



**State of North Carolina  
Department of Public Safety  
Prisons**

Chapter: A  
Section: .1400  
Title: **Strategic Plan  
Monitoring**  
Issue Date: 03/31/21  
Supersedes: None – New Policy

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## **POLICY AND PROCEDURE**

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References	2 <sup>nd</sup> Edition Standards for Administration of Correctional Agencies
Related ACA Standards	2-CO-1A-07, 2-CO-1A-09

### **.1401 PURPOSE**

To outline procedures for the monitoring of NC DPS Prisons' Strategic Plan. The Strategic Plan provides a roadmap on how to implement the major goals of NC DPS Prisons. All areas of Prisons are part of the successful completion of this plan. Interdisciplinary cooperation and collaboration are required. It is prepared in concert with the Department of Public Safety's Strategic Plan and while it incorporates some of the same material, this plan stands as an independent document to measure and monitor progress toward the implementation and accomplishment of goals outlined in the Strategic Plan.

### **.1402 POLICY**

*It is the policy of NC DPS Prisons to have a Strategic Plan which will be implemented and monitored on a quarterly basis. Prisons' Strategic Plan will be published on a five-year cycle. At the end of the five years the plan will be updated and republished. (2-CO-1A-09)*

### **.1403 DEFINITIONS**

- (a) Quarter – Quarter and Year of the monitoring (e. g., 1-21 is the First Quarter of FY 2021).
- (b) Number – The number provided for the strategy or sub-strategy being monitored.
- (c) Strategy – The name of a strategy for completing a specific goal.
- (d) Sub-Strategy – The subsection under each strategy.

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- (e) Director Responsible – Director(s) responsible for completion of the strategy. It is noted while an overall strategy is assigned to a particular Director, the actual implementation of a sub-strategy may be the responsibility of multiple offices.
  - (f) Start Date – Start dates for the strategies or sub-strategies may encompass anytime during the five-year period.
  - (g) Target Date – The targeted completion date for the strategy or sub-strategy being reported.
  - (h) Constraints – Items which inhibit the completion of the strategy. These generally include funding or change of mission or direction for Prisons.
  - (i) Costs – Both capital and operational costs needed to complete the strategy or sub-strategy.
  - (j) Assigned – The office assigned to complete the strategy.
  - (k) Percent Complete – The best estimate of the completion status of the strategy or sub-strategies.
  - (l) Status – The status regarding completion of the strategy or sub-strategy.
  - (m) Policy – If there is a policy required to implement the strategy.
  - (n) Policy Published – Date policy is published, if needed.

#### **.1404 DEVELOPMENT**

The strategic plan encompasses all areas of NCDPS Prisons. *Staff representing every level and function in the agency shall contribute to the development of the strategic plan (5-CO-1A-07).* Participation in this area will occur through work groups, surveys, policy review, etc.

#### **.1405 GOALS**

The Strategic Plan has a number of goals. Each goal has a number of strategies and sub-strategies which, when completed, will demonstrate progress toward the completion of each goal. The goals for Prisons' Strategic Plan for 2020 – 2024 are:

- (a) Maintain safe, secure, humane, and orderly institutions to protect the citizens of North Carolina and those who work and reside at our facilities.

- (b) Improve technology to enable staff to complete tasks efficiently, communicate effectively, and enhance the safety and security of institutions.
- (c) Develop strategies for staff recruitment, retention, morale, and wellness.
- (d) Enhance communications across all disciplines and stakeholders fostering interdisciplinary decision-making.
- (e) Develop, enhance, and improve evidence-based programs and cognitive behavioral interventions for offenders to assist them in developing coping skills which will hopefully reduce recidivism and provide opportunities for successful transition into our communities.
- (f) Provide for continuing staff training to maintain and enhance technical skills, improve the supervision of others, develop abilities to lead change, and motivate others all while understanding the conflicting roles presented by corrections.
- (g) Innovate the delivery of health services to allow appropriate access and equity with a community standard of care, while recognizing public stewardship responsibilities.
- (h) Maximize the operational efficiencies at Correction Enterprises plants through improving cycle times, reducing back orders, increasing inventory turnaround time, and improving distribution times.
- (i) Maintain Correction Enterprises' financial sustainability through increasing the case balance and retained earnings.
- (j) The Administrative Services Section will evaluate and study each part of this plan to ensure the best efficiencies are realized to enable funding to be reallocated as needed.

#### **.1406 MONITORING**

Each goal, strategy, and sub-strategy of the plan will be monitored on a quarterly basis. Each strategy and sub-strategy will be assigned to a Director (or multiple Directors, if appropriate) and a staff member responsible and monitored on a central report that will include the following areas: Quarter, Number, Strategy, Sub-Strategy, Director(s) Responsible, Start Date, Target Date, Constraints, Costs, Assigned, Percent Complete, Status, Policy, and Policy Published.

**.1407 ASSESSMENT OF OVERALL STRATEGIC PLAN**

On a quarterly basis, the leadership of Prisons will review the progress made in completing the Strategic Plan. As a part of this assessment, each Director and Region Director shall review the Strategic Plan and be knowledgeable of progress made toward the completion of any strategy.

An annual assessment toward the completion of the Strategic Plan will be completed at the end of each fiscal year and reported by June 30.



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Commissioner of Prisons

March 31, 2021

Date

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