



*State of North Carolina
Department of Public Safety
Prisons*

Chapter: A
Section: .0100
Title:

**Organization of
Prisons**

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POLICY & PROCEDURES

.0101 PURPOSE

The purpose of this policy is to specify the organizational structure of Prisons and describe the general duties of the Director, **Deputy Directors**, Assistant Directors, Region Directors, Section Chiefs and Managers.

.0102 POLICY

Prisons are a **section** of the North Carolina Department of **Public Safety**. This policy establishes the organization of Prisons and describes administrative levels, management functions, regions, support sections, and lines of authority. The organization of Prisons is structured to ensure management effectiveness, efficiency, and accountability.

.0103 DIRECTOR OF PRISONS

- (a) The Director of Prisons is appointed by the Secretary of **the Department of Public Safety**. The Director is responsible for the administration of Prisons and has been delegated the authority necessary to act in all matters related to Prisons.
- (b) The Director designates managers to assume specific managerial responsibilities in Prisons. Additionally, the Director designates Duty Officers to support on-going operations, provide 24-hour managerial assistance, and support emergency operations in Prisons.
- (c) The Director of Prisons is responsible for establishing policies and procedures for short and long range planning for the achievement of administrative and functional goals. Responsibilities include appointing a strategic planning team to develop a Strategic Plan for **Prisons** that incorporates the agency's administrative and functional goals and identifies performance measures. The Strategic Plan must be reviewed annually, updated accordingly and new tactics and measures added and progress monitored for achievement of previously identified program objectives as it relates to short and long range goals of the agency. The Director of Prisons is responsible for formulating the goals of the agency, establishing policy and priorities related to them, and with available resources, translating the goals into measurable objectives.
- (d) The Director of Prisons is responsible for establishing a written plan describing the agency's organization and groups. The plan should include similar function, services,

and activities into administrative subunits. The plan should clearly designate lines of responsibility, authority, support, and liaisons. The plan must be reviewed annually and updated if necessary.

- (e) The Director of Prisons is responsible for ensuring an open communication system among employees. The Director shall meet with all Central Office Managers, Regions Directors and other key staff members on a monthly basis.
- (f) The Director of Prisons is responsible for annually assessing the agency's personnel needs and assignments and compile necessary budget requests for meeting those staffing needs.
- (g) The Director of Prisons is responsible for monitoring and reviewing the expenditure of all Prisons funds. Periodic review should include a full accounting of the funds allocated for each program. No state funds shall be expended except in accordance with an act of appropriation. Planning and budgeting are related directly to achievement of program objectives.
- (h) The Director of Prisons is responsible for reporting all emergencies through the chain-of-command in a timely and accurate manner. This includes developing a procedure for reporting emergencies outside regular office hours and on weekends and holidays. Procedures for reporting emergencies can be found in Section .200, Reporting Procedures, in the Prisons Security Manual.

.0104 DIRECTOR'S STAFF

The Director of Prisons is supported by the following positions: Deputy Director-Operations, Deputy Director-Auxiliary Services, Assistant Director Administrative Services, Deputy Director Health Services, Assistant Director Facilities Management, Chief of Executive Services and four (4) Region Directors in managing and coordinating activities and operations as designated.

- (a) The Deputy Director-Operations responsibilities include managing the office of Training and Curriculum, Food Services and the four (4) Regions.
 - (1) A Regional Operations Manager will supervise and coordinate the Training/Curriculum process for Prisons.
 - (2) The Food Service Director will supervise and coordinate all Food Service Operations for Prisons.
 - (3) The Deputy Director-Operations is assigned a Correctional District Manager and Regional Operations Manager to oversee the following functions: facility staffing patterns, agency mission, staff training, and liaison to the Criminal Justice Standards Commission, Department of Transportation Labor Contract/Litter Crew Program, monitoring Prisons employee overtime and implementing the Unit Management process.

- (b) Deputy Director- Auxiliary Services responsibilities includes managing the offices of Auxiliary Services and Evidence Based Practices.
- (1) Assistant Director of Auxiliary Services will manage inmate housing, special populations, inmate classification, inmate disciplinaries, and diagnostic operations, inmate transportation services throughout the Division, inmate identification and Offender Population Unified System (OPUS) Technical Support, information technology and Chaplaincy Services.
 - (2) The Evidence Based Coordinator is responsible for assisting with Evidence Based Program implementation throughout Prisons.
- (c) The Assistant Director for Administrative Services is responsible for preparation, allocation and monitoring of the Division's operating budget and welfare fund budget. Responsibilities also include personnel functions, fiscal/cashless canteen training support for field operations and management of the Career Readiness Program.
- (1) The Business Systems Analyst assists the Assistant Director of Administrative Services with Division Budget preparation. The position serves as the primary liaison between the Controller's Office and the Budget Office. The Business Systems Analyst is responsible for creating budget requests for inclusion in the Governor's Budget, working with legislative liaisons during the budget process and managing special projects involving Administrative Services.
 - (2) The Business Officer is tasked with position management and the application of merit-based hiring policies and procedures for all classifications including medical and administrative.
 - (3) The Systems Accountant oversees the Cashless section and CON system support.
- (d) The Assistant Director for Facilities Management is responsible for long-range facility planning, new construction program, and construction addition programs as well as facility maintenance programs throughout Prisons. The Assistant Director for Facility Services also coordinates and directs telephone communication throughout Prisons, both operational and inmate telephone systems.
- (1) The Telecommunications Manager is responsible for telecommunications infrastructure statewide to include inmate phones, administrative phones, cell phones and cable infrastructure.
 - (2) The Facility Planner is responsible for long range planning for Facility Services section relating to statewide maintenance at prison facilities.

- (3) The Maintenance Manager is responsible for coordinating Maintenance Management System (MMS), Electronic Intrusion System (EIS) testing data and other processes that affect statewide maintenance operation.
- (e) The Deputy Director Health Services is responsible for all medical, mental health, dental operations and programs throughout Prisons. To accomplish these operations, the Deputy Director Health Services is assigned the following positions:
 - (1) Chief of Psychiatry- responsible for the oversight of the day to day operation of psychiatry services.
 - (2) Behavioral Health Director- responsible for the oversight of the day to day operation of behavior health services to include psychology and social work activities.
 - (3) Chief of Medical Services- responsible for the oversight of the day to day operation within medical and nursing services.
 - (4) Chief of Dental Services- responsible for the oversight of the day to day operation of dental services.
- (f) The Region Directors shall be designated to have overall responsibility for the daily security and operation of all prison facilities through the direct supervision of the Wardens, Administrators, and Superintendents.
 - (1) Facilities within Prisons will be grouped into regions based on geographic location. The Director of Prisons will designate facilities for the respective regions.
 - (2) The Region Director will supervise an Operations Manager, Program Manager and Administrative Services Manager who will assume responsibilities in various areas of the region.
 - (3) Regions within Prisons are: Coastal Region, Central Region, Triangle Region and Mountain Region.
- (g) The Chief of Executive Services will assist the Director of Prisons in identifying issues and developing potential solutions necessary to carry out the mission of the agency. This position will serve as a liaison between the Director's office and administration, department heads, elected officials and other branches of government. The Chief of Executive Services will function as the policy manager and legal liaison for Prisons.

.0105 FACILITY WARDENS, ADMINISTRATORS, SUPERINTENDENTS

- (a) Each facility is managed by a Warden, Administrator, or Superintendent who is approved by the Director of Prisons in accordance with the Department's Merit Based Hiring policy. Each Warden, Administrator, or Superintendent reports directly to the Region Director. (4-4007)
- (b) The Warden, Administrator, or Superintendent is responsible for the overall operation of the facility including the supervision of all inmates, personnel, volunteers, programs, and activities connected with the facility. (4-4006)
- (c) The Warden, Administrator, or Superintendent is responsible for establishing a written plan describing the organization and units within the facility. The plan should clearly designate lines of responsibility, authority, support, and liaisons. The plan must be made available to all employees, reviewed annually and updated if necessary. (4-4006)
- (d) Each Warden, Administrator, or Superintendent shall formulate goals for their facility at least annually and translate them into measurable objectives. They shall notify the Region Director in writing, verifying the completion of the facility's annual review. Facility staff, volunteers and outside criminal justice professional shall have input into the formulation of these goals and measurable objectives. (4-4003)
- (e) Each Warden, Administrator or Superintendent shall document in writing major developments in each department on a monthly basis. The report shall include major incidents, population data, assessment of staff and inmate morale, and major problems and plans for solving them. This monthly report must be forwarded to the Region Director and Director of Prisons. (4-4018)

.0106 FACILITY DESIGNATIONS

- (a) Each correctional facility will be designated as an Institution, Correctional Center, or Residential Facility. Each correctional facility will be managed by a Warden, Administrator or Superintendent. The following definitions are not all inclusive, but generally define each designation:
 - (1) The designation of an Institution will be reserved for facilities that have a relatively large inmate population, normally in excess of 500 beds. Institutions may be either close, medium or minimum security based on special or multiple correctional missions, and a diversified staff.
 - (2) The designation of Correctional Centers will be characterized by a relatively small inmate population, normally less than 500 beds. Correctional Centers have a single mission, with a security level of medium or minimum security.

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- (3) The designation of Residential Facility will be limited to half-way house settings with a limited number of inmates and a program design focused on release preparation.
 - (4) Contractual facilities include those housing units provided through jail contracts, private substance abuse facilities, out-of-state prison facilities, in-state private facilities, and units providing inmate housing and control management, and intervention services.
 - (5) Confinement in Response to Violation (CRV) facilities will be designated and reserved for housing and programming CRV offenders.
- (b) Each correctional facility will be classified with a security designation of close, medium, or minimum, as determined by the Director of Prisons. Selected close custody facilities will be identified by the Director of Prisons as responsible for maintaining and managing control and high control isolation areas for the containment of violent and difficult to manage inmates.
 - (c) When developing plans for new facilities the physical plant design of all construction (renovation, addition, new construction) should facilitate personal contact and interaction between staff and inmate.
 - (d) Prison new construction or expansion of existing facilities shall only be initiated after a needs evaluation study has been completed and reviewed by the Director of Prisons. The Director of Prisons should consult with the N.C. Department of Public Safety, Office of Research and Planning as well as the North Carolina Sentencing Commission, on population projections. Projections should be based on an in-depth analysis of all pertinent factors to determine whether the need is clearly demonstrated.
 - (e) All prison new construction shall be planned with participation from the community in which they are to be located. Local officials/residents shall be contacted to solicit input on possible site of new facilities. Local officials/residents should be informed of the purpose of the facility, the extent of supervision and control over inmates.
 - (f) When developing plans for new construction reasonable accommodation is made to ensure that all parts of the institution that are accessible to the public are accessible and usable by staff and visitors with disabilities.
 - (g) Administrators shall work with the Department of Public Safety Engineering Office to ensure this policy is incorporated into the design of all new construction projects.

.0107 LEGAL ASSISTANCE

- (a) The North Carolina Attorney General and the Department of Justice provide legal assistance and represents all departments, institutions, and agencies of the State. The

Attorney General's office defends all actions in the appellate division and appears in any other civil or criminal court matter in which the State may be interested or a party.

- (b) The Department of **Public Safety** General Counsel's Office, supports the Director of Prisons and other prison staff on matters of interest that require legal assistance and/or legal opinion.
- (c) Matters requiring legal assistance from the Department's General Counsel's Office or the State Attorney General shall be forwarded in writing through the chain of command to the Director of Prisons for appropriate referral to legal counsel.



06-01-2016

Director of Prisons

Date

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