conduct training for speakers.
- Expand department participation at local and county fairs. Provide some type of educational handout (i.e. “Get out of Jail Free” cards).
- Promote positive and open relationships with the media.
- Encourage employee volunteerism.
- Expand Community Resource Councils to include the Division of Adult Probation and Parole along with the Division of Prisons.
- Identify and train staff locally to relay department information to the community (i.e. local services, programs, and data).

X. PLANNING TEAM MEMBERS

CORRECTIONS FUTURES STEERING COMMITTEE

REGIONAL PLANNING TEAMS

CORRECTIONS STAKEHOLDERS

FUTURES PROJECT STAFF

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